



AVONDALE GENERAL PLAN 2030

HEALTHY
SUSTAINABLE
COMMUNITY

AVONDALE 2030 GENERAL PLAN UPDATE



AUGUST 28, 2012

PLAN DEVELOPMENT PARTICIPANTS

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Jim McDonald, *Council Member*
Frank Scott, *Council Member*
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Sean Scibienski, *Vice Chair*
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Michael Long
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Previous Planning Commission Members: David Iwanski and David Scanlon

The City of Avondale extends its appreciation to the following for their participation on the City of Avondale General Plan Advisory Committee (GPAC), as well as other citizens, who participated in the public meetings held as a part of the development of this plan update.

GENERAL PLAN ADVISORY COMMITTEE

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Lee Baumgarten, *Phoenix International Raceway*
Matt Butcher, *Evergreen Development*
Dr. Angela Cotera, *Resident*
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Dr. Roger Freeman, *Littleton Elementary School District*
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Kristi Lyzwa, *Arizona Public Service*
Michael Pylman, *Sunland Dairy LLC*
Wendy Qualls, *Litchfield Park Elementary School District*
John Schmadeke, *Agua Fria Union High School District*
David Sours, *Resident*
Dr. Cathy Stafford, *Avondale Elementary School District*

PLAN DEVELOPMENT PARTICIPANTS (continued)

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Energy, Environment, and Natural Resources Commission
Neighborhood and Family Services Commission
Parks and Recreation Board

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Janeen Gaskins, *Grants Administrator*
Rogene Hill, *Assistant City Manager*
Wayne Janis, *Public Works Director*
Kevin Kotsur, *Police Chief*
Carmen Martinez, *City Clerk*
Andrew McGuire, *City Attorney*
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Cherlene Penilla, *Human Resources Director*
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Robin Stinnett, *Water Resources Planning Manager*

CITY MANAGER

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ASSISTANT CITY MANAGERS

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Eric Morgan, *Planner II*
Jennifer Fostino, *Zoning Specialist*
Rita Miller, *Administrative Assistant*
Linda Herring, *Development Services Representative*

COUNCIL APPROVAL

RESOLUTION NO. 3036-412

A RESOLUTION OF THE COUNCIL OF THE CITY OF AVONDALE, ARIZONA, ADOPTING THE CITY OF AVONDALE GENERAL PLAN 2030 AND ORDERING THAT THE CITY OF AVONDALE GENERAL PLAN 2030 BE SUBMITTED TO THE QUALIFIED ELECTORS FOR RATIFICATION.

WHEREAS, the City of Avondale (the “City”) is required to update its existing General Plan (the “General Plan”) in accordance with the goals and content requirements contained in ARIZ. REV. STAT. 9-461 *et seq.*; and

WHEREAS, the City has consulted with, advised and provided opportunity for official public comment by public officials and agencies, Maricopa County, appropriate school districts, associations of government, public land management agencies, other appropriate governmental jurisdictions, public utility companies, civic, educational, professional and other organizations, together with property owners and citizens and has indicated sites for public purposes on the proposed update to the General Plan referred to as the Avondale General Plan 2030 (the “2030 Plan”); and

WHEREAS, at least 60 days prior to the adoption of this Resolution, the Development Services and Engineering Department, as the designated Planning Agency of the City, filed a copy with the Council of the City of Avondale (the “City Council”) and submitted a copy for review and further comment to:

1. Appropriate School Districts
2. American Planning Association, Arizona Chapter
3. Arizona Public Service (APS)
4. Arizona Bureau of Land Management (BLM)
5. Arizona Commerce Authority
6. Arizona Departments of State Land, Game and Fish, Homeland Security, Water Resources (ADWR), and Transportation (ADOT)
7. Department of Mines and Mineral Resources
8. Arizona Geological Survey
9. Arizona State Mine Inspector
10. Buckeye Water Conservation & Drainage District/Buckeye Irrigation
11. Bureau of Reclamation
12. Cal Portland Company
13. Cities of Goodyear, Litchfield Park, Tolleson, Avondale, and Phoenix
14. Estrella Mountain Community College
15. Gila River Indian Community
16. Greater Phoenix Economic Council (GPEC)

COUNCIL APPROVAL (continued)

17. Home Builders Association of Central Arizona
18. Luke Air Force Base
19. Maricopa Association of Governments (MAG)
20. Maricopa County Flood Control District
21. Maricopa County Planning and Development, Parks, and Environmental Services Departments
22. Phoenix International Raceway (PIR)
23. Project for Livable Communities
24. Roosevelt Irrigation District
25. Southwest Valley Chamber of Commerce
26. Salt River Project (SRP)
27. St. Lukes Health Initiative
28. Tohono O'odham Nation
29. Tres Rios Steering Committee
30. Union Pacific Railroad
31. Urban Land Institute Arizona
32. Vulcan Materials-Western Division
33. Westmarc
34. Any person or agency requesting in writing to receive a copy; and

WHEREAS, the City Planning Commission (i) held two public hearings on the proposed 2030 Plan on February 23, 2012 at the City Municipal Operations Service Center and on March 15, 2012 at the City Council Chambers and (ii) provided notice of such hearings by publication in the *West Valley View* at least 15 calendar days and not more than 30 calendar days prior to each hearing, by posting on the City's website and by posting at City Hall, Sam Garcia Library, Fire Station 172 and Estrella Mountain Community College; and

WHEREAS, the City Council (i) held one public hearing on the proposed General Plan on April 2, 2012 at the City Council Chambers and (ii) provided notice of such hearing by publication in the *West Valley View* at least 15 calendar days and not more than 30 calendar days prior to each hearing; and

WHEREAS, the City Council finds and determines that (i) proper notice has been given in a manner required by ARIZ. REV. STAT. 9-461 *et seq.* of the proposal of the City to adopt the 2030 Plan and that each of the required publications have been made in the *West Valley View*, a newspaper of a general circulation in the City and (ii) the 2030 Plan consists of all such elements as required in ARIZ. REV. STAT. 9-461.05.

NOW, THEREFORE, BE IT RESOLVED BY THE COUNCIL OF THE CITY OF AVONDALE, as follows:

SECTION 1. The recitals above are hereby incorporated as if fully set forth herein.

SECTION 2. The 2030 Plan, in the form attached hereto as Exhibit A and incorporated herein by reference, is hereby adopted.

COUNCIL APPROVAL (continued)

SECTION 3. The 2030 Plan shall be deemed to have been adopted as of the date of this Resolution and shall be valid for a term as set forth in ARIZ. REV. STAT. 9-461. Nothing herein shall preclude the City Council from adopting a new General Plan hereto in the manner provided by law.

SECTION 4. The 2030 Plan as adopted by the Council shall be submitted to the qualified electors of the City for ratification at the City election to be held August 28, 2012.

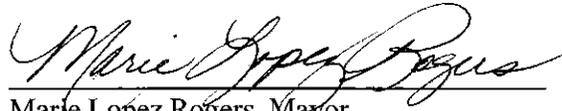
SECTION 5. Arguments in favor or in opposition to the General Plan may be submitted to the City Clerk in the manner provided by law.

SECTION 6. The City Clerk is hereby directed to include a general description of the General Plan and each of its elements in the publicity pamphlet that will be published for the election to be held on August 28, 2012 and such information as with other election information shall be translated into Spanish in accordance with the Voting Rights Act of 1965 as amended.

SECTION 7. The City Clerk shall cause to be placed for public inspection copies of the General Plan in each of the following locations and shall post notice of such placement in the manner as agendas for meetings of public bodies in the City: (i) Development Services Department, 11465 West Civic Center Drive, Suite 110; (ii) City Hall, 11465 West Civic Center Drive, Suite 110; (iii) Avondale Civic Center Library, 11350 West Civic Center Drive; and (iv) Sam Garcia Western Avenue Library, 495 East Western Avenue.

SECTION 8. The Mayor, the City Manager, the City Clerk and the City Attorney are hereby authorized and directed to take all steps necessary to carry out the purpose and intent of this Resolution.

PASSED AND ADOPTED by the Council of the City of Avondale, April 2, 2012.


Marie Lopez Rogers, Mayor

ATTEST:


Carmen Martinez, City Clerk

APPROVED AS TO FORM:


Andrew J. McGuire, City Attorney

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
INTRODUCTION	4
Purpose and Intent	4
Specific Plans	5
How this Plan is Organized	7
2012 GENERAL PLAN PUBLIC INVOLVEMENT	10
AVONDALE’S SHARED VISION	12
Vision Statement.....	12
Guiding Principles	13
GENERAL PLAN AMENDMENT PROCESS	15
How this Plan is Amended	15
2012 Plan Amendment Process	15
MAPS	
1. Land Use Map	17
2. Land Use Map - South Planning Area	18
3. Infill Districts/Revitalization Areas Map.....	19
4. Recreational Amenities Map	20
5. Circulation and Street Classification Map.....	21
6. Community Facilities Map.....	22
7. Steep Slopes Map.....	23
8. Flood Zone Map	24
THEMES AND ELEMENTS	
LAND USE THEME	25
Land Use Element	27
Land Use Categories.....	43
ECONOMIC VITALITY THEME	50
Economic Element	51
Growth Area Element.....	61
Cost of Development Element	64
NEIGHBORHOODS THEME	67
Housing Element	69
Conservation, Rehabilitation, and Redevelopment Element, and Neighborhood Preservation and Revitalization Element.....	73

TABLE OF CONTENTS (continued)

SUSTAINABLE DEVELOPMENT THEME	76
Energy Element.....	77
Environmental Planning & Conservation Element.....	84
OPEN SPACE THEME	89
Open Space Element.....	91
Recreational Amenities Element.....	98
COMMUNITY MOBILITY THEME	104
Circulation Element	105
Bicycling Element.....	110
Transit Oriented Development Element.....	112
COMMUNITY FACILITIES THEME	116
Public Buildings, Services, and Facilities Element.....	117
Safety Element	122
Water Resources Element.....	127
QUALITY OF LIFE THEME	132
Urban Design Element	133
Art and Heritage Element.....	137
Public Participation Element.....	141
IMPLEMENTATION STRATEGIES	144
GLOSSARY	166



EXECUTIVE SUMMARY

INTRODUCTION

The Plan is an update of the 2002 General Plan. While the vision of the 2002 Plan and many of the goals and policies remain valid, community changes since 2002 necessitate this update. This update plans for community growth through 2030. It is a product of a collaborative effort between the City, residents, business owners, land owners, school officials, and other agencies who volunteered and shared their time, concerns, aspirations, and vision for the City over the course of two years.



The purpose of the General Plan 2030 is to provide our community with a vision to guide growth and development through 2030. The name “General Plan 2030” is intended to provide insight as to the future time period evaluated for this general plan update. However, the general plan document, when adopted, will be officially referred to as the “2012 Plan.” The 2012 Plan addresses specific legislative requirements of Growing Smarter and Growing Smarter Plus.

This Plan is based on many assumptions, most of which reflect observable regional or national trends, such as the increasing cost and decreasing availability of fossil fuels, the un-sustainability of transportation, single occupancy automobiles, the natural environment, and economic pressures. These factors affect Avondale’s diversity, environmental quality, economic vitality, and overall sense of well-being. Where one lives, works, and plays has a fundamental effect on one’s health. Therefore, this update focuses on the importance of creating an identity and establishing a new way for Avondale to grow as a Healthy, Sustainable City: Healthy in terms of an individual’s well-being and sustainable in terms of a community’s strength. Avondale is one of the first cities in the Valley to update its General Plan to address the link between public health and the built environment. Concepts explored include:

- ▶ Increasing the City’s “walkability” by adding pedestrian and bike paths that encourage people to use non-motorized means of travel rather than driving;
- ▶ Promoting neighborhood-serving businesses;
- ▶ Creating transit hubs and ensuring close access to transit;
- ▶ Working with industry to reduce pollutants and conserve resources;
- ▶ Adding and maintaining parks, open space, trails, and greenery in neighborhoods for comfort and recreation;
- ▶ Ensuring that the outcome of development maintains quality of life expectations.

This Plan also promotes the idea of economic sustainability as an important concept for a successful community. At its core, economic sustainability is about meeting the diverse needs of a community by providing what the community needs. Economic strength brings employment and a solid tax base to support services, leading to healthier lifestyles and greater opportunities for personal fulfillment. To this end, the City will look to maximize land uses that encourage employment and generate revenues which, in turn, fulfill a quality of life that Avondale residents expect.

General Plan 2030 discusses how we can influence mental and physical well-being through recreation and open space, bicycle and pedestrian use and safety, transportation, air and water quality, housing quality, urban form, and transit-oriented development, among others.

Throughout the planning process, citizens were provided the opportunity to discuss the issues facing Avondale, evaluate the implications of alternative ways to address the issues, and voice their opinions about the best ways to accomplish change in Avondale. Some of the issues that necessitated this plan update are:

- ▶ Changes to the future land use map affecting the I-10 freeway corridor, Avondale Boulevard, and the southern area of the City;
- ▶ The proposed SR30 Freeway alignment;
- ▶ The proposed regional transportation study for commuter and light rail that will be used to update the City's capital improvements;
- ▶ The need to address housing challenges at a county-wide level;
- ▶ Pressure to increase City-County coordination on many growth management challenges, including transportation, housing, utility, and land use issues;
- ▶ Progress on the expansion of recreational facilities, wildlife watching, and tourism opportunities, as well as the open space and trail networks;
- ▶ The need to enhance the arts in Avondale and increase the quality of life for existing and future residents;
- ▶ The need to develop as a sustainable and walkable City that embraces healthy living habits.

The Plan update process, illustrated below and described in more detail in 2012 General Plan Public Involvement, was guided by an 18 member General Plan Advisory Committee (GPAC) appointed by the City Council. The GPAC considered the City's growth options and recommended goals, policies, and implementation strategies to address the many challenges facing Avondale. Public meetings, a survey, information centers, and other strategies to engage the public were employed throughout the process using innovative outreach techniques, including public cable broadcasts, a project website, a traveling kiosk present throughout Avondale at businesses, City events, and public spaces, such as the public libraries and Estrella Mountain Community College.

BACKGROUND AND HISTORY

The City of Avondale adopted a General Plan in 1990, then an update to the 1990 plan in 2002. Both the 1990 Plan and the 2002 Plan were based on our citizens' vision for the future. The 1990 Plan contained Land Use, Circulation and Transportation, Recreation and Natural Resources, Public Facilities and Services, Urbanization, and Economic Development elements. Significant changes occurred in Avondale since the 1990 and 2002 Plans. The 1990 Plan recognized that while Avondale prepares for growth, it should strive to preserve the small-town feel that first attracted many residents to the community. The 1990 Plan also called for redevelopment plans for the downtown area. Since the 1990 Plan, other plans have been completed to address topics that were not anticipated in 1990. These plans include the 1999 Avondale Business Core Redevelopment Implementation Plan, which laid out specific economic development and design guideline recommendations for the redevelopment of the downtown business core area, the June 1991 Freeway Corridor Plan, the June 1992 North Avondale Plan, the November 1996 Tres Rios Greenway Specific Plans, and the December 1999 Redevelopment



Implementation Plan.

THE 2002 PLAN FOR THE CITY OF AVONDALE

The 2002 Plan included the Land Use, Economic Development, Growth Area, Cost of Development, Housing, Conservation, Redevelopment and Rehabilitation, Open Space, Environmental Planning and Conservation, Recreation, Circulation, Bicycling, Water Resources, Public Services and Facilities, Public Buildings, and Safety elements that are required by ARS §9-461.05 for jurisdictions with populations of more than 50,000. The City chose to meet the 2002 Plan requirements for jurisdictions over 50,000 because it was growing rapidly, and it wanted to ensure that the Plan addressed a broad range of issues. For the 2012 Update, ARS §9-461.05 required two new elements: Energy and Neighborhood Preservation and Revitalization. These elements were included in the document under the corresponding Sustainable Development Theme and the Neighborhoods Theme accordingly. While Energy is a new, single element, the Neighborhood Preservation and Revitalization Element intent was incorporated into the existing Conservation, Redevelopment and Rehabilitation Element as the information required for both elements overlapped Avondale's goals and policies for each. It was renamed the Conservation, Redevelopment, and Rehabilitation, and Neighborhood Preservation and Revitalization Element.

The 2002 Plan incorporated a range of ideas and visions that set Avondale apart from other Phoenix Metropolitan area jurisdictions. Avondale's unique cultural and historic significance captured in its neighborhoods and commercial districts continues to be important to our residents. The value of our community's cultural and historical roots was emphasized through the objectives and policies of the 2002 Plan, particularly in the Housing, and Conservation, Redevelopment, and Rehabilitation Elements.

The 2002 Plan encouraged the development of safe and affordable housing types that were called for in the 1990 Plan. One of the goals heard repeatedly during public meetings was that higher income housing opportunities be provided that will attract a broad range of residents to the City. The 2002 Plan recognized this desire for a range of housing options by identifying areas for low density residential development south of Broadway Road for executive housing.

THE 2012 PLAN FOR THE CITY OF AVONDALE

Although many factors have changed how the City has grown since 2002 due to increased population and the increased need for the automobile, it is encouraging to find that certain very important attributes of our City have remained the same. The scenic beauty and natural amenities that the City has to offer have set it apart. The Estrella Mountains provide a dramatic backdrop to our community. The Agua Fria River runs north-south across the length of the City, providing a continuous corridor of open space. The Salt and Gila Rivers contain flowing water and provide an east-west green belt. The 2012 Plan builds even further on these goals and policies to utilize the open space and hillside preservation, floodplain protection, and rivers to provide open space corridors as an asset to build on tourism and creating *a healthy lifestyle community*. We believe that these actions will result in an Avondale that grows in harmony with its environment and natural resources.

Similar to what was proposed in 2002, a range of housing options that match low density residential development south of Broadway Road remains a focus for Avondale.

Citizen involvement, realized through public meetings and a Public Advisory Committee, was instrumental in creating the vision, goals, policies, and implementation strategies in this 2012 Plan. A thorough description of the public participation process and the public involvement policy that will guide the City in future amendments and updates to this Plan is presented in the community involvement section.

INTRODUCTION

PURPOSE AND INTENT

The purpose of the 2012 Plan is to provide Avondale with a community identity as a *Healthy Lifestyle Community* that guides City decision-makers in achieving the relationships between land use, transportation, quality of life, the environment, and economic prosperity desired by Avondale residents and businesses. City officials support the idea that fostering the relationship between the built environment and a healthy individual is financially and socially beneficial.

The 2012 Plan is intended for a variety of users. New and existing residents, as well as people working with the City, can use the 2012 Plan to learn about Avondale and how it plans to achieve its vision and meet the service, transportation, resource, and other needs of its citizens and businesses in the future.

City staff, the City Council, and the Planning and Zoning Commission will use the 2012 Plan as a guide to land use planning. City staff will also use the 2012 Plan to ensure that City policies and procedures remain coordinated and focused on Avondale's vision. Private citizens and developers working with the City can use the 2012 Plan to help them understand the types of developments desired by the City and its plans for future development and service provision.

Why does Avondale Need a General Plan?

All jurisdictions are required by ARS §9-461.05 to have a General Plan to guide future land use and development for their communities. The topics required to be included in the 2012 Plan are determined by the size of the jurisdiction. Avondale, like all Arizona jurisdictions with populations greater than 50,000 persons, is required to include the following elements in its plan: conservation; recreation; circulation; public services and facilities; public buildings; housing; conservation, rehabilitation, and redevelopment; safety; bicycling; energy; and neighborhood preservation and revitalization.

What is a General Plan?

The term "General Plan" describes a general, comprehensive, long-range statement of goals and related policies to guide future growth and development of a city. The General Plan is comprehensive because it seeks to coordinate all of the interrelated systems of the City and all properties within the City.

A General Plan is:

- ▶ An ongoing exercise of local self-government;
- ▶ A formal unified overview of life in the community;
- ▶ An ongoing status report on the community's performance;
- ▶ A statement of the community's view of itself;
- ▶ The public officials' most basic statement of public policy;
- ▶ A description of the action plan the City should take to achieve its desired future;
- ▶ A means to inform the public and all stakeholders and to enhance their confidence;
- ▶ A tool to assist in the management and stewardship of the City;
- ▶ A legal mandate.



What impact does the General Plan have on me?

The General Plan does not change existing zoning, but could impact future zoning changes on the property. In other words, if a property currently is zoned and is not in conformance with the adopted 2012 Plan, *the property may be developed according to the in-place zoning*. While current zoning must conform to the adopted 2012 Plan, the plan is not set in concrete and it may be amended. ARS §9-461.06 requires General Plans to define Major Amendments to the General Plan and a procedure for considering them. ARS §9-461.06 requires a two-thirds vote of the City Council to approve a major amendment to the General Plan and limits presentation of major amendments to a single public hearing during the calendar year in which the proposal for the amendment is made. The City of Avondale General Plan Amendment Process is described in this 2012 Plan.

The General Plan affects every resident and business in Avondale because it provides guidance to the City and private entities about the types and locations of public facilities, private development, and public and private infrastructure. As General Plan elements are related to one another and should be considered collectively in the decision-making process, people using the 2012 Plan should not rely solely on select, excerpted statements to reach a particular conclusion, but should carefully consider all the General Plan policies and supporting documentation. Supporting documentation includes Specific and Master Plans adopted by the City and other entities.

SPECIFIC PLANS

Avondale's planning history includes the development of plans and sub-areas within the planning area. The Specific Plans further the General Plan's goals by providing more detailed goals, objectives, and policies pertaining to each identified sub-sector. These Plans address unique characteristics and support unique land use planning and implementation strategies for each area. Specific Plans are not expected to cover the entire City. Avondale's Specific Plans are treated as if they are incorporated into the Avondale General Plan by reference and are considered implementation tools of this Plan.

- ▶ **City Center Specific Plan:** The City Center Specific Plan (CCSP) was adopted in August, 2008, and generally applies to the area west of 113th Avenue, east of 119th Avenue, north of Coldwater Boulevard, and south of Interstate 10 (I-10) on both sides of Avondale Boulevard. The area, covering 402 acres, establishes a framework of streets, land uses, parks, and building form intended to create an active area with a variety of residential unit types, employment centers, and various active pedestrian oriented uses. A majority of the City Center area is planned to be developed with a vertically integrated mix of uses in an intense urban form, requiring adherence to a traditional city block grid pattern, allowing for building heights and density well in excess of what is allowed elsewhere in the City, and requiring buildings be sited close to streets.
- ▶ **Freeway Corridor Specific Plan:** The Freeway Corridor Specific Plan adopted in June, 1991 and updated in 2012 and generally applies to the area bounded by 99th Avenue, Dysart Road, Van Buren Street, and Encanto Boulevard, excluding the 402 acres contained within the City Center Specific Plan. The primary purpose of the Freeway Corridor Specific Plan is to ensure attractive development in what can be considered the City's most highly visible areas adjacent to Interstate 10. The Freeway Corridor Specific Plan regulates building heights and contains numerous design and landscaping standards to create a unified streetscape along McDowell Road and the I-10 freeway corridor.
- ▶ **North Avondale Specific Plan:** Adopted in June of 1992 and updated in 2012, the North Avondale Specific Plan applies to the area north of Encanto Boulevard. The principal goal of the Plan is to enhance the image of the mainly residential northern portion of the City by creating and applying additional development standards, landscaping standards, and design standards. The North Avondale Specific Plan stresses the

importance of protecting and emphasizing mountain views when considering new development in the area. It also increases expectations for the provision of open space and recreational opportunities for the residents of North Avondale.

- ▶ **Tres Rios Greenway Specific Plan:** Adopted in April, 1997, the Tres Rios Greenway Specific Plan is a regional open space and trails system designed to provide a more livable environment, as well as enhance adjacent developments. Any development in Avondale adjacent to the Agua Fria, Gila, or Salt Rivers is subject to the Tres Rios Greenway Specific Plan. Its primary goal is to connect otherwise separated parks, neighborhoods, and cities through a pedestrian network along our natural waterways.

Furthermore, the following documents are referenced in this 2012 Plan and considered reference and implementation tools of the 2012 Plan.

- ▶ Avondale Economic Development Strategic Plan
- ▶ Avondale Parks, Recreation, and Trails Master Plan
- ▶ City Center Design Guidelines
- ▶ Old Town Design Guidelines
- ▶ Commercial, Industrial, and Multi-family Design Manual
- ▶ Single Family Residential Design Manual
- ▶ City of Avondale Redevelopment Implementation Plan
- ▶ City of Avondale Infill Incentive Plan
- ▶ City of Avondale CBD Revitalization Plan 1985-2000
- ▶ Avondale Emergency Response Plan
- ▶ Flood Control District of Maricopa County Agua Fria Watercourse Master Plan
- ▶ Maricopa Association of Governments West Valley Rivers Non-motorized Transportation Plan
- ▶ Maricopa Association of Governments Desert Spaces Plan
- ▶ Maricopa County Countywide Trails Plan
- ▶ Flood Control District of Maricopa County Rio West Watercourse Master Plan
- ▶ Flood Control District of Maricopa County White Tanks Area Drainage Master Plan
- ▶ Flood Control District of Maricopa County Durango Area Drainage Master Plan
- ▶ Arizona Department of Water Quality 2000 Water Master Plan for the Durango Area
- ▶ Arizona Department of Water Resources Third Active Management Area Plan



HOW THIS PLAN IS ORGANIZED

This 2012 Plan is organized around the essential themes derived through Avondale’s vision as well as compliance with State statutes: Land Use, Economic Vitality, Neighborhoods, Sustainable Development, Open Space, Community Facilities, Community Mobility, and Quality of Life. These themes are all important and success in one area cannot be achieved without success in another. The following table shows compliance with ARS §9-461.05 and illustrates the organization of the 2012 Plan themes and elements:

Table 1 - Organization of 2012 Plan Themes and Elements

Theme	Elements	Focus
LAND USE	Land Use	Designates the general distribution, location, and intensity of land uses, and defines land use categories.
ECONOMIC VITALITY	Economic	Identifies opportunities to increase the job to population ratio and expand upon and strengthen the job markets in Avondale.
	Growth Area	Identification of areas appropriate for specified activities.
	Cost of Development	Outlines measures to ensure development pays its share toward the increased demand on public services.
NEIGHBORHOODS	Housing	Standards and programs for improving the quality, variety, and affordability of housing in Avondale.
	Conservation, Rehabilitation, and Redevelopment, and Neighborhood Preservation and Revitalization	Discusses the importance of Avondale’s early neighborhoods and importance of infill and redevelopment.
SUSTAINABLE DEVELOPMENT	Energy	Describes principles for conserving natural resources and expanding the use of renewable sources.
	Environmental Planning and Conservation	Preserving and protecting the environment and the natural resources that contribute to the community’s quality of life.

Table 1 - Organization of 2012 Plan Themes and Elements (continued)

OPEN SPACE	Open Space	Comprehensive inventory of open space, analysis of forecasted needs, and policies for the enhancement of open space and recreation activities.
	Recreational Amenities	Measures for preserving open space for future generations and enhancing our community's health today by providing space for outdoor recreation.
COMMUNITY MOBILITY	Circulation	Promotes safe, efficient, and accessible choices for the movement of people and goods.
	Bicycling	Encourages safe bicycle routes, bicycle facilities, and designates routes current and future.
	Transit Oriented Development	Discusses opportunities for residential or commercial areas to be designed with access to transit.
COMMUNITY FACILITIES	Public Buildings, Services, and Facilities	Policies for public services, such as safety, water resources, human services, and the facilities necessary to provide them with a focus on development's role.
	Safety	Protection of the community from natural and man-made disasters.
	Water Resources	Currently available surface water, groundwater and reclaimed water supplies, projections for future growth and need.
QUALITY OF LIFE	Urban Design	Applying the principles of New Urbanism development (i.e. walkability, connectivity, mixed-use, traditional neighborhood structure, timeless architecture, and human-scale urban design).
	Art and Heritage	Describes the cultural resources the community has and how the City will enhance and preserve these assets.
	Public Participation	Promoting and encouraging citizen participation as a vital component of the public process.



The themes of this 2012 General Plan independently and collectively support the concept of smart growth and sustainability. Smart growth advocates patterns for newly developing areas that promote a balanced mix of land uses and a transportation system that makes the Avondale community more attractive, economically stronger, and more socially diverse as well as helps protect our natural environment. Sustainability introduces the concept of self-reliance in a manner that does not exhaust resources, and results in a net improvement to the environment and community in its entirety. Unifying these concepts, this 2012 Plan focuses on creating a healthy community that is transit and pedestrian oriented, and which allows for a greater mix of housing, employment, and commercial uses. It also preserves open space and many other environmental amenities important to Avondale.

2012 GENERAL PLAN PUBLIC INVOLVEMENT

The purpose of public involvement efforts is to ensure that the community is informed of and involved in any additions or modifications to the City of Avondale's General Plan. To this end, staff focused on efforts to educate the public on the City's General Plan and generated increased public awareness throughout the preparation and adoption of the various components of the General Plan. Involving Avondale residents, businesses, property owners, and staff was a fundamental piece of the process used to develop this Plan.

As required by ARS §9-461.06 the City adopted a public involvement policy, the *General Plan Amendment Process*, in order to provide effective, early, and continuous public participation in the development and major amendment of general plans from all geographic, ethnic, and economic areas of the municipality. In general, the Amendment Process identifies the procedures and public notification efforts the City of Avondale will undertake in the review of any amendment to the General Plan. It promotes neighborhood meetings, public notifications, and public hearings in order to encourage public opinion and action as a part of the Smart Growth Principal, which encourages community and stakeholder collaboration in development decisions. The origin of this process was based on several goals:

- i. Obtain broad-based citizen participation in the planning process.
- ii. Provide information to the citizens and general public throughout the process.
- iii. Understand the residents' attitudes and opinions regarding the direction of Avondale's growth and development, the key issues facing Avondale, and their hopes for Avondale's future.
- iv. Keep the 2012 Plan process accessible and clear to the citizens of Avondale.
- v. Promote intergovernmental and interagency cooperation and collaboration.
- vi. Meet the requirements of the Growing Smarter Act as amended through the Arizona Revised Statutes.
- vii. Keep the 2012 Plan in the public eye throughout the process and establish programs to increase their understanding of the 2012 Plan recommendations.

Not only are these goals still relevant to the *General Plan Amendment Process*, they are relevant to creating opportunities to generate dialogue, establish consensus, and engage all citizens throughout any public process in Avondale. The new Public Participation Element in the Quality of Life Theme was designed to highlight the City's commitment to creating these opportunities and to elicit enthusiasm amongst Avondale residents about future policy decisions.

Public Involvement Activities Conducted in the Development of this 2012 Plan

In 2009, at the beginning of the General Plan Update process, the General Plan Advisory Committee (GPAC), a voluntary committee consisting of citizens, business leaders, property owners, and representatives of schools, utilities, and the Maricopa County Flood Control District, was formed. Staff actively solicited for community membership by means of public meetings, newspaper publication, and the City's website. An application was made available for interested parties to submit in order to join the Committee. All those who submitted an application by the deadline were invited to join the GPAC. In concert with the GPAC, the Technical Advisory Committee (TAC), the City's in-house group of experts, was assigned and made available throughout the process to provide guidance from the City's perspective. The TAC acted purely in a consulting role in order to provide needed data related to operational and functional requirements of the City. Staff sponsored a website that was used to provide information on the 2012 Plan and its progress, post meeting notifications, and allow for public



comment.

The first meeting was held jointly with both the GPAC and TAC. The purpose was to familiarize members with each other as well as set the tone of the process and establish the vision for General Plan 2030. Following that joint session, the GPAC met a total of 13 times; the TAC met 14 times. The General Plan was reviewed element by element with both groups, and additions, revisions, and deletions were discussed.

At the commencement of the General Plan 2030 update process, staff indicated that public outreach would be a primary focus. As the GPAC and TAC met, the outcome of those discussions was presented to the public. Staff reached out to the Avondale community, both residents and businesses alike, in a number of ways. Initially, a survey was available online as well as by hard copy during the first six months of the public outreach efforts. The results were tabulated and integrated into the process.

On a regular basis, staff reached out to the public in various ways. The General Plan Public Outreach and Informational Video, a short film clip promoting citizen participation and educating the public on the General Plan process, was created. The video was available for viewing on the City's website, Avondale's local government access television channel (Channel 11), and to the public on compact disk (CD). The video was also used during the 2012 Plan's hearing process and adoption by Council. Staff periodically distributed the division newsletter to interested parties, internal staff, and the development community, which provided updates regarding the General Plan Update process, and utilized the City's own Channel 11. Staff created a Powerpoint with slides that described the General Plan 2030 intent and process, which was televised on Channel 11 as well. Staff also distributed several press releases for community meetings and other General Plan 2030 related events.

Specifically, staff participated at several community events and public meetings in order to update interested parties and distribute progress draft materials. Events included City Hall Comes to You, Resident Appreciation Night, Tres Rios Nature Festival, Eco-Avenues, HOA Summit, and various board and commission meetings. Staff also held eight community meetings at diverse locations throughout the City. Avondale residents and interested members of the community were invited to view displays, ask questions, and provide their thoughts and ideas on the General Plan information. Progress drafts were distributed to those who attended with the hope they would provide feedback on the Planning Division General Plan Update web page. Special advertising for these meetings was implemented in order to promote citizen participation. Finally, staff updated both the Planning Commission and the City Council at strategic times during the process in order to brief each governing body on the 2012 Plan's progress and to solicit input from each.

Two public hearings were held by the Planning Commission at two different locations in the City, and one City Council Hearing was held. The adopted 2012 Plan was ratified by the voters on August 28, 2012.

AVONDALE'S SHARED VISION

The process of community visioning was initiated with the General Plan Advisory Committee (GPAC), local residents, and business owners as we embarked on the General Plan 2030 update. The objective was to identify the most important principles relating to the long-term future of the City. The shared vision identified ten critical points for Avondale to emerge as an economically viable and prosperous City that embraces the rich attributes of the Sonoran Desert, and a healthy lifestyle. Avondale is committed to promoting the health and well-being of all its residents and plans to be an active, inclusive, and responsive place, where healthy habits are encouraged rather than discouraged by the environments we build.

VISION STATEMENT

A city of variety, vitality, and values, whose citizens pursue an active role in molding a great place to live, work, and play, in a manner respectful of the City's rich history, growing culture, and invaluable natural resources. The foundation for this vision is based on the following principles:

- ▶ A great place to live, work, and play where people share the values of a healthy community and respect for individuals;
- ▶ An involved citizenry that actively participates in public policy and decision making; a group of residents who want to make a difference, and see a difference;
- ▶ A highly livable city that employs local benchmarks to measure its progress in areas such as housing, economic vitality, educational quality, environmental quality, and overall quality of life;
- ▶ An economically strong and well-integrated city, fostering local 'Mom and Pop' businesses, regional cooperation, and mid to large-sized clean industry;
- ▶ An attractive employment location that retains a high quality, customer-focused, talented team of employees that goes beyond expectations;
- ▶ An environmentally-aware community that preserves, open space, natural features, protected habitats, parks and outdoor recreation;
- ▶ A place focused on balancing its amazing views and unique community energy with the appropriate amenities and opportunities for livability and sustainability;
- ▶ A rich and vibrant arts and entertainment center celebrating the talents and culture of the people who live here;
- ▶ A learning-based community that values and supports quality education across the age continuum;
- ▶ A place where strength of character can be developed and high standards of integrity are valued.
- ▶ A focus on light rail and transit-oriented development.



GUIDING PRINCIPLES

The following principles are intended to clarify the intent of the shared vision statement and establish the context for the land use categories, goals, policies, and implementation strategies for each of the elements. The principles are grouped in seven categories that arose from the visioning process.



▶ **Healthy Community:** We flourish as a community by caring about everyone's needs, supporting efforts to reach our full potential, fostering healthy and resilient individuals, and valuing our community's unique lifestyle and character.



▶ **Neighborhoods as our Foundation:** We commit to maintain our neighborhoods through development standards and revitalization decisions that create strong neighborhoods and promote our community.



▶ **Economic Vitality:** Our community experiences economic prosperity through diversification, self-reliance, interdependence, adaptability, and job growth.



▶ **Community Mobility:** We emphasize development of a balanced, integrated, multi-modal circulation system (streets, trails, sidewalks, bikeways, transit, light rail, and river corridors) that is efficient and safe, and which connects neighborhoods to jobs, schools, services, local attractions, and open space.



▶ **Unique Lifestyle and Character:** We emphasize our natural landscape setting that promotes growth and conservation, tourism, and outdoor recreation among the Estrella Mountains, Gila River, open space, and riparian areas. We embrace the beauty of the Sonoran Desert, natural surroundings and our contributions to the physical environment, and will provide pleasing public spaces by ensuring a variety of living, working, and leisure opportunities as fundamental elements to the community.



▶ **Environmental Stewardship and Sustainable Systems:** We honor and respect our natural environment, realizing that our lives are interdependent with the Earth's well-being. We commit to the effective management of our finite and renewable environmental, social, and technological resources to ensure they coexist to serve future needs. The preservation of this unique lifestyle and character will be achieved through mutual respect between our natural and man-made environments and by promoting the dedication of open space, providing safe, clean, neat public areas, and trees and shaded areas that promote outdoor activities, City identity and beautification, and community interaction. We design human solutions that promote the long-term health and preservation of complex natural and cultural systems.

Recognizing these Guiding Principles, the City will implement this 2012 Plan in accordance with the following core values:

- ▶ Actively involve and serve all of our residents.
- ▶ Promote our City as a Healthy Lifestyle Choice.
- ▶ Respect individual rights, yet be guided by our concern for the common good.
- ▶ Minimize our ecological footprint.
- ▶ Protect our water resources that allow us to live here.
- ▶ Conserve our natural resources, while protecting our lands, wildlife, and air quality.
- ▶ Flourish through the sustainable use of our natural resources.
- ▶ Model our growth on the beauty, efficiency, and resiliency of our natural systems.
- ▶ Shop and invest in our community to create jobs and local prosperity.
- ▶ Create a community that promotes public safety, higher education, lifelong learning, and access to all community resources.
- ▶ Leverage our collective knowledge and ingenuity to anticipate and respond to emerging needs.

Achieving this vision requires acknowledging the links between built environments and health, particularly the influence that patterns of land use, density, transportation strategies, and street design have on a community's well-being.



GENERAL PLAN AMENDMENT PROCESS

HOW THIS PLAN IS AMENDED

Amendments to this 2012 Plan shall be classified as major amendments or minor amendments. In accordance with A.R.S. §9-461.06, changes to the 2012 Plan are to be considered major amendments if the resulting change is a “substantial alteration of the municipality’s land use mixture or balance” as established in this 2012 Plan. Additionally, in accordance with A.R.S. §9-461.06, major amendments to this 2012 Plan (i) may only be considered by the City Council at a single hearing designated each year for such cases, (ii) must be submitted within the same year they are heard and (iii) must receive a two-thirds majority vote of the City Council for approval. In addition, such major amendments typically require several months of public notice and participation before consideration by the City Council. Minor amendments shall be all General Plan amendments not determined to be major amendments. Amendments to this 2012 Plan may be initiated by the City or may be requested by private individuals or agencies in accordance with the procedures set forth in State Law.

2012 GENERAL PLAN AMENDMENT PROCESS

Major amendments to the 2012 Plan will be processed starting January 1st of each year and shall be considered by the Council at a regular meeting in August of each year. An application may not be accepted after February 1st. Minor amendments may be processed and considered at any time during the year. The minor/major 2012 Plan Amendment process shall include a review, analysis, findings, and recommendation for approval, denial, or modification by staff to the Planning Commission and the City Council. The City should conduct a yearly monitoring review of the 2012 Plan to evaluate growth conditions, implementation strategies that pertain to the Land Use Map, and other minor amendments that may arise.

2012 Plan Major Amendments

Amendments to this 2012 Plan will be considered major amendments if they meet one or more of the following criteria, the occurrence of which is intended to result in a substantial alteration of the municipality’s land-use mixture or balance:

For Planned Area Developments

A change to the 2012 Plan necessary for the establishment or amendment of a PAD District encompassing 80 gross acres or more that meets one of the following criteria:

- ▶ An increase in residential land-use densities that is greater than two Land Use Map categories;
- ▶ A net change in the land-use categories affecting greater than 10% of the total land area; or
- ▶ Any change in non-residential land-use categories.

For Areas located within a Specific Area Plan

Any change in land-use categories, unless the change does not conflict with the goals and policies of the applicable specific area plans and the 2012 Plan, as determined by the Zoning Administrator.

For All Other Areas

Any change in a land-use category affecting 40 acres or more.

2012 Plan Minor Amendments

Any change that does not meet one or more of the criteria listed above for a major amendment is considered a minor amendment and may be considered by the City Council throughout the calendar year according to the regularly-scheduled review and hearing process.

Text Amendments

Text changes to this 2012 Plan shall be considered major amendments only if they are in conflict with, eliminate, or alter the intent of any goal or policy. Text changes that alter an implementation strategy or strategies may be considered minor amendments if the goals and policies are not directly or indirectly affected.

Calculation of Residential Density

Residential land use densities shall be calculated by dividing the total number of proposed residential units by the total area land area proposed for residential development less the amount of land that will be dedicated for arterial street rights-of-way.

Major and Minor General Plan Amendment Review and Analysis

The review and analysis shall include, but not be limited to, the following considerations:

- ▶ Availability of current and future water supplies;
- ▶ Impact on and potential to support the City's transportation system;
- ▶ Impact on the natural environment, including but not limited to, hillsides, riparian areas, and floodways;
- ▶ Extent to which the proposal contributes to achieving the (i) job to population ratio, (ii) square foot per capita ratio and (iii) multi-family housing ratio identified within this 2012 Plan;
- ▶ Impact on City services and facilities including, but not limited to, police, fire, water and wastewater; and
- ▶ Extent to which the goals of this 2012 Plan are accomplished.

Findings

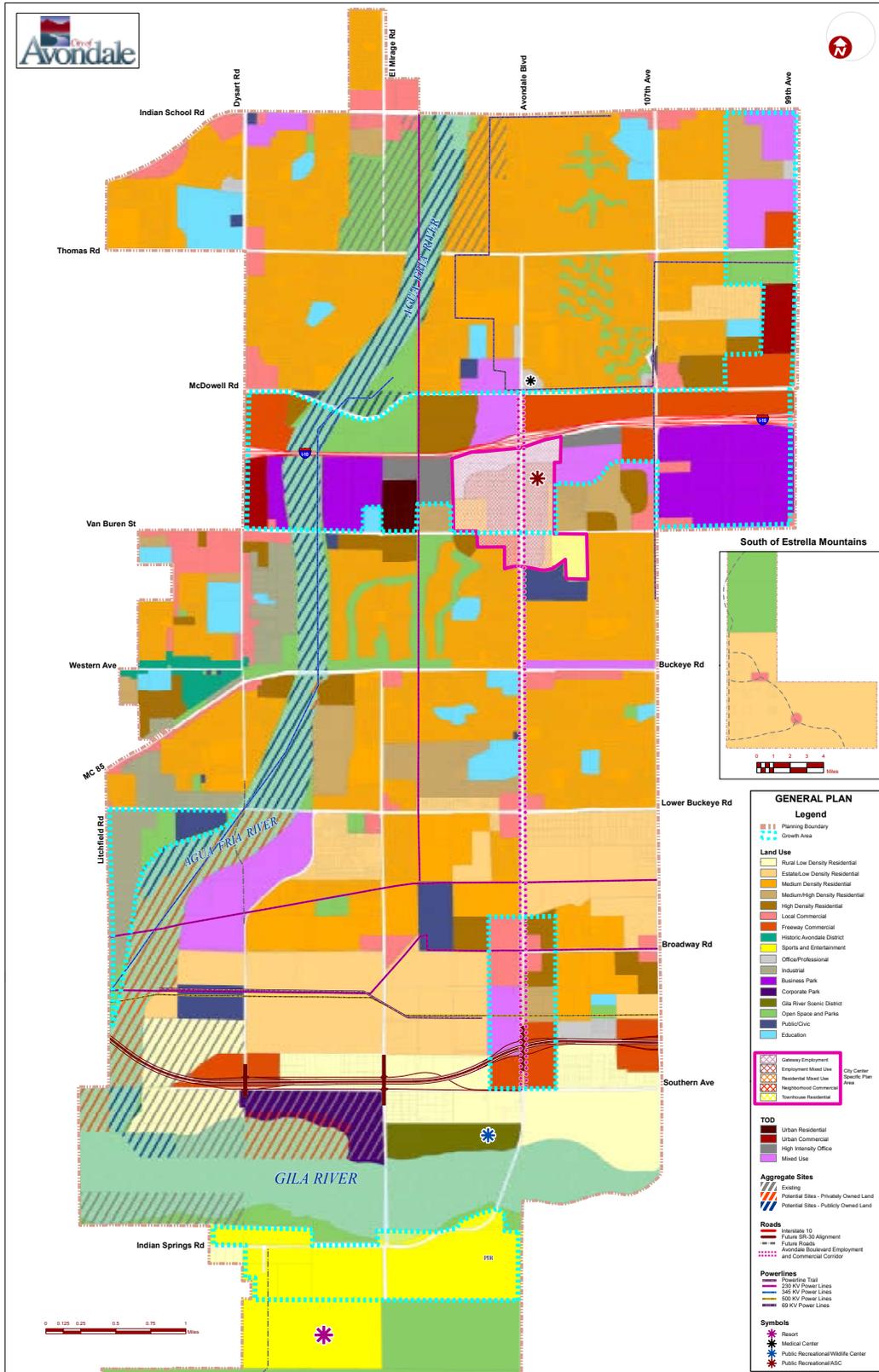
It shall be the burden of the applicant requesting a major, minor, or text amendment to prove that the proposed changes meet all approval criteria. The following findings must be made for all changes to the 2012 Plan:

- ▶ The development pattern contained on the Land Use Plan inadequately provides sufficient sites for the use or change proposed in the amendment.
- ▶ The amendment constitutes an overall improvement to the 2012 Plan and is not solely for the good or benefit of a particular landowner or owners.
- ▶ The amendment will not adversely impact the community as a whole or a portion of the community by:
 - Significantly altering the acceptable land use patterns;
 - Requiring larger and more expensive public infrastructure improvements including, but not limited to, roads, water and wastewater, and public safety facilities than would otherwise be needed without the proposed change;
 - Adversely impacting the existing land uses; or
- ▶ That the amendment is consistent with the overall intent of the 2012 Plan and other adopted plans, codes and ordinances.

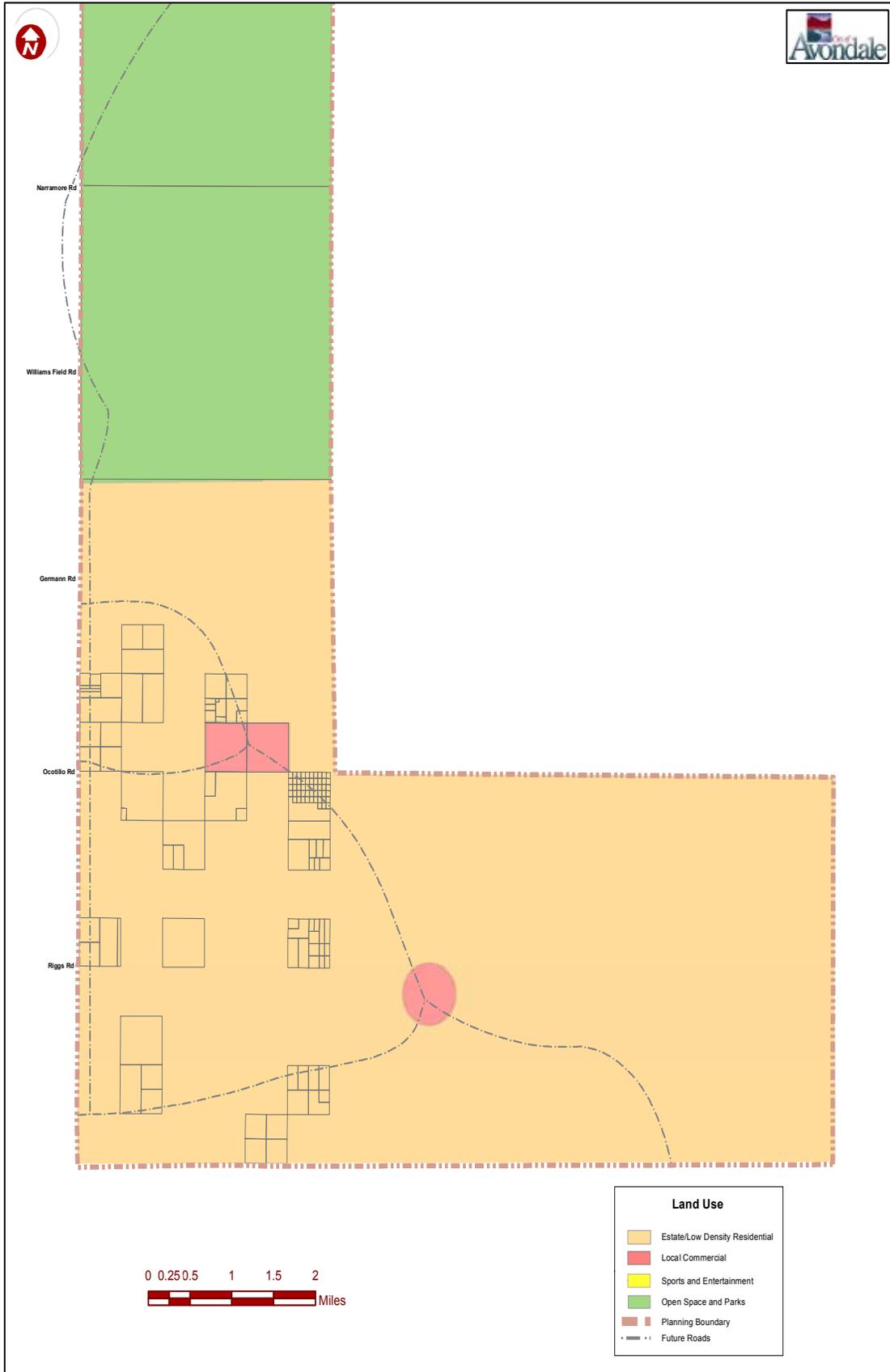


MAPS

LAND USE

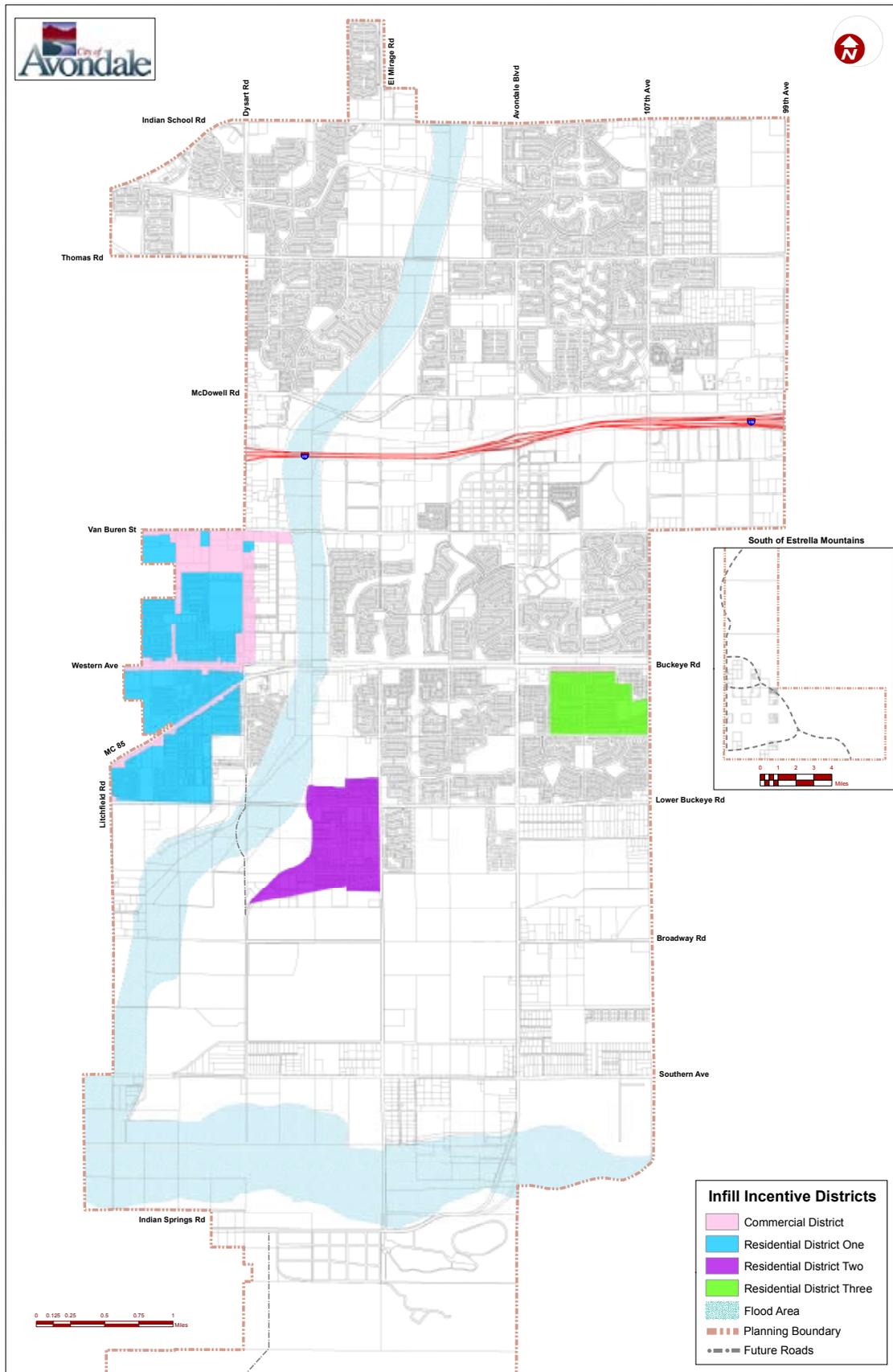


LAND USE - SOUTH PLANNING AREA

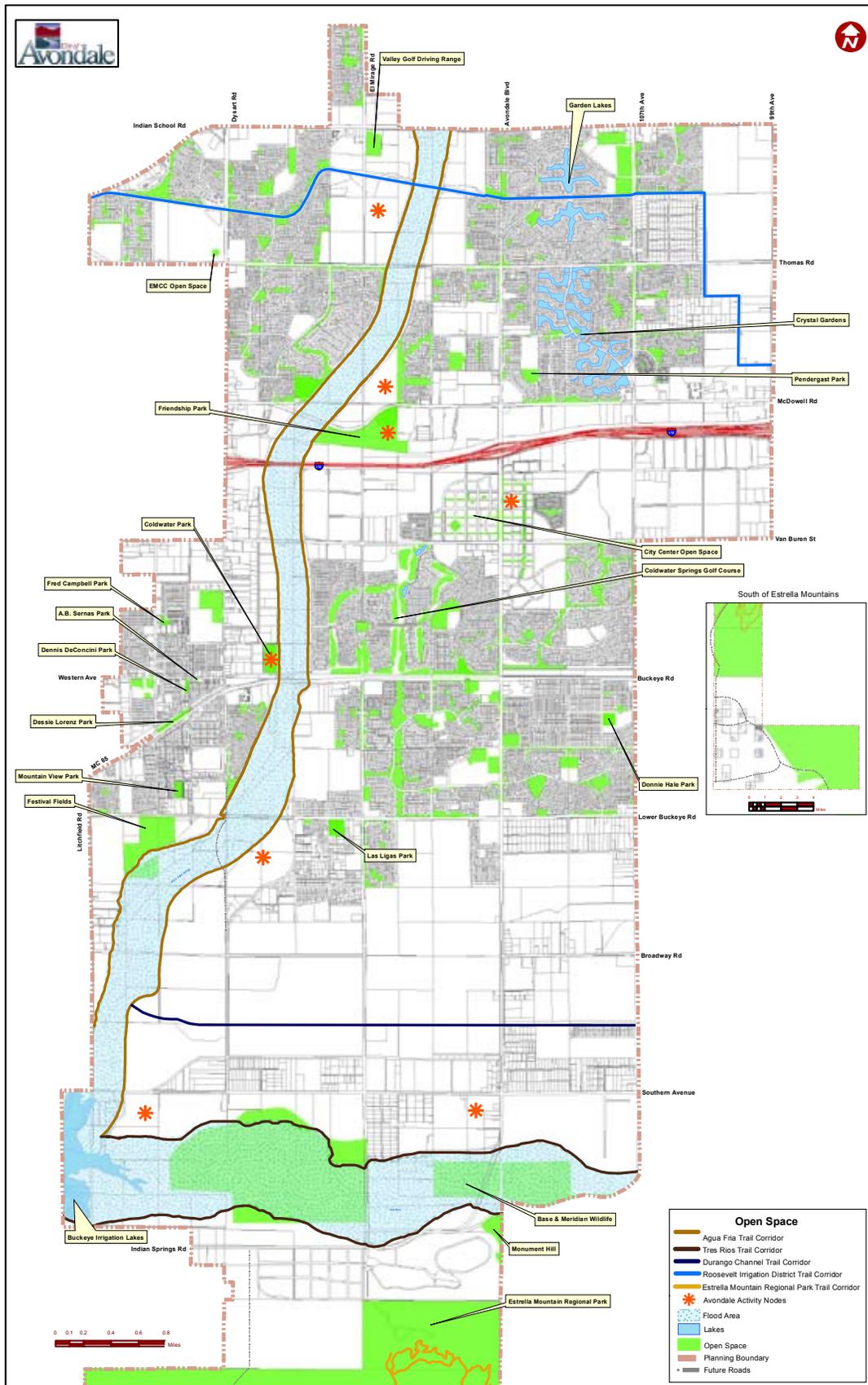




INFILL DISTRICTS/REVITALIZATION AREAS

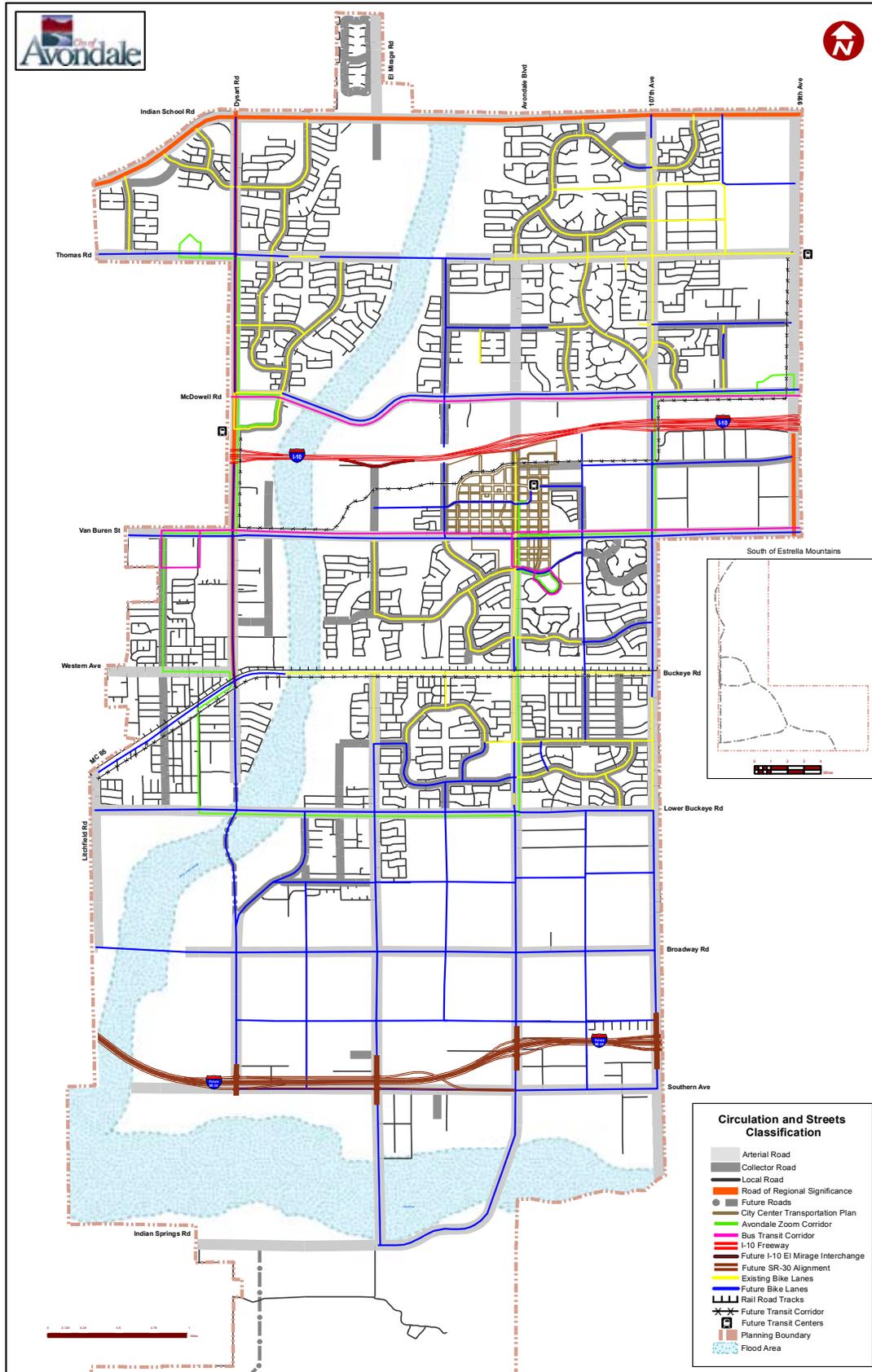


RECREATIONAL AMENITIES

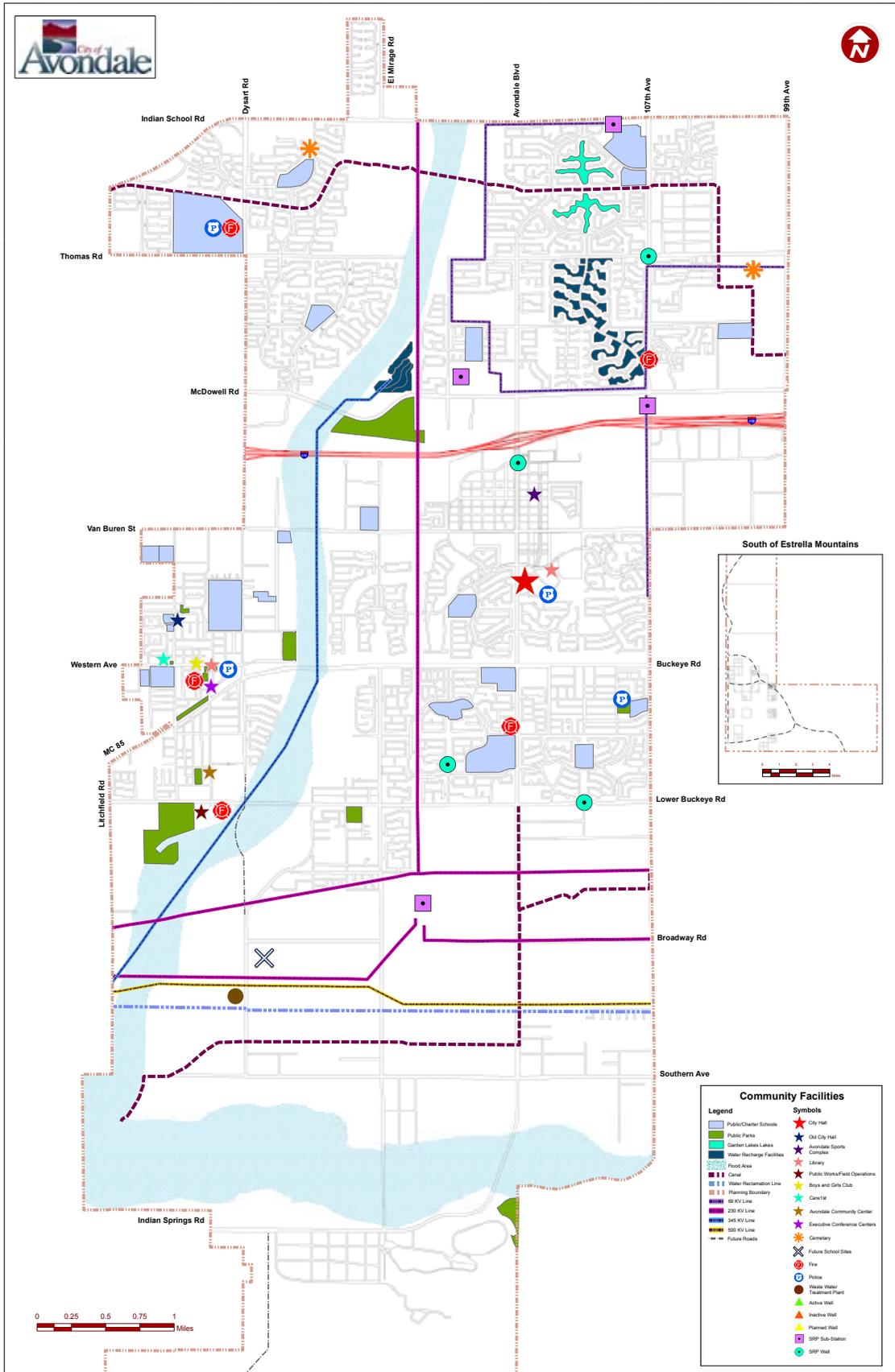




CIRCULATION AND STREET CLASSIFICATION

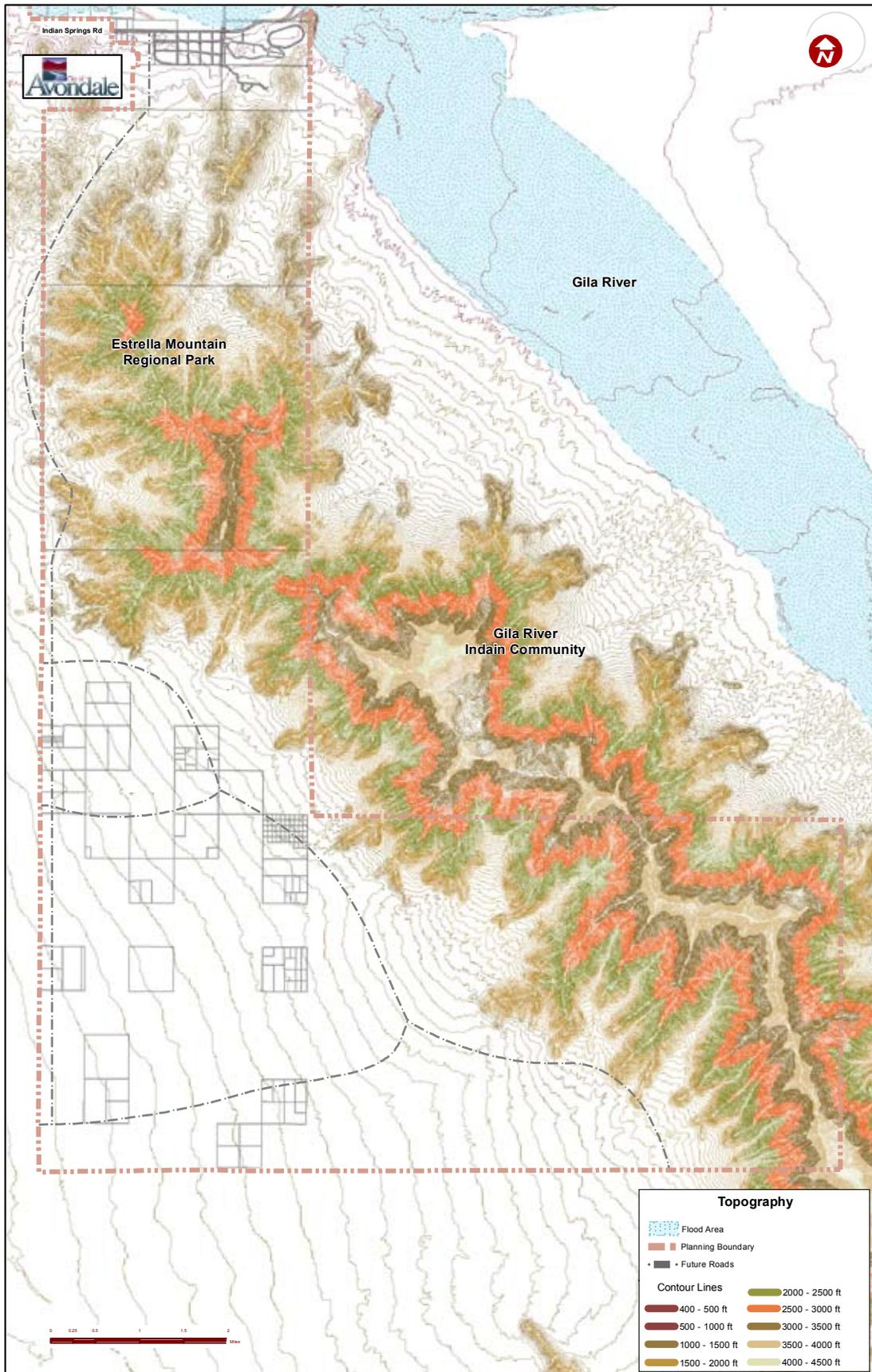


COMMUNITY FACILITIES

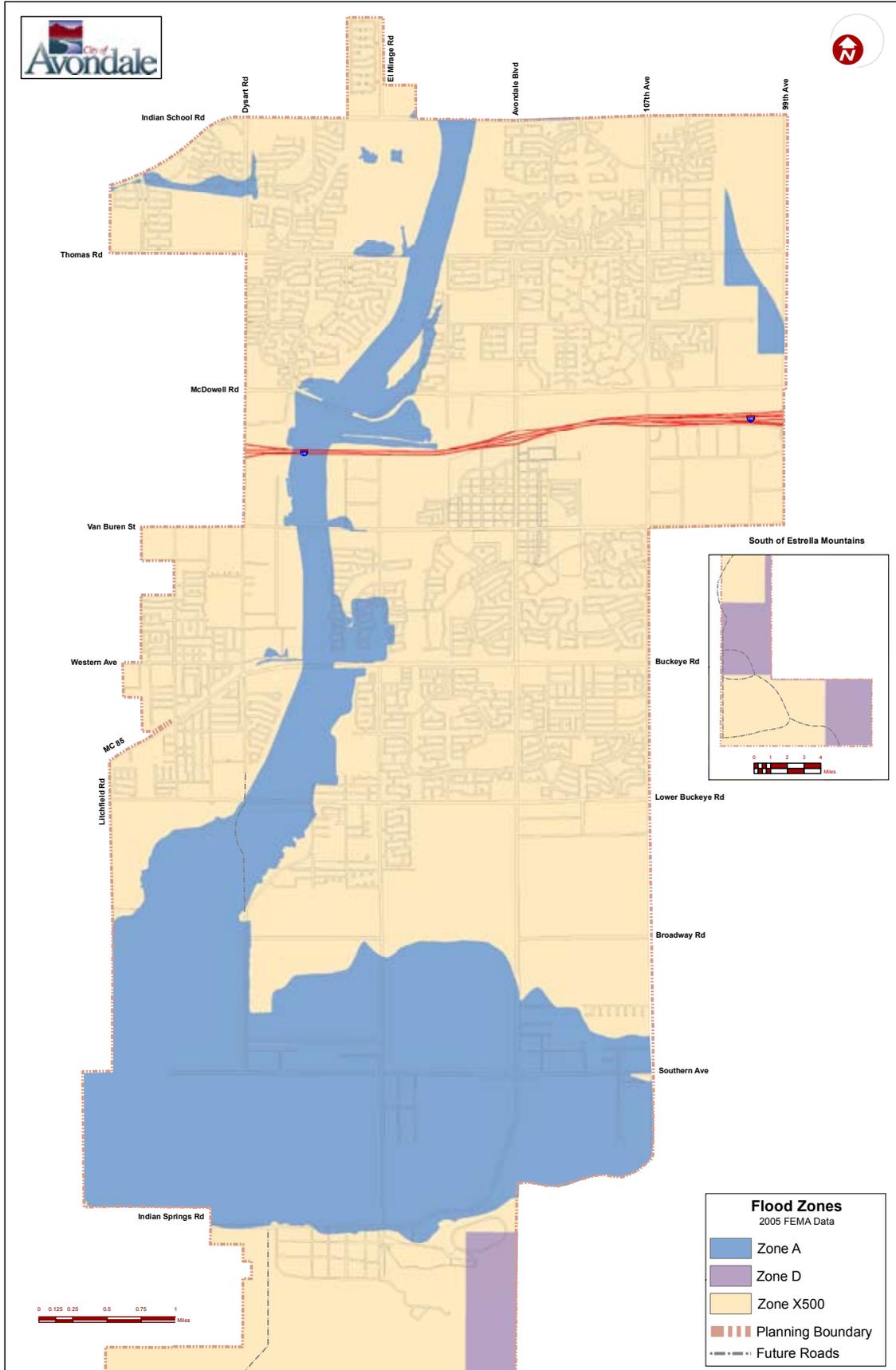




STEEP SLOPES



FLOOD ZONE





LAND USE

THEME

PREFACE

The General Plan Land Use Theme incorporates balanced living with residentially and commercially designated areas to accommodate a mix of attractive and functional live-work enclaves.

Our development patterns have been framed around our infrastructure, our breathtaking views, and amazing natural beauty. As our population has grown, we continue to recognize the value of the rivers as open space amenities, which improve the quality of our lives by providing an escape from the developed landscape of our City and the Phoenix metropolitan area. We recognize that these amenities have the potential to attract visitors, who benefit our community by shopping and dining within our borders.

Our remaining farms, once viewed solely as economic enterprises, now provide character and a sense of history to our community. While we recognize that as development occurs, agricultural and livestock uses will become more difficult to maintain, we actively strive to retain our rural heritage and lifestyle through policies requiring larger lots and lower densities in the southern areas of the City. Strategies to preserve some of this land for growing local produce may serve Avondale's health both economically and nutritionally.

Throughout the Valley and the nation, traditional downtowns have been replaced with big box stores, suburban shopping centers, and regional power centers. Avondale is proud to be able to offer both types of development opportunities. While we enjoy the "big city" benefits and conveniences of these newer retail models, such as City Center, we place the utmost importance on also retaining our small-town character through the conservation and rehabilitation of the Historic Avondale business core designed for those that are seeking an escape from the urban scene. Avondale's Commercial and Residential Infill Incentive Plan supports the idea that these are valued areas in the City, and City officials are committed to encouraging their redevelopment.

We value our newer subdivisions, which provide quality housing for our residents and contribute towards establishing Avondale as a modern city with sustainable neighborhoods and amenities for our residents. At the same time, the City's older neighborhoods continue to provide diverse housing opportunities and contribute to a sense of history in our community. We strive to be able to provide an even greater range of housing types and lot sizes to make Avondale a community our residents never have to leave. ►

As Avondale has grown, opportunities for residents to expand and enhance their knowledge, abilities, and career options have grown as well. The diverse selection of educational opportunities available within our City includes strong elementary and high schools from several school districts, nationally attended technical and vocational schools such as Universal Technical Institute (UTI), and regional institutes of higher learning, namely Estrella Mountain Community College (EMCC). We recognize that providing for quality education is the cornerstone of any successful place and, as a result, we will take all reasonable steps to support their development and expansion needs.

We view Avondale's location amidst the I-10 and Loop-101 freeways as a valuable resource for attracting and retaining jobs and retail development to Avondale. With the completion of these freeways, doors have been opened to facilitate the development of a variety of commercial and industrial uses which serve not only the Phoenix region, but also the not so distant Los Angeles market.

The West Valley is quickly emerging as the region's sports and recreation hub. We are thankful for the recognition, prestige, and economic impact that Phoenix International Raceway contributes to Avondale and seek new opportunities to expand that impact in the southern area of the City. We also recognize that our City's proximity to University of Phoenix Stadium and Jobing.com Arena present a great opportunity to attract tourism, hospitality, entertainment, and dining users to our City.

We are excited about the prospect that our City Center will develop into the region's premier mixed use destination, a place for people to live, work, shop, and play in a visually stunning pedestrian-oriented environment. The American Sports Center project, the result of a public/private partnership, represents a momentous first step towards realizing this vision and playing a part in creating an activity-based community. We take pride in the fact that Avondale is at the forefront of city planning; visionary rather than reactive; creative rather than stagnant.

Improving the compatibility of aggregate sites with surrounding land uses for the eventual re-use of aggregate sites that operate in Avondale, such as sand and gravel mining facilities, is a priority. Once mining operations have ceased, maximize the potential for those sites to develop, or, if located within an undevelopable floodway, contribute to and enhance the City's open space network. The City will work with the owners and operators of these facilities to ensure that these current and future opportunities will benefit all parties.

Avondale is unique, choosing to appreciate and maintain our heritage while also proactively seeking innovative ways to provide the highest quality of life by becoming a healthy lifestyle community. Its managed growth and superior infrastructure will ensure safety and exemplary services.



LAND USE ELEMENT

INTRODUCTION

Avondale’s land use plan is intended to guide the City in making land use changes to achieve a balanced community. The Land Use Theme contains goals and policies that provide direction on how we envision our community developing in the future. Land use patterns – how the land uses are arranged and the urban form is constructed – are critical to the health and well-being of Avondale residents. Healthy land use patterns can be achieved by encouraging infill; focusing development in mixed-use districts and around major transit centers and corridors; constructing a diverse mix of uses throughout the City; and encouraging land use patterns that promote walking, bicycling, and transit use. Together with a range of land uses that foster variety and choice, we plan to accommodate a range of lifestyles, living, and working conditions and will strive to accommodate diverse community settings to create a solid foundation for Avondale to grow throughout the next several years. The Element discusses the Land Use Map that describes the location, intensity, and density of land uses that we want in our community, and an Infill Districts/ Revitalization Areas Map that locates areas where the City encourages redevelopment.



PAST, PRESENT, AND FUTURE TRENDS

To determine where we must go, we must first understand from where we came. The 1990 General Plan described Avondale’s planning area as greater than 40 square miles, with approximately 69 percent of the planning area north of the Gila River undeveloped or used for agriculture as of 1995. An analysis of existing land use indicates the following land uses in Avondale, as of 1995, north of the Gila River:

Table 1 - Existing Conditions in 1995 (North of Gila River)

Land Use Description	Percent
Agriculture	57.94%
Vacant/Undeveloped	10.76%
Commercial	0.71%
Residential (Sum of Residential Subcategories)	14.20%
<i>Large Lot Residential</i>	5.82%
<i>Medium Density Residential</i>	0.24%
<i>Small Lot Residential</i>	8.14%
Transportation/Right-of-Way	1.12%
Employment/Industrial	0.87%
Open Space (Improved or Unimproved, Excluding Public Parks)	12.78%
Public Parks	0.28%
Public Facilities	1.34%
TOTAL	100.00%

Source: 1995 Maricopa Association of Governments Existing Land Use Coverage

The preceding table illustrates that as of 1995, agriculture was the predominant land use in Avondale. The next largest land use category was vacant land, followed by water (areas of the floodways, floodplains, drainage structures, and canals). In total, residential land use accounted for 14.2 percent of the land area north of the Gila River in 1995. Commercial and industrial development, which supply much needed jobs and tax base, combined to total only 1.58 percent. Even in 2000, after the initial building boom in the southwest valley had occurred, approximately 58 percent of the area north of the Gila River remained undeveloped and commercial and business park uses were largely non-existent. Avondale truly was an emerging bedroom community, relying upon neighboring Phoenix to supply jobs, goods, and services to our expanding population.

Now contrast those numbers with the existing conditions data from 2010. In only a matter of ten years, the amount of undeveloped/agricultural land north of the Gila River has dropped to approximately 31 percent. An analysis of existing land use indicates the following land uses in Avondale, as of 2010, north of the Gila River:

Table 2 - Existing Conditions in 2010

Land Use Description	Percent
Agriculture	18.86%
Vacant/Undeveloped	11.88%
Commercial	3.69%
Residential (Sum of Residential Subcategories)	25.25%
<i>Low Density Single Family Residential</i>	2.89%
<i>Medium Density Single Family Residential</i>	12.96%
<i>Medium High Density Single Family Residential</i>	4.41%
<i>Un-Subdivided Single Family Residential</i>	3.06%
<i>Multi-Family Residential</i>	1.47%
<i>Mobile Home Park</i>	0.46%
Transportation/Right-of-Way	14.37%
Employment/Industrial	6.20%
Open Space (Improved or Unimproved, Excluding Public Parks)	13.44%
Public Parks	0.73%
Public Facilities	5.58%
TOTAL	100.00%

Source: City of Avondale Planning Division Existing Conditions Survey



Agriculture is no longer the predominant land use in Avondale. Approximately a quarter of the land north of the Gila River is developed with a variety of residential types and lot sizes with medium density subdivisions ranging between 2.5 and 4 dwelling units per acre being the most commonplace. Commercial development now accounts for 3.69 percent of the study area; land used for industrial and employment generating uses accounts for more than 6 percent of the land area.

While agricultural uses have not disappeared from the City altogether, they are undoubtedly becoming less visible. A comparison of existing conditions between 1995 and 2010 shows the following trends:

Table 3 - Changes in Existing Conditions 1995-2010

Land Use Description	Change as % of Total
Agriculture	-39.08%
Vacant/Undeveloped	+1.12%
Commercial	+2.98%
Residential (Sum of Residential Subcategories)	+11.05%
Transportation/Right-of-Way*	+13.25%
Employment/Industrial**	+5.33%
Open Space (Improved or Unimproved, Excluding Public Parks)	+0.66%
Public Parks	+0.45%
Public Facilities	+4.24%

* A comparison of the two tables shows a sizeable increase in the percentage of land devoted to transportation/right-of-way. This is a result of the 1995 study including only arterial streets in the calculation. The 2009 data includes all public streets, including local streets, thus leading to a large percentage increase.

** The 1995 data set did not count the mining and landfill operations occurring within the City as an employment/industrial use, but rather as open space. The increased percentage of land calculated as being developed with employment uses is thus partially due in part to this re-classification of use.

In the past 15 years, the only land use category to show decline is agriculture. Residential use has seen tremendous growth, as has commercial, office/business park/industrial, and public facilities. The amount of land developed for transportation (street rights-of-way, etc.) has increased significantly as well. While still heavily reliant upon outside communities for jobs as well as some retail needs, Avondale has grown into a much more self-sustaining community than it was in 1990.

The analysis of existing conditions data shows how the City has physically changed over time; it is equally important, however, to understand the reason(s) why Avondale has changed. The following tables depict General Plan Land Use Map data dating back to 1990. The answer to the “why” question can be found by comparing the data in these next few tables; it is because of the foresight and abilities of our past and present residents and leadership to adjust their vision of what we can become that Avondale has transformed from agrarian exurb to bedroom suburb to where we are today, a city with growing self-sustainability.

The 1990 General Plan planned land uses were as follows:

Table 4 - 1990 General Plan - Planned Land Uses

Land Use Category	Percent of Total
Agriculture	40.53%
Medium Density Residential	23.66%
Vacant	13.72%
Rural, Estate/Low Density	6.00%
Water	6.00%
Dedicated or Non-Developable Open Space	3.44%
Community Retail Center	2.73%
Transportation	1.19%
Business Park	0.90%
Educational	0.80%
High Density Residential	0.32%
Recreational Open Space	0.31%
Neighborhood Retail Center	0.30%
Institutional	0.04%
Public Facility	0.03%
Warehouse/Distribution Center	0.02%

In 1990, Avondale’s planning area encompassed 40 square miles, and the City’s vision was, relative to today, conservative in terms of future development. As it had been throughout the City’s history, agriculture was still envisioned as the most predominant land use (41 percent). However, with further analysis, it becomes apparent that our shift from an agrarian community on the outer fringe of Phoenix to a Phoenix suburb had begun. For instance, the total number of acres being used in 1990 for agricultural purposes, but which were shown in the General Plan for other types of development, represented one-third of the existing agricultural land use in 1990. The 1990 Plan also recommended doubling the total number of existing residential land use acres.



By the time the 2002 General Plan was adopted, the City’s planning area had grown to include almost 94 square miles; roughly two-thirds of which is south of the Gila River and was, and still is, largely undeveloped.

Table 5 - 2002 General Plan - Planned Land Uses

Land Use Category	Total Area in Acres	Percent of Total	Target Density per Acre	Projected Build Out Population
Medium Density Residential	7,673	40.13%	2.5	63,303
Open Space	2,564	13.41%	-	-
Low Density Residential	2,161	11.30%	1	7,131
Office/Business Park	1,607	8.40%	-	-
Rural Low Density	1,273	6.66%	0.2	840
Freeway Commercial	809	4.23%	-	-
Commercial	786	4.11%	-	-
Medium High Density Residential	738	3.86%	4	9,742
Public Facilities	623	3.26%	-	-
Mixed Use	553	2.89%	-	-
Multi-Family Residential	280	1.46%	12	11,088
High Density Residential	55	0.29%	8	1,452
TOTAL	19,122	100%	-	93,556

The 2002 Plan represented an enormous leap towards Avondale becoming a more important member of the metropolitan Phoenix economy. The Land Use Map recommended as part of the 2002 Plan no longer reserved any land for agricultural use. Furthermore, it substantially increased the amount of land planned for residential, retail, and employment/industrial development. These changes in planned land use reflected Avondale’s desire to transition from a rural bedroom community to a more self-sufficient city where people would have the opportunity to live, work, recreate, and shop within Avondale rather than fulfilling those needs in Phoenix or other surrounding municipalities.

The following table shows the future land use breakdown after taking into account the seven General Plan Land Use Map amendments approved between 2002 and 2009:

Table 6 - 2002 General Plan, as Amended* - Planned Land Uses

Land Use Category	Total Area in Acres	Percent of Total	Target Density per Acre	Projected Build Out Population
Medium Density Residential	7,652	40.02%	2.5	63,129
Open Space	2,564	13.09%	-	-
Low Density Residential	2,161	11.30%	1	7,131
Employment	1,571	6.69%	-	-
Rural Low Density	1,273	6.68%	0.2	840
Commercial	809	5.47%	-	-
Freeway Commercial	694	4.23%	-	-
Medium High Density Residential	738	3.82%	4	9,742
Public Facilities	623	3.61%	-	-
Mixed Use	694	3.26%	-	-
Multi-Family Residential	280	1.50%	12	11,088
High Density Residential	63	0.33%	8	1,663
TOTAL	19,122	100%	-	93,593

*Table reflects planned land uses as of January 11, 2010

Between the 2002 General Plan's adoption in June 2002 and present, seven amendments to the Land Use Map were approved by the City Council. A comparison of Table 5, the original Land Use Map, and Table 6 will show that the acreages and percentages of land devoted to each land use category have remained relatively constant. The category that increased the most as a result of amendments was the Mixed Use designation, which saw an increase of 141 acres representing a percentage increase of 0.74 percent of the total north planning area. Medium Density Residential, Employment, and Commercial designations all experienced some decreases, although minimal. The relative stability of the Land Use Map over the past decade, in a period of growth where Land Use Map changes were sometimes commonplace, may be viewed as an indication that the 2002 Land Use Map adequately plans for future growth and development in Avondale.



The following table compares the amount of acreage envisioned by our residents and leaders to be devoted to specific land use categories in 2002 with the amount of acreage currently used for that category of development in the City.

Table 7 - Comparison of 2002 General Plan Future Land Uses and 2010 Existing Conditions

Land Use Category	2002 General Plan	2010 Existing Conditions	Available Acreage
Medium Density Residential	7,652	2,478	5,174
Open Space	2,564	2,710	At/Exceeds Maximum
Low Density Residential	2,161	552	1,609
Employment	1,571	1,185	386
Rural Low Density	1,273	590	683
Commercial/Freeway Commercial	1,503	705	798
Medium High Density Residential	738	843	At/Exceeds Maximum
Public Facilities	623	1,067	At/Exceeds Maximum
Mixed Use	694	0	694
Multi-Family Residential	280	369	At/Exceeds Maximum
High Density Residential	63	0	63
Other (Agriculture, Vacant, Right-of-Way, etc.)	0	8,623	-
TOTAL	19,122	19,122	-

The previous table serves as a strong indicator on which land use categories the City has adequately planned for, and which categories may require additional land devoted to them in this update. For example, the 2002 Land Use Map planned for 7,652 acres of medium density residential use; as of January 2010, 2,478 acres have been developed with this type of use leaving 5,174 acres available for future development of this kind. It is important to note that simply because a particular use is at or exceeds the 2002 vision does not necessarily mean that there is no current opportunity to develop that use within the City. For example, although the 369 acres of land occupied by existing multi-family residential development exceeds the 280 acres envisioned for that type of land use, some opportunities to develop additional multi-family residential still remain. This is the result of the 2002 Land Use Map denoting some areas previously designated with multi-family residential development for a different land use in the future.

GENERAL PLAN 2012 LAND USE MAP

Between the 1990 and 2002 General Plans, Avondale captured a significant share of the residential growth that occurred in the Phoenix metropolitan area. Furthermore, between 2002 and 2009, Avondale outpaced the vast majority of Valley cities in new home construction and population growth. While economic realities have lowered projections from just a few years ago, Avondale’s population is still expected to surpass 100,000 by the year 2020 and 120,000 by the year 2030.

Table 8 - Population Projection

	2005	2010*	2020	2030	2035
Avondale Population	70,160	76,238	105,989	123,265	135,272

Maricopa Association of Governments Socioeconomic Projections of Population, Housing, and Employment by Municipal Planning Area and Regional Analysis Zone (May 2007, updated January 2009)

*2010 Population Data courtesy of US Census; this not a projection.

Through our General Plan 2012 Land Use Map, we must be prepared to accommodate the future population by providing adequate residential areas at densities that are in line with our community vision, including its healthy lifestyle goals. At the same time, the City must provide for ample land area for commercial and industrial development with an emphasis on creating and applying land use categories that emphasize higher-paying jobs in order to retain residents. Providing for densities that exceed what Avondale has envisioned in the past, for instance within the City Center area, will help to free up additional land for commercial and employment land use categories and achieve the desired mix. In general, similar to City Center but possibly less intense, mixed use and higher densities will be vital to supporting a community that values a healthy lifestyle.

As new development occurs, it will undoubtedly replace some existing residential areas. Our existing housing is important to our heritage and provides moderately priced housing for many of our residents. Just as importantly, as our employment base grows, more people will want to live in Avondale. We need to provide for larger residential lots, custom homes, and additional amenities that will aid in attracting and retaining professionals in our City. Also, safe, attractive mixed-use neighborhoods support health not only by allowing residents to be physically active through daily activity, such as walking to school, work, and shopping, but also by increasing access to “health infrastructure” – everything from medical facilities to fresh food. As Avondale strives to meet its land use demands, to achieve its goals as a healthy lifestyle community, mixed use opportunities need to be considered. Our land use plan must provide locations for these various types of uses. The Housing Element, Transit Oriented Development Element, and Urban Design Element of this Plan details specific strategies to ensure that a variety of housing types are available in our City. Planning for transit-oriented development, which includes higher densities, will support transit opportunities such as light rail and commuter rail. Rail connections in turn give Avondale residents options for travel that are environmentally conscious and encourages walking to and from destinations.

To stabilize our existing neighborhoods, our City Council adopted an Infill Incentive Plan in November 2000. In October of 2004 the plan was replaced with the *Commercial Infill Incentive Plan* and the *Residential Infill Incentive Plan*. Each Plan identifies commercial and residential infill districts and lists specific strategies, such as fee waivers, relaxed design standards, and expedited review periods, to encourage development within them. The Infill Districts/Revitalization Areas Map depicts these districts.



Protection of Aggregate Sites and Resources

Revisions to the Statutes in 2011 require General Plans to identify current and potential sources of aggregate material. The intent of the statutory revisions is to provide opportunities for communities and current and future aggregate producers to avoid unnecessary land use conflicts, ensure long-term availability of low-cost construction materials, and achieve the highest and best land uses for these sites once mining ceases.

The City of Avondale has identified the locations of current aggregate operations within our community from a database maintained by the Arizona State Mine Inspector. Additionally, the City has identified general areas with the potential for future aggregate development on its Land Use Map as required by state law, as well as generally described these properties in this Land Use Element text. Every reasonable effort has been made to ensure the accuracy of the maps and related information contained herein. However, these maps and information reflect limited data available through the Arizona State Mine Inspector, the Flood Control District of Maricopa County, and the Arizona Geological Survey at the time of this General Plan Update. Avondale assumes no liability either for any errors, omissions, or inaccuracies in the information provided regardless of the cause of such. While general areas that may be conducive for development as aggregate sites are identified for future mining operations on the General Plan's Land Use Map, it is unlikely that all areas can be developed as aggregate resources. Further, aggregate activities may not occur by right at these locations. The Zoning Ordinance contains the Special Use Overlay District that is available for an aggregate site to expand its operations beyond its existing boundaries should the City and the property owners agree that this is a viable option. The owners of parcels that contain potential aggregate resources may apply for the Special Use District (SUD) Overlay as part of the development review to mine and capture the aggregate resources prior to grading the site and future development. There is no guarantee via this document that approval of additional aggregate mining facilities through the SUD will be granted.

Aggregate mining operations exceeding five acres in area are required by Arizona law to prepare "Reclamation Plans" for approval by the Arizona State Mine Inspector. These plans detail the total acreage of the mining site, the disturbed (i.e. mined) acreage, and the manner in which the owner/operator will restore the site once mining activity has ceased. There is no time frame established for cessation of mining activities, but Arizona State Statute requires reclamation within 3 years of closure. Reclamation Plans have been filed with the Arizona State Mine Inspector for the following sites located within the City of Avondale's planning boundary (listed in order of northernmost sites to southernmost sites):

- ▶ **CEMEX West Quarry Mine Site:** This approximately 617 acre site is located east of the Agua Fria River at Thomas Road, extending north past Camelback Road with approximately two-thirds of the site located outside of Avondale's jurisdiction. Activities occurring on the site include unconsolidated aggregate mining and concrete manufacturing. Based upon 2010 aerial photographs, staff estimates approximately 260 of the 617 acres have been disturbed. The reclamation plan calls for areas of the site to be backfilled after mining and others to be converted to naturalized open space and designated for agricultural or recreational purposes. Mining operations are expected to continue through at least 2030; however, the narrative states that some areas of the site may be reclaimed concurrently with mine operations as those portions are no longer used for mining purposes.
- ▶ **Vulcan Materials Company Litchfield Mine Site:** This approximately 272 acre site is located south of Indian School Road, west of the Agua Fria River, stretching south to Thomas Road. Activities occurring on the site include open pit sand and gravel mining, landfill operations, and concrete manufacturing; approximately 255 of the 272 acres have been disturbed from mining and landfill activities. The Reclamation Plan

identifies several potential post mining uses of the land and states that the specific post mining use will be dependent upon economic conditions at the time of mining cessation. These post mining uses include future commercial, recreational, or educational opportunities which may include water components, such as ponds. There is no time frame established for closure of the mine; however, the narrative states that some areas of the site may be reclaimed before the end of mine life.

- ▶ **Vulcan Materials Company Avondale Mine Site:** This approximately 173 acre site is located west of Dysart Road directly south of the City's Charles M. Wolf Water Treatment Facility. Activities occurring on the site include open pit sand and gravel mining, concrete manufacturing, and hot mix asphalt manufacturing; approximately 134 of the 173 acres have been disturbed from mining and manufacturing activities. Upon completion of mining and related activities, the operator will restore plant life to the site and create an open pond area with shallow side slopes, potentially usable for recreational activities. There is no time frame established for closure of the mine.
- ▶ **California Portland Cement Company/iMix Materials Bullard Mine Site:** This approximately 133 acre site is located on 143rd Avenue north of Baseline Road. The majority of the site, including all mining activity, is located within the City of Goodyear. The easternmost portion of the site, which contains a concrete manufacturing facility, is located within the City of Avondale. Activities occurring on the site include open pit sand and gravel mining, concrete manufacturing, and granite mining; approximately 127 of the 133 acres have been disturbed. The reclamation plan calls for the site to be restored to naturalized open space. Mining operations are expected to continue on a portion of the property; however, the narrative states that some areas of the site may be reclaimed concurrent with mine operation as those portions of the site are no longer used for mining.
- ▶ **Vulcan Materials Company Gila 240 Mine Site:** This approximately 253 acre site is located at the southwest corner of Dysart Road and Southern Avenue. Activities occurring on the site include open pit sand and gravel mining, concrete manufacturing, and asphalt manufacturing. The Reclamation Plan incorrectly states that the site has not yet been disturbed. Based upon 2010 aerial photographs, staff estimates approximately 163 acres of the 253 acre site have been disturbed. The reclamation plan identifies several potential post mining uses of the land and states that the specific post mining use will be dependent upon economic conditions at the time of mining cessation. These post mining uses include future commercial, recreational, or other opportunities which may include water components, such as open ponds. The property could also be used in the future as a groundwater recharge area and reseeded with native vegetation. There is no time frame established for closure of the mine.
- ▶ **El Mirage and Southern Mine Site (Circle H Sand & Rock):** This approximately 76 acre site is located at the southwest corner of El Mirage Road and Southern Avenue. Activities occurring on the site include open pit sand and gravel mining and concrete manufacturing. The future reclamation plan for this site is uncertain, although per discussions with the State Mine Inspector, it is anticipated it will be integrated into the Tres Rios Greenway Project, a collaborative effort by various local and state entities to create a natural recreational area in the Gila River and Agua Fria River beds. There is no time frame established for closure of the mine.



The City recognizes these sites as existing operations, but has identified policies to plan for the eventual re-use of these aggregate sites. Once mining operations have ceased, the potential for each of these sites to develop, or, if located within an undevelopable floodway, to contribute to the City's open space network, will be limitless. For future aggregate sites, the City will work proactively with the Arizona Mine Inspector, the property owners, and the operators of these facilities to develop their operation and reclamation plans in a manner that minimizes undesirable land-use conflicts and maximizes the future use of any existing sites to benefit all parties and the residents of Avondale.

The Buckeye Irrigation District owns the property between Baseline Road and the Gila River, east of 143rd Avenue. As a result of previous mining operations lakes now exist on the property. The City has identified this area as a site that could serve residents and visitors to Avondale and provide future recreation, natural open space, and other opportunities.

The following table lists the acreages devoted to each of the City's new land use categories and projects Avondale's population in the event that the entire City is built out according to the 2012 Land Use Map. The table also separates the presently developable portion of the City (those properties north of the Estrella Mountains) from the property to the south.

Table 9 - General Plan 2030 - Planned Land Uses

Land Use Category	Total Area in Acres	NORTH of ESTRELLAS Total Area in Acres	Percent of Total	NORTH of ESTRELLAS Percent of Total	Target Density per/ acre	Projected Dwelling Units at Buildout**	Projected Population at Buildout**
Estate/Low Density Residential	30,297	1,866	50.94%	8.94%	1.0 DU/AC	30,297	80,893
Open Space & Parks	13,866	4,208	23.31%	20.17%	-	-	-
Medium Density Residential	6,351	6,351	10.68%	30.44%	2.5 DU/AC	15,878	42,393
Local Commercial	1,279	755	2.15%	3.62%	-	-	-
Rural Low Density Residential	1,056	1,056	1.78%	5.06%	0.2 DU/AC	211	566
Sports & Entertainment	935	935	1.57%	4.48%	2 DU/AC	1,870	4,993
Mixed Use	809	809	1.36%	3.88%	20 DU/AC	16,180	43,201
Freeway Commercial	711	711	1.20%	3.41%	-	-	-
Medium/High Density Residential	614	614	1.03%	2.94%	8 DU/AC	4,912	13,115
Business Park	595	595	1.00%	2.85%	-	-	-
High Density Residential****	572	572	0.96%	2.74%	20 DU/AC	11,440	30,545
Education	517	517	0.87%	2.48%	-	-	-
Industrial	418	418	0.70%	2.00%	-	-	-
City Center*	386	386	0.65%	1.85%	Varies	2,900***	7,743
Public/Civic	290	290	0.49%	1.39%	-	-	-
Corporate Park	191	191	0.32%	0.92%	-	-	-
Urban Commercial	131	131	0.22%	0.63%	20 DU/AC	2,620	6,995
Gila River Scenic District	129	129	0.22%	0.62%	-	-	-
High Intensity Office	108	108	0.18%	0.52%	-	-	-



Historic Avondale District	85	85	0.14%	0.41%	8 DU/AC	680	1,816
Office/Professional	80	80	0.13%	0.38%	-	-	-
Urban Residential	60	60	0.10%	0.29%	30 DU/AC	1,815	4,845
TOTAL	59,480	20,867	100.00%	100.00%	-	88,802	237,102

* The City Center Area contains additional land use subcategories identified within the City Center Specific Plan.
 ** Population estimated using Average Household Size in Maricopa County from 2010 US Census (2.67 Persons per Household).
 *** City Center Housing Unit Projections based on Market Analysis in City Center Specific Plan (Page 2-13).
 ****Target density is for estimating purposes only.

As development of the southern portion of the City is not anticipated in the next decade, the north portion of the City should adequately provide all needed amenities to the City’s residents, independent of the long term future development of the far southern portions of the City. The General Plan 2012 Land Use Map will continue to refine our vision, providing more specificity in terms of land use categories and establishing overlays in order to guide development in a more structured manner. Whereas one “employment” category was sufficient in 2002, our needs have progressed to the point where we must begin to identify specific types of employment that we wish to see in certain areas of the City. We value manufacturing and office uses, and feel there is a place in the City for both. Unlike in 2002, however, the City is in the position where it would like to group those employers into corridors intended for similar uses.

The transit oriented development land uses, High Intensity Office, Urban Commercial, and Urban Residential along with Mixed Use, offer higher density employment and commercial opportunities that will support economic growth. These land uses are associated with the desire and plan for rail transit in Avondale as shown on the Circulation Map. Along with mixed use, these land uses together create a transit corridor with a focus on employment and commercial growth, with an element of higher density residential to create the right balance for this type of development. The Sports and Entertainment land use allows for employment growth in the southern part of the City. Phoenix International Raceway expansion plans include office and business park uses that typically support job growth.

GOALS and POLICIES

GOAL 1:

Establish an Avondale identity based on a healthy lifestyle that promotes land uses which foster an economically sustainable and socially dynamic community.

POLICIES:

- A. Focus attention on urban centers, and develop additional tools to assist in the development and re-development of areas unique to Avondale, such as Western Avenue and the City Center.
- B. Plan for unique revenue generating sports and entertainment themed land uses within proximity to the Phoenix International Raceway.
- C. Diversify Avondale’s housing stock by providing for varied residential types with an emphasis on large lot development in the southern core of the City.
- D. Enhance the attractiveness of infill parcels as an option for new development throughout Avondale.
- E. Consider adaptive reuse of existing vacant buildings.
- F. Support higher density/urban land uses to support future transit and rail.
- G. Incorporate community gardens and urban agriculture into mixed use developments.

GOAL 2:

Honor the unique character of Historic Avondale.

POLICIES:

- A. Build upon the successes of the Western Avenue revitalization by increasing the zoning boundaries of the Old Town Avondale Business District and utilizing the Infill Incentive Plans.
- B. Utilize public and private spaces within Historic Avondale to increase pedestrian activity.
- C. Preserve and enhance the vitality of existing neighborhoods in and around the Historic Avondale area by continuing to promote the rehabilitation of mature housing and development of infill lots.
- D. Continue to monitor the zoning and design requirements for Historic Avondale to ensure they are functioning optimally to create a visually interesting, active, and vibrant pedestrian-oriented place.



GOAL 3:

Promote a strong balance of high quality residential, employment, recreation, and educational land uses.

POLICIES:

- A. Develop the I-10 corridor into the City’s premier business and employment area by encouraging uses that provide a high ratio of well-paying jobs to square footage.
- B. Provide for larger home sites and encourage custom home developments in order to attract executive level professionals to live in Avondale.
- C. Encourage a mix of uses and amenities when master planning large developments, such as single-family residences, offices, educational institutions, shopping centers, trails, parks, community gardens, and recreational facilities, to encourage social interaction, and to create a larger sense of community amongst residents.
- D. Ensure adequate transitions and/or buffers are provided when adjacent land uses vary in character and intensity.

GOAL 4:

Ensure all land use decisions meet the long-term social and economic goals of the community.

POLICIES:

- A. Encourage annexations that benefit the quality of life for Avondale residents and are in the best interest of the City.
- B. Require all new development to participate in the required infrastructure enhancements including, but not limited to, street widening and connecting to City water and sewer systems.
- C. Ensure Avondale is at the forefront of any emerging markets by continuously updating codes and policies to include standards for new business types and technologies.
- D. Ensure that low-cost construction materials essential for growth and development are readily available.

GOAL 5:

Promote land uses that are respectful of the natural environment and which conserve valuable natural resources such as open space, clean air, water, and energy.

POLICIES:

- A. Minimize negative impacts to the natural environment and protect the areas in and around the Estrella Mountain Regional Park.
- B. Encourage land uses and design of buildings to capture the spirit of the City’s natural surroundings, such as the Estrella Mountains and the Gila River.
- C. Establish a City-wide development policy that provides incentives for developments which use eco-friendly

methods, materials, and techniques.

- D. Mitigate the potential impact of mining sites during their operation and plan for future productive re-use following their eventual closure.
- E. Champion the re-development and/or adaptive re-use of brown-field and gray-field sites.
- F. Protect archaeological and historically significant areas from destruction by development or neglect.

GOAL 6:

Promote regional land use planning and coordination with neighboring communities to develop and maintain sustainable land use patterns.

POLICIES:

- A. Coordinate with external entities, surrounding jurisdictions, and state and federal agencies to address issues of regional concern.
- B. Maintain a partnership with the neighboring Gila River Indian Community when planning for land uses south of the Estrella Mountains.
- C. Provide up-to-date information regarding land use changes and development plans to the Maricopa Association of Governments to assist in regional planning studies.
- D. Coordinate connectivity opportunities with neighboring communities when creating pedestrian and non-motorized trail systems.
- E. Plan for opportunities when aggregates no longer need or intend to mine locations along the Agua Fria and Gila Rivers.

GOAL 7:

Plan for educational facility locations as development and redevelopment occurs.

POLICIES:

- A. Maintain a good working relationship with school districts in order to ensure that all new development is adequately served by existing or new school sites.
- B. Strategically locate school sites so that they serve as the nucleus of new neighborhoods and master planned communities.
- C. Plan for the expansion of Estrella Mountain Community College and identify locations for additional institutions of higher learning within the City.

**GOAL 8:**

Support mixed-use land use patterns that increase transit and pedestrian oriented development within specific and appropriate areas of the City.

POLICIES:

- A. Plan for future commuter rail adjacent to MC-85/Main Street/Buckeye Road.
- B. Encourage mixed use areas to be vertically integrated developments comprised of residential, retail, dining, office, and entertainment/recreational uses in order to promote pedestrian activity.
- C. Take alternative methods of transportation, including transit, bus, and walking into account when considering all proposals for development.

2012 PLAN MAP LAND USE CATEGORIES

The 2012 Plan Land Use Map fulfills the requirements of ARS §9-461.05 to designate the proposed distribution and location and extent of such uses of the land for housing, business, industry, agriculture, aggregate, recreation, education, public buildings and grounds, open space, and other categories of public and private uses as may be appropriate to the municipality. **The land uses shown on the 2012 Plan map do not change existing zoning, and the 2012 Plan Land Use Map is not a zoning map.** Zoning, which is regulated by ordinance, is an implementation tool of 2012 Plan. Zoning addresses the exact density and intensity of development, setbacks, site design, parking, open space, and other issues pertinent to the development of a specific site. By law, all requests for rezoning must conform to the 2012 Plan. **Adoption, re-adoption, and amendments to the 2012 Plan do not change the current zoning of property.**

The land uses shown on the 2012 Plan Land Use Map are not intended to reflect every existing and planned land use in Avondale. They are intended to portray the overall character of development for the City and generally reflect existing and planned land uses. The land use categories shown on the Land Use Map and described below meet the requirements of ARS §9-461.05 by establishing the standards of population density and building intensity recommended for the various land uses covered by the 2012 Plan.

All public facilities existing at the time of adoption of this 2012 Plan are identified on the Land Use Map. **As the City continues to grow, there will be a need for new public facilities and such City-owned facilities may be located in any land use category.** Public facilities include parks, schools, electric substations, wells, City-owned and operated water and wastewater treatment plants, police and fire stations, equipment and vehicle maintenance yards and refueling facilities, administrative buildings, landfills, transfer stations, and other public uses. Consideration will be given to the surrounding land uses prior to locating any of these uses within the City.

The land use categories described below fall under five general headings, which organize Avondale's land uses based on specific development type, and our Guiding Principles found within this Plan. These categories are presented below:

Residential (Neighborhoods as a Foundation)

A range of residential land use categories is provided in order to allow for different types of housing throughout the community. The residential densities shown on the land use plan map are based on existing development or the suitability of a location for future development.

It is important to note that the maximum density ranges are not to be viewed as entitlements or guarantees. The appropriate density will be determined by a multitude of factors: existing and planned adjacent developments; infrastructure to include streets, parks, and schools; provisions for public transit services and facilities, neighborhood interaction and sustainability - its walkability, design, amenities, active and passive dedicated open space, and the overall character of the area proposed that includes energy efficient design and promotes a healthy and livable community. All factors stated above should be considered and integrated to increase densities above the target.

▶ **Rural Low Density Residential** (up to 1 DU per acre, Target Density = 0.2)

Rural low density is residential land that will not exceed a density of one single-family detached dwelling unit per acre. This type of development promotes a rural lifestyle where horse privileges or livestock may be a part of the character. Churches, parks, equestrian trails, open spaces, working farms, community gardens, and public facilities are permitted in this land use category.

▶ **Estate/Low Density Residential** (up to 2.5 DU per acre, Target Density = 1)

Estate/Low Density is residential land that will contain densities that range between 1 to 2-1/2 single-family detached dwelling units per acre. These residences are typically large, detached estate or executive-type homes of one or two stories with significant privacy and open space that reside among open areas, near the panoramic views of the Estrella Mountains and the Gila River, and seek an equestrian lifestyle. Churches, parks, equestrian trails, open spaces, community gardens, and public facilities are permitted in this land use category.

▶ **Medium Density Residential** (2.5 to 4 DU per acre, Target Density = 2.5)

Medium Density is residential land that will contain densities that range from 2.5 to 4 single-family dwelling units per acre. This land use category provides for a suburban lifestyle with planned detached single-family residential communities with larger setbacks and neighborhood facilities. Churches, parks, trails and other open space amenities, and public facilities are permitted in this category.

▶ **Medium/High Density Residential** (4 to 12 DU per acre, Target Density = 8.0)

Medium/High Density is residential land that will contain densities that range from 4 to 12 dwelling units per acre and should include a combination of single-family attached, detached, and townhomes, or condominiums, patio homes, casita housing choices. The variety of housing choices a specific development should be in a planned and clustered setting unique to Avondale with substantial open space for recreational amenities to service the residents and encourage resident interaction and outdoor activities. This level of intensity should promote a village environment with easy access to services and recreation. Churches, parks and open spaces, and public facilities are permitted in this land use category.



▶ **High Density Residential** (12 to 30 DU per acre, Target Density = 12)

High density is residential land that will contain densities up to 30 dwelling units per acre. These residences have limited private outdoor space and rely on shared or common open space for recreation. Patio homes, apartments, condominiums or townhomes are suitable for this land use. These residences may be part of a mixed-use development, master planned community, and have direct access to open space, transit or other multi-modal amenities. This level of intensity should promote a village environment with easy access to services, business and recreation.

Transit Oriented Development (Community Mobility)

The Transit Oriented Development (TOD) land use categories accommodate the full range of urban development that include a mixture of housing, office, retail and/or other amenities integrated into a walkable neighborhood and located within a half-mile of quality public transportation. These land uses have been identified to further City efforts to reduce household driving, lower regional congestion, expand mobility choices that reduce dependence on the automobile, and accommodate more healthy and active lifestyles.

▶ **Urban Residential** (30+ DU per acre)

Urban Residential is residential land that will contain more than 30 dwelling units per acre. These residences are both attached and stacked, and may be part of a mixed-use development. Parking is provided underground or structured (e.g. tuck-under). This level of intensity should provide direct access to nearby open space, a transit stop, and/or other multi-modal amenities. Close proximity to employment, shopping, and entertainment will encourage interaction and create an urban environment.

▶ **Urban Commercial**

Land-use category to accommodate compact commercial centers consisting of retail, restaurant, office, hotel, farmers market, community garden, and personal services. Residential units may be built on upper floors within this designation if commercial uses are built on the ground floor as part of the same development project. The desired form of development is 4+ story buildings served by structured parking.

▶ **Mixed Use**

Land-use for a mixture of residential and commercial. This category encourages innovatively designed developments, which create a core living environment, reflective of a village concept where residents can live, work, and recreate within the same development or close by. Basic criteria for development includes: reasonable scale to the surrounding neighborhood, proportionate ratios for each use, and encouragement of alternative modes of transportation (such as bicycling or walking) and a well-conceived plan with access to and integration of transit facilities.

▶ **High Intensity Office**

The High Intensity Office land use category allows for high-rise office. Retail, restaurant, and service uses located at the street level are allowed if limited to 5% of the total floor area of a project. Office developments should be located at visible locations adjacent to freeways or within walking distance to transit stops with extraordinary site, building, and landscape design. Parking will be structured and plazas and open spaces will be provided for use of employees and visitors to the development.

Commercial (Economic Vitality)

The commercial land-use categories accommodate the full range of the service industry including retail, entertainment, and medical uses allowing for varying and intensity of uses. The commercial uses are generally characterized by master planned centers, infill parcel development, and regional level destination development along the freeway, intersections of major roadways and the City's major corridors.

▶ Sports and Entertainment

The Sports and Entertainment district provides for regional level sports and entertainment. Land uses include large-scale developments, such as the Phoenix International Raceway and its associated uses, public gardens and plazas, resort, office, and retail establishments, recreational vehicle parking and showrooms, museums, parking garages, indoor and outdoor venues including opportunities for motorsports events, and residential living as urban style housing, casitas, and timeshares, or estate housing that accommodates garages and storage for racing vehicles.

▶ City Center

Land use category to accommodate the more intense use of the I-10 Freeway and Avondale Boulevard. This category is planned as a pedestrian-oriented district with tree-lined streets, shops on the ground floor, and small plazas and parks. Land uses include Gateway Employment, Employment Mixed Use, Residential Mixed Use, Neighborhood Commercial, and Townhouse Residential further defined in the City Center Specific Plan.

▶ Freeway Commercial

Land use category to accommodate the more intense uses of the I-10 Freeway, Loop 101, SR 30, and other future parkway corridors. Freeway commercial development patterns will provide concentrated retail, hospitality, and related activity along these corridors. This category allows for a broad range of non-residential uses and development flexibility by promoting community-wide and regional retail, medical, office, higher educational complexes, hospitality, sports and family entertainment, commercial complexes, and service destinations to a larger trade area. It offers amenities such as attractive streetscapes, pedestrian activity connections, and efficient circulation.

▶ Local Commercial

Land use category that is used primarily for providing daily needs of goods and services to the residents residing within the surrounding area. The types of uses allowed in this category specifically for local residents may include: grocery stores, gas stations, neighborhood/retail services, and office and medical uses serving consumers residing in adjacent residential areas, which promotes a walkable community. Preferred locations are major arterial intersections, although other locations may be deemed acceptable based on the merits of the project.

In addition, services that provide shopping and basic services for the immediate area (i.e. "neighborhood commercial") may be allowed in any land-use classification based upon the merits of the development proposal. Generally neighborhood commercial development would not be greater than five acres, and would require adequate buffering to protect surrounding land uses.



► **Historic Avondale District**

The Historic Avondale District is the “heart” of the Avondale community. Land uses within this business core permit and promote a vibrant mix of residential and nonresidential uses, but require retail, service, or office uses on all street level floors to promote a pedestrian oriented environment. Unlike modern shopping centers in Arizona, this area has a human richness derived from its history, families, friends, and neighbors who live nearby, and many within walking distance.

Employment (Economic Vitality)

The employment land use categories accommodate five types of development to allow for varying scale and intensity of uses. The five types are characterized by regional employment developments, corporate headquarters, office development, campus style business parks, and manufacturing.

► **Office/Professional**

The office land use category allows for professional office and medical office services/practices associated with hospitals and niche medical industries, such as sports medicine, physical therapy, and associated office support services that are generally quiet with moderate traffic volumes. Office sites are to be integrated through design with adjacent residential developments. Typical office developments have their own access and circulation, identification signs, and landscaping. Developments with more than one building share a common architectural and landscape theme to include identification signs, covered parking and driveways with pedestrian amenities and shaded outdoor areas.

Medical

Medical use, such as a regional hospital, is identified in the commercial and office land use categories. A symbol is used to identify more specific uses within this category on the existing land use map, such as the Phoenix Children’s Hospital location.

► **Corporate Park**

The Corporate Park land use category is intended to attract major corporations to the foothills of the Estrella Mountains on land overlooking the Gila River. This area includes mid-rise story buildings located north of the Gila River and requires a unified architectural theme that blends with the natural environment of the Sonoran Desert.

► **Business Park**

The Business Park land use category is intended to allow for large scale campus development that provides abundant employment opportunities and offers amenities such as: attractive streetscapes with excess landscaped setbacks, appropriate screening from the I-10 freeway, pedestrian connections, efficient circulation, and refuge areas for active and passive activities to keep a healthy lifestyle for all employees. The category accommodates enclosed light manufacturing, corporate commerce, hotel, multi-story offices, research and development industries, solar and renewable energy manufacturers, motor sports related industry manufacturers, and limited warehouse and support services that support these primary employment uses.

► Industrial

The industrial land-use category is intended provide employment opportunities for heavy manufacturing within enclosed or partially enclosed structures. This category is typically characterized by uses that may need special consideration and may include refining, assembly, fabrication of products, demolition, solar, or wholesaling. The areas designated for industrial uses have adequate transportation and activity access with an emphasis on minimal conflict with existing adjacent land uses.

Physical Environment (Environmental Stewardship and Sustainable Systems)

The physical environment land use categories accommodate three types of development to allow for varying open space opportunities for the residents of Avondale. The four types are characterized by both active and passive recreational opportunities. Increasing access to open space amenities is an important healthy community strategy to increase physical activity; connectivity is critical when supporting this notion.

► Open Space and Parks

Land primarily used for City parks, Estrella Mountains, and rivers and corridors designated for public enjoyment in the Parks and Recreation Master Plan. Open space is planned to set aside areas of active and passive recreation for Avondale residents and to preserve areas of critical natural habitat. Open space areas are also designated for wildlife watching areas, birding, eco-tourism, conservation, and preservation of riparian areas on floodplains adjacent to the Gila River. Parks and open space allocations will be implemented as a component of development approvals as urbanization and development occurs. Watercourse areas identified on the land use map as open space to include the Agua Fria River, Gila River, Crystal Gardens Reclamation Facility, and prior aggregate sites may be used for outdoor recreation and preservation of natural resources. In the case of private land designated as open space, if no other agreement exists between the landowner and the City of Avondale, development of up to one dwelling unit per gross acre is allowed.

Aggregate Land Use

Land use category that encompasses all existing sand and gravel/mining operations in the City of Avondale. This category also identifies broad areas that may contain commercial quantities of aggregates subject to approval through the Special Use District permitting requirements. These locations are identified on the Land Use Map to provide proper disclosure to the public.

Public Recreational

Land primarily used for active or passive recreation or cultural activities, which do not qualify as open space due to significant site infrastructure, such as a recreation or teen center, visitors center, museum/heritage center, community garden, or wildlife center. A symbol is used to identify the land use potential for these specific uses within this category on the existing land use map.

► Gila River Scenic District

The Gila River Scenic District provides for a pedestrian-oriented and environmentally focused low impact development that lends itself to recreational opportunities and equestrian opportunities due to its proximity to the Base and Meridian Wildlife Area and the Tres Rios Greenway. Limited commercial and ecotourism development or outdoor businesses are permitted that enhance the area as a tourist stop for outdoor enthusiasts. Boat houses, visitor centers, or wildlife centers are also permitted in this category.



Public Facilities (Healthy Community)

The public facilities land-use categories accommodate two types of development to allow for a varying scale of services for the community. The two types are characterized by direct city services and the need to create a well-educated community and workforce.

▶ **Public/Civic**

The Public/Civic land use category provides for a variety of civic, public, and quasi-public facilities for the health, safety, and welfare of the residents. Types of uses found in this category include City government facilities, police and fire stations, community centers, libraries, water and wastewater treatment facilities, well sites, substations, and other public facilities.

▶ **Education**

Land use that provides for public and private schools and their associated uses (playgrounds, ball-fields, performing art centers, gymnasiums, etc.), colleges, such as Estrella Community College, and universities.

Development Corridor Emphasis Areas

▶ **Avondale Boulevard Employment and Commercial Corridor**

Avondale Boulevard is recognized as a major corridor for employment and commercial land uses. It is the City's desire to recruit and direct attractive and unique development into this corridor to make it a place of destination. Developing this area into a destination can provide the business, shopping, entertainment, residential, community, social and cultural elements that attract a full range of market and community oriented interests that will serve the existing and future residents of the region. Because of the importance of this corridor, it is expected that the site design, architecture, and landscaping should be of the highest quality and developed in a planned manner.

▶ **Growth Area**

This land-use category indicates areas of intense employment, retail or mixed uses supported by high-volume transportation infrastructure and superior access.

▶ **Resort**

Land use that indicates the potential for tourism and resort development related to the Phoenix International Raceway and the Estrella Mountains. A symbol is used to identify the desired location for resort development on the General Plan Land Use Map.



ECONOMIC VITALITY

THEME

PREFACE

The Economic Vitality Theme includes three elements: an Economic Element, a Growth Area Element, and a Cost of Development Element. The Economic Element is a response to residents' desire to create a sustainable community that offers employment opportunities for new and existing residents alike. When residents' income-earning potentials increase and they are able to attain such goals as home ownership, they are in much better health than those who are unable to do so. Similarly, future employers look to a healthy community in order to locate their businesses because they can employ people who miss less work and keep health care costs down. The purpose of the Growth Area Element is to identify opportunities within Avondale

to develop in an efficient manner that maximizes infrastructure, such as roads and sewer. Identifying these areas permits siting public services and facilities where they can best service the population. Locating growth areas also sends a strong message to the development community as to where the City would like to concentrate its resources to encourage efficient development.

The Cost of Development Element addresses residents' interest in maintaining and improving public services and facilities that are available to a growing residential population, without placing the burden of these services solely on the shoulders of existing residents.



ECONOMIC ELEMENT

INTRODUCTION

The economic stability of a city is derived from its jobs and revenue. The two working together to create a healthy sustainable economy will also provide for steady and increased household incomes. The Economic Vitality Element seeks to enhance and promote these factors as well as to attract high paying jobs, and to promote business expansion, business retention, and workforce development. Creating good jobs improves household incomes, while quality housing represents value and sustainability - which attracts business as well as new residents. With respect to this, two concepts work together in terms of a healthy community: increased income potential equates to improved health, and a healthy population is a draw for future businesses and employers.



Early in the General Plan public participation process, it became clear that residents of Avondale are focused on a community experiencing economic prosperity through diversification, self-reliance, interdependence, and adaptability. It is even more evident that the City promotes and retains a highly educated and capable work force, high paying jobs, scenic, tourism and recreation amenities, and excellent transportation access to the region to allow for a greater potential for economic development that grows in tandem with a healthy lifestyle as well as rail transit opportunities. Therefore, the focus of this element of the General Plan is to be recognized as a community that is making strides towards being a great place to live, work, and invest.

PAST, PRESENT, AND FUTURE TRENDS

Avondale's economy has grown from its agricultural roots to a suburban "bedroom community." By 2030, forecasts point to the attainment of an independent, full-service municipal status; *characterized as a larger city, with a corporate presence, while maintaining a diverse, small town charm.*

Avondale is strong in some retail sectors, but needs to improve its market share in others. Automobile sales, for instance, is a major contributor to the municipal coffers representing 11.7% percent of the City's sales tax revenues. However, the hospitality industry -- hotels, resorts, restaurants, and entertainment -- is seen as having untapped potential in the City. The McDowell Road Corridor, in particular, provides shopping and service variety, but has an even greater potential for medical/office development. Phoenix Children's Hospital, once completed, will bring medical-related jobs and business opportunities associated with the health industry to Avondale. In addition, the Van Buren Street/I-10 Corridor has the potential to emphasize multi-story office and corporate commerce uses.

The community recognizes the southwest part of the City (e.g., Historic Avondale) as a high priority for specialty retail/commercial and residential redevelopment, as well as the I-10 Corridor holding most of the Business Park/Corporate Commerce development opportunities. The area referred to as City Center, south of I-10 along Avondale Boulevard and Van Buren Street, will also provide opportunities for a mix of uses to include retail, service, sports, entertainment, professional offices, and urban residential, supporting the need for the transit services in the near future.

The Economic Element is a response to residents' desire to create a diverse and sustainable community that offers employment opportunities for new and existing residents alike. The City's targeted job-to-population ratio is 0.50 jobs for every resident. The current job-to-population ratio of 0.20 indicates that there is a strong

untapped work force available within Avondale. Achieving diverse types and intensities of commercial and industrial development in Avondale and providing employment opportunities for residents is one of the City's most important goals and is vital to the long-term fiscal viability and economic health of the City of Avondale. To increase the employment base and provide the economic diversity necessary to protect Avondale from shifts in the economy, a variety of employment (including small business) while retaining a business friendly image is necessary. Furthermore, by creating a healthy lifestyle image, future employers can offer their employees the opportunity to participate in an active community if they so choose.

The presence of excelling educational and occupational training facilities convenient for the Avondale workforce is regarded as one of the community's greatest assets in attracting industry. Estrella Mountain Community College, Rio Salado Community College, and Universal Technical Institute provide educational experience and graduates for local job growth. An educated population with excelling job skills allows for greater earning potential. This ability to draw a higher income contributes to people's well-being, which supports a healthy lifestyle model.

A mix of employment (including commercial and industrial activities) that provides for a wide range of salary levels could help to protect the City's budget from economic downturns, which affect some, but not all, sectors of the economy. Retail activities add to the job base and provide sales tax which contributes revenue to the general fund to help pay for services, such as police, fire, planning, arts and culture, parks and recreation, and general City administration. The mix of employment provided by all of these commercial uses can also help to shorten commute times and reduce traffic congestion by creating a variety of employment opportunities available to residents within Avondale.

A focus on the creation of "high-end" jobs is important to the economic development efforts of the City in the future. The economic targets of Avondale include advanced financial and business services, medical and life sciences, renewable energies, light industrial and manufacturing, aerospace/aviation, and tourism.

In addition, the City should leverage its geographic location and proximity to California and its port city of Long Beach. With Avondale's accessibility to the I-10, this will serve as a benefit in positioning the City to serve the Phoenix market as well as larger markets all over the southwestern United States, and also compete on an international level.

The General Plan addresses economic development through a variety of means. There are a number of land use categories that relate directly to economic development, specifically: Local and Freeway Commercial, City Center, Historic Avondale District, Mixed Use, Transit Oriented Development, High Intensity Office, Urban Commercial, Business Park, and Industrial. These uses are identified on the Land Use Map and are defined in the Land Use Element.

Another noteworthy diverse and economic effort for Avondale's older neighborhoods is the Commercial Infill Incentive Plan for the Historic Avondale District. This area enriched with Avondale's history, taking one back to an earlier place in time, encompasses the smaller "mom and pop" shops along Western Avenue forming a centralized business district. This area is intended to promote development and redevelopment of vacant and underused parcels within Avondale to create a vibrant shopping experience and tourist destination.



Tourism

Avondale's economy has historically been tied to the retail/service industry. However, with recreational opportunities along the Gila River and in the vast open areas surrounding the City, as well as the West Valley Recreation Corridor and American Sports Center, Avondale has the potential to drive the local economy and attract some of the region's growth. Avondale can target related industries, such as sports equipment sales and services, sports medicine, or further event venues. Building upon an economy with a recreational component will identify Avondale as an active community. Although the growth in tourism has improved Avondale's environmental conditions, it has not created a significant source of moderate to high wage jobs. While resource-based tourism will remain an important element of the local economy, it will be subject to fluctuations in environmental conditions. The community's challenge is to foster sustainable and stable employment opportunities that provide a living wage for Avondale's residents. Avondale's shift to tourism as a result of Phoenix International Raceway has assisted in improving the quality and image of the City. However, a tourist-based economy fluctuates and is heavily weighted towards lower paying service sector jobs. Increases in light manufacturing, professional services and other sectors can and will improve the economic stability of the City. In addition to Phoenix International Raceway, the City also attracts tourists to southern Avondale for bird watching, canoeing, fishing, hiking, and other outdoor passive activities. These activities have the future potential of generating revenues for product- and service- related businesses, such as outdoor equipment manufacturing and sales that emphasize an active lifestyle. With a focus on sports and recreation, targeting the health-related industries is another way to set Avondale apart from other Valley cities and build upon its healthy lifestyle concepts.

Through the efforts of various organizations, such as the Greater Phoenix Economic Council (GPEC) and the Arizona Commerce Authority, the community has the potential to increase the diversity of its economic base and its economic stability. While tourism will continue to play a vital role in the economy, increased economic diversification will moderate the "boom-bust" economic cycles that have been part of the community's history.

During the 2011 session, the state legislature passed the Arizona Competitiveness Package which created many new economic development programs. These programs greatly improve the "toolbox" currently available for business attraction and retention efforts across the state. The following is a brief summary of the major programs of the Arizona Competitiveness Package:

▶ Arizona Competes Fund

This has also been labeled the "Deal Closing Fund." The Arizona Competes Fund will generate dollars for investment in business projects that stimulate and promote industries that provide stable, high-wage jobs. The program will be funded through increases in corporate income tax withholding and capped at \$25 million.

▶ Quality Jobs Tax Credit

Replaces Arizona's expiring Enterprise Zone Program with a new statewide Quality Jobs Tax Credit for new job creation statewide. This tax credit is based on net new job creation with discreet eligibility qualifications for urban and rural businesses. Tax credit for each new qualified job created is \$3,000 per year for three years and is limited to 400 jobs per employer per year.

▶ 100% Sales Factor

Increases the electable sales factor in equal increments for multi-state corporations from 80% to 100% between FY 2014 and FY 2017. A corporation that conducts business both in-state and out-of-state must apportion its income from business activity based on the ratio of property, payroll, and sales in Arizona compared to the corporation's property, payroll, and sales everywhere.

▶ Corporate Income Tax

Reduces in equal increments the corporate income tax rate from 6.97% to below 4.9%, between FY 2014 and FY 2017.

▶ Property Tax Reform

Personal Property: Accelerated Depreciation - Accelerates depreciation schedules for prospective acquisitions of commercial personal property.

Personal Property Exemption - Increases the exemption on personal property from the current \$67,000 in Tax Year 2010 to \$79,000 in Tax Year 2011 by using the Employment Cost Index (ECI) rather than the Gross Domestic Product Implicit Price Deflator (GDP IPD).

Commercial Property - Reduces the commercial property assessment ratio to 18%. Increases in the Homeowners Rebate to offset change in the assessment ratio.

▶ Angel Tax Credit/Capital Gains

- Increases the eligibility criteria for the Angel Investment Tax Credit for a qualified small business from \$2 million to \$10 million in total assets.
- Eliminates the capital gains tax on income derived from investments in qualified small businesses that have been certified by the Arizona Commerce Authority.
- Decreases long-term capital gains (investments held longer than a year).

▶ R&D Tax Credit

Arizona provides a tax credit for investments in research and development in excess of expenditures from the previous year. The existing program provides a state tax credit between 15% and 24% of qualified R&D expenses, depending on the level of the increase. The Arizona Competitiveness Package legislation enhances the tax credit by 10% if increased R&D expenditures are made in cooperation with an Arizona university. The enhancement to the program is capped at \$10 million in tax credits per year, which will represent an increase in \$100 million of research conducted in partnership with our public universities.

▶ Greater Maricopa Foreign Trade Zone (FTZ)

This federal program has the ability to stimulate Avondale's local economy and enhance job creation within our City. In addition to the customer fees and regulations, each state legislature can enact enabling legislation to FTZ's within their state and typically this legislation includes property tax incentives. The Arizona State Legislature enacted enabling legislation for FTZ's which allows Arizona and more importantly Avondale based businesses in the FTZ to lower their property taxes to 5% instead of the current 25%.

Demographics

Rapid population growth has created consistent challenges in Avondale and Maricopa County for the last 10-15 years. Demographic trends and projections shape Avondale's needs and opportunities. Changes in the size and characteristics of the City's population may have profound impacts on the fiscal, economic, social, and natural environment. Population increases generate demands for additional facilities and services. Different age and income segments of the population have different needs, which shape demands for housing, services and infrastructure.



A complete assessment of growth trends in Avondale is found in the tables below.

The Demographic Profile examines historic and projected population growth, as well as residential and non-residential development trends. These trends provide baseline assumptions upon which future land uses, fiscal needs, housing needs, public infrastructure, and service demands will be measured.

Age

Overall, the population of Avondale is younger than that of the nation – the median age from 2005 to 2009 in Avondale was 28.6 years, compared to Maricopa County at 33.3, and the median age in the U.S. at 35.3 years.

Changes in our population are addressed in the Land Use Element. What is not reflected in the population figures is the age distribution of our growing population. The City is home to a particularly large proportion of young people, with 33% of the population under the age of 18, 10% between the ages of 18-24, and 34% between the ages of 25 and 44.

Employment

In 2000, the workforce in Avondale was made up of approximately only 16% employed in educational, health, and social services, 14% employed in manufacturing, with the remaining industry made up of retail and entertainment, accommodations and food services, finance, insurance, real estate, and construction jobs.

From 2005 to 2009, for the employed population 16 years and older, the leading industries in Avondale were educational services, health care, and social services at 19% and retail trade at 13%. Among the most common occupations were sales and office occupations at 30% and management, professional, and related occupations at 29%.

In 2006, 12 companies employed more than 150 people each in Avondale. These employers are concentrated in retail trade and education to include Wal-Mart Stores, Inc., Avondale Elementary, Tolleson Union High, Agua Fria Union High, and Litchfield Elementary School Districts, Costco Wholesale, Home Depot, Sam's Club, Estrella Mountain Community College, and Universal Technical Institute.

In the past ten years, Avondale experienced rapid growth in its housing and retail sectors and is now presented with many different opportunities and challenges relative to our economic development path. Existing major employment sectors today are management, professional, sales, and service occupations.

The City is involved with other efforts that can and are being used to promote development with growth areas as well as in other areas of the City. The City participates with the State of Arizona and the Greater Phoenix Economic Council (GPEC) in advancing economic development efforts within our community, region, and state.

Table 10- Labor Force Statistics, Avondale and Maricopa County, 2004-2009

Avondale	2004	2005	2006	2007	2008	2009	Annualized Growth
Labor Force	29,339	33,062	35,951	37,710	38,724	38,712	6.4%
Employment	28,098	31,774	34,745	36,530	36,923	35,838	5.5%
Unemployment Rate	4.2%	3.9%	3.4%	3.1%	4.7%	7.4%	
Maricopa County	2004	2005	2006	2007	2008	2009	Annualized Growth
Labor Force	1,784,457	1,845,111	1,906,543	1,945,776	1,999,092	2,000,228	2.4%
Employment	1,706,674	1,771,013	1,840,629	1,882,990	1,903,250	1,847,328	1.7%
Unemployment Rate	4.4%	4.0%	3.5%	3.2%	4.8%	7.6%	

Source: Arizona Department of Commerce

Table 11 shows the occupational distribution of the workforce in Avondale. In 2005-2009, for the employed population 16 years and older, the leading industries in Avondale were Educational Services, Health Care, and Social Assistance at 19%, and Retail Trade at 13%.

Table 11 – Occupational Distribution of Avondale Workforce

Occupation	2010
Agriculture, Forestry, Fishing, Hunting, and Mining	1%
Construction	8%
Manufacturing	9%
Wholesale Trade	5%
Transportation and Warehousing, and Utilities	8%
Information	2%
Finance and Insurance, and Real Estate and Rental and Leasing	7%
Professional, Scientific, Administrative, and Management	8%
Educational Services, Health Care, and Social Services	19%
Arts, Entertainment, and Recreation, and Accommodation and Food Service	9%
Retail Trade	13%
Other Services	4%
Public Administration	7%

Source: 2010 Census

Income

The City’s household median income of \$61,173 is consistent with the smaller household size for the City, and higher than the county average of \$55,223.

The annualized growth rate of Avondale households over the course of the current decade is 13.9 percent.



Household growth is expected to show a decline from 2010 to 2030 as population growth begins to slow. Maricopa County, again, shows similar trends with household growth rates gradually declining over this horizon.

Population

The current Avondale population is more than 76,000 and is expected to reach 123,000 by year 2030. Our City has increased in population by 35,883 new residents between 2000 and 2010. Previously, growth mostly occurred north of, or in proximity to, the I-10 corridor and has largely coincided with existing and proximate infrastructure.

From 2010 to 2020, Avondale's annualized growth rate is projected to drop from 12.9 percent to 4.9 percent. From 2020 to 2030, growth is projected to slow to an annual rate of 3.2 percent as the community begins to reach build out.

Since most new development in Avondale has followed infrastructure and transportation corridors, the areas that would be most cost-effective (served by existing infrastructure) are in the process of being built out today. Because the growth in Avondale has exceeded projections, infrastructure capacity sufficient to serve parts of the City south of Buckeye Road or outside our major transportation corridors is not present.

GOALS and POLICIES

GOAL 1:

Grow and diversify Avondale's economy and employment base through business retention, expansion, and development.

POLICIES:

- A. Identify and recruit targeted growth sectors based upon an understanding of Avondale's current and projected economy with an emphasis on professional and technical employment.
- B. Work with the City's partners to educate and enhance the available work force for targeted sectors.
- C. Develop a "Motorsports" economic cluster by leveraging the presence of Phoenix International Raceway (PIR); continue to enhance partnership opportunities with PIR to promote race track retention and expansion.
- D. Use the City's available tools to facilitate the retention and attraction of targeted businesses within growing employment sectors.
- E. Leverage the City's proximity to the west coast and port districts to attract international industries and high-tech companies.
- F. Maintain Avondale's retail prominence as part of the City's economic and revenue base by identifying areas for new and higher quality retail and restaurant development to capture increased sales while maintaining a balance with necessary retail services.

GOAL 2:

Create employment centers to attract businesses that match the City's economic targets.

POLICIES:

- A. Locate desired and targeted businesses in Avondale, specifically in Bio-Industry (along Van Buren Street), Medical Support Services (along McDowell Road), Advanced Financial/Business Services, Aerospace/Aviation, Motorsports/Automotive, Light Industrial/Manufacturing, Renewable Industries, and Recreational and Eco-Tourism (southern Avondale).
- B. Recruit businesses that encourage pedestrian traffic into appropriate mixed use areas and transit riders.

GOAL 3:

Enhance and market Avondale's business climate.

POLICIES:

- A. Establish economic vitality and competitiveness as core City priorities and areas of policy focus.
- B. Promote the City's commitment to economic vitality and customer services to local businesses via meetings and business visits.
- C. Document input received from local business owners and address substantive issues.
- D. Support new development that accommodates business attraction opportunities.
- E. Increase the supply of developable business park land and promote a flexibility of uses within.
- F. Encourage continued diversity and expansion of small business.
- G. Develop a program to reach out to business owners in partnership with the Southwest Valley Chamber of Commerce and community organizations through the Chamber Business Retention and Tourism Support (B.R.A.T.S.) Program.

GOAL 4:

Continue to participate in regional economic development efforts.

POLICIES:

- A. Collaborate with all west valley communities on common issues and opportunities that affect the long-term quality of life and economic viability of each community.
- B. Continue to participate and coordinate activities of mutual interest with the Greater Phoenix Economic Council (GPEC), WESTMARC, the Southwest Valley Chamber of Commerce and Estrella Mountain Community College's office of Workforce Development.
- C. Continue to be a partner with Maricopa County in the implementation of the Western Maricopa Enterprise Zone (WMEZ), which is administered through WESTMARC.
- D. Be pro-active in seeking out and offering incentive packages to quality end users interested in locating



within the City.

GOAL 5:

Encourage and facilitate small/local business development and diversity.

POLICIES:

- A. Acknowledge the diversity of Avondale’s small/local business owners and reach out to a diverse range of entrepreneurs and business associations through business visits and other means.
- B. Promote business incubator opportunities throughout the City.
- C. Work with the City’s partners to provide technical assistance and funding opportunities for small/local businesses.
- D. Promote local food production and urban agriculture as an economic development opportunity to bring income and jobs to a local community as well as support a healthy lifestyle.

GOAL 6:

Implement revitalization activities to enhance the City’s economy and sense of place.

POLICIES:

- A. Collaborate with neighboring cities, such as the City of Goodyear at Western Avenue in Historic Avondale, the City of Litchfield Park along Dysart and Indian School Roads, to address common issues.
- B. Identify opportunities to leverage proximity to the Phoenix-Goodyear Airport and other regional assets.
- C. Periodically evaluate the Commercial and Residential Infill Incentive Plans, the Old Town Avondale Zoning District/Design Guidelines, and other tools that support redevelopment.
- D. Be proactive in creating adaptive re-use projects for buildings that may be vacant or become vacant throughout the City.
- E. Strengthen Western Avenue as a business district.
- F. Link efforts to protect local farmland with the development of diverse markets for local produce and urban agriculture.

GOAL 7:

Implement the City Center Specific Area Plan.

POLICIES:

- A. Capture the employment growth projected in the City Center Specific Area Plan by attracting employers in targeted business markets.
- B. Encourage projects that enhance the community through quality urban design.
- C. Create an on-going marketing program for the City Center.

- D. Promote the public-private partnership between the City and the American Sports Center.
- E. Establish the City Center Area as a vibrant entertainment destination.
- F. Develop a transit center within the City Center area planning area.

GOAL 8:

Invest in neighborhood infrastructure, public spaces, and amenities.

POLICIES:

- A. Inventory and prioritize infrastructure improvements according to project feasibility to increase the quality of life for the residents.
- B. Assess and implement methods requiring new residential developments to incorporate specific amenities and designate a specific amount of space for common use by neighborhoods.

GOAL 9:

Promote Avondale as a responsible business partner through targeted communication projects and outreach.

POLICIES:

- A. Identify a "Brand Identity", a statement, or a description that defines the community.
- B. Develop key messages about Avondale's assets, strategic vision, and opportunities.
- C. Enhance the City's business-related informational materials.
- D. Sponsor community events that will include participation from local businesses throughout the City.

GOAL 10:

Reserve adequate lands to accommodate business parks, light industrial uses, and higher education facilities.

POLICIES:

- A. Support efforts to locate and develop additional business park and industrial land along Avondale's business corridor.
- B. Promote business park employment uses adjacent to high capacity roadway corridors, such as the I-10 Freeway and Van Buren Street.
- C. Partner with existing educational facilities, such as Estrella Mountain Community College, to expand campuses for higher degreed programs, colleges, and universities.
- D. Partner with secondary education facilities and school districts to ensure a deployment of a workforce that has the basic skills and the educational attainment to satisfy the demands of existing and emerging industries.



GROWTH AREA ELEMENT

INTRODUCTION

As many large-scale developments occur throughout the City, opportunities for economies of scale (the reduction in cost that is due to larger production) in infrastructure construction can be easily missed. The definition of growth areas help to focus the City’s resources on those parts of the City where they will be most appropriate for future development, such as City Center. They also send a message to the development community concerning the City’s priorities. This helps to induce optimal and appropriate development activity in the City. Targeting growth in this manner will help to ensure that public facilities can be located where they are best able to serve the population. It will also help to ensure that these public services support Avondale’s ideal of a healthy lifestyle, and allow the City to plan accordingly. This element identifies and describes where Avondale expects to encourage the most intense development to occur, and where we expect the most intense use of City services and infrastructure is expected.



PAST, PRESENT, AND FUTURE TRENDS

Our City has increased in population by nearly 40,355 new residents between 2000 and 2010. So far, growth has mostly occurred north of, or in proximity to, the I-10 corridor and has largely coincided with existing and proximate infrastructure. Table 12, below, compares our growth to other nearby communities.

Table 12 – Rankings of Numerical and Percent Change in Population of Avondale and Other West Valley Communities, 2001- 2010

	2000	2010 Population	Numerical Change	Rank ¹	Percent Change	Rank ²
Avondale	35,883	76,238	40,355	10	112%	9
Goodyear	18,911	65,275	46,364	5	246%	7
Litchfield Park	3,810	5,476	1,666	40	44%	20
Tolleson	4,974	6,545	1,571	41	32%	28

Note: 1. Rank of numerical change among all incorporated places in Arizona.
 Note: 2. Rank of percentage change among all incorporated places in Arizona.

The purpose of identifying specific areas of the City as a “Growth Area” is to identify opportunities within Avondale where development is constructed in an efficient manner that maximizes infrastructure, such as roads and sewer. Identifying these areas permits siting public services and facilities where they can best serve the population. Designating growth areas also sends a strong message to the development community as to where the City would like to concentrate its resources to encourage efficient development.

Growth Areas offer opportunities for enlarged or branch facilities that will allow long-time Avondale enterprises to grow with the City. Institutional uses, particularly, can contribute to the economy with planned expansions, such as: Estrella Mountain Community College, Rio Salado Community College, and Universal Technical Institute. Municipal facilities also provide a catalyst for private sector enterprises. The Goodyear-Phoenix Municipal Airport, for instance, is cited as a business generator as well as the City Center.

GROWTH AREAS

The growth areas identified in this Plan are defined as areas appropriate for intense employment, retail, and transit oriented mixed-use developments that are supported by high-volume transportation infrastructure and superior access. The areas along Avondale Boulevard, 99th Avenue north of the I-10 freeway, McDowell Road, Van Buren Street, Roosevelt Street, and Lower Buckeye Road are where the City expects the most intense development to occur and where the most intense use of City services and infrastructure is expected.

As we continue to strive to provide jobs and shopping opportunities for our residents, we have identified other areas that are appropriate locations for intense employment and mixed use. Generally, existing areas of intensity, and areas we would like to see intensely developed, have several common characteristics that we believe are important to the success of a growth area. These characteristics are:

- ▶ Proximity to an area of activity inside or outside the City (for example, sports center, stadium or large employment or retail facility, airport, transit center, rail station, or other major transportation facility).
- ▶ Superior transportation access.
- ▶ Available land and infrastructure that can accommodate higher intensity mixed-use or single-use development or redevelopment.
- ▶ Superior access to labor or consumer markets.

In 1991, Avondale prepared the Freeway Corridor Specific Plan and updated it in 2012 to guide development in this area and ensure that this area would be retained as a location for employment and retail uses. Table 13 describes the types of development desired within each growth area in Avondale.

Table 13 - Current Areas of Influence and the Types of Activities That Should Be Encouraged

Growth Area	Types of Activities
Freeway Corridor/99th Avenue/ City Center	Transit oriented, high intensity office, freeway commercial and retail uses adjacent to the I-10; freeway commercial, mixed-use /specialty support along 99th Avenue.
Airport Growth Area	Airport support and airport-related office and service uses.
South Core	Medium intensity commercial and employment uses and predominantly low density residential uses.
Phoenix International Raceway	Raceway-related tourist service and retail, sports and entertainment.

In addition to the growth areas identified in this section, other areas of Avondale are appropriate for intense development and redevelopment/revitalization. These areas include the Avondale business core identified in the City of Avondale Redevelopment Implementation Infill Incentive Plan. Recommendations relevant to the Avondale business core are located in the Conservation, Redevelopment, Rehabilitation, and Neighborhood Preservation and Revitalization Element of this Plan.



GOALS and POLICIES

GOAL 1:

Create destination employment centers in targeted areas of the City that will help to improve the balance between jobs and population.

POLICIES:

- A. Monitor the Freeway Corridor Specific Plan to protect existing and future business locations from residential encroachment.
- B. Designate ideal locations for future transit stops and high intensity urban mixed use developments along the freeway corridor.
- C. Discourage residential uses adjacent to I-10 unless they are part of a mixed-use development.

GOAL 2:

Encourage economic diversity within growth areas.

POLICIES:

- A. Encourage different economic foci in each growth area.
- B. Encourage high-intensity, high-design profile commercial, employment, and residential development in the City Center Area.
- C. Encourage the development of growth areas identified in this 2012 Plan through zoning and other practical and affordable mechanisms.
- D. Create a fast-track development and permitting process for projects proposed in Growth Areas.
- E. Provide appropriate incentives for non-residential development within Growth Areas.

GOAL 3:

Partner with Maricopa Association of Governments (MAG) to utilize the rail line along MC-85 and Main Street to create opportunities for commuter rail and future employment.

POLICIES:

- A. Create mixed use development/redevelopment opportunities along MC-85/Main Street.
- B. Become a viable connection to the valley-wide commuter rail study in Maricopa County to increase the job base in Avondale.
- C. Provide for Transit Oriented Development (TOD).

COST OF DEVELOPMENT ELEMENT

INTRODUCTION

This element of the Economic Vitality Theme includes goals and policies that will guide the City in ensuring that new development pays its fair share of the costs associated with infrastructure and public service needs it generates.

With the dynamic growth of Avondale in recent years, our City has faced the challenge of continuing to provide a high level of City services to residents and businesses. Over the past decade, the City has been diligent in its efforts to fund increases in the number of police and fire personnel and facilities, City support, and basic service employees, and City services. These efforts have included balancing the need for new services and facilities in developing areas of the City while maintaining and upgrading existing facilities in developed areas.

New facilities and services are funded through capital bonds, grants, public private partnerships, and development fees. Services are usually funded through the general fund, which includes police, fire, library, recreation, and City administration. The general fund is usually funded with sales tax revenues and other population-based revenues from the state or federal government or payment for City services. Sales tax is the largest revenue source for the City's general fund and our growth has been accompanied by increasing sales tax revenues. In fact, City general fund sales tax collections (which historically account for 43% to 56% of all general fund revenues) have increased at an average annualized growth rate of 18% since fiscal year (FY) 2001. (See Table 14). The City also collects a total of 1.0% in voter approved dedicated sales taxes for public safety and specific capital costs, for which the activity of each tax is recorded in separate funds.



Table 14 – Increases in City Sales Tax Revenues, FY01 to FY10

	FY01	FY05	FY10	Annualized Growth
General Fund Sales Tax	\$7,263,241	\$23,791,581	\$19,091,736	-
Changes in Sales Tax	-	\$16,528,340	(\$4,699,845)	-
General Fund Percent Change	-	228%	-20%	18%
Water/Sewer/Streets Capital Sales Tax	\$0	\$6,111,199	\$5,286,344	-
Public Safety Sales Tax	\$0	\$6,052,826	\$5,286,451	-
Total City Sales Tax	\$7,263,241	\$35,955,607	\$29,664,531	-
Change in Sales Tax Revenue	-	\$28,692,366	(\$6,291,076)	-
Total Sales Tax Percent Change	-	395%	-17%	34%

1. Fiscal year ends in the year listed, for example FY 01 begins July 1, 2000.
2. The General Fund Sales tax rate is 1.5%
3. Dedicated Capital Sales Tax 0.5% effective 7/1/2001
4. Dedicated Public Safety Sales Tax 0.5% effective 1/1/2004

Source: City of Avondale Audited Financials



Although it is increasing, the sales tax revenue stream is volatile. It is subject to economic conditions, such as a building boom that results in an increase in construction activity tax revenues, a fluctuation in the stock market, or employment rates which may result in a decrease in general consumer spending.

To offset some of the costs associated with new development, the City adopted new development fees on December 18, 2006. These fees are intended to ensure that new development pays a fair and proportionate share of the costs it incurs. However, legislation in 2011 reduced the City's ability to collect certain development fees.

We will have to continue to balance between the needs of recently developed areas in the north with older areas, such as Cashion, Las Ligas, Central and Historic Avondale, and the newly developing areas south of Broadway Road. Infrastructure services and costs may vary from geographic area to geographic area, and the City should review its development fee structure periodically. The South Planning Area (south of the Estrella Mountains) will require a different fee structure than areas north of the mountains due to its location and geographic constraints.

As our City continues to grow, we should explore the opportunity to partner with the public and private sectors in newly developing areas. For example, there may be opportunities to work with Arizona Public Service or Salt River Project to provide trail facilities associated with new power line corridors. Opportunities also exist to work with the Flood Control District of Maricopa County to provide flood control facilities that are designed to accommodate multiple use recreation activities, or to work with private development to provide public open spaces in the form of plazas or parks.

GOALS and POLICIES

GOAL 1:

Maintain and enhance the fiscal viability of the City.

POLICIES:

- A. Use a variety of resources to finance necessary public services.
- B. Plan to fund future public services and facilities through means, such as special taxing districts and/or improvement districts.
- C. Strive to balance costs and revenues that will provide a high and sustainable level of service to City residents.
- D. Optimize the use of City resources in the long-term.
- E. Encourage development that will increase the City's sales tax revenues.
- F. Develop incentive programs to promote infill business development within Avondale.
- G. Take advantage of tourism and eco-tourism amenities that support a healthy lifestyle in order to enhance the tax base of Avondale.

GOAL 2:

Preserve and enhance infrastructure and the existing level of public services for residents and businesses.

POLICIES:

- A. Continue to require that new development pay for its fair, proportionate share of service and infrastructure costs.
- B. Provide an infrastructure system to meet the needs of existing and future businesses.
- C. Expand the infrastructure available to business parks to provide “shovel ready” sites.
- D. Prioritize infrastructure improvements in the Historic Avondale area to provide opportunities for small business to include wireless and other technology.



NEIGHBORHOODS

PREFACE

This theme includes three elements that examine different aspects of residential living in Avondale: the Housing Element; the Conservation, Rehabilitation, and Redevelopment; and the Neighborhood Preservation and Revitalization Element. Neighborhoods are the most critical land use with regards to long-term sustainability. Sustainable neighborhoods have physical, social, and economic elements that formulate their structure into an equitable balance within the size of a neighborhood. Avondale's neighborhoods are eager to become more sustainable by promoting walkable, livable communities that reduce urban sprawl, decreasing automobile dependence, providing housing close to jobs and services where appropriate, and benefiting environmental and public health. The Housing Element establishes goals and policies which pertain specifically to the development of new neighborhoods and residential subdivisions within Avondale. The Conservation, Rehabilitation, and Redevelopment, and Neighborhood Preservation Element are interrelated and have been combined in this 2012 Plan. Together, these elements institute goals and policies aimed at maintaining and improving the

THEME

quality of life in our existing neighborhoods as well as promotes home ownership and maintains neighborhood character. For Avondale to achieve its highest level of promise, it is important that we seek to fulfill the goals and policies of all of these elements, not favoring one aspect over the other.

How our community works to ensure that clean and safe neighborhoods are available to all our residents is central to the Housing Element.

Avondale contains a combination of single-family and multi-family residential communities. We recognize, however, that our existing housing stock lacks significant variety and that a more varied mix of housing products and lot sizes is essential to attracting and retaining a more socio-economically diverse mix of households. A vast majority of the City's single-family neighborhoods are developed with affordable housing. When our residents seek an opportunity to upgrade their residences, however, very few such opportunities are presently available in Avondale. It is important for future residential development to move away from the status quo and provide new opportunities for existing residents and professionals from around the region. ►

The land area north and south of the Estrella Mountains and near the Gila River is planned for luxury residential living that is not only energy efficient and blends with the natural environment, but takes full advantage of the amenities in the area. Luxury residential communities in this area will create a true destination that draws residents interested in living in resort-style communities with top notch amenities amidst the tranquility of the Sonoran Desert, Tres Rios corridor, and the Estrella Mountains. Future trail systems are anticipated to allow residents to take full advantage of access to Monument Hill, Base and Meridian Wildlife Area, Estrella Mountain Regional Park, natural washes, access to and views of the Gila and Agua Fria Rivers, Durango Channel, and plentiful and interconnected neighborhood parks.

Providing opportunities for our residents to improve their quality of life remains a priority in Avondale. Offering programs, such as grant-driven home buying assistance and first-time home buyer education classes, not only allows for that quality of life enhancement for those residents directly affected, but benefits all residents by stabilizing Avondale's neighborhoods, many of which have been affected by the state of the economy. Avondale looks forward to continuing relationships with HUD and other governmental entities, as well as not-for-profit organizations. Together with these groups, Avondale is able to further fair housing practices that benefit the entire region.

The City's residential communities built during the

housing boom of the 1990s and early 2000s are beginning to mature. It is imperative that we proactively seek ways to ensure that these neighborhoods maintain their appeal as they grow older. Identifying ways in which the City can provide assistance in this regard will be important over the coming decades.

Many of the City's neighborhoods have long experienced connectivity issues due to the I-10, which physically separates north Avondale from south Avondale. Other obstacles include MC-85 and the Agua Fria River, which despite all of its benefits, serves to disconnect residents in eastern Avondale from western Avondale. Finding solutions to these connectivity problems and striving towards a pedestrian-friendly environment with multi-modal transportation opportunities will help to allow all Avondale residents to more easily identify with and relate to one another and build the community spirit Avondale needs.

Lastly, it is still a main focus for Avondale's residential growth to encourage infill development.



HOUSING ELEMENT

INTRODUCTION

Avondale's housing stock includes a range of housing types. Providing a balance of housing types within a community can be a challenging endeavor, one that Avondale will continue to work towards in order to improve the quality and variety of housing.

PAST, PRESENT, AND FUTURE TRENDS

Avondale's inventory of affordable, single-family homes, located in the southern portion of the City and the Central Avondale and Cashion neighborhoods has been supplemented by the development of newer, master-planned residential subdivisions as our community has evolved from a farming town to a growing city. Additional housing in the form of apartments has also been developed, the majority of which is located along the I-10 corridor



The housing development from 1985-2010 allowed the City to begin its transformation from a rural exurb to a growing suburb. Neighborhoods developed during that time period continue to provide a range of amenities not previously available to Avondale's residents. Garden Lakes offers residents a series of lakes which, besides adding to the aesthetics of the community, are used for boating and recreational purposes as well. The design of Crystal Gardens integrates wetlands that contribute to the quality of the City's water system, allow for transportation of SRP water supplies to our recharge facility, and provide additional recreational opportunities. Coldwater Springs, the City's largest existing master planned community, includes a golf course, school site, and an extensive network of interconnected open space. The City is proud of the progress that these projects exemplify.

With these successes in mind, taking the next step towards Avondale's vision of becoming a sustainable community will require a more diverse range of housing types to continue enhancing the image, quality, and "choices" for the residents of our community. Sustainable communities provide for residents of all socio-economic levels. Avondale has a shortage of large lots and executive home sites, but has provided for the small to medium size lot since the housing boom. When a City's housing inventory is essentially homogeneous, residents and/or potential residents will typically relocate outside of Avondale when seeking to upgrade their living arrangements. Although it can be debated whether home prices can be used to illustrate a variety or lack thereof in housing stock, statistics and recent trends show that Avondale home values are lower than those in surrounding cities and have not stabilized to the same degree as home values in surrounding cities, as illustrated in the following table:

Table 15 - Median Home Prices (2007-2010)

Avondale Zip Code	Adjacent Zip Codes & Location	2007 Median Home Price	2008 Median Home Price	2009 Median Home Price ¹	2010 Median Home Price
85392 North Avondale	-	\$264,000	\$173,000	\$118,500	\$115,000
	85395 North Goodyear	\$363,950 (139%)*	\$274,945 (159%)*	\$220,000 (187%)*	\$225,000 (196%)*
	85340 Litchfield Park & Buckeye	\$362,500 (137%)*	\$250,000 (145%)*	\$190,000 (160%)*	\$163,000 (142%)*
	85037 Phoenix Maryvale Village	\$222,355 (84%)*	\$130,000 (75%)*	\$70,000 (59%)*	\$74,646 (65%)*
85323 South Avondale	-	\$220,000	\$155,000	\$100,000	\$100,000
	85338 South Goodyear	\$254,500 (116%)*	\$188,910 (122%)*	\$134,621 (135%)*	\$136,757 (137%)*
	85353 Tolleson	\$229,990 (105%)*	\$166,010 (107%)*	\$101,000 (101%)*	\$103,000 (102%)*

Note: Percentages shown in parentheses represent the value of a home in the listed zip code relative to the value of a home in the adjacent Avondale zip code

SOURCE: Arizona Republic Home Value Database/The Information Market
(<http://www.azcentral.com/realestate/homevalues/homevalues.php>) accessed on July 18, 2011

In 2010, the median price of a home located in the 85323 zip code (south of I-10) was \$100,000, down from \$155,000 in 2008, a drop of approximately 35 percent. Similarly, in 2010 the median price of a home located in the 85392 zip code (north of I-10) was \$115,000, down from \$173,000 in 2008, a drop of approximately 34 percent. Additionally, several neighboring zip codes have experienced a rise in median home sales prices from 2009 to 2010. Avondale’s two zip codes have not experienced such a rise, although homes in the 85323 zip code did remain stable at \$100,000 for the second straight year. In the majority of instances, the median price of a home in adjacent cities exceeds the median price of homes in an adjacent portion of Avondale.

The median price of a home in adjacent cities has depreciated at a significantly lesser rate than a home in Avondale. It is important to understand that while home values throughout the entire Phoenix region have been negatively affected by the economic downturn, housing values for unique and desirable products have generally been less volatile than the values of standard entry-level housing. This is often attributed to oversaturation in a particular sector of the housing market; in this case, the entry-level housing market.

The relative steep depreciation in housing values experienced in Avondale may be seen as an indicator that Avondale should work to attract residential communities that are unique and well designed, with larger lots and executive homes. The importance of providing a higher caliber of housing, design, and lot sizes cannot be overstressed; however, the City must always remain committed to ensuring that safe housing is available in clean neighborhoods for residents of all races, ages, incomes, and cultures.



Future demand for housing is projected in the following table:

Table 16 - Dwelling Unit Growth Scenarios (2009 to 2035)

2010	2020	2030	2035
19,096*	38,403**	45,346**	49,938**

*2009 estimation of dwelling units in Avondale from Claritas Information Services

** Dwelling unit projections for the years 2020, 2030, and 2035 based on population projections contained in the Maricopa Association of Governments Socioeconomic Projections of Population by Municipal Planning Area and Regional Analysis Zone (May 2007, updated January 2009). Dwelling unit projections assume a household size of 3.36 persons, the average household size in Avondale identified by Census 2000.

With the number of dwelling units in Avondale expected to more than double in the next 25 years, ample opportunities will be available to expand the diversity of housing types available within the City. It will be imperative for our future residential developers to understand the City’s needs when designing new residential communities. Providing more housing similar to what the City already has in large quantities would restrict Avondale’s ability to diversify on several levels and is discouraged.

GOALS and POLICIES

GOAL 1:

Provide a variety of safe housing opportunities and neighborhoods for all current and prospective Avondale residents.

POLICIES:

- A. Ensure developers and/or HOAs properly maintain perimeter areas, open spaces, and other common areas within subdivisions.
- B. Ensure that all properties requiring building permits must meet all City codes prior to final approval.

GOAL 2:

Champion the development of housing types not currently available in the City to allow for a variety of socio-economic levels.

POLICIES:

- A. Expand the City’s housing stock by encouraging developers to provide “executive” home sites (i.e., custom homes, large lot home sites, and other similar products) that can be used to attract prospective residents as well as prevent existing residents looking for move-up housing from leaving Avondale for another community.
- B. Encourage the development of condominiums and townhomes which appeal to people seeking to own their residence, but who may not want maintenance responsibilities.

- C. Encourage the development of a mix of for-ownership and rental multi-story residential within the City Center to create the critical mass necessary to any vibrant urban environment.
- D. Work with our existing/future colleges, universities, and trade schools to provide dedicated student housing in proximity to their campuses.
- E. Encourage the development of live/work units in areas of the City that are appropriate for mixed use development.

GOAL 3:

Maximize the efficiency and effectiveness of affordable housing and neighborhood stabilization programs.

POLICIES:

- A. Participate in the activities and efforts of non-government and governmental housing providers and neighborhood organizations.
- B. Continue to implement neighborhood housing assistance programs.
- C. Promote the occupancy of existing, vacant homes.
- D. Identify new prototypes for quality high-density residential housing.

GOAL 4:

Require excellence and innovation in residential design and construction.

POLICIES:

- A. Encourage builders to construct homes that use the latest energy conservation materials, methods, and techniques.
- B. Support creatively designed subdivision layouts, particularly layouts in which open space and recreation areas containing amenities are thoughtfully integrated throughout.
- C. Utilize the City's Design Manuals to promote quality development and attractive residential communities, updating these documents when necessary to reflect changing preferences and styles.
- D. Encourage subdivision design that promotes non-vehicular access to trails and transit routes/centers as a component of a healthy lifestyle.
- E. Endorse the use of Crime Prevention Through Environmental Design (CPTED) principles when designing residential communities.

CONSERVATION, REHABILITATION, AND REDEVELOPMENT ELEMENT, AND NEIGHBORHOOD PRESERVATION AND REVITALIZATION ELEMENT



CONSERVATION, REHABILITATION, AND REDEVELOPMENT ELEMENT, AND NEIGHBORHOOD PRESERVATION AND REVITALIZATION ELEMENT

INTRODUCTION

The combined Conservation, Rehabilitation, and Redevelopment Element, and Neighborhood Preservation and Revitalization Element include measures that can be taken to protect existing neighborhoods from deterioration and that will ensure all neighborhoods, regardless of age, are vibrant communities that benefit the community as a whole. It is also important as neighborhoods redevelop, that they become livable neighborhoods – neighborhoods that are walkable, connected, diverse, safe, well-maintained, and provide public spaces that facilitate a healthy lifestyle. These combined elements explore those opportunities to sustain our existing neighborhoods.



PAST, PRESENT, AND FUTURE TRENDS

We are proud of our heritage as a farming community. Many of our more established neighborhoods, specifically Las Ligas, Cashion, and Central Avondale, were developed to provide housing and services to people working on farms that were for many years the predominant economic activity in our City. As the City moves forward and growth continues, it is important that we remember that all neighborhoods are vital, provide diverse housing, and contribute to the cultural enrichment of all of our residents.

Affordable housing, rehabilitation, and redevelopment efforts have been underway for a long time in Avondale's maturing neighborhoods. The City and its partners have provided home rehabilitation and new home construction programs, promoted ownership through down-payment assistance programs and educational initiatives, and encouraged infill development. Habitat for Humanity also has had a presence in Avondale and has provided affordable housing opportunities through the construction of affordable new homes. Affordable housing for senior citizens has been provided by Mercy Housing. These entities have been supported by an array of services provided by the City.

Avondale also works with the Maricopa Housing Department to provide affordable housing. Additionally, the City participates in the Federal Housing and Urban Development First Time Buyers Program to encourage family self-sufficiency and works with Maricopa County to provide Federally assisted leased housing units for low-income families. Several not-for-profit housing service organizations that construct homes on vacant lots in developed neighborhoods are located in Avondale.

In the future, a coordinated, strategic plan and approach to neighborhood revitalization and affordable housing will be important to continue to provide housing opportunities for all our residents. Other areas that the City will also need to address are providing shelter for those without homes, stabilization of maturing neighborhoods, and coordination of the not-for-profit housing providers with each other, the City, and the neighborhoods.

While it is natural to first think of the City's oldest neighborhoods, such as Historic Avondale, Cashion, and Las Ligas, when considering neighborhood preservation initiatives, measures cannot be limited solely to

those areas. The numerous neighborhoods constructed from 1985 through 2010 are beginning to mature; it is important as a City to take proactive steps to ensure all neighborhoods receive the care and attention needed to make certain they continue to be positive members of the community. This attention can take many forms, including but not limited to, creating additional amenities in or near neighborhoods, providing proper maintenance of streets and landscaping, enhancing pedestrian connections, and finding solutions or deterrents to any anticipated or recurring crime problems. With these issues addressed, residents' well-being is protected, and that is key to a healthy lifestyle. However, the Infill Districts/Revitalization Areas Map included in this document identifies specific areas in Historic Avondale, Cashion, and Las Ligas, where the City can concentrate redevelopment efforts and provide incentives.

GOALS and POLICIES

GOAL 1:

Maintain and protect the best qualities of our established residential neighborhoods.

POLICIES:

- A. Identify opportunities to provide community assistance for renovations and amenities within our neighborhoods that are compatible with City goals.
- B. Proactively work to prevent our neighborhoods from losing appeal as they mature.
- C. Preserve and stabilize Avondale's eldest residential areas and maintain their historic character.
- D. Encourage the preservation of historic or significant buildings and sites in the Historic Avondale area.

GOAL 2:

Create a true sense of community that stretches beyond neighborhood boundaries.

POLICIES:

- A. Improve the physical connectivity between our existing neighborhoods as well as between our existing neighborhoods and nearby non-residential developments.
- B. Ensure all new non-residential development is designed to actively engage and attract pedestrians and to provide residents the opportunity to lead a healthy lifestyle residing in the surrounding neighborhoods.
- C. Create an awareness of being in Avondale, differentiating our City from surrounding communities.
- D. Determine and implement measures to overcome physical barriers which have historically limited interaction between residents in different parts of the City.

**CONSERVATION, REHABILITATION, AND
REDEVELOPMENT ELEMENT, AND NEIGHBORHOOD
PRESERVATION AND REVITALIZATION ELEMENT**



GOAL 3:

Encourage safe and well-maintained housing, neighborhoods, and buildings that are free from blight.

POLICIES:

- A. Encourage the preservation of locally and culturally significant buildings and sites, including adaptive reuse.
- B. Encourage owner-occupied housing.
- C. Actively enforce the City's Property Maintenance Codes.
- D. Play a lead role by maintaining and continuously improving public spaces within Avondale.
- E. Emphasize the demolition of unoccupied substandard and or blighted buildings.
- F. Provide development incentives that encourage retrofitting existing, obsolete retail centers.

GOAL 4:

Support neighborhood organizations.

POLICIES:

- A. Partner with resident groups to prevent graffiti and discourage criminal behavior.
- B. Assist neighborhood groups to identify opportunities to provide a healthy lifestyle, such as better access to trails, land that can be used for community gardens, or block watch organization.



SUSTAINABLE DEVELOPMENT

THEME

PREFACE

Sustainability is meeting today's needs without compromising the ability of future generations to meet future needs. Sustainable development is responsible managed growth that balances present demands with future demands in terms of energy, air and water quality, habitat, community aesthetic, quality and quantity of goods and services, and cultural and historical resources. It should be economically viable to the developer, balancing upfront costs with cost savings over the long-term operation of the development. In Avondale, there is plenty of opportunity for new development and redevelopment. It is vital that good practices of sustainable development be put into effect at the earliest opportunity to maximize benefits.

The Sustainable Development Theme is comprised of two elements: Energy and Environmental Planning and Conservation. Through the Energy Element, Avondale is committed to being a leader in energy efficiency, reducing energy demands, and furthering the use of alternative and renewable

energy sources. Avondale is committed to focusing on ways to reduce energy consumption and move toward alternative clean energy sources not only to protect the environment, but to protect our community from the detrimental health effects of pollution and climate change. The Environmental Planning and Conservation Element focuses on conserving, protecting, and enhancing Avondale's natural and cultural resources.

"Sustainability" is the cornerstone of the City's plan that is supported by the participants in the planning process, especially in regard to the natural environment. Avondale's natural environment is a valuable community resource – it is the dominant feature of the community's character; it makes Avondale unique; and ironically, it is the attractiveness of the Gila River, the hillsides, and open spaces that makes Avondale so attractive for development that, in turn, could degrade the quality of the natural environment.



ENERGY ELEMENT

INTRODUCTION

Federal policy is placing renewed emphasis on creating and growing a clean energy economy that results in new jobs, new businesses, and reduces the United States' dependence on foreign oil. Similar to the groundswell of public support for environmental protection issues in the 1960's and 1970's, the dawn of the 21st Century is witnessing a growing call for action to conserve energy and shift towards clean renewable sources of energy, such as solar and wind power. Recognizing the importance of energy resources and long-range planning, the State of Arizona requires that every county, city, and town General Plan include an element specifically focused on energy. The purpose of this element is to promote reduction of energy demand, increase energy efficiency, and maximize the use of clean renewable energy. Renewable energy systems allow cities to become more independent from the grid and fossil fuels, support the market for renewable technologies, and display a visible public commitment to a sustainable energy future.

Because of Avondale's abundance of sunshine, solar power is an attractive and viable renewable energy source. Avondale will promote energy efficiency by evaluating programs that reduce demand and further the use of alternative renewable energy.

Municipal regulations and policies can help achieve energy consumption reduction by improving the energy efficiency of buildings, by encouraging use of clean renewable energy sources, by providing more convenient routes for transportation other than automobiles, such as bikes and transit, and by educating the public so that they can change their own personal habits of energy consumption.

In addition to issues related to energy use, methods of energy delivery also impact Avondale as seen by the major electric power line corridors crossing the City as well as the three major electrical substations sites. These features represent opportunities for provision of open space, recreational opportunities, landscape enhancements, and aesthetic improvements through landscaping and provision of amenities. Each of these opportunities allow for Avondale residents and visitors to actively improve their physical and mental health. In a similar way, the major regional canals that cross Avondale and the numerous well sites located throughout the City can be mitigated for off-site impacts and be turned into benefits for residents and visitors when taken into consideration in the development process. Goals and policies below address these features related to electricity and other current and potential energy sources.

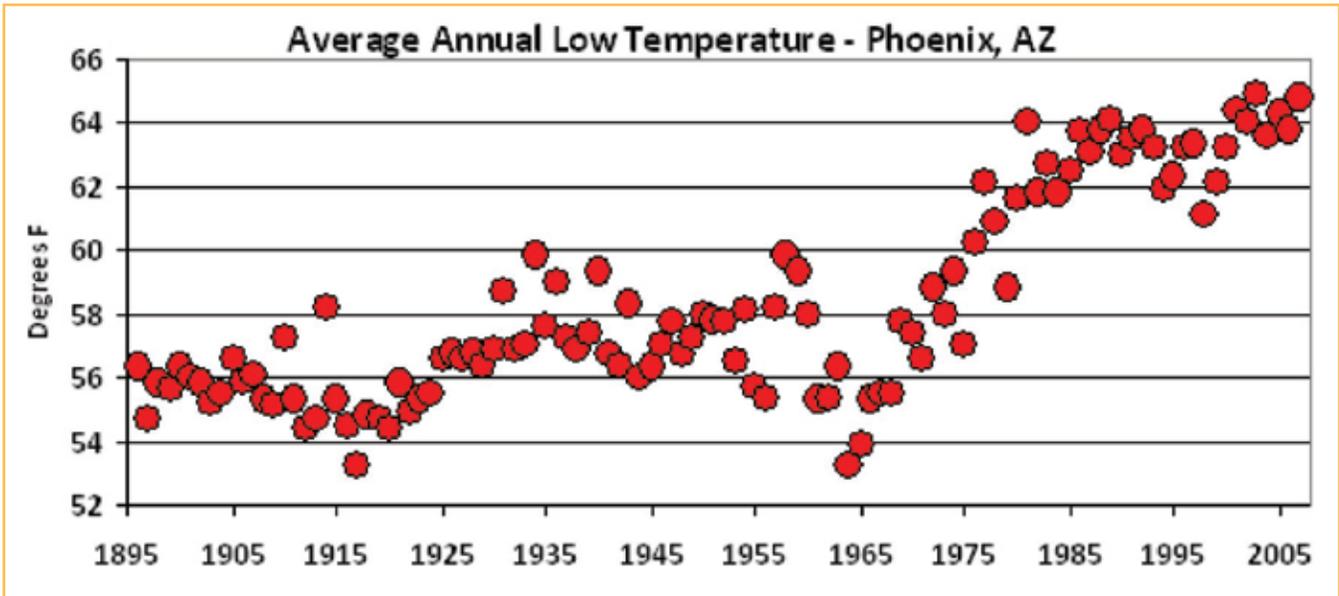
PAST, PRESENT, AND FUTURE TRENDS

Average annual low temperatures in the Valley have shown a marked increase in the last 40 years coinciding with increased population and urbanization. Man-made materials such as concrete retain heat so it stays warmer longer in the evenings and overnight. This is often referred to as the heat island effect. It describes built up areas that are hotter than nearby rural areas. Heat islands can affect communities by increasing summertime peak energy demand, air conditioning costs, air pollution and greenhouse gas emissions, heat related illness and mortality, and water quality. The impacts of these higher low temperatures include increased energy consumption, predominantly through the extended use of air conditioning.

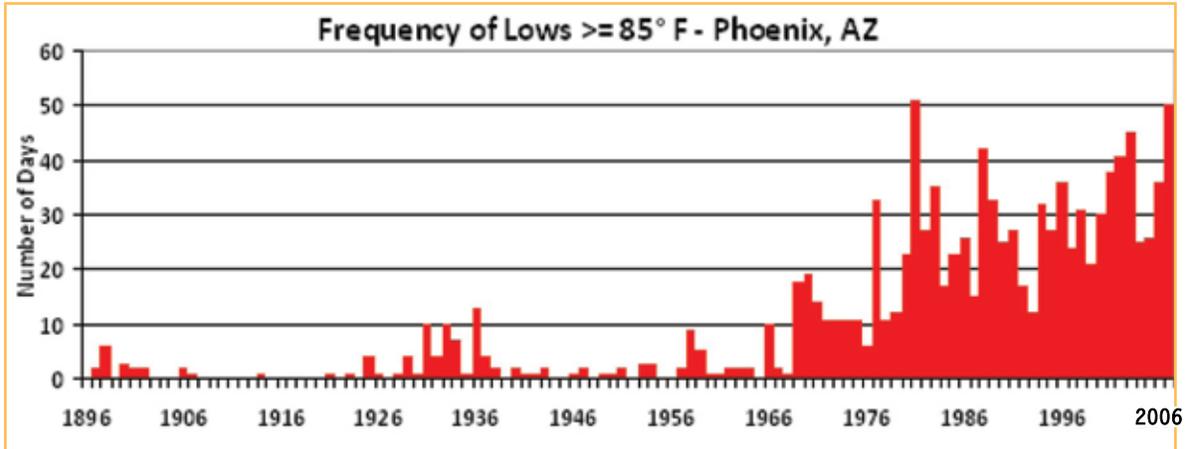


Avondale can take action to reduce urban heat islands using four main strategies: 1) increasing tree and vegetative cover, 2) installing green roofs (also called “rooftop gardens” or “eco-roofs”), 3) installing cool—mainly reflective—roofs, and 4) using cool pavements. Using these strategies in combination can enhance their effectiveness. For example, installing a permeable pavement parking lot that includes shade trees can extend the longevity of the pavement and vegetation. The combination of increased per capita energy demand and growing population gives impetus to the need for energy conservation, efficiency maximization, and use of clean renewable sources.

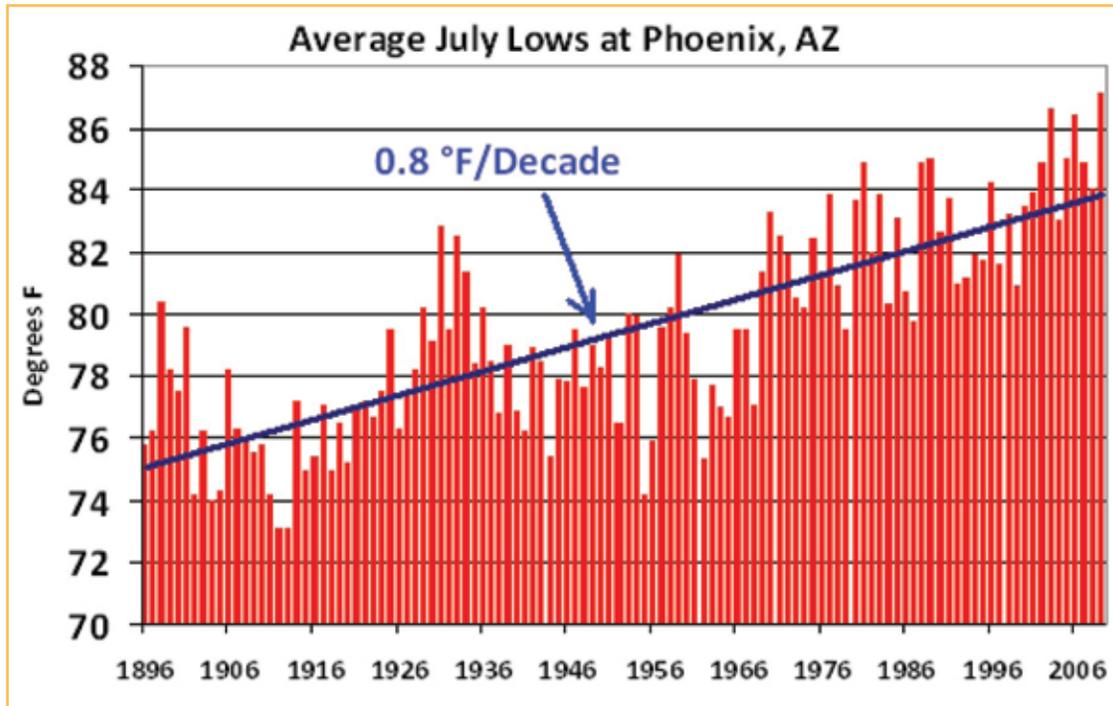
1 White House press release May 5, 2009
 2 National Weather Service Forecast Office, Phoenix Historical Data
 3 Arizona Department of Water Resources, Water Atlas, Active Management Areas, Climate



Source: National Weather Service Forecast Office

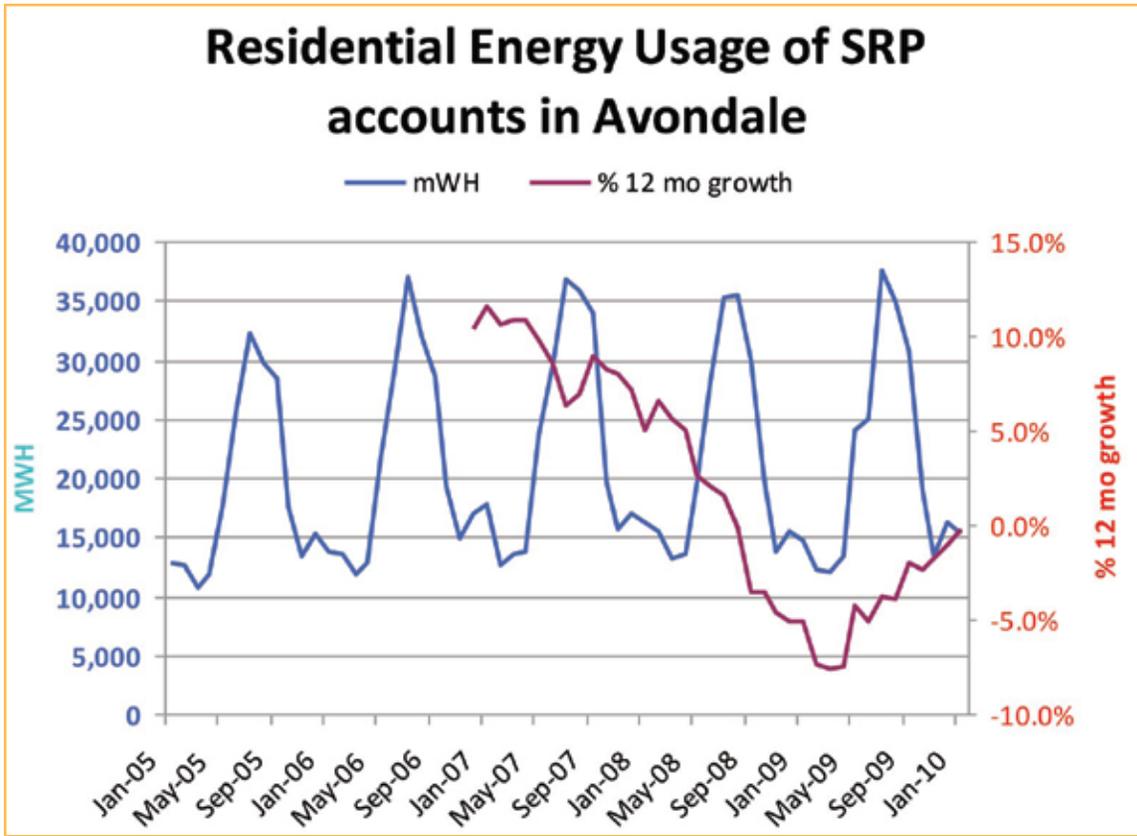


Source: National Weather Service Forecast Office

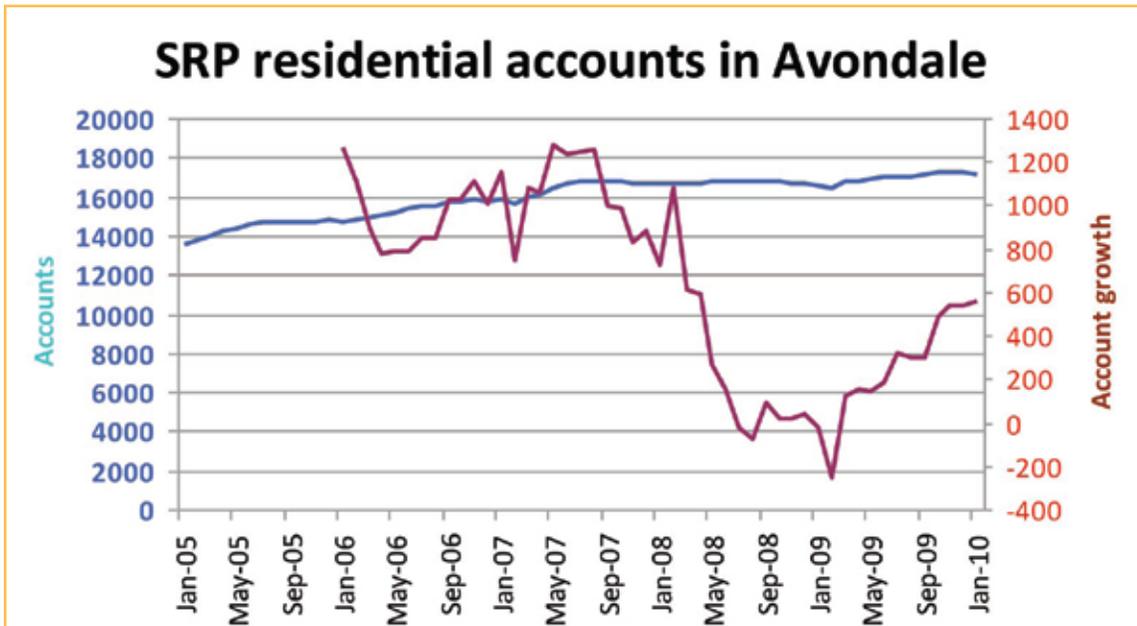


Source: National Weather Service Forecast Office

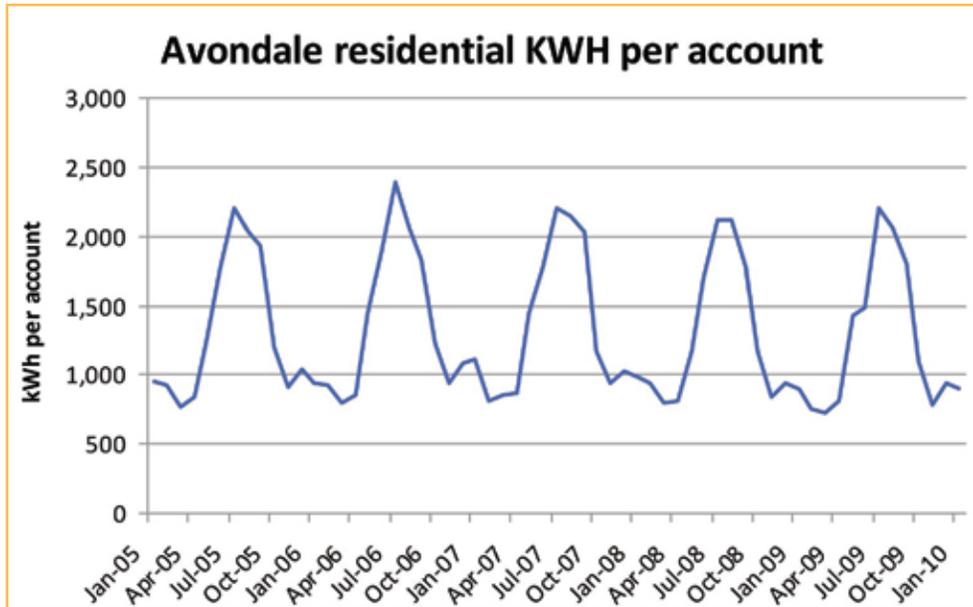
As is typical of Central Arizona energy use patterns, there is a spike in electrical demand in the summer months (see next page). The economic downturn of 2008 to 2010 is reflected in the sharp reduction, sometimes negative growth, in electrical demand.



Source: Salt River Project



Source: Salt River Project



Source: Salt River Project

Reducing the amount of energy consumed, switching to clean renewable energy sources, and educating and encouraging the public in these endeavors are the foundation to a successful sustainability strategy.

GOALS and POLICIES

GOAL 1:

Integrate energy efficiency measures and renewable energy sources into all aspects of Avondale planning.

POLICIES:

- A. Continue to update the Zoning Ordinance and Design Manuals as new sustainable and energy efficiency practices are developed.
- B. Consider programs that might include financial and other incentives to encourage sustainable development and energy efficiency practices by developers and residents.
- C. Encourage “walkable” communities, vertical development where appropriate, transit, and efficient land use patterns to minimize fuel consumption and energy usage.
- D. Work with the homebuilding industry in developing and amending green building/sustainable development initiatives and programs.

GOAL 2:

Promote expansion of renewable energy.

POLICIES:

- A. Study areas that may be suitable for locating commercial renewable energy facilities (e.g. Phoenix International Raceway).
- B. Modify local codes and regulations to encourage private, residential scale renewable energy.
- C. Plan for distributive generation facilities, such as solar, in pocket or community parks.

GOAL 3:

The City is a high-profile builder, service provider, and energy consumer in the community and should demonstrate good sustainability practices as an example to all.

POLICIES:

- A. Strive to build all new City facilities to a minimum of a LEED Silver standard or equivalent.
- B. Develop a plan for upgrading the energy efficiency of existing City facilities to the highest level feasible.
- C. Require that newly purchased office equipment, appliances, and fixtures for use in City facilities be a minimum of Energy Star rated or better.
- D. Encourage City employees to reduce vehicle trips by carpooling, biking, taking transit, and utilizing alternate work schedules.
- E. Investigate the purchase of vehicles with greater fuel efficiency when replacing equipment.

GOAL 4:

Educate the public in ways of reducing energy consumption.

POLICIES:

- A. Promote energy conservation programs to the public.
- B. Raise awareness in the community through educational campaigns to recognize and stop energy waste.
- C. Provide training in sustainable development practices.



GOAL 5:

Integrate electric power line corridors, electric substations, and other energy infrastructure into future development.

POLICIES:

- A. Work with developers and local utility providers to mitigate the off-site visual impacts on surrounding properties of electrical substations and well sites through decorative walls, opaque fencing, earthen berms, and dense landscaping.
- B. Require that electric power line corridors and regional drainage channels be developed as active and passive open space amenities for the community allowing for non-motorized connections between neighborhoods.
- C. To the extent reasonably feasible, mitigate negative visual effects to residential dwellings that are located within proximity to electrical power lines of 69Kv or larger.

ENVIRONMENTAL PLANNING & CONSERVATION ELEMENT

INTRODUCTION

As we continue to grow, we must ensure that our development complements and enhances our natural and cultural resources. This element contains goals and policies that address the impacts of development on environmentally sensitive landforms, plants, and animals, on air and water quality, and on natural and cultural resources. Protecting these resources now for future Avondale residents is not only an important part of the responsible sustainable growth of our community, but it plays a role with respect to Avondale's residents in terms of their well-being.



Decisions about the location and mix of land uses, transportation investments, design and building practices and building materials can all have an impact on the environment and human health. This Element addresses air quality, water quality, and the general preservation of the natural environment.

PAST, PRESENT, AND FUTURE TRENDS

Avondale's greatest natural resources are the Estrella Mountains and the Agua Fria and Gila Rivers. The mountains, hills, river basins, floodplains, and riparian areas contain a variety of habitats that support many different plants and animals in contrast to our suburban environment. The rivers, in particular, were focal points of Native American culture and the early history of Avondale. Recreational and educational opportunities for residents and visitors have not been developed to a significant extent at present, but their potential is impressive. Maintaining scenic views and enhancing riparian areas are truly public benefits, and increasing public awareness of such will open the door to active opportunities. Protecting them from inappropriate development and irresponsible refuse disposal, and developing them for recreation and education to foster pride and communal ownership is an important strategy of the Environmental Planning and Conservation Element. It has the added benefit of providing an opportunity to live healthier.

As part of Maricopa County, Avondale is included in Maricopa County's designation as a serious area for Carbon Monoxide (CO), ozone and particulate matter (PM-10), as defined by the Environmental Protection Agency (EPA) standards. Motor vehicles are a principal source of particulate matter and other pollutants that contribute to poor air quality and associated respiratory illnesses. In general, the number of vehicle miles traveled in a region, the more likely the worse the air pollution. Decreasing our dependence on cars has the potential to improve the quality of our air, which benefits our health. The City of Avondale works with the Maricopa Association of Governments to reduce these pollutants through a variety of means.

The City is part of the Phoenix Active Management Area (Phoenix AMA). Within the Phoenix AMA, there are several groundwater sub-basins, which include the West Salt River Valley (WSRV) groundwater sub-basin of which Avondale is part. Although groundwater mining occurs in portions of the WSRV sub-basin, Avondale strives to maintain a balance between groundwater withdrawals and replenishment by implementing a system of recharge and recovery.

The majority of Avondale's water supply is surface water that comes from the Salt and Verde Rivers and is delivered through the Salt River Project canal system. This water is received into a system of constructed wetlands (Crystal Gardens) where it is nominally treated and then transported to an artificial recharge facility owned and operated by the City of Avondale.



The Crystal Gardens constructed wetlands is a 72-acre system of lakes located between Thomas and McDowell Roads from approximately 107th Avenue to Avondale Boulevard. The wetlands can accommodate approximately 10,000 acre-feet of water per year. These lakes and wetlands lend themselves to the surrounding community as opportunities to experience the outdoors. Residents can access the lakes via pathways and appreciate their beauty, take a nice walk along their banks, even fish! Again, another example of Avondale's assets that offer residents the opportunity to live a healthy lifestyle.

The Avondale recharge facility, which is located north of Friendship Park, consists of three spreading basins covering approximately 30 acres of land. Avondale is permitted by the Arizona Department of Water Resources to recharge up to 15,000 acre-feet of water per year at this facility. The combined wetlands treatment and artificial recharge approach meets the City's needs at a fraction of the cost of traditional treatment technologies and also creates open space and wildlife habitat.

The remainder of Avondale's renewable surface water supply comes from the Colorado River via the Central Arizona Project (CAP) canal. The canal runs through the Phoenix metropolitan area, but does not come close enough to Avondale to enable us to receive this water directly. Instead, Avondale receives its CAP water at two recharge facilities owned and operated by the CAP that are located several miles north of Avondale. Avondale withdraws the majority of this allocation through a system of permitted recovery wells located within our water service area. We also leave a portion of our CAP allocation in storage at the CAP facilities, which may be recovered as needed in the future.

In 2010, Avondale developed an additional renewable water supply. This supply consists of reclaimed water treated at the newly expanded Charles M. Wolf Reclamation Facility. This water reclamation facility expansion was completed in 2009 and has increased Avondale's wastewater treatment plant capacity from 6.4 million gallons a day (about 7,000 acre-feet per year) to 9.0 million gallons a day (about 10,000 acre-feet per year). Avondale plans to leave approximately 1 million gallons a day at the facility's outfall to maintain an existing wetland area. The remainder will be transported through a 6.5 mile transmission line to our local recharge facility for storage, aquifer treatment and future use.

Avondale's recharge and recovery system allows the City to pump its wells to deliver to customers' water without a net deficit to the groundwater supply in the WSRV.

GOALS and POLICIES

GOAL 1:

Protect floodways, floodplains, hillsides, and other environmentally sensitive areas from inappropriate development.

POLICIES:

- A. Periodically review City codes and regulations to protect floodways, floodplains, hillsides, and other environmentally sensitive areas from inappropriate development.
- B. Work with the Maricopa County Flood Control District to ensure that flood control projects enhance the environment, protect the community, and provide recreational opportunities for the residents.
- C. Continue to meet Maricopa County Flood Control guidelines with regard to construction within the flood plains.
- D. Work in concert with Federal and State agencies to protect listed wildlife species.

GOAL 2:

Preserve existing habitat areas of wildlife and desert plant species.

POLICIES:

- A. Develop a plan to encourage indigenous vegetation and riparian habitats to be maintained, enhanced, and incorporated into the Parks and Recreation Master Plan where possible.
- B. Reference Arizona Fish and Game's Critical Habitat Inventory when evaluating and identifying key locations to preserve in Avondale.

GOAL 3:

Preserve and protect Avondale's cultural resources.

POLICIES:

- A. Protect archaeological sites within the City's planning area.
- B. Protect existing structures of historic or cultural value to Avondale.



GOAL 4 :

Maintain or enhance the quality of Avondale's natural resources.

POLICIES:

- A. Promote studies from the Arizona Department of Fish and Game, as well as federal agencies, that identify trends in wildlife populations that include Avondale.
- B. Continue efforts to identify potential sources of pollution in and around the Gila River and Tres Rios area.
- C. Preserve view corridors of the Estrella Mountains and White Tanks Mountains.
- D. Enhance the riparian qualities of the Agua Fria River.

GOAL 5:

Continue to meet federal, state, and county water quality standards.

POLICIES:

- A. Take measures such that water supplies are protected from potential sources of contaminants.
- B. To the extent feasible, protect water sources from existing septic systems within the City's planning boundary, and develop strategies to mitigate their negative impacts.

GOAL 6:

Continue to participate in regional efforts to meet federal, state, and county air quality standards.

POLICIES:

- A. Participate in Maricopa Association of Governments (MAG) and Maricopa County efforts to meet federal and state air quality and water quality standards.
- B. Continue to participate in regional efforts to reduce the number of employee vehicle trips to work.

GOAL 7:

Reduce the amount of solid waste.

POLICIES:

- A. Work with the materials recovery facilities to accept more types of recyclable material into the City-wide recycling program.

GOAL 8:*Conserve water.***POLICIES:**

- A. Maintain a balance between groundwater pumping and replenishment within Avondale's water service area by continuing to use renewable water supplies, such as surface water and reclaimed water.
- B. Continue Avondale's current water conservation program that contains incentives and educational elements for adults and school-aged children, and provide practical information on how to conserve water both inside and outside of the home.
- C. Expand Avondale's water conservation program to provide additional incentives and educational elements for non-residential water users, such as homeowners associations, schools and other public facilities, and commercial water users.
- D. Explore the feasibility of collecting rainwater runoff and reusing it as reclaimed water.
- E. Explore the feasibility of using non-potable water for landscaping.

GOAL 9:*Ensure that all commercial and industrial activities are monitored to protect the recharge, environmental, and other functions of the Agua Fria, Salt, and Gila rivers.***POLICIES:**

- A. Ensure that all handling of hazardous materials is routed away from residential neighborhoods where feasible.
- B. Work with Maricopa County Flood Control to minimize the environmental impact of existing and future mining operations.
- C. Work with Maricopa County Flood Control to minimize the environmental impacts of existing and future commercial and industrial activities.



OPEN SPACE

THEME

PREFACE

We view our open spaces as fundamental elements of our City's character, places to recreate, and essential to our continued high quality of life, and our residents' health and well-being. Parks and other recreational features offer places to play, to rest, and to gather, and are essential to the physical and mental well-being of individuals and communities. They are an important ingredient for enhancing the health and character of residents, especially youth. To ensure that these community assets are conserved and enhanced as we continue to grow, this theme addresses how we plan to conserve our natural environment and undeveloped open spaces and provide active recreation opportunities and developed parks for our residents. The 2012 General Plan elements that are included in this theme are Open Space and Recreational Amenities.

Historically, Avondale has been a place of dramatic views with diverse recreational opportunities and open landscapes, which all contribute to and help define our character. It is apparent that long-time and new residents alike appreciate our open space resources, having ranked this as a high priority through citizen surveys and community meetings. Therefore, the focus for residents is to preserve the City's open space and the unique character it provides to the community. The Open Space Elements include goals and policies to help Avondale conserve these important areas in the future. ►

In addition to conserving our open spaces, we must consider how development impacts the environment in which it thrives. The Open Space Element includes goals and policies to help us minimize impacts of development on our environment and provides a vision for an active pedestrian oriented and interconnected community that promotes an active outdoor lifestyle. This Element also outlines goals and policies to establish a framework for the City's overall trail system to include the Tres Rios Greenway Specific Plan, a regional trails system designed to provide a more livable environment, while enhancing adjacent developments. Linking Avondale's outdoor amenities promotes these features to residents and visitors and provides another means of physical activity.

As we transition from a rural community to a suburban and urban city, our concept of open spaces has been broadened to include active and passive recreational opportunities, which requires developed parks and facilities. Active recreation is activity that requires the use of organized play areas, such as ball fields and various forms of children's play equipment. Passive recreation is activity that does not require the use

of organized play areas such as nature observation and trails. Parks located close to residential areas and/or schools can increase opportunities for biking and walking, thereby increasing potential health benefits. Trails can promote increased activity with smaller amounts of land. Therefore, promoting trails is necessary to gain the full public health benefits of increased use. Lastly, open space and preservation of scenic vistas can contribute to a healthy lifestyle by minimizing stress purely through appreciation and the sense of calm a pretty environment can evoke.

The majority of our residents are young and active. Therefore, the need to further define open space and its purpose will shape how our residents recreate and co-mingle within their community, how tourists and visitors to Avondale utilize their leisure time, and how we as a City create a sense of place and harmony with the environment. The City has prepared a recreation master plan that compliments the Recreational Amenities Element with broad goals and policies that establish levels of services and facilities for the community.



OPEN SPACE ELEMENT

INTRODUCTION

Avondale is a diverse community where residents live in harmony with their natural environment. The Avondale environment is plentiful in open space which includes the Agua Fria, Salt and Gila Rivers, Monument Hill, Durango Channel, the Estrella Mountains, trails, wildlife and agricultural areas, and several community and regional parks. Together, these resources provide some of the most magnificent views, recreational opportunities, and valuable wildlife habitat in the state. They also represent an important component when it comes to creating a healthy lifestyle for Avondale. They are key attractions for residents and visitors alike to actively experience these locations. Our open spaces define our community and are fundamental to our high quality of life, this quality of life includes living healthy. This element identifies future needs and methods to conserve, protect, acquire, and promote these areas and their functions as regional connections to other cities. Open space is land or water retained for use as active or passive recreation or for resource protection in an undeveloped state. It includes many forms.



Our open space features dramatic locations, such as Monument Hill (the initial survey point for the State of Arizona), Base and Meridian Wildlife Area (approximately 200 acres of river and adjacent riparian habitat at the confluence of the Salt River and Gila River), and the Estrella Mountains. Each of these locations offer opportunities for access by residents and visitors. We supplement our natural open spaces with an amazing public park system, boasting two of the larger active civic recreational spaces in the region. With the opening of Friendship Park and Festival Fields in the last decade, Avondale offers wonderful amenities that are conveniently located for use by not only our residents, but by people from our neighboring cities as well. These recreational amenities draw Avondale residents outdoors, and are the foundations for creating a healthy lifestyle.

The 2012 Plan identifies general open space areas that are appropriate for preservation and compares the characteristics of those areas to determine which are most valuable, such as:

- ▶ Mountain views
- ▶ Unique aesthetic features
- ▶ Valuable wildlife habitat
- ▶ Cultural and recreational opportunities
- ▶ Other areas important to human health and safety, including steep slopes, drainage ways, watersheds, wetlands, and flood plains

Open space is important from a cultural, recreational, and environmental perspective. Parks provide visual appeal, promote healthy lifestyles, and give a sense of pride to neighborhoods. Avondale's landlocked position within a greater regional area precludes annexing land for additional parks or open space. Therefore, partnerships with schools, the generosity of benefactors to the community, and the inclusion of open space within private development will need to take place.

As there are many methods of preserving open space, and many public agencies that have jurisdiction over land, the 2012 Plan is meant to help coordinate the various public and private efforts and assure that resources of the community are used most effectively in the development and preservation of open space.

PAST, PRESENT, AND FUTURE TRENDS

Regional planning efforts have already been initiated for the Agua Fria, Salt, and Gila Rivers. These include: the Flood Control District of Maricopa County Agua Fria Area Drainage Master Plan, the Maricopa Association of Governments (MAG) West Valley Rivers Non-Motorized Transportation and Desert Spaces Plans, the Flood Control District of Maricopa County El Rio Watercourse Master Plan, the Rio Salado West Plan, the Tres Rios Greenway Specific Plan, the Maricopa County Trails Master Plan, and the county-wide trails effort. These plans offer coordinated recommendations within Avondale and identify linkages that connect our open space resources to regional resources. While these areas have been identified in plans, they are largely undeveloped, and there are few existing formal connections to them. To make these resources valuable to the community, additional formal access points are needed. Once developed, these planned linkages will have the net effect of leveraging our open space resources so our residents are connected to resources within other communities and the county. In the future, the implementation of these plans through public and private partnerships will enhance the quality of these resources and make them more accessible to our residents.

Avondale's agricultural areas are important open spaces because they remind us of our history as an agricultural community, create transitional zones between suburban developments, and provide visual relief from the built landscape. It is likely that without the implementation of mechanisms for the purchase of these properties or their development rights, these agricultural areas will be developed with other land uses in the future.

Avondale's growth will continue to result in the development of private land that once provided visual relief from the developed environment. However, there are opportunities to preserve the natural amenities that are unique to Avondale, such as building upon the agricultural roots of the community with rural low density developments, equestrian centers and bridle paths, and urban agriculture and community garden opportunities.

The rivers, associated 100-year floodplains, and Estrella Mountains comprise approximately 9,600 acres of open space within the City. An inventory of additional open spaces, provided by developed parks, a golf course, and recreation areas, includes over 2,800 acres. Based on the current inventory, our existing open spaces should adequately serve our residents, however, Avondale is always interested in pursuing open space opportunities.

Trails

Avondale's planned trails and existing bikeways connect homes to parks, shopping areas, businesses, schools, Estrella Mountain Community College, and to the trails on public land surrounding the City.

The City of Avondale adopted the Tres Rios Greenway Specific Plan in April 1997. The Tres Rios Plan was a coordinated effort among state, federal and local agencies, private land owners, and the City to unite the Agua Fria, Salt, and Gila Rivers, and City recharge area into a single, connected green space consisting of trails and open spaces. This plan has been incorporated into other plans, including the Agua Fria, Salt, and West Valley Rivers Non-Motorized Transportation Plan.

The City also coordinated other projects with the Tres Rios Greenway Plan. The City's recharge projects are designed as multiple use facilities that provide open space and trail connections in conformance with the Tres Rios Greenway Plan. The Guidelines for Canals that were adopted by the City in 1997 require a 30-foot public access easement along the Roosevelt Irrigation District Canal, and provide another connection to Avondale's River Greenways. As the City develops, these plans will continue to be implemented. Also, future design standards for the southern area of the City are planned to be in concert with the implementation of the Tres Rios Greenway Plan and contextual with the Gila River and surrounding natural areas.



Avondale recognizes that a multi-use open space network of trails for all non-motorized users provides critical resources to improve its resident's well-being. The City should maintain its commitment to providing connections from neighborhoods to passive and recreational opportunities, either through private development or City-initiated efforts. A successful Citywide trail system would allow people to walk or bike from their homes to any area in Avondale via that trail network.

River Corridor

The lands in and around the Salt, Gila, and Agua Fria Rivers are some of the most environmentally sensitive and significant areas within the southern area of the City. Preservation of these areas and protection of the native wildlife in the area is a priority for Avondale. The Gila River and Agua Fria River corridors focuses on the preservation, protection, and enhancement of the two rivers and their riverine environment. The goals include enhancing the visual quality of the river, development of recreational opportunities on the Gila and Agua Fria Rivers, increasing river accessibility, and maintaining of the rivers' natural ecology. River land use designations, such as the Gila River Scenic District, have been established to control development and use of the river corridor while enhancing eco-tourism opportunities and open space around the Base and Meridian Wildlife area.

In addition to being a source of water for local wildlife, the Gila River has become an increasingly important recreational amenity. The river is used extensively for canoeing, fishing, and wildlife viewing. The City has focused considerable effort in the planning for a recreational trail system in and along the river corridor. The City has a strong interest in maintaining the quality of the water and protecting river flows. This interest not only has the benefit of creating enthusiasm for an active lifestyle, it also benefits Avondale's economic health. With the increased popularity of being outdoors and appreciating the environment, Avondale can promote its numerous opportunities and draw in visitors with an interest in outdoor activities.

Estrella Mountains

The Estrella Mountains, which define our south planning area, provide a dramatic backdrop for the City north of the Gila River and provide open spaces for recreation, camping, backpacking, hiking, mountain biking, and wildlife viewing. As development occurs within the south planning area, the slopes and environmentally sensitive areas around the Estrella Mountains must be protected and conserved.

Protecting Mountain Views

Preserving access to and vistas of natural areas, such as the Estrella Mountains, Monument Hill, and the Gila River are critical for the City. Protecting hillsides and ridgelines overlooking the community from inappropriate development is equally important. Avondale has secured significant open space land to supplement state and federal lands to establish and maintain the natural vistas that form a beautiful backdrop to the City.

Public and private development should be designed to minimize disturbance of hillsides and to ensure that community residents will enjoy safe access to the public lands surrounding Avondale. As flat land becomes scarcer, pressure to develop along hillsides will increase, prompting aesthetic, engineering, and safety concerns.

Wildlife Habitat and Corridors

Bird watching and wildlife viewing is a major attraction for the City. The area is home to a multitude of bird and wildlife species, such as the Green Heron, Gambel's Quail, Bald Eagle, Cactus Wren, Spotted Sandpiper, and many others, especially in the Base and Meridian Wildlife Park. As development occurs in and around the Gila River and along arterial roads leading into the southern area of the City, there will continue to be increasing conflicts between development and wildlife. The high potential for disruption of normal movement through the open space corridors could damage local animal populations. However, if these corridors can be designed and managed to allow human access without wildlife disruption, these corridors become a dual benefit to Avondale. These corridors become part of the trails network as well as become wildlife habitat that fauna can move freely and naturally within the area. Therefore, by preserving adequate open space corridors and by increasing awareness of ways to limit wildlife/human conflict, Avondale will continue to work with its partners who include the Arizona Game and Fish Department, the Bureau of Land Management, Maricopa County Flood Control District, and other government agencies to implement protection programs. The City will also gain an appreciation for preserving certain plant and animal species, as well as provide opportunities to move throughout Avondale's beautiful ecosystems and simultaneously improve their well-being.

To guide the City in its open space conservation efforts as it develops, an Open Space and Parks land use category is included on the 2012 Plan land use map and designated open space and park facilities have been identified on the Open Space Map. This designation implements the goals and objectives of the Land Use, Open Space, and Recreational Amenities Elements by:

- ▶ Conserving natural resource areas required for the conservation of plant and animal life, including habitat for wildlife species; areas required for ecological and other scientific study purposes; floodways and floodplains;
- ▶ Maintaining areas of importance for outdoor recreation including areas of outstanding scenic, historic, and cultural value; areas particularly suited for park and recreation purposes including those providing access to the Agua Fria, Salt, and Gila Rivers; and areas which serve as links between major recreation and open space reservations, including utility easements, banks of rivers, trails, and scenic highway corridors;
- ▶ Providing for open spaces to create buffers that may be landscaped to minimize the adverse impact of one land use on another.

The rural residential land use designation is also designed to identify areas appropriate for low density development that is considered a private open space resource.



GOALS and POLICIES

GOAL 1:

Identify, protect, and preserve the natural amenities and environmental attributes that are unique to Avondale and contribute to a healthy lifestyle.

POLICIES:

- A. Preserve and enhance the Agua Fria, Salt, and Gila Rivers corridors, the associated 100-year floodplains, the Estrella Mountains, and the unique riparian areas for their natural and aesthetic qualities.
- B. Require new development adjacent to the Agua Fria, Salt, and Gila Rivers, and the Estrella Mountains to provide controlled public access to these areas.
- C. Work with other public and private groups to establish greenbelts and preserve open areas consisting of a network of public and private lands and hillside areas, such as Monument Hill.
- D. Re-vegetate and restore to their natural state, when practical and feasible, disturbed areas of the Rivers.
- E. Pursue private dedications of open space land or conservation easements in areas adjacent to public open space.
- F. Establish a dedicated fund to be financially prepared to take advantage of opportunities and leverage grants from other agencies when critical land becomes available for greenway protection.
- G. Coordinate plans and capital funding responsibilities through the Capital Improvement Program (CIP).
- H. Preserve existing habitat areas of the wildlife and desert plant species.
- I. Develop a plan to encourage indigenous vegetation and riparian habitats to be maintained and enhanced, where possible.
- J. Design open space areas with selected plants that attract native birds and animals.

GOAL 2:

Create linkages to parks, trails, rivers, and mountains.

POLICIES:

- A. Actively work with public and private partners to develop the land within the Tres Rios Greenway Specific Plan as a recreational amenity and transportation facility.
- B. Enhance non-motorized access between Phoenix International Raceway properties, Monument Hill, and Agua Fria and the Gila Rivers.
- C. Link community parks to open spaces, other community facilities, and each other as a means to providing further physical activity for one's well-being.
- D. Utilize all High Voltage corridors (greater than 69kV) for passive recreational use to connect to a greenway corridor system.
- E. Link all trails to the Maricopa County regional trail system and the Tres Rios Greenway.

- F. Design and construct all utility corridors, easements, drainage crossings, and transportation corridors for greenway corridors and multi-modal activities.
- G. Ensure greenways provide an attractive recreational experience that makes them destinations in their own right.
- H. Require, through the subdivision review process, greenways that are identified and built as a desirable feature for pedestrians in each new development.
- I. Encourage shared connections where appropriate.
- J. Utilize existing trails and utility corridors for equestrian/bridle trails.

GOAL 3:

Make Avondale's unique natural setting central to its identity as a Healthy Lifestyle City.

POLICIES:

- A. Protect and maintain sensitive environmental areas associated with the Agua Fria, Salt, and Gila Rivers, and the Estrella Mountains.
- B. Promote Avondale as an ecologically-minded destination to facilitate open space preservation and encourage eco-tourism.
- C. Educate residents and visitors about Avondale's open space and its ecological importance and value to the community.
- D. Promote the historic importance of Monument Hill, the Base and Meridian Wildlife Area, and the Native American archeological sites.
- E. Plan for areas along the Gila River that will serve as a tourist designation for wildlife, bird watching, and outdoor recreation enthusiasts within the Gila River Scenic District.
- F. Retain Avondale's commitment to becoming a "Healthy Lifestyle Community" through development of the Tres Rios Greenway Specific Plan.
- G. Regard Avondale's scenic assets as an economic value, and continue to protect and enhance them accordingly.
- H. Plan for a visitor's center or wildlife center within the Gila River Scenic District land use designation area.

GOAL 4:

Protect views of and access to mountains and river corridors.

POLICIES:

- A. Preserve the scenic quality of the Estrella Mountain range and foothills.
- B. Provide vehicular and pedestrian access through the Estrella Mountain Regional Park for visitors to take full advantage of the outdoor experience for hiking, mountain biking, and camping.
- C. Design and construct public access with limited amenities on Monument Hill to enable the community to enjoy the historic attributes of the hill.



- D. Design buildings and lots in such a way to take advantage of the view corridors of the Estrella Mountains without causing obstructions to those views.
- E. Protect hillsides and ridgelines overlooking the community from inappropriate development.

GOAL 5:

Develop and maintain a system of open space that affords human access and recreation while protecting the viability of the wildlife population and habitat.

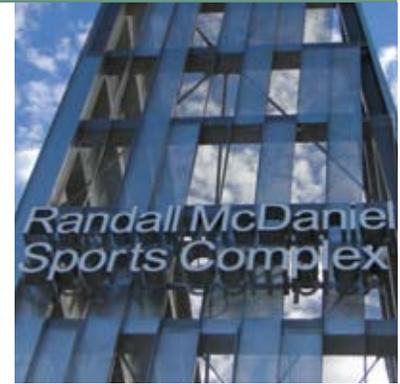
POLICIES:

- A. The open space system will serve as a buffer between land uses, preserve and enhance the wildlife habitats and migration routes, and protect habitat corridors for the movement of wildlife in Avondale.
- B. Ensure natural areas are protected as part of an open space system interconnected by wildlife corridors.
- C. Ensure that aggregate operations and river crossings do not impact the wildlife along the Agua Fria and Gila Rivers corridor.
- D. Require existing aggregate operations to provide a reclamation plan and mitigate any negative effects of the mining operation upon removal.
- E. Plan future development of existing aggregate operations and the potential recreational use of lakes consistent with the El Rio Plan.
- F. Mitigate issues for future development adjacent to aggregate sites to avoid incompatible land uses.
- G. Consult with the Arizona Department of Game and Fish on all development proposals that could have an impact on wildlife habitat and/or forage diversity to strategically locate housing clusters in a way to minimize negative impacts to game and non-game wildlife and to minimize human-wildlife conflicts.
- H. Incorporate the Arizona Department of Game and Fish Wildlife Friendly Guidelines into new development proposals.
- I. Work with the Flood Control District of Maricopa County to ensure that flood control projects enhance the environment, develop as an amenity, and protect the community.
- J. Protect federal and state listed wildlife species.
- K. Provide human access to natural amenities that minimizes impacts to the natural systems while providing value to the community.

RECREATIONAL AMENITIES ELEMENT

INTRODUCTION

This element contains the goals and policies to define a comprehensive system of locations for parks and other recreational facilities that meet the needs of current and future residents. Many standard parks and recreation facilities, such as soccer, baseball, and softball fields, have been constructed within the City limits. The following additional amenities also add to the healthy lifestyle of Avondale residents and visitors to the City:



- ▶ A state-of-the-art community recreation center
- ▶ An extensive network of mountain bike trails through the Estrellas
- ▶ Canoeing on the Salt and Gila Rivers
- ▶ Wildlife and bird watching
- ▶ Estrella Mountain Regional Park activities

Increasing access to these locations is an important healthy community strategy to increase physical activity. Physical activity reduces the risk of chronic diseases. Additional health benefits of easy access to physical activity include increased mental health and psychological development. These are also factors that contribute to our overall well-being. Avondale is a regional center providing active recreation programs for a large portion of Maricopa County and predominately the west valley. Recreation programs promote a sense of community and good health. In addition, Avondale also receives thousands of visitors each year, a significant number of whom use portions of the City's park and recreation system. These non-residents make a significant contribution to the local economy.

PAST, PRESENT, AND FUTURE TRENDS

The Parks, Recreational Facilities, and Trails Master Plan of the City of Avondale include three closely related, but independent elements which form a stand-alone component of the City's General Plan.

Adopted in August 2009, the Master Plan refines and implements the general directions established in the 2002 General Plan, the purpose being to identify the current parks, recreation, open space, and trails needs of the community and to ensure that community facilities will be adequate to meet future needs.

The 2010 Census identifies 30% of Avondale's population as less than 15 years of age, with another 15% less than 24 years of age. While data indicates that the median age is increasing in Avondale, it is still substantially lower than that of Maricopa County as a whole. These figures indicate that developed parks and open space designed to accommodate younger users are important to Avondale residents. The types of open spaces generally important to a younger population include sports fields, playgrounds, bicycle trails and skate parks, and other structured recreation opportunities.

To meet the needs of our residents and use public funds efficiently, the City is partnering with the Littleton Elementary School District for after school and summer recreation activities. The City is also using school facilities in the Agua Fria District for basketball and other indoor sports activities.



As we continue to grow, it is likely that the age of our population will more closely mirror that of Maricopa County, and we will need to provide parks and recreation facilities for our more diverse population. Opportunities to partner with schools and other entities, such as the Boys and Girls Club, may enable the City to diversify its recreation facilities for the growing population. While many of our newer developments offer these amenities to their residents, older portions of the City are in need of additional or modernized recreational opportunities.

The City constructs parks based on a service radius calculation to ensure parks and recreation facilities are equitably distributed throughout the community. The service radius calculations that the City uses to determine where parks should be located are based on national recreation and parks association standards as described in the Parks, Recreation Facilities, and Trails Master Plan. Below is a list of the types of parks and facilities utilized within the City of Avondale.

- ▶ **Neighborhood Parks** serve a neighborhood or several neighborhood areas. Avondale’s neighborhood parks range in size from approximately 1.5 to 12 acres and are characterized by a service area of a 0.5-mile radius and are generally provided at a ratio of 1 park acre per 1000 population. They are developed to encourage semi-active to passive activities, such as picnics, family gatherings, and strolling to more intensive activities, such as pickup or organized court and field games, jogging, and exercising. Minimal parking may also be provided. Oftentimes, neighborhood parks are located adjacent to school sites and developed to complement school facilities.
- ▶ **Community Parks** generally range in size from 30 to 80 acres and serve several neighborhoods within a 3-mile service radius. A 3.5 park acres per 1000 population ratio generally is provided. Typically, community parks, such as Friendship Park and Festival Fields, provide a wide range of passive and active recreational opportunities for one or more groups of users and function as community gathering places. Such parks typically include multiple lighted sports courts and sports fields for organized recreational activities such as softball, little league, or soccer tournaments and have the same amenities as neighborhood parks. Community parks may also provide areas for more specialized uses and amenities such as community centers, recreation centers, pools and aquatic centers, skate parks, restrooms, concessions, and group picnic facilities for 100 to 200 people.
- ▶ **Regional Parks** are typically 80 acres or more, can be reached within a 30-minute drive time, generally provided at a ratio of 2.5 acres per 1000 population, and attract many types of users from a large geographic area. Regional parks also may have a passive and/or active focus, such as the Estrella Mountain Regional Park, and contain a wide variety of recreational activities, such as sports field four-plexes oriented toward regional tournament play, an irrigation lake, large group picnic facilities for 200–400 people, specialty-user group facilities (for example, skate parks), indoor aquatic facilities, and multi-use recreational centers that may range in size from 60,000 to 100,000 square feet.
- ▶ **Special Use Parks** generally include designated single use facilities, such as the American Sports Center/ Randal McDaniel Sports Complex. They vary in size and service radius depending on the use; however, special use parks enhance the overall park system by providing unique opportunities that help to balance a diverse range of community desires.
- ▶ **Other open space uses** include vest-pocket parks, common areas, easements, rights-of-way, greenbelts, and private recreation areas. These areas are generally passive areas in a landscaped or natural state. These may be planned for conversion to more intensive recreation use when needed. These spaces may provide

interpretive recreation or education experiences, environmental quality, act as buffers between land uses, provide habitat or land banking. They can include shared use trails, floodplains and floodways, landscaped areas adjacent to roadways, interpretive areas, plazas, and pocket parks. These spaces should be provided at a ratio of 2.5 acres per 1,000 people.

Currently, Avondale meets the services ratio for neighborhood, community, and regional parks as shown in the Parks, Recreation Facilities, and Trails Master Plan. Currently, the Estrella Mountain Regional Park, owned and operated by Maricopa County, provides regional and community park facilities for many Avondale residents. However, an Avondale community park should be planned for within the southern core of the City.

GOALS and POLICIES

GOAL 1:

Ensure every person has convenient access to safe public parks and affordable recreation opportunities.

POLICIES:

- A. Continue to ensure that private development provides local, accessible neighborhood parks and tot lots under the management of a Home Owners Association.
- B. Improve access to park facilities in areas that are presently under-served by existing facilities.
- C. Plan for future development of neighborhood parks to coincide with proposed residential development.
- D. Identify land for a future community park within the southern area of the City.

GOAL 2:

Maintain and improve high quality parks and recreational facilities to meet the diverse needs of all community residents.

POLICIES:

- A. Identify the recreation needs of the community.
- B. Provide a range of parks and recreation facilities that are linked to one another and equitably distributed throughout the City.
- C. Maintain parks and recreation and art and cultural facilities for the long-term use of the community.
- D. Encourage development or expansion of major facilities oriented to attracting visitors to Avondale, such as, but not limited to, an 18-hole golf course, art complex, outdoor water amenity, municipal pool, or skateboard park.
- E. Identify a location for and develop, through developer participation or other means, a community park in the vicinity of the southern area of the City.
- F. Provide fair and equitable policies and procedures for the use of all parks and recreation facilities and services that consider the impacts of non-resident use.
- G. Keep facilities current with community needs.
- H. Encourage the use of volunteers for trail improvement projects.
- I. Establish Avondale as a “Healthy Community” by encouraging walk able neighborhoods, community gardens, urban agriculture, and other healthy lifestyle services.
- J. Identify park amenities specific to the southern area of the City.



GOAL 3:

Maximize city, school, private industry, social service, and other community resources through collaborative development and through implementation of recreational programs and services.

POLICIES:

- A. Expand cooperative opportunities with schools as a focal point for enhanced neighborhood services.
- B. Expand cooperative opportunities with private industry in the development and implementation of recreation programs.
- C. Form partnerships with Estrella Mountain Community College to further multi-age team sports throughout the City.
- D. Utilize the American Sports Center/Randal McDaniel Sports Complex to further sports programs and recreational services for the community.
- E. Develop a full-balanced and accessible program of recreational activities and facilities.
- F. Expand cooperative opportunities within our City and with other public and/or private entities to provide recreation and arts and cultural facilities.

GOAL 4:

Create shared use linkages throughout the community in order to support a healthy lifestyle.

POLICIES:

- A. Link parks to open spaces, other community facilities, and each other through a Citywide trail system.



COMMUNITY MOBILITY

THEME

PREFACE

Many areas of the Southwest Valley experience traffic congestion. A large portion of Avondale residents experience long commute times, and the hours and miles spent driving continue to rise. Increased driving rates are a source of physical, economic, and environmental stress. Driving has been linked with negative health impacts, including higher rates of traffic collisions and increased levels of stress. In addition, more vehicle miles and vehicle hours spent traveling by automobile translate into greater amounts of air pollution, which in turn has health impacts. Avondale is striving to create a balanced, multi-modal transportation system, one which gives people choices about how to get to their

destinations and at the same time increase their physical activity and reduce pollution. To do this, the Land Use, Circulation, Transit Oriented Development, Open Space, and Urban Design Elements of this General Plan attempt to improve access to and the effectiveness of alternative transportation modes, such as transit, rail, train, bicycle, and walking, for all parts of the City. As a result, a high priority should be placed on transportation projects that are expected to improve the multi-modal network and encourage transit use, bicycles, and walking as major forms of transportation. This theme contains goals and policies to promote safe, efficient, and accessible choices for the movement of people and commerce.



CIRCULATION ELEMENT

INTRODUCTION

Coordinating land use and transportation planning with development is vital to managing growth in a smart and sustainable way. This element addresses general provisions for a transportation system which will accommodate current and future land uses vital to economic development. In addition, the element offers a look at use of new ideas and future technologies to provide a range of transportation alternatives for users of all modes, ages, and abilities while enhancing quality of life. The 2011 update of the Avondale Transportation Plan addresses specific areas of the transportation system including goals, key issues, street classification and standards, modes, and advanced traffic management. This element will focus more on land use for the purposes and goals of the General Plan. Utilizing both the General Plan and the Avondale Transportation Plan will be important to providing safe and efficient means of moving people, goods, services, and information within the varied needs of the diverse community as well as regionally.



PAST, PRESENT, AND FUTURE TRENDS

Many of Avondale's streets were built prior to incorporation or constructed to older standards. As the community develops and traffic on these streets increases, it would be prudent to consider system-wide improvements to ensure all streets are built to current standards. This would require further refining and implementation of planning and engineering policies applicable to private and public development that consider future land use and demand while providing for alternate modes to reduce vehicle traffic. The Loop 101 in the West Valley has allowed much of the City north of I-10 and west of Loop 101 to become accessible and desirable for residential and commercial development. The development of the McDowell Road corridor and the Avondale Automall attributed to previous changes in the City's Transportation Element.

Presently, the region of the City south of I-10 continues to grow as the mixed-use City Center development unfolds along the Avondale Boulevard corridor which connects commercial and residential developments and the City's Civic Center complex. The existing I-10 underpasses at the major arterials provide excellent north-south access across this freeway, further supporting the shift of development. Expansion of the arterial network farther south, including south of the Gila River at select locations, will ultimately be needed to foster development throughout the entire municipal planning area.

Economic development is an important part of Avondale's future. To be a sustainable community, access to new employment, services, and activity centers must be convenient to regional transportation routes. The areas north and south of I-10 provide an excellent location for this type of development, as well as along regional routes, such as Main Street/MC 85, and corridors just north and south of I-10 for rail transit. As the areas south of Lower Buckeye Road are developed, additional access will be necessary to provide connections to local and regional transportation routes, such as the SR 30 (I-10 reliever), which primarily runs north of Southern Avenue within the City's planning area.

Transportation can also play a role in supporting and promoting a healthy public. Through provision of safe, functional, convenient travelways for pedestrians and bicyclists, the fitness and health of members of the community can be promoted.

The City's transportation system continues to be developed and improved with consideration for non-motorized transportation with the adoption of the Avondale Transportation Plan and development of the City's General Engineering Requirements. More focus on this area will expand the opportunity to implement context sensitive strategies to develop the transportation system mindful of all modes accessible to users of all ages and abilities. These strategies must also be consistent with land uses to uphold the importance of economic development. The City currently provides transit alternatives for residents and visitors. However, the City needs to foster new opportunities to include transit-centered development within its borders. The Transit Oriented Development Element of the 2012 Plan focuses on expanding transit options and specifically discusses and identifies development compatible land uses. Providing for alternate modes will have different emphasis to regional, city-wide, local, and neighborhood transportation planning and should be developed to those contexts.

As the City continues to grow and the transportation system evolves consistent with desired land uses, it will also be advantageous to see the use of new technologies to assist with gathering data which can be used to proactively manage vehicle traffic. Through regional efforts, there are technologies the City can access in order to communicate with other agencies, including news, Arizona Department of Transportation (ADOT), Maricopa County Department of Transportation (MCDOT), and other cities during emergencies. The Traffic Operations Center (TOC) will incorporate technologies which will enable efficient diagnosis and maintenance of the existing traffic signal system as well as future transportation management in real-time from one central location. It will also enable police and fire to more efficiently manage traffic remotely during emergencies, construction detours, and similar instances. Combining these technologies will ultimately enhance the mobility, efficiency, and safety of the entire transportation system.

Circulation and Streets Classification Map

The Avondale Circulation and Streets Classification Map depicts four typical roadway classifications: freeway, arterial, collector, and local. Each of these classifications is associated with a variety of functional and physical characteristics. These characteristics are consistent with those outlined in detail in the Avondale Transportation Plan. In addition, these classifications have been established as guidance for maintenance and improvement, public or private, and to accommodate existing needs and objectives consistent with the goals and policies of the 2012 Plan.



GOALS and POLICIES

GOAL 1:

Provide a transportation system that is complimentary to the existing and planned land uses.

POLICIES:

- A. Continue to develop a long-range transportation planning and budgeting process that is integrated with, and in balance with, land use planning, including the City's specific area plans.
- B. Develop linkages to a regional and local rail and transit consistent with the Land Use Plan to foster Transit Oriented Design (TOD).
- C. Encourage land development patterns that promote the appropriate use of existing and proposed transportation facilities, such as near the future Avondale City Center Transit Center.
- D. Encourage land uses that support a variety of transportation options adjacent to regional attractions.
- E. Work with adjacent jurisdictions when planning or upgrading infrastructure along boundaries.
- F. Continue to assign appropriate street names and numbering prior to building permit approvals consistent with current City standards.
- G. Continue to coordinate with ADOT and monitor the proposed alignment of the SR30 in order to re-evaluate land uses in that area should the alignment change.

GOAL 2:

Promote Avondale in regional transportation issues.

POLICIES:

- A. Continue to develop strategic partnerships with ADOT, MCDOT, MAG, and the Regional Public Transit Authority (RPTA) for regional projects and systems that benefit the community.
- B. Continue to regularly update transportation plans and implement improvements consistent with regional objectives.
- C. Partner with MAG and West Valley municipalities to further the Sustainable Transportation and Land Use Integration Study for future bus rapid transit (BRT) and other modes of transportation.
- D. Collaborate with local jurisdictions regarding regional transportation issues.

GOAL 3:

Provide a transportation system that serves the public in a safe, efficient, and cost-effective manner.

POLICIES:

- A. Develop a transportation system that is considerate of and benefits from being integrated into a regional context.
- B. Design and develop a circulation system, to the extent possible, using the Complete Streets methodology.
- C. Continue to provide a Traffic Engineering Program to include pedestrian, bicyclist, and motorist safety education programs, coordination with the police department for enforcement, and investigation and prioritization of engineering solutions, to enhance the overall safety for all roadway users.
- D. Implement and maintain components of the transportation system to provide adequate capacity and access control, and efficient traffic flow commensurate with the associated traffic demands.
- E. Maintain Avondale's competitiveness in obtaining adequate funding to meet transportation needs and implement strategies for cost-effective safety improvements.
- F. Seek funding for corridor and intersection safety improvements through state and federal agencies.
- G. Provide a transportation system that can support direct routes to other regional transportation hubs, and in doing so, provide a transportation system desirable to corporations seeking opportunities in our City.



GOAL 4:

Promote and support an integrated transportation system that mitigates congestion, fosters a sense of community, and preserves the environment.

POLICIES:

- A. Provide and support opportunities for all modes of travel for all ages and abilities.
- B. Encourage the sustainability and enhancement of transit service within the City by implementing a long-range transit plan.
- C. Develop adequate links to arterial roadways from new residential, recreation, and employment areas.
- D. Ensure that the location, intensity, and timing of developments are consistent with the provisions of adequate transportation infrastructure and standards.
- E. Seek funding opportunities for future BRT and other modes of transit infrastructure, including the development of the Avondale City Center Transit Center.

BICYCLING ELEMENT

INTRODUCTION

A transportation network that includes non-motorized modes of travel that is safe and connects residential areas to retail, employment, and recreation areas can produce positive health benefits for Avondale’s residents, workforce, and visitors. People like to bicycle not only recreationally, but many utilize this mode of travel as part of their daily routines. Bicycling can be one of most pleasant ways to commute to work. Rather than creating stress while driving to work, the exercise can actually relieve stress. Many commute trips are short and bicycling is an ideal commute mode for short trips. While relatively few people envision themselves bicycling to work, people who do it are enthusiastic about their commute mode. When part of a daily routine, bicycling provides regular exercise, reduces stress, saves money, and protects the environment. When bicycling is used as an alternative mode of transportation to the automobile, it can reduce air pollution and use of fossil fuels.



If Avondale truly wants to maintain its air quality and promote a healthier society, we need to appeal to individuals who have the opportunity to utilize their bicycles on a regular basis. In doing so, bicycle commuting must be a relatively safe form of transportation for all. We can go a long way toward achieving this with bike lanes on all major arterials and specially designated bike routes.

This element contains the goals and policies to assist the City in providing adequate and safe bicycling routes on public streets and through trail networks. It stresses the importance of providing bicycle-friendly facilities wherever possible. It also addresses bikeways and multi-modal facilities to meet a wide range of user needs.

PAST, PRESENT, AND FUTURE TRENDS

Currently, there are approximately 33.45 miles of bicycling lanes and paved shoulders, 7.22 miles of unpaved multi-use trails, and 1.62 miles of paved multi-use trails in Avondale. Avondale’s sunny climate and warm year-round weather make for ideal bicycling conditions. The demand for safe bicycle lanes in Avondale and the Phoenix metropolitan area is growing. In addition, bicycling proves an inexpensive and healthy mode of transportation. An interconnected system of bicycle lanes and trails throughout the community can provide linkages between residential and commercial development, parks, schools, and open spaces.



GOALS and POLICIES

GOAL 1:

Develop a safe bicycle transportation system that provides connectivity throughout the City, including major public and private facilities, and to transit.

POLICIES:

- A. Integrate bicycle transportation needs into ongoing and future planning.
- B. Coordinate with MAG and other Valley municipalities to create and implement a bicycle plan as a part of a regional plan.
- C. Provide bicycle access in or near mixed-use corridors, neighborhood districts, and community centers that affords easy accessibility to many non-work destinations.
- D. Work locally to address the inter-operability and inter-connections between Avondale’s current bicycle/pathway network and other cities’ bicycle/pathway networks.

GOAL 2:

Continue to make the street system accessible, safe, and convenient for bicycles and pedestrians.

POLICIES:

- A. Continue to consider school child safety as a priority on all streets throughout the Safe Routes to Schools Program, which includes engineering, education, enforcement, and encouragement.
- B. Continue to take an active part in committees and working groups throughout the Valley regarding multi-modal transportation.

GOAL 3:

Increase recreational opportunities for bicyclists throughout Avondale.

POLICIES:

- A. Take advantage of electrical powerline corridors, canals, regional drainage channels, and rivers to develop and enhance a regionally connected multi-modal recreation trail system.
- B. Explore opportunities for bicycle recreation near the Gila and Agua Fria Rivers.

GOAL 4:

Become a recognized bicycling friendly city.

POLICIES:

- A. Determine which bicycling advocacy’s rating program best fits with Avondale’s existing conditions and future plans.
- B. Create a plan of action to meet the requirements in order to be recognized as a bicycling friendly and healthy lifestyle community.

TRANSIT ORIENTED DEVELOPMENT ELEMENT

INTRODUCTION

Increasing transit access is a key strategy to creating healthy communities. It promotes physical activity through daily exercise, reduces air pollution by encouraging alternatives to automobile use, and connects residents to needed services, such as jobs, housing, education, healthy food, recreational opportunities, and medical facilities. Transit Oriented Development (TOD) refers to a mixture of housing, retail, and/or commercial development and amenities integrated into the neighborhood within a half-mile radius of quality public transportation. One-half mile radius is approximately a 10-minute walk.



Sprawl increases commuter time spent traveling to work, increases consumption of fossil fuels, and produces more pollution. Sprawl also increases the cost to provide water, sewer, police, and fire facilities. Sprawl-related reliance on automobiles in place of walking or bicycling for daily retail and employment needs has a negative impact on public health and fitness.

The purpose of TOD is to counter sprawl through densification by concentrating housing and commercial uses around transit nodes. The development within these nodes must be pedestrian oriented.

Benefits of TOD include: improved access to jobs centers and economic opportunities; expanded mobility choices without automobile dependency; reduced transportation costs to individuals and families that free up income for other uses; reduced neighborhood isolation and concentration of poverty; creating walkable communities that foster healthier lifestyles; lowering vehicle mile trips, thereby reducing greenhouse gas emissions; reduced dependency on foreign oil; and potentially increasing property values of areas served.

Factors affecting the “walkability” of neighborhoods include: size of blocks; widths of streets and sidewalks; amenities, such as street trees, benches, shops, and services; good signage; places frequented by other pedestrians; feeling safe; and visual engagement throughout the trip.

PAST, PRESENT, AND FUTURE TRENDS

Over the next 20 years, the U.S. population 65 years and older is expected to double the year 2000 population figure. Today, approximately 35% of senior citizens are considered low-income, and many will be “transit-dependent.” The result is likely to be a growing demand for affordable housing in TOD neighborhoods that are walkable, safe, and close to a range of amenities and services. As a “sunshine state,” Arizona may have a greater proportion of residents 65 and older compared to northern states.

As the population of the Valley continues to grow, traffic congestion is anticipated to grow as well. Commuter travel times for work and urban recreation in automobiles will probably increase in the future. The amount of fossil fuel consumed appears to be unsustainable. Denser development increases transportation efficiency and preserves natural open spaces and wildlife habitats.

Avondale continues to be vocal as the City pursues future transit opportunities and discussions. The City was an active participant in the MAG Sustainable Transportation and Land Use Integration Study. The Study looked at land use and what cities can do to make themselves more attractive to transit in the long-term. The Land Use Theme identifies new land use categories and map locations specifically targeting future transit. Additionally, the MAG Commuter Rail System Study evaluated potential commuter rail service in the region along existing freight rail infrastructure. The study showed that as part of a larger system, the Yuma West corridor would be a



ELEMENT

viable corridor to support future commuter rail in the West Valley. Last, the City is in the process of planning for a new transit center. The Avondale City Center Transit Center in City Center, will be an ideal location for TOD that compliments the vision of the area.

Avondale will continue to strive towards creating a more livable community that includes transit in all forms.

GOALS and POLICIES

GOAL 1:

Enhance public transit options for residents of Avondale.

POLICIES:

- A. Enhance bus service throughout the City and build upon existing Avondale “Zoom” routes that include regional and subregional routes within transit-oriented development.
- B. Coordinate with Valley municipalities/Maricopa Association of Governments (MAG)/Valley Metro Regional Public Transportation Authority (RPTA) through MAG to bring commuter rail to Avondale along MC 85/ Buckeye Road.
- C. Designate a light rail/transit corridor between Van Buren and McDowell Road along the I-10 Freeway.
- D. Designate a future location for a park-and-ride facility in Avondale.
- E. Explore potential opportunities for transit associated with the development of State Route 30.
- F. Continue and support planning efforts related to the Avondale City Center Transit Center.

GOAL 2:

Require development and redevelopment within areas designated as TOD on the General Plan Land Use Map to facilitate and encourage the use of transit by visitors and residents.

POLICIES:

- A. Increase residential densities and mixed uses within ½ mile of transit facilities, at transit stops, and along bus routes.
- B. Incorporate a diversity of uses to meet resident needs, the needs of transit users, and the needs of the residents of adjacent neighborhoods.
- C. Emphasize accessibility for pedestrians and bicyclists by providing direct and linked access internally as well as to adjacent residential and non-residential areas.
- D. Consider a range of housing types that will encourage a mix of residents, such as families, singles, and seniors, and allow for a mix of income levels.



GOAL 3:

Promote and support the incorporation of commercial uses as a component of transit oriented development.

POLICIES:

- A. Include neighborhood markets to provide services for local residents, employees, and transit riders.
- B. Consider low intensity neighborhood serving mixed-use commercial, such as senior centers and services, post offices, and health or fitness facilities that attracts residents from other parts of the City and encourages transit use.
- C. Require integration of a “main street” design component where the scale of the TOD allows for the inclusion of this community element.

GOAL 4:

Promote and support the incorporation of complete streets design criteria into TOD development, which contributes to a healthy community.

POLICIES:

- A. Concentrate housing at greater densities within transit corridors and at transit stops to facilitate walkable neighborhoods that encourage healthy lifestyles.
- B. Develop street design standards for TOD including connectivity, complete streets criteria, smaller block sizes, and more intersections to provide for greater pedestrian and bicyclist safety.
- C. Explore the advantages of walkable/bikeable neighborhoods in lowering vehicle use and reducing harmful pollutants caused by vehicular traffic and the resulting benefits for the residents.

A photograph of a modern, single-story building with a prominent orange and purple color scheme. The building has a flat roof with a slight overhang. The words "COLLEGE PUBLIC SAFETY" are written in white capital letters on a dark orange horizontal band above the entrance. There are several windows and a door visible. The building is surrounded by some landscaping, including small trees and plants. The sky is overcast.

COLLEGE PUBLIC SAFETY

COMMUNITY FACILITIES

THEME

A primary role of government is to protect the health and safety of its citizens as well as to provide adequate and efficient public services and facilities. The Community Facilities Theme not only seeks to avoid harm to citizens through the prevention of crime and accidental injuries, it takes the City's role further by fostering the overall health and well-being of residents by ensuring safe drinking water, planning for safe environments, offering services for those who need additional support, and providing for a quality community where basic needs are

PREFACE

met. In this role, Avondale has taken up the task of encouraging the creation of a civic environment that supports a healthy lifestyle and, whenever possible, takes preventative measures to the conditions that cause negative health effects. The following goals and policies address issues that are general in nature and may apply to various locations. It also anticipates the need to understand the nature and extent of health issues in order to maintain effective programs that support the Avondale community.



PUBLIC BUILDINGS, SERVICES, AND FACILITIES ELEMENT

INTRODUCTION

A city's ability to consistently provide adequate services strengthens the community as a whole and creates a healthy living environment. It demonstrates a commitment to the health, safety, and welfare of its residents and enterprises. For Avondale, the purpose of the Buildings, Services, and Facilities Element is to address service, facility, and infrastructure needs for development under the General Plan as growth and development occur. These needs include emergency services; social and cultural facilities; drainage and flood control; water; sewer; and solid waste services.



PAST, PRESENT, AND FUTURE TRENDS

Avondale Fire-Rescue Department provides a full range of fire protection, emergency medical, emergency management, and fire prevention services from three facilities with a career staff of 57. The department utilizes seven frontline emergency response vehicles and responds to over 6,000 calls for service annually. In 2009, nearly 80% of the calls for service were for emergency medical incidents. For emergency medical incidents, Avondale Fire-Rescue provides advanced life support (paramedic) first response with patient transport being provided through an agreement with a private ambulance service. The department has adopted a standard of cover statement that establishes a response time (time from dispatch to arrival on scene) goal of six (6) minutes or less 90% of the time for all emergency incidents that occur within the Avondale city limits. The department is dispatched by the City of Phoenix Fire Department and is one of 20 participants in the valley automatic aid response system, which dispatches fire units to an emergency incident based on a closest unit protocol, irrespective of jurisdictional boundaries.

The Avondale Police Department provides law enforcement and traffic safety from a main station within the Civic Center and satellite locations including the Northwest Public Safety Facility on the Estrella Mountain Community College Campus, and substations located on Western Avenue, in the Gateway Pavilions Shopping Center, and Cashion neighborhood. There are 115 allocated sworn officers and 51 allocated professional staff positions assigned to the department. In 2009, the Police Department responded to 75,209 calls for service. The Patrol Division officers work four 10-hour shifts in a rotation basis to allow 24-hour coverage. As growth and development occur, particularly south of Broadway Avenue, a joint police and fire station will be needed in the Tres Rios area.

Avondale provides social and cultural facilities and services in order to create opportunities for residents to come together for personal enrichment, growth, and development and to engage in educational activities. The City's library system was expanded in 2008 with the addition of the Sam Garcia Library Branch in Old Town Avondale. Today, the system strives to meet evolving community needs; needs with respect to technology, information trends, and multi-use facilities and activity centers. In 2007, the library system serviced 66,092 patrons; by the end of 2010, the system serviced 146,192. While this appears to be a dramatic increase in use, the high count is due to the City taking over operations of the Civic Center Library. It is a combined count and is the first time the City has included both libraries. The City currently lacks a cultural center facility; however, it celebrates its heritage through venues, such as Billy Moore Days, Resident Appreciation Night, and the Tres Rios Festival.

The City also recognizes that with growth comes social issues. Avondale strives to provide for an acceptable

level of health, recreational, and human care services in order to reinforce its livability for all and to provide for the public's welfare. The City has been active in the facilitation of social services. The Neighborhood and Family Services Department was created in 2006 to support and nurture the development of families and the neighborhoods in which they live. The City's residents also consider park and recreation facilities as significant factors contributing to the overall quality of life within Avondale. The American Sports Center, which opened in 2010, is a unique venture in public/private partnerships for Avondale that allowed for a state-of-the-art recreational facility available to the entire community. Furthermore, residents have stated a strong desire to continue to provide constructive leisure opportunities and recreational experiences, particularly as it relates to the environmental assets of the community. These assets are not only local attractions; they have regional appeal which is potentially an economic benefit to Avondale.

The City addresses the impacts of runoff with its Storm Water Management Plan (SWMP). This Plan was developed to meet the terms of the National Pollution Discharge Elimination System (NPDES) program and consists of six minimum control measures established by the Environmental Protection Agency (EPA). Through these control measures, the City is permitted to operate its Municipal Separate Storm Sewer System (MS4). Each measure, based on Best Management Practices (BMP), significantly reduces the potential pollutants discharged into receiving watersheds. In essence, a SWMP is intended to be a living document with BMPs added, revised, and/or changed as new management practices arise and other management practices are found inadequate. Furthermore, to ensure that the City meets all federal and state regulations, the City has adopted ordinances that address stormwater quality and quantity control. Even though the City's NPDES program is concerned mainly with water pollution prevention practices, many of these ideas and concepts can easily apply to air and solid waste pollution prevention.

With regards to solid waste disposal, the City is faced with the issue of dwindling landfill space outside of Avondale and increasing costs of operating new landfills. Federal government guidelines protecting groundwater, equipment needed to reduce the dangers associated with landfill methane gas, rising transportation costs, and other necessary environmental guidelines have resulted in garbage collection and disposal fee increases. In response to rising costs, as well as Avondale resident feedback, the City began its recycling program in January 2003. Residents receive once-a-week garbage service and once-a-week recycling service. The City continues to deal with solid waste disposal in a proactive manner by partnering with the Arizona Food Marketing Alliance and area grocery stores to create the Bag Central Station program. Because the residential recycling program does not accept plastic bags, residents have the ability to recycle bags at prominent displays at the entrances of their local grocery store under the sign *Bag Central Station*.

Presently, water and sewer services are limited to those areas north of the Salt and Gila Rivers and, with a few exceptions, mostly those areas north of Broadway Avenue. As the City grows, the need for additional infrastructure to service that growth, particularly the area south of the Gila River, will be realized. Data provided in the following information accommodates growth through 2030, however, only north of the Estrella Mountains.

The City's existing water supply infrastructure includes groundwater production wells, water booster facilities, a water reclamation facility, and a recharge facility. The City currently uses production wells to meet the drinking water needs of the City. Additional wells are dedicated to supply water for Festival Fields and Friendship Park. Since 2002, the City has constructed new wells, abandoned some wells due to water quality concerns, and added well head treatment facilities in some locations. The total potable pumping capacity of the City's wells has increased to 32.5 mgd, which will adequately serve the City's needs for the next few years. The City has recently purchased the Rigby Water Company in South Avondale, and will be responsible for serving this area as well. Phoenix International Raceway currently has its own water source. The City is planning on supplying water to



this facility in the near future. Further information regarding domestic water supply can be found in the Water Resources Element.

Nearly all the City wells are pumped to storage reservoirs before the water is distributed. The City currently has nine (9) reservoirs for potable supply with a capacity of 15.5 million gallons (MG). An additional reservoir is used for storing water for irrigation.

The City has access to four recharge facilities: 1) the Avondale Recharge Facility; 2) the New River and Agua Fria River Underground Storage Project (NAUSP) owned and operated by Salt River Project; 3) the Hieroglyphic Mountains Recharge Project owned and operated by the Central Arizona Water Conservation District (CAWCD); and 4) the Agua Fria Recharge Project, also owned and operated by the CAWCD. The City owns and operates the Avondale Recharge Facility, which is located north of McDowell Road and east of the Agua Fria River. The facility has a permitted capacity of 13.4 million gallons per day (mgd) or 15,000 acre-feet per year (AFY). The City may use up to 10% of the NAUSP's recharge capacity and may recharge up to 5,000 AFY. An expansion is planned for the NAUSP. Once this is completed, Avondale will be able to recharge up to 7,500 AFY. The City has not used any of its capacity at the NAUSP to date. Instead, Avondale's capacity is leased to other participants until such time as the City needs the space. The City leases space at the Hieroglyphic Mountains facility and may recharge up to 20,000 AFY, depending on need and available storage. In addition, the City may store up to 20,000 AFY at the constructed portion of the Agua Fria facility and another 20,000 AFY at the managed portion of the facility, also depending on need and available storage. The City uses these facilities to store its Central Arizona Project water supply. Access to the four facilities described above will meet the current and near-term needs of the City.

Construction of the City's Water Reclamation Facility (WRF) was completed in 1992. Located on the west side of Dysart Road, approximately midway between Broadway Road and Southern Avenue, the plant site was laid out specifically to allow for future expansion of the facility. The facility was expanded in 2010, and renamed the Charles M. Wolf Water Resources Center. To date, it allows for a capacity of 9 mgd, but at final build-out, the Wolf Water Resources Center will accommodate 15 mgd. The City has also constructed a major sewer trunk line down Avondale Boulevard and the Roeser Road alignment west to the water reclamation plant. This line serves the eastern portion of the City, and will be available to serve new development in south Avondale.

The Avondale Wetlands facility continues to play an important role in accessing surface water supplies. Water is delivered through the Salt River Project system and diverted to the lake areas (wetland cells) located in the Crystal Gardens subdivision (Crystal Gardens Wetlands). The water flows through the planted treatment cells where the wetland ecosystem allows the nitrogen removal cycle to occur naturally. The treated water is then piped to Avondale's recharge basins along the east side of the Agua Fria River. The City is committed to maintaining the Crystal Gardens Wetlands by conveying a minimum operational flow through the wetlands since this not only an attractive amenity in the City, but it also provides a sustainable source of drinking water.

Cities have an obligation to meet the health, safety, and welfare needs of its residents. For a community to be attractive, these needs include facilities and services that are culturally and educationally enriching. In order for Avondale to provide this variety of facilities and services, it must take proactive steps in planning to meet growth and development challenges. It is, therefore, important for the City to regularly evaluate these needs in order to be fiscally responsible when determining how and what to provide its residents.

GOALS and POLICIES

GOAL 1:

Provide effective and efficient public safety services and facilities throughout Avondale.

POLICIES:

- A. Develop and expand public safety services (police, fire, and medical) at a rate to keep pace with growth in order to meet demands for continued growth and development and to keep the community safe.
- B. Adopt acceptable standards for the provision of public safety services and facilities that meet or exceed national, state, and local standards as well as consider community standards for those services and facilities as defined by the residents.
- C. Implement strategies to upgrade public safety services and facilities and to improve service deficiencies in existing areas.

GOAL 2:

Provide equitable and well-planned community value services and facilities throughout Avondale.

POLICIES:

- A. Provide a full range of necessary public facilities and services to the extent possible, including libraries, community and cultural centers, and recreational centers that are convenient to users, safe, fiscally sound, and reflect the needs of the community.
- B. Provide for and strategically locate social services determined to meet the needs of the community.
- C. Continue to look for ways to partner with other entities in order to bring valued services to Avondale.
- D. Strategically design public facilities to best serve and promote interaction amongst Avondale's diverse neighborhoods, ages, cultures, and incomes.
- E. Ensure all facilities are constructed so as to benefit the open spaces and recreational needs of the community.
- F. Ensure that municipal buildings, public landscaped open spaces, and rights-of-way are designed and maintained to exemplify the quality of the community.

GOAL 3:

Protect the community from flooding and plan for long-term, effective, and efficient stormwater services.

POLICIES:

- A. Maintain policies to ensure the protection of the health, safety, and welfare of the public from the impacts of flooding.
- B. Promote sound floodplain and storm-water management.
- C. Continue to manage and improve upon the City's drainage system to ensure a cost effective, efficient, and environmentally conscious system.



D. Participate, to the extent feasible, in regional flood control planning and improvement projects.

GOAL 4:

Plan for long-term, safe, and efficient water, wastewater, and solid waste services.

POLICIES:

- A. Seek new, cost-effective methods of solid waste collection and disposal.
- B. Reduce costs and landfill capacity needs through further expansion of recycling programs.
- C. Continue to match water and wastewater system capacity to community needs.
- D. Continue to ensure wastewater reclamation facilities can meet requirements for reuse and recharge of reclaimed water.

GOAL 5:

Design, construct, and maintain public buildings and facilities consistent with a sound fiscal policy that allows for a sense of pride in the community.

POLICIES:

- A. Provide fully accessible public buildings and facilities at locations where current accessibility requirements are not met.
- B. Design new and retrofit existing facilities to provide on-site improvements that complement residents' healthy lifestyles, such as bicycle racks, transit stops, etc.
- C. Design public buildings and facilities to meet current advancements in construction methodologies.
- D. Incorporate energy and water conservation measures into the design of public buildings and facilities.
- E. Incorporate high standards of style and form into the design of public buildings and facilities.
- F. Invest necessary resources to maintain, restore, and enhance public buildings and facilities over the long-term.
- G. Incorporate technological infrastructure advancements at all new and renovated buildings and facilities in order to provide equal access to information and information services.

SAFETY ELEMENT

INTRODUCTION

The Safety Element provides a framework by which safety considerations are introduced into the land use planning process and the redevelopment process. It encourages critical thinking in order to reduce future loss of life, injuries, property loss, environmental damage, and help social and economic disruption from natural, technological (man-made), or national security disasters. Natural occurrences may be a flooding or fire event; man-made occurrences may be events involving the transportation of dangerous cargo; national security events include terrorism. In this Element, emphasis is placed on creating a greater public awareness of potential hazards, developing and implementing programs that increase safety, designing new development standards to take into account and minimize the risks from natural and man-made hazards, and providing policies directed at identifying, responding to, and reducing hazards. In general, the City should always continue to explore ways to reduce risk.



PAST, PRESENT, AND FUTURE TRENDS

Avondale utilizes several legal and regulatory capabilities, such as codes, ordinances, plans, manuals and guidelines, and planning studies, to aid in creating a safe community. One such measure is Avondale's Emergency Operations Plan. This plan provides direction and guidance to Avondale's governmental departments and supporting agencies in terms of preparation for and execution of assigned emergency tasks. FEMA (Federal Emergency Management Agency) requires that the plan be updated every ten years. Avondale reviews the plan annually and makes formal updates every five years.

The Emergency Operations Plan includes:

- ▶ Identification of key officials who will make decisions involving the execution of the Emergency Operations Plan;
- ▶ Provision of an inventory of trained personnel, facilities, equipment, and organizations that are needed to carry out the Emergency Response Plan;
- ▶ Agreements with other agencies and communities to exchange aid in time of crisis.

The focal point for emergency response is the Fire Department, with the assistance of the Police Department and local hospitals. The Fire Department is the custodian for the Avondale Emergency Operations Plan. Another facet of emergency response in Avondale is the Community Emergency Response Team (CERT). CERT is a group of certified volunteers in place to assist the Avondale Fire Department as directed.

The City of Avondale, along with Maricopa County and other jurisdictions around the Valley, updated the existing multi-hazard mitigation plans and consolidated them into one multi-jurisdictional, multi-hazard mitigation plan: the Maricopa County Multi-Jurisdictional Hazard Mitigation Plan (Mitigation Plan), which was adopted in November of 2009. In essence, the mitigation planning process involved identifying and profiling the natural hazards most likely to occur in a community, assessing the vulnerability to these hazards, and establishing goals, actions, and projects that mitigate the associated risks. The update of the Mitigation Plan will also ensure the community's continued eligibility for non-emergency, federal hazard mitigation grants. Updates are required every five years, with each plan cycle requiring a complete review, revision, and re-approval of the Mitigation Plan at both the state and FEMA level. Avondale has an approved FEMA Hazardous Mitigation Plan.



The 2009 Mitigation Plan with respect to Avondale includes:

- ▶ Summary of Avondale’s current regulatory, legal, and fiscal capabilities with respect to hazard preparedness criteria;
- ▶ A synopsis of the City in terms of unique qualities and growth patterns that may affect hazardous mitigation planning;
- ▶ Summary of mitigation actions and projects and implementation strategy for Avondale.

With its proximity to the Estrella Mountains and natural open areas, the City recently created and adopted a Wildfire Protection Plan. Cooperatively with Federal, State, and Maricopa County agencies, nearby municipalities, and local Indian nations, a plan was developed to respond to, manage, and eliminate large wild brush fires should they occur. This plan also allows for the City to apply for necessary grants to support emergency efforts throughout Avondale.

Avondale is also at risk to certain disasters due to its proximity to the I-10, Palo Verde Nuclear Generating Station (PVNGS), and to a lesser degree Luke Air Force Base. The I-10 is a major transportation route where hazardous cargo is moved into and out of the Phoenix metro area on a regular basis. Maintaining highway safety as well as being prepared for any kind of collision outcome is critical.

PVNGS, located within 35 miles of Avondale, is required by Federal regulations to have both on-site and off-site emergency response plans as a condition for obtaining and maintaining a license to operate the plant. The “Palo Verde Emergency Plan” (on-site plan) was prepared and is maintained by PVNGS. The “Offsite Emergency Response Plan for Palo Verde Nuclear Generating Station” (off-site plan) was prepared by state and local governments. It is a joint effort to maintain the Off-site Plan. While Avondale is not in a plume exposure pathway (within 10 miles of PVNGS), it is in an ingestion exposure pathway. Contamination control measures would be implemented to protect the public from eating or drinking any contaminated food or water caused by this exposure. State and local governments are prepared to quickly notify and provide advice on what actions to take in the event of a radiological emergency.

Luke Air Force Base does not directly impact Avondale in regards to potential hazards occurring on base. However, the Hazardous Mitigation Plan does identify and propose mitigation for noise and safety concerns associated with Luke. Luke Air Force Base does have in place safety plans should an aviation mishap occur. Luke takes into account the possibility of casualties off-base from the civilian population as well as Luke responders, financial burdens placed on local businesses or private citizens, cleanup and recovery of any hazardous materials or munitions, and the return of any incident site to the same condition or better than prior to the incident.

Finally, design review has been an important component of the process to minimize hazards in Avondale. As the City grows, it will remain important to have site and development plans that incorporate solutions to potential problems.

As in all communities, human activities and natural conditions occurring in Avondale have an effect on residents’ quality of life. Providing an environment where businesses and residents can prosper, feel safe, and be prepared for emergency situations is essential.

GOALS and POLICIES

GOAL 1:

Provide a safe and healthy environment for all Avondale residents, employees, and visitors.

POLICIES:

- A. Encourage new development to be planned and designed to minimize negative and undesirable health and safety hazards to the community.
- B. Strive to eliminate potential health effects from the use, storage, and disposal of hazardous materials, waste products, and bi-products.
- C. Use design features and planning strategies at all public and private development that meets current health and safety standards.
- D. Enhance safety and sense of safety by prioritizing Crime Prevention Through Environmental Design (CPTED).
- E. Communicate Avondale’s general safety measures and successes to the community on a regular basis.

GOAL 2:

Protect Avondale residents from natural and man-made disasters.

POLICIES:

- A. Minimize the risk to lives and properties due to erosion, geologic and seismic activity, flood, and fire hazards.
- B. Minimize the risk to lives and properties due to disastrous events as a direct result of the intentional or unintentional actions performed by a person or persons.
- C. Educate the public on disaster preparation, survival, and recovery.

GOAL 3:

Maintain the current Emergency Response Plan.

POLICIES:

- A. Coordinate, review, and update accordingly the Emergency Response Plan annually with applicable agencies.
- B. Maintain regional relationships to address emergency issues.
- C. Take full advantage of state and federal grant programs, policies, and regulations to utilize towards hazard mitigation plans.
- D. Enhance local policies for hazard mitigation capability.
- E. Provide for inter-jurisdictional coordination of mitigation-related programming.



GOAL 4:

Contribute to the creation and maintenance of safe communities by initiating efforts to reduce and prevent crime.

POLICIES:

- A. Utilize technology and provide new equipment as needed to deliver real time information for the efficient delivery of police services in order to meet current national standards.
- B. Maintain a highly motivated and competent workforce to deliver quality and committed police services.
- C. Continue to reduce the occurrence of crime in the City.
- D. Continue to promote and enforce improved graffiti removal and deterrent strategy standards needed for public and private properties.
- E. Provide accurate and timely information to police officers relative to crime trends and criminal activity through Comparative Statistics (COMPSTAT) to assist in solving open cases and remaining proactive, rather than reactive, to a response.
- F. Continue to implement and maintain the Community Action Team (CAT) to assist in proactive law enforcement measures.

GOAL 5:

Continue to provide for the protection of life and property from the destruction of fire and to mitigate other life-threatening incidents.

POLICIES:

- A. Continue to enhance life safety and protection of property through a continuing program of fire code enforcement, inspections, building plan review, and life safety educational campaigns.
- B. Provide and maintain state-of-the-art apparatus and equipment to enable safe and adequate emergency response capabilities for the protection of the public and fire personnel.
- C. Provide new, state-of-the-art facilities as needed and upgrade and existing fire station facilities to provide a high level of service to the community.
- D. Seek long-term and alternative funding options and organizational structures in order to maintain and enhance current levels of fire and emergency medical services.
- E. Continue to foster the addition of new full-time fire fighters and to increase the number of emergency service volunteers as new areas of need are identified.

GOAL 6:

Provide fire, advanced life support, and emergency medical services to all residents and visitors in the City.

POLICIES:

- A. Meet the emergency response time needs defined by the community.
- B. Provide health and wellness awareness, including heat-related illness and drowning prevention, through educational campaigns throughout the City.
- C. Ensure that appropriate emergency medical transport capability is provided throughout the City.



WATER RESOURCES ELEMENT

INTRODUCTION

Sufficient water supplies along with effective and efficient water management programs are crucial for all communities. The primary purpose of this element is to ensure that Avondale’s water resources are sustained and protected. This element also provides the City with the opportunity to consider water demand in tandem with land use, anticipated growth areas, and infrastructure. To this end, the Water Resources Element provides an integrated set of goals and policies that addresses acquiring and managing an adequate and reliable supply of water; ensuring that water meets all quality, health and regulatory standards; proactively maintaining reliable water distribution and wastewater treatment system infrastructures; and developing policies that conserve and promote recycled water uses. Historic and current water system conditions are summarized below with a focus on future issues and opportunities where City policy decisions are anticipated to be needed on the direction for water system activities.



PAST, PRESENT, AND FUTURE TRENDS

Historically, Avondale has had adequate water supplies. However, statewide in the 1970’s, it was recognized that substantial groundwater depletion was occurring in the aquifers of Central and Southern Arizona. Overdraft of groundwater in some areas resulted in significant lowering of groundwater levels, surface subsidence and cracking, water quality problems due to intrusion of poor quality water into the aquifer, and/or loss of aquifer storage space. In response, the Arizona Groundwater Code was enacted in 1980 to address the long-term management of groundwater supplies in the state. Adoption of the Code created the Arizona Department of Water Resources (ADWR) which oversees the use of surface water and groundwater and works to develop the policies to ensure long-term water supplies for the people of Arizona. Enactment of the Code additionally created five Active Management Areas (AMAs) within the state and directed ADWR to develop management plans for each. Management plans contain regulatory programs and other mechanisms designed to meet the management goal set for each AMA.

Under current corporate boundaries, Avondale is located entirely within the Phoenix AMA and is subject to regulatory programs and conservation requirements set forth in the management plan prepared for the Phoenix AMA plan. The management goal of the Phoenix AMA is to attain “safe-yield” by the year 2025. Should the City expand in a southeasterly direction, a portion of the City may be included in the Pinal AMA. The goal of the Pinal AMA is to allow the development of non-irrigation water uses, extend the life of the agricultural economy as long as feasible, and preserve water supplies for future non-irrigation uses.

To achieve the goals of the AMAs, five management periods were established, which cover the time period from 1980-2025. Under the Code, the First, Second, and Third Management Plans were mandated to include conservation programs that required reasonable reductions in per capita use of water served by municipal water providers. To comply with this mandate, ADWR instituted the Total Gallons Per Capita Per Day (GPCD) Program. By setting allowed total GPCD requirements, responsibility is placed on the water providers to ensure efficient water use by their residential and non-residential water users. Alternative regulatory programs also are available to municipal water providers located within AMAs.

The Third Management Plan addressed the ADWR’s long-term water management strategy, with particular emphasis on the third management period (2000 to 2010). The end of this management period marked the midpoint of the Arizona’s effort to achieve its groundwater management goals. Avondale is in compliance with

the conservation requirements contained in the Third Management Plan prepared for the Phoenix AMA. ADWR staff has evaluated progress towards the management goal (safe yield) for the Phoenix AMA and is currently preparing to draft the management plan for the fourth management period. General guidelines for the Fourth Management Plan are found in A.R.S.45 §45-567. The guidelines for the Fourth Management Period are similar to those for the Third Management Plan. The plan may include additional water conservation requirements for the City of Avondale.

CURRENT AND FUTURE WATER DEMAND AND SUPPLIES

Through a combination usage of Salt River Project surface water, CAP water, groundwater, and membership in the Central Arizona Groundwater Replenishment District (CAGR), the City satisfied all requirements for the Designation of Assured Water Supply, which was issued in 1999. In September of 2010, the City received a new Designation of Assured Water Supply that will allow the City to develop through the year 2025 and shows that current and future water demand will be met completely with renewable water supplies, without dependence on mined groundwater. Additionally, water supplies available to the City continue to meet State water quality standards. Avondale promotes water conservation programs among its water users and remains committed to the AMA's goal of safe-yield by the year 2025.

Notably since 2002, the City commissioned a Water Resource Master Plan. The purpose of updating this Master Plan was to incorporate changes in land-use and development planning since 2002. The Master Plan also recommended how best to utilize the City's water resources to provide an adequate and cost-effective supply of good quality for current and future residents (the Water Resources Master Plan did not include the area south of the Estrella Mountains in its study). The Plan confirmed the City's strategy to meet its water resources needs for current and future development with renewable supplies (SRP, CAP, and reclaimed water). As demonstrated in the Master Plan, Avondale will be able to do so even during most times of shortage. Conclusions drawn in the Master Plan are consistent with the City's new Designation of Assured Water Supply, is described above. It is important to note that the City is not currently the water service provider for areas within the Liberty Water Company.

Other significant findings in the Water Resources Master Plan with respect to water availability and growth are that for all development and growth scenarios evaluated in the Master Plan, the City's available SRP water entitlements as well as CAP allocations, long-term storage credits, groundwater allowances, reclaimed water, and the anticipated White Mountain Apache lease water are sufficient to support the City's planned land uses through build-out during normal conditions, as well as during shortage conditions. A detailed description of the City's existing water resources can be found in the Water Resources Master Plan.

In addition, the Master Plan recommended that the City continue to build wells, continue to explore water reclamation opportunities, and to identify a site for a surface water treatment plant, in the event that one is needed in the future. These recommendations go hand-in-hand with maintaining the City's ongoing water resource planning activities including conservation strategies, educational programs, and local regulations as described below.

Water Conservation Programs

Avondale actively pursues engaging the public with respect to conserving water. In doing so, the City promotes ways of ensuring the reliability of our water supply, saving money for our residents and our community, and preserving and protecting our natural resources. The following list demonstrates how Avondale promotes water conservation to its residents:



- ▶ Xeriscape Landscape Rebate (for single family homes and for non-residential areas, including homeowners associations)
- ▶ Irrigation Timer Rebate (for single family homes and for non-residential areas, including homeowners associations)
- ▶ Plumbing Rebate Program
- ▶ High Efficiency Clothes Washer Rebate
- ▶ Landscape Consultations
- ▶ HOA Water Budgeting Assistance
- ▶ Investigations of water in the streets/water wasting
- ▶ Low Water-Use Fixtures: the City has low water-use fixtures such as showerheads, aerators, etc., which are available to the residents of Avondale at no charge.

Education

The City currently has several educational programs available to the public. Programs include:

- ▶ Water Conservation and Landscape Classes for Homeowners
- ▶ Water Conservation School Assemblies
- ▶ Xeriscape Demonstrations
- ▶ Teaching Resources for Educators
- ▶ Project WET
- ▶ Water Self-Audit Kits for Homeowners

The City also has brochures that are available to the general public to promote water conservation.

Water Conservation Regulation

The City has several Ordinances in place to regulate water usage:

- ▶ Chapter 4-76 Plumbing Code
- ▶ Chapter 24-160 to 24-163 Water Use Plans
- ▶ Chapter 24-34 Waste of Water Prohibited
- ▶ Water Rate Structure

Landscaping Ordinance

Lastly, the City's new Landscape Ordinance promotes the use of native plant materials that includes adhering to ADWR's listing of low water use plants to determine acceptable landscaping vegetation. All new developments must also submit a water conservation plan to the City for approval.

GOALS and POLICIES

GOAL 1:

Manage a coordinated system of water and wastewater facilities, infrastructure, and utility services to all users within the City.

POLICIES:

- A. Meet or surpass all applicable water quality standards.
- B. Maximize the beneficial use of reclaimed water.
- C. In order to ensure that new growth pays for itself, utilize water, water resources, and development fees for new development as a component of the funding required for capital improvements.
- D. Coordinate with Maricopa County and Maricopa Association of Governments (MAG) to maximize regional use of effluent and to integrate effluent management systems into the community.
- E. Strive to be compatible with other water and wastewater related planning activities within the region as well as monitor that the region is compatible with Avondale's priorities.

GOAL 2:

Satisfy current and future water demands for all consumers through sustainable and renewable water resources for the next 100 years by developing innovative, timely approaches to water management.

POLICIES:

- A. Actively plan the City's potable and non-potable water resource systems to respond to continued residential, commercial, and industrial growth in the City and changing regulations.
- B. Continue to meet the existing and future water supply needs of the City by updating and implementing the Water Resource Master Plan.
- C. Ensure a continuous supply of safe and pleasant drinking water.
- D. Foster cooperation and sharing of resources and information among all federal, state, and local agencies as well as with neighboring communities.
- E. Maintain a high level of service to the community and provide cost-effective, customer-focused service.
- F. Strategize to gain and maintain control of water resource opportunities.



GOAL 3:

Provide water and wastewater services to newly developing areas of Avondale.

POLICIES:

- A. Balance Avondale's overall growth with water and reclaimed water supplies.
- B. Support water use efficiency and reclaimed water reuse efficiency.
- C. Develop policies to guide land use decisions that conserve water resources.

GOAL 4:

Encourage efficient water use and conservation throughout the community.

POLICIES:

- A. Encourage water conservation by promoting an improved understanding of the importance of water in an arid environment.
- B. Encourage compliance with state water conservation policies through education, technical assistance, outreach, and incentives.
- C. Continue the development of education programs and information sharing for all water users.



QUALITY OF LIFE

THEME

PREFACE

While it is essential to provide safe, efficient, and cost effective services and facilities in Avondale, it is also important to consider the components of a city that provide for cultural and civic pride. These attributes are what add to the quality of life people experience in their community. The Urban Design Element, Art and Heritage Element, and Public Participation all reflect upon what Avondale residents value in their community and what makes them unique to the West Valley. By creating attractive and unique environments where people want to be, Avondale becomes a “Quality Community of Choice” that benefits residents, visitors, and businesses alike.

The Urban Design Element places special emphasis on visual character and quality places. It addresses Avondale’s whole built environment, not just buildings but also urban landscape features, such as gardens, streets, and parks. Emphasis is placed on creating pedestrian-friendly developments that encourage residents and visitors to use their vehicles less. This in turn will result in a more active community interested in a healthy lifestyle.

The Art and Heritage Element discusses the

importance of preserving, protecting, and educating the public about Avondale’s history in order to maintain a sense of the City, encourage appreciation for the City’s history and culture, and contribute to the City’s economic vitality through historic preservation. It also highlights the importance of visual art to a community as an aesthetic and enriching quality to the City. This Element is intended to serve as a mechanism for identifying art and heritage resources in order to provide improved and expanded art and heritage facilities and programs to Avondale.

Lastly, development issues affect the entire community – residents, employers, and the public and private sectors. The Public Participation Element discusses the inclusion of the community in the public participation process, and helps ensure appropriate strategies are more efficiently and effectively evaluated, developed, and implemented. Successful public participation is important because it helps ensure a greater portion of the community has been involved, and more frequently that means they will support its solution.



URBAN DESIGN ELEMENT

INTRODUCTION

General plans that address urban design add a third dimension to typically two-dimensional land use planning. The purpose of Avondale's Urban Design Element is to guide physical development toward a desired image that is consistent with the social, economic, and aesthetic values of the City. Urban design describes the physical features that define the character or image of a street, neighborhood, community, or a city as a whole. It is the visual and sensory relationship between people and the built environment. Urban form and how it functions becomes increasingly important as we anticipate increases in density and intensity. It is also important that we strive to create environments that support a healthy lifestyle by addressing the form and character of the community, which in turn can promote walking and biking and reduce the dependence on driving.



The Urban Design Element is intended to:

- ▶ Address urban form and design through goals and policies aimed at respecting the physical, social, and cultural diversity of Avondale and its neighborhoods.
- ▶ Maintain the importance of completing the urban fabric of existing commercial areas, City Center for example, by designing infill development and redevelopment that builds upon Avondale's existing strengths.
- ▶ Accommodate future urban development at locations that support planned public transportation services, such as near the future Avondale City Center Transit Center.
- ▶ Provide livable residential and successful commercial streets that recognize and reflect a balanced multi-modal transportation system that displays a positive urban image of Avondale and encourages and facilitates a healthy lifestyle.

It is becoming more evident today that there is a link between community design and health issues. Creating well-connected and well-designed streets provides for a safe and convenient means for walking and bicycling with direct routes to desirable destinations. The health benefits of these connections are strengthened when planning for access to parks and recreational facilities that provide a range of passive and active recreation. Also, the strong presence of landscape not only as a means for shade, open space, and aesthetics, provides people with a mental refuge that reduces stress. These key urban design concepts when working together support the intent of a healthy lifestyle.

PAST, PRESENT, AND FUTURE TRENDS

The greatest urban design challenge Avondale faces is accommodating the automobile in a pedestrian-oriented context. The older commercial corridors, such as Historic Avondale, are more suitable to the City's urban feel and walkability. City Center is designed to mimic traditional urban form. Newer commercial development, designed almost exclusively around automobiles, discourages pedestrian activity. Therefore, the City should strive to return to the traditional pedestrian-oriented forms of development, but with modifications to reflect Avondale's realities, such as safety, extreme temperatures, and automobile dependency.

A higher overall quality of urban design is another fundamental challenge. Urban design applies to multiple levels from citywide, to community, to neighborhood and ultimately to individual projects. The implementation strategies address this challenge by focusing on the physical and design characteristics of citywide components which link and unify Avondale. These components that contribute to the success or failure of urban design include architectural design, site and landscaping design, gateways, street and sidewalk design, the relationship between and among buildings, and building color and material choices. Criteria should be established and respected in order to provide for consistent and quality developments.

Maintaining the Community's Character

Avondale's quality of life continues to attract new residents. However, the resulting increase in housing, commercial development, and traffic congestion continue to change the community. Another outcome of this recent growth is the lack of familiarity amongst neighbors. Changes, such as the downtown revitalization, river corridor development, and redevelopment of commercial and industrial sites, have improved the quality of life in Avondale. Now, residents are concerned about changes that affect their neighborhoods and Avondale's small town atmosphere.

A key element of the City's character should include the predominance of traditional neighborhood development patterns that are consistent with new-urbanism development design principles. These principles should be followed to the greatest extent practical. Furthermore, standards that exhibit the importance of the natural aspects of the urban environment, landscapes, should be furthered. In July of 2010, Avondale received its status as a Tree City USA granted by the Arbor Day Foundation. This recognition relays to the public that Avondale is a community that cares about its environment and sees value in protecting and enhancing its natural resources thereby enhancing its quality of life.

Lastly, the Urban Design Element links other elements of the General Plan. It supports land-use and transportation decisions, such as transit oriented development (TOD). TOD provides an opportunity to support pedestrian-friendly, dense, compact development that adds value not only to a city, but to a region. Together with the Transit Oriented Development Element, this element describes a pattern of development that resists sprawl, reduces reliance on the automobile, consumes less energy and resources, and ultimately provides a means to live a healthy lifestyle. The Urban Design Element also encourages economic revitalization through job-based growth and well-planned, walkable and convenient environments that improves the quality of life in Avondale. Ultimately, the General Plan's Urban Design Element influences the implementation of all elements of the General Plan and related community plans as it establishes goals and policies for the pattern and scale of development and maintains the character of the built environment.



GOALS and POLICIES

GOAL 1:

Identify and preserve Avondale's cultural resources and local sense-of-place.

POLICIES:

- A. Preserve and protect culturally significant buildings and sites and promote beautification through adaptive reuse.
- B. Update design guidelines to meet new urban design trends, such as Traditional Neighborhood Development (TND) and Transit Oriented Development (TOD).
- C. Provide opportunities for landscaping and streetscape improvements.
- D. Work with potential developers to establish designs suitable with the community character.
- E. Increase public awareness of cultural resources.
- F. Encourage local production of goods, including locally grown produce, and services.

GOAL 2:

Establish a positive and distinctive city image and identity by developing and improving focal points, gateways, specific areas, and major corridors.

POLICIES:

- A. Create visual "gateways" at principal entry points to Avondale, and develop a design "theme" that is used throughout the City to create a sense of unity and identity.
- B. Develop a unique visual identity for regional transportation corridors that pass through Avondale, such as at transportation oriented development (TOD) locations.
- C. Improve the visual quality of Avondale's existing commercial corridors and major thoroughfares by providing landscaping, right-of way treatment, and visual screening of obtrusive uses.
- D. Establish locational and visual criteria for new development Citywide.
- E. Maintain existing and explore new opportunities for community recognition, such as Tree City USA, the annual Tres Rios Nature Event, an annual healthy lifestyle festival, or a healthy neighborhoods award program that build upon Avondale's commitment to quality of life.
- F. Use sustainable building and site design methods found in established programs, such as the U.S. Green Building Council's LEED and LEED for Neighborhood Development (LEED-ND), for development.
- G. Utilize landscape as an important aesthetic and unifying element.
- H. Encourage private participation in beautification.
- I. Increase code enforcement efforts throughout the City.
- J. Participate in beautification projects for Avondale.
- K. Maintain an upscale appearance of Avondale from the I-10.

GOAL 3:

Foster the idea of distinguishable urban neighborhoods and districts within Avondale.

POLICIES:

- A. Distinguish and encourage the notion of Historic Avondale as an urban center, and link it to planned transit oriented development.
- B. Maintain the community's character and small town atmosphere.
- C. Follow the Principles of New Urbanism.
- D. Create activity centers that encourage people to gather and interact.
- E. Support the advancement of development at City Center.
- F. Proactively pursue commuter rail service along MC85/Buckeye Road in order to provide the catalyst for transit oriented development (TOD).

GOAL 4:

Utilize redevelopment to mend the urban fabric.

POLICIES:

- A. Ensure that new development in many revitalization areas is truly urban, rather than suburban, in form and scale.
- B. Respect the primacy of the sidewalk as the City's primary public space and as a key component of an Avondale Healthy Lifestyle Plan.
- C. Utilize building materials that are durable and contextual.
- D. Use pattern and scale of development to provide visual diversity, choice of lifestyle and social interaction.

GOAL 5:

Maximize housing opportunities in locations within a half-mile of transit, with good access to employment areas, neighborhood services, and public facilities in order to promote a healthy community both sustainably and economically.

POLICIES:

- A. Distribute higher residential densities throughout our City in identified urban growth areas and facilitate the development of residences in mixed-use development within these growth areas.
- B. Develop residentially-designated and mixed use-designated lands adjacent to major transit facilities at high densities to reduce motor vehicle travel by encouraging the use of public transit.
- C. Within identified growth areas, develop residential projects at densities sufficient to support neighborhood retail in walkable, main street types of development.
- D. Facilitate the development of housing close to jobs to provide residents with the opportunity to live and work in the same community.
- E. Encourage consolidation of parcels to promote mixed-use and high density development at locations identified in the TOD Element and on the Land Use Map.



ART AND HERITAGE ELEMENT

INTRODUCTION

The process of developing an Art and Heritage Element was undertaken with the belief that these resources are an essential part of Arizona, and more specifically Avondale, both intrinsically and economically, and that they make significant contributions to life in Avondale. The General Plan's Vision Statement recognizes the importance of art to Avondale as it envisions a "rich and vibrant arts and entertainment center celebrating the talents and culture of the people who live here." In addition, Avondale's heritage includes not only its history relevant to historical events, buildings, sites, and artifacts, but also the cultural legacy of that history, such as its tie to Native American culture and the lure of the "Old West" for which Arizona is known worldwide. This is also reinforced by the Vision Statement, which recognizes Avondale as a place that respects its "rich history and growing culture." The Vision Statement also discusses the desire to "preserve distinctive farmland." Maintaining some aspect of that will contribute to a healthy lifestyle by providing the opportunity to produce locally-grown foods, another key component of a healthy lifestyle. Together, these concepts of art and heritage define Avondale's culture, which is one founded on a meaningful history. This element, therefore, continues the tradition of preserving Avondale's heritage and enriching its commitment to art through regulation, collaboration, and education by protecting archaeological, historical, and cultural resources as well as acknowledging, expanding, and enhancing art in the City.



PAST, PRESENT, AND FUTURE TRENDS

Art and heritage are essential to quality of life. A city's culture can be defined and strengthened by recognizing and valuing aspects of its art and heritage. Avondale has a wide range of art and heritage-based resources, attractions, and activities that are a source of community pride and enrichment.

Art is accessible to residents and visitors in many areas of the City. The Avondale Municipal Art Committee has commissioned seven public art projects in Avondale since it was formed in 2005. In Historic Avondale, Sernas Plaza was renovated in 2008 to serve as an amphitheater. The site was graced with *Hands On*, a 14-foot tree sculpture with 207 golden-colored leaves traced from the hands of Avondale residents representing both the past and the present, but collectively symbolizing everyone working together as a community. This installation was the direct result of the City's Public Art Ordinance that requires development to monetarily contribute a sum based on the net floor area of the development. The City, in turn, contracts the installation directly with a selected artist. In this case, the City was the developer. *Mosaic Avondale*, an art piece made up of 28 permanent mosaic panels depicting historic Avondale sites and current activities as seen through the eyes of Rancho Santa Fe Elementary School students, was dedicated in the Fall of 2009. The mosaic is located on the west exterior wall of the Civic Center Library. These two art initiatives implemented by the Avondale's Municipal Art Committee were recognized as WESTMARC's Best of the West winners for Arts and Culture in 2009. In this same year, the City, in conjunction with Art League West (an organization of professional and amateur artists from several Phoenix Area communities), launched the *Old Town Avondale Art Walk* where talented local artists display their products. Each art walk attracts more and more visitors to Avondale's Western Avenue. In 2010, WESTMARC also recognized the Avondale Municipal Art Committee for Functional Art Takes Form in Avondale.

Avondale encourages its youth to pursue art education, such as through Gallery 37. Since 2001, Avondale has participated in GALLERY 37, West Valley Arts Council award-winning youth arts apprenticeship program for teens. An expert team of master artists lead the six-week program and provide all necessary training and

support in each phase of the art project. In Avondale, installations, such as the light fixtures at Old City Hall, the ceramic mural at the Boys and Girls Club (funded by the City of Avondale), and the mural at a local bridal salon in Historic Avondale, were designed through this opportunity.

Many physical examples of Avondale's heritage are evident throughout the City as well. Monument Hill, the initial survey point for the state of Arizona, is located to the east of Phoenix International Raceway, and serves as the point of reference for most of the public land surveys conducted in Arizona and as the basis for patents issued by the US government. The City received grants and donations in 2010 to develop a trail system to access this important feature. Another key piece of Avondale heritage the City acquired is the Pioneer Cemetery located on Santa Fe Trail Road. Avondale is committed to preserving this historic asset, and has established a trust fund to maintain and enhance this City's jewel. A celebration of Avondale's heritage is the Tres Rios Nature and Earth Festival. The festival is a two-day event honoring the rich heritage, ecology, history, and abundant wildlife of the confluence of the Southwest valley's three rivers, the Gila, the Salt, and the Agua Fria. This event provides Avondale with an opportunity to showcase its natural heritage.

Heritage-related assets can also be intangible, such as Avondale's small-town charm. While this concept is applied to Avondale as a whole, it relates primarily to Historic Avondale along Western Avenue. Avondale recognized that downtown, with its distinct sense of place, should be a focal point for residents and visitors. In an effort to jumpstart the redevelopment and revitalization of Western Avenue, the Old Town Avondale Business District, or OTAB, was formed and adopted by the City Council in December 2000. Avondale's revitalization efforts in Historic Avondale have continued to move forward with the participation of residents, businesses, staff and other volunteers. The City has made several substantial investments in Western Avenue, most notably a streetscape/landscaping improvement program and the construction of the Sam Garcia Library, completed in 2008. Also in 2000, the Infill Incentive Plan-Development Fee Waiver Program was adopted for commercial and residential areas to include reduced building permit fees, reduced impact fees, and on the retail side, sales tax rebates for specific uses. Most recently, several businesses on Western Avenue received architectural and design services to improve their storefronts. Construction began in the spring of 2010 through funding from the Community Development Block Grant.

Similarly, Avondale is concerned about and sensitive to its historic roots. While planning for the celebration of the Avondale Centennial in 2012, many area residents focused on the need to get the community involved in preserving its legacy. *Images of America Avondale* by Jerry Squire and the City of Avondale, published in 2008, is an illustrative collection of the City's development, complete with background text and captions describing or explaining the photographs (many of which came from personal collections). Although this was not a "planning document," it helped bring Avondale's history to the forefront as a special community, rich in history, in the West Valley.

There has been a growing interest in the relationship of the arts and heritage to urban revitalization and community pride. Many local governments invest in the arts as a catalyst for cultural tourism, business development, and job creation. Cultural and heritage-related amenities are believed to enhance a city's quality of life and help attract and encourage a diverse economy. The culture of Avondale, its character and identity, as defined not only by its history and customs, but by its built and natural environments as this Element suggests, should be embraced and strengthened in order to build upon the opportunities of cultural tourism and develop its local economy.

Art and Heritage impacts how we understand, communicate with, and relate to each other in a civil society. Avondale's art and heritage provide people with a quality of life, a common foundation, a social center for connecting with other community members, and opportunities for building upon a legacy of community values. Art and cultural heritage are an important component for encouraging economic development and contribute long term to community sustainability.



The goals and policies of the Art and Heritage Element are aimed at being a guide for meeting the future cultural needs of the community, becoming an economic opportunity, and allowing Avondale to continue to grow as a quality place. It is a guide to strengthen the City's preservation ethic as well as expand upon its aesthetic values in order to enrich Avondale's cultural and visual environment. The Element serves as a mechanism for integrating these resources in order to provide improved and expanded art and heritage-related facilities and programs to the community.

GOALS and POLICIES

GOAL 1:

Support and nurture the growth of art and the preservation of Avondale's heritage through City leadership.

POLICIES:

- A. Recognize art and cultural heritage as necessary to the quality of life for all segments of Avondale.
- B. Develop partnerships with the private sector in support of art and cultural heritage by establishing community art walks.
- C. Increase opportunities for public art and cultural heritage venues throughout the City.
- D. Leverage Avondale's cultural assets for economic growth.
- E. Encourage adaptive reuse of existing structures for art and heritage facilities and the involvement of neighborhoods in place-making centered on art and heritage.
- F. Continue to implement the City of Avondale Public Art Ordinance to include the developer contribution as required by this Ordinance.

GOAL 2:

Recognize and sustain the diversity of the expressions of art and the ranges of cultural heritage in Avondale.

POLICIES:

- A. Ensure representative participation of the Avondale community in art and heritage decision-making and programming.
- B. Support art and cultural programs which address the needs of diverse populations.
- C. Promote art and heritage-based educational programs that reflect Avondale's cultural diversity.
- D. Celebrate Avondale's agricultural heritage.

GOAL 3:

Increase opportunities for quality art and heritage-related education.

POLICIES:

- A. Recognize that a partnership among artists and historians, teachers, and art and heritage-related organizations is essential to create and maintain quality art education programming and continue to support these efforts.
- B. Advocate for art and heritage educational opportunities for all residents of Avondale.
- C. Link art and heritage sites as part of a healthy lifestyle plan to encourage residents and visitors to be active as well as learn about art and heritage of the community.
- D. Support national and state initiatives, such as “Let’s Move!” and “Kids at Hope” that support health education amongst Avondale’s youth.



PUBLIC PARTICIPATION ELEMENT

INTRODUCTION

The City of Avondale prides itself on encouraging its citizens to participate in their local government. Although an element dealing with public participation is not, under State law, a required part of the General Plan, the presence of such an element acknowledges the importance of the participation philosophy that forms such a vital part of Avondale public life.

Public participation takes place in the arena of policy-making and advisory citizen bodies, such as the Avondale City Council, the Planning Commission, the Board of Adjustment, and several other boards and commissions. Avondale takes great pride that our public meeting structure provides excellent opportunities for our residents, business owners, and other interested parties to speak on issues that are important to them. Without exception, our Council, boards, and commissions always place a significant importance on the public testimony when considering their recommendations and decisions.

Additionally, much of what is relevant to Avondale citizens in terms of planning and action in the areas of transportation, safety, education, and other regional issues takes place in arenas outside of the structure of Avondale City government. The Maricopa Association of Governments (MAG), Arizona Department of Transportation (ADOT), Maricopa County Department of Transportation (MCDOT), Flood Control District of Maricopa County (FCDMC), local school districts, and several other less well-known but crucial public agencies make important decisions that affect the lives of Avondale citizens. At present, a majority of the City's efforts are dedicated to encouraging citizen participation at the local level. Into the future, we hope to provide clear, well-publicized avenues through which our citizens can effectively participate and influence these important regional level public agency decisions.

For effective citizen participation to flourish, excellent notification procedures are essential. Citizens cannot participate if they are not informed. Standard notification, however, is sometimes insufficient. Citizens also require appropriate information and adequate time to respond. Further, without an effectively structured forum for presenting citizen input, even notification and information fall short of what a well-governed city must provide. The goals and policies in this Element deal with the methods for ensuring that notification is as thorough as a well-administered city can provide. Also, after notification, there is information and time available to ensure effective citizen participation in receptive and responsive settings with the intent of allowing for informed decision making.

The Planning Commission is the most important City body for citizen participation in land use planning decisions. The Planning Commission addresses long-term planning issues of general interest and broad scope, such as the General Plan, area plans, amendments to the Zoning Ordinance, Conditional Use Permits, and many other matters of general interest and importance to all Avondale residents.

New technologies exist that can link citizens with decision-making on planning and land use issues. Avondale should maximize these avenues, while recognizing that perhaps not all citizens will be equally adept at adapting to these linkages. The question is not whether to use a particular technology, but how to use it most effectively.



The responsiveness of Avondale’s administrative structure and staff is one of the most important factors which determine the effectiveness of citizen participation in any aspect of city government, but especially in land use decisions. If there are any problems in a wide range of governmental aspects ranging from departmental structure to division of labor in job descriptions, these problems will lower the quality of government response to citizen participation. Avondale should strive to enhance its high level of customer service with a particular emphasis on keeping our citizens well-informed of decisions that affect them.

GOALS and POLICIES

GOAL 1:

Improve resident participation in City affairs, particularly in matters of land use.

POLICIES:

- A. Continue to seek out qualified individuals to serve on the City’s Boards and Commissions.
- B. Involve citizens in design review through the hosting of on-site design charettes for public development projects.
- C. Ensure that applicants pursue early and effective citizen participation in conjunction with their applications and attempt to mitigate any perceived impacts their projects may have upon the community.
- D. When possible, hold meetings near the locations affected by the decisions to be made.
- E. Encourage the public attending public forums to consider alternative modes of transportation.
- F. Conduct meetings, workshops, or public hearings to solicit input from interested individuals and organizations on opportunities and recommendations for integrating public health concerns into local land use planning.

GOAL 2:

Improve resident participation in regional affairs.

POLICIES:

- A. When relevant, notify residents and business owners of upcoming regional planning meetings held by MAG, ADOT, FCDMC, MCDOT, etc.
- B. Encourage regional agencies to hold public meetings in Avondale to gather input from our staff, residents, and business owners prior to making any decisions that would impact the City.
- C. Develop resident coalitions that extend beyond Avondale borders to influence regional decision-making in matters of importance to the southwest valley.
- D. Encourage regional agencies to attend City events, such as Resident Appreciation Night.
- E. Coordinate with public health agencies to provide public outreach and education on how lifestyle changes can affect health.



GOAL 3:

Enhance notification, information, and processes for citizen input in land use and other City-related decisions.

POLICIES:

- A. Ensure that citizens have an adequate opportunity to learn about applications and work with applicants to resolve concerns at an early stage.
- B. Continue to make staff reports on proposed projects available on the City's website in a systematic and effective manner prior to Boards, Commissions, and City Council meetings.
- C. Facilitate ongoing communication between the applicant, interested parties, property owners, City staff, and elected officials throughout a review process.
- D. Continue to conduct community outreach events and educational programs.

GOAL 4:

Increase the use of new technology for citizen participation.

POLICIES:

- A. Provide web links to additional information on all notifications for neighborhood meetings and public hearings.
- B. Utilize social media sites to increase citizen awareness of upcoming meetings, hearings, and agenda items.
- C. Promote and increase the number of recipients on the Planning Division's email notification list.
- D. Consider sponsoring online forums to stimulate citizen-to-citizen exchanges of information and opinions pertaining to City matters.
- E. Explore the possibility of providing live streaming webcasts of Planning Commission, Board of Adjustment, and City Council Meetings on the City's website, including potential ways of allowing for real-time participation (e.g. submitting questions/comments) from home.

IMPLEMENTATION STRATEGIES - ALL ELEMENTS

PREFACE

If the General Plan is to serve its purpose effectively it must be reviewed, maintained, and implemented in a systematic and consistent manner. The Implementation Strategies section outlines requirements for implementing the General Plan consistent with each Element's goals and policies and provides an overview of the types of actions or tools the City will use to implement the 2012 Plan's intent. Implementation strategies are organized by General Plan 2030 Themes.



LAND USE THEME

LAND USE ELEMENT

- LU/Strategy 1. Develop an Avondale Healthy Lifestyle Plan with a focus on mixed use, TOD, and urban centers that may include community gardens and urban agriculture.
- LU/Strategy 2. Identify new areas where Specific Plans would be beneficial and update existing Specific Plans on a regular basis.
- LU/Strategy 3. Work with PIR to site plan surrounding areas to foster entertainment/racing related mixed-use development that meets Avondale's desired economic goals.
- LU/Strategy 4. Continue to monitor OTAB zoning to ensure that it is functioning optimally to promote pedestrian-oriented development in Historic Avondale.
- LU/Strategy 5. Consider City-initiated rezonings of properties to OTAB that are currently on the periphery of the district.
- LU/Strategy 6. Identify creative ways to allow developers within the City Center to maximize their property for developing, including creative solutions to parking and retention requirements.
- LU/Strategy 7. Provide public transit service to the City Center and Historic Avondale areas.
- LU/Strategy 8. Develop an incentive program for developers to build unique housing products in Avondale.
- LU/Strategy 9. Actively market Southern Avondale as a place where rural living is championed and use zoning to ensure rural low and low density development occurs in that area.
- LU/Strategy 10. Encourage investment, redevelopment, and replacement housing of vacant infill through flexible development standards and incentives.
- LU/Strategy 11. Expand infill district boundaries to encourage redevelopment.
- LU/Strategy 12. Complete a feasibility study which contains an inventory of existing, vacant structures and their potential future uses.
- LU/Strategy 13. Ensure the Capital Improvement Program (CIP) is programmed for future improvements to Western Avenue and surrounding local streets.



- LU/Strategy 14. Use Western Avenue as a venue for City-sponsored events such as a farmer's market and expansion of the Friday night art walks.
- LU/Strategy 15. Amend Zoning Ordinance to support TOD land uses.
- LU/Strategy 16. Secure grants for community planning projects.
- LU/Strategy 17. Define character elements for Historic Avondale and utilize those identified elements in the preparation and adoption of revised Design Standards for the Historic Avondale area.
- LU/Strategy 18. Develop a long-term parking plan for Historic Avondale, which will accommodate peak demands, but mitigate harmful effects on the pedestrian nature of the area.
- LU/Strategy 19. Maintain or increase the acreage of properties designated as office or business park from what is approved on the Land Use Map.
- LU/Strategy 20. Maintain or increase the acreage of properties designated as low density residential or rural low density residential, particularly in the southern portions of the City.
- LU/Strategy 21. Diligently enforce zoning controls that require improved, usable open spaces in all developments.
- LU/Strategy 22. Compile a comprehensive list of potential amenities and map the locations of existing amenities so that new development provides amenities related to the impact of the new development.
- LU/Strategy 23. Require the use of appropriate landscaping materials to block views into incompatible land uses from adjacent residential or commercial sites.
- LU/Strategy 24. Develop an Adaptive Reuse Program for all commercial buildings.
- LU/Strategy 25. Evaluate all annexations for the immediate and long term fiscal impacts on the City.
- LU/Strategy 26. Annex only areas that can contribute to the sustainability of Avondale.
- LU/Strategy 27. Continue to ensure all new development pays for and completes, when possible, adjacent street infrastructure.
- LU/Strategy 28. Evaluate the City's Development Fees to ensure that they are adequately covering the cost of the impacts of new development on infrastructure systems.
- LU/Strategy 29. Update the Single Family Residential Design Guidelines to keep pace with new housing markets, including finishes, amenities, and connectivity.
- LU/Strategy 30. Perform annual updates to the City's Commercial and Industrial Zoning Districts to add new uses at the forefront of technology.
- LU/Strategy 31. Allow the form, shapes, and colors of the mountains and rivers to influence building design throughout the planning area in Southern Avondale.
- LU/Strategy 32. Provide for opportunities to easily access our natural amenities in all new developments in proximity to rivers and mountains.

- LU/Strategy 33. Develop a green building program that provides incentives, financial or otherwise, for LEED certified buildings or the equivalent thereof.
- LU/Strategy 34. Require archeological site assessments in areas of the City where historical sites are thought to exist.
- LU/Strategy 35. Consider providing incentives, such as increased density for private development, in order to provide open space beyond minimum requirements.
- LU/Strategy 36. Master Plan aggregate sites for reuse.
- LU/Strategy 37. Develop an acquisition plan for potential public open space.
- LU/Strategy 38. Identify and plan future rail transit station area locations and identify higher density/mixed use sites.
- LU/Strategy 39. Cluster high densities in proximity to planned rail transit station areas.
- LU/Strategy 40. Actively pursue public/private partnerships or cost-sharing mechanisms to encourage TOD development.
- LU/Strategy 41. Continue active membership on regional and statewide rail transit committees/commissions.
- LU/Strategy 42. Require new development on parcels with a Mixed Use designation or TOD to apply New Urbanist principles.
- LU/Strategy 43. Require structured parking in place of surface parking lots for high intensity development.
- LU/Strategy 44. Continue to work with tribal leadership to develop an ongoing relationship where our communities' decisions are mutually acceptable.
- LU/Strategy 45. Continue to provide all zoning and General Plan updates to MAG in a timely manner.
- LU/Strategy 46. Ensure adequate school facilities are planned with new residential developments.
- LU/Strategy 47. When designing master planned communities, ensure that schools are among the first considerations rather than a good use for remnant land.
- LU/Strategy 48. Work with our colleges to identify current deficiencies and locations for expansion.
- LU/Strategy 49. Use the Design Manuals as a tool to show Avondale's support for unique and creative design, and update regularly to stay current with market and sustainable design changes.
- LU/Strategy 50. Discourage medium density square foot homes due to the abundance in the City, and encourage new condominium, townhome, or other development products.
- LU/Strategy 51. Update the Commercial Infill District and Residential Infill District Ordinances to coincide with the General Plan.
- LU/Strategy 52. Work with St. Luke's Health Initiative, Livable Communities Coalition, Maricopa County Department of Public Health, Arizona Department of Health Services, and other health-related groups to incorporate new healthy lifestyle initiatives into land use planning when feasible.



LU/Strategy 53. Reconsider aggregate areas on a regular basis and update the Land Use Map every 10 years accordingly to reflect aggregate mining.

ECONOMIC VITALITY THEME

ECONOMIC ELEMENT

- EV/ED Strategy 1. Incorporate healthy lifestyle initiatives into economic development goals.
- EV/ED Strategy 2. Target and recruit medical support services that could capitalize on Avondale's proximate location to nearby hospitals.
- EV/ED Strategy 3. Recruit higher education institutions to Avondale.
- EV/ED Strategy 4. Target racing support industries to include training, manufacturing, and headquarter operations.
- EV/ED Strategy 5. Establish a leadership role in the Greater Phoenix Economic Council (GPEC) and utilize its resources to showcase Avondale's vacant land for Business Park locates.
- EV/ED Strategy 6. Target companies for a business call program based on their economic development criteria.
- EV/ED Strategy 7. Expand relationships with economic development organizations to obtain qualified leads in the clusters of Advanced Business Services, High Tech Industries, Medical/Life Sciences, Youth and Amateur Sports, Tourism and Aerospace that match Avondale's targets.
- EV/ED Strategy 8. Participate in WESTMARC economic development subcommittee, and the Foreign Trade Zone Authority.
- EV/ED Strategy 9. Partner with the Arizona Small Business Development Center to develop and grow efforts to assist home-based and small business.
- EV/ED Strategy 10. Work with property owners to clear abandoned buildings and assemble land for employment redevelopment.
- EV/ED Strategy 11. Recruit businesses in the aeronautical industry that would benefit from proximity to the Goodyear/Phoenix Airport.
- EV/ED Strategy 12. Enhance the City's business-related informational materials.
- EV/ED Strategy 13. Conduct focus groups with business representatives from key industry clusters and encourage local educators to develop programs to meet the industry needs.
- EV/ED Strategy 14. Partner with the Southwest Valley Chamber of Commerce and EMCC to participate in business retention programs geared toward small/local businesses.
- EV/ED Strategy 15. Actively pursue and seek to locate private schools at all levels.
- EV/ED Strategy 16. Participate with Southwest Valley economic and workforce development partners to conduct a job fair.
- EV/ED Strategy 17. Create opportunities for educators to work directly with new technologies and processes.

- EV/ED Strategy 18. Implement workforce development in the Multimedia Production industry.
- EV/ED Strategy 19. Conduct meetings and visits with local businesses and document their input to address substantive issues.
- EV/ED Strategy 20. Sponsor community events, as appropriate, that will benefit local businesses throughout the City.
- EV/ED Strategy 21. Identify needed employee skills of existing and prospective businesses and work with appropriate educational institutions to develop a workforce development program to meet current and future needs.
- EV/ED Strategy 22. Integrate the workforce development and education systems into the economic development process.
- EV/ED Strategy 23. Promote the quality of life elements of the General Plan to potential businesses considering relocating to the City.
- EV/ED Strategy 24. Contact non-profit planning entities like the Partners for Livable Communities, to obtain information about their program, their selection criteria, and submittal requirements.
- EV/ED Strategy 25. Utilize the presence of the aesthetic beauty in Avondale and the presence of motorsports, in order to shape the perception and marketing of Avondale as a community.
- EV/ED Strategy 26. Market Avondale as a tourism destination that invests in parks, recreation, trails, open space, and river amenities in order to serve residents and businesses.
- EV/ED Strategy 27. Work in cooperation with the appropriate organizations on regional matters related to economic development, light rail, transportation, and growth management.
- EV/ED Strategy 28. Utilize existing and develop new partnerships to encourage a variety of amateur and other types of sporting events.
- EV/ED Strategy 29. Improve the pedestrian experience within Historic Avondale.
- EV/ED Strategy 30. Invest in landscape improvements on the border streets with our adjacent city.
- EV/ED Strategy 31. Identify building codes for barriers to rehabilitation and reuse.
- EV/ED Strategy 32. Continue to identify funding the façade improvement program for Historic Avondale.

ECONOMIC VITALITY THEME

GROWTH AREA ELEMENT

- EV/GA Strategy 1. Support efforts to locate and develop Business Park and industrial land in designated growth areas and aggressively market the land for higher intensity employment uses.
- EV/GA Strategy 2. Focus on job growth in the primary employment corridors in the City, such as I-10, 99th Avenue, Phoenix/Goodyear Airport, Avondale Boulevard, and Van Buren Street.
- EV/GA Strategy 3. Identify business expansion opportunities.
- EV/GA Strategy 4. Update the Economic Development Strategic Plan on a regular basis.



- EV/GA Strategy 5. Monitor and evaluate the location and amount of retail oriented land use designation to adequately support existing and future population growth and tourism within the City.
- EV/GA Strategy 6. Monitor retail sales tax generation to ensure that retail trade captured is maximized.
- EV/GA Strategy 7. Provide recommendations to ensure the Zoning Ordinance responds to the current market and remains up to date.
- EV/GA Strategy 8. Put special teams in place to fast track projects when needed.
- EV/GA Strategy 9. Utilize the foreign trade zone opportunities with existing property owners.
- EV/GA Strategy 10. Develop partnership/relationship with Union Pacific.
- EV/GA Strategy 11. Update the Old Town Design Guidelines and ensure future expansion of the district does not impact the existing residential neighborhoods.
- EV/GA Strategy 12. Pursue national and international business location/expansions that utilize West Coast ports.
- EV/GA Strategy 13. Develop new strategies for revitalization utilizing City-owned properties.

ECONOMIC VITALITY THEME

COST OF DEVELOPMENT ELEMENT

- EV/CD Strategy 1. Maximize the use of grants and subsidies to pay for capital projects and services.
- EV/CD Strategy 2. Support sales tax bonds to pay for capital improvements.
- EV/CD Strategy 3. Provide reports on City service improvements to the City Manager annually.
- EV/CD Strategy 4. Encourage dedication of open space, parks, park sites, and cultural facilities in conjunction with development.
- EV/CD Strategy 5. Review and update sewer and water master plans to ensure infrastructure is adequate to enable redevelopment in certain areas or for future development needs.
- EV/CD Strategy 6. Continue public investments in Historic Avondale, Western Avenue, and Central Avenue.
- EV/CD Strategy 7. Protect future commercial sales tax generating locations from encroachment by residential uses.
- EV/CD Strategy 8. Continue to support and expand the “Shop Avondale” Program.
- EV/CD Strategy 9. Continue to recover, through fees, the costs of fire, police, roads, parks, and other municipal services and facilities associated with new development.

NEIGHBORHOODS THEME

HOUSING ELEMENT

- NE-H/Strategy 1. Monitor Fair Housing practices to ensure that affordable and accessible housing is available in all areas of the City.
- NE-H/Strategy 2. Communicate with local businesses to identify housing needs for employees.
- NE-H/Strategy 3. Provide Senior Housing Units.
- NE-H/Strategy 4. Attract large lot executive subdivisions into Southern Avondale.
- NE-H/Strategy 5. Entice the development of condominiums, townhomes, and high-rise loft apartments by marketing City Center as an exciting urban enclave geared towards professionals.
- NE-H/Strategy 6. Consider developing an incentive program for developers that build innovative residential product types and designs of varying densities.
- NE-H/Strategy 7. Develop an ordinance to establish dormitory standards and allow the use in all zoning districts that permit colleges, universities, and trade schools.
- NE-H/Strategy 8. Utilize Historic Avondale as well as future commuter rail and light rail corridors for integrated mixed use development.
- NE-H/Strategy 9. Encourage the completion of unfinished and/or under-occupied medium density residential subdivisions before encouraging development of additional medium density residential subdivisions.
- NE-H/Strategy 10. Develop a Green Building program to incentivize development of energy efficient residential communities.
- NE-H/Strategy 11. Mandate adherence to the basic principles of CPTED.
- NE-H/Strategy 12. Integrate an equestrian trail network into the City's Parks Master Plan to connect rural residential subdivisions and natural landmarks in the southern portion of the City.
- NE-H/Strategy 13. Require detailed open space plans for all new platted subdivisions and ensure that all open spaces are designed to be programmed with a specific purpose in mind.
- NE-H/Strategy 14. Make pedestrian access to existing and planned bus, light rail, and commuter rail routes a priority in residential design.
- NE-H/Strategy 15. Evaluate subdivision designs that foster community by eliminating party walls and, in some cases, perimeter walls.
- NE-H/Strategy 16. Sponsor educational programs designed to assist first time home buyers and programs that will provide existing home owners to improve their properties, including classes on energy efficiency and proper home maintenance.
- NE-H/Strategy 17. Continue community marketing efforts to promote the advantages of living in Avondale to



realtors, lenders, developers, builders, and prospective residents.

NEIGHBORHOODS THEME

CONSERVATION, REHABILITATION, AND REDEVELOPMENT ELEMENT, AND NEIGHBORHOOD PRESERVATION AND REVITALIZATION ELEMENT

- NE-NP/Strategy 1. Establish relationships with our residents to understand which aspects of their neighborhoods are positive and which are negative.
- NE-NP/Strategy 2. Design and construct improved pedestrian and bicycle connections at physical barriers, especially I-10, Buckeye Road, and the Agua Fria River.
- NE-NP/Strategy 3. Prepare a strategic plan that addresses long-term preservation and enhancement of neighborhoods to ensure community stability.
- NE-NP/Strategy 4. Continue the GAIN program.
- NE-NP/Strategy 5. Build community connections and encourage residents from all over the City to get to know one another by hosting City sponsored events, such as Resident Appreciation Night, farmers markets, and art walks.
- NE-NP/Strategy 6. Encourage community gardens throughout neighborhoods.
- NE-NP/Strategy 7. Continue to support and increase the number of Block Watch organizations.
- NE-NP/Strategy 8. Offer recognition and awards to homeowners, neighborhood associations, or individuals for superior home maintenance or exceptional neighborhood projects.
- NE-NP/Strategy 9. Continue the City's partnership with Care First.
- NE-NP/Strategy 10. Develop an "Adopt-a-Corner" program in Historic Avondale.
- NE-NP/Strategy 11. Continue programs which assist in the rehabilitation of substandard housing and demolition of condemned housing, and explore the expansion of those programs.
- NE-NP/Strategy 12. Use federal, state, local, and other financial resources to assist in promoting affordable housing and provide opportunities for the rehabilitation of the existing housing supply.
- NE-NP/Strategy 13. Continue to partner with faith-based organizations and other non-profit groups to enhance the community and resident's quality of life.
- NE-NP/Strategy 14. Establish Community Reinvestment Areas (CRAs) and use community based planning to establish the redevelopment goals for those CRAs.
- NE-NP/Strategy 15. Consider City land acquisition and development as an option to further identified revitalization goals.
- NE-NP/Strategy 16. Develop a Historic Preservation and Adaptive Reuse Ordinance to prohibit demolition or significant exterior alteration of important structures.
- NE-NP/Strategy 17. Develop a signage and way-finding program unique from neighboring cities and create gateways at appropriate locations.

- NE-NP/Strategy 18. Require the design of new commercial development to welcome surrounding neighborhoods rather than turning its back to those communities.
- NE-NP/Strategy 19. Consider implementing a community garden program to enhance the appearance of vacant lots.
- NE-NP/Strategy 20. Provide flexibility in development standards to encourage development, redevelopment, or renovations of residences in the City’s Revitalization Area.
- NE-NP/Strategy 21. Mandate adherence to the basic principles of CPTED with a particular emphasis on ensuring buildings are designed to provide natural surveillance onto public streets.
- NE-NP/Strategy 22. Expand the Western Avenue streetscape project beyond its current end points.
- NE-NP/Strategy 23. Continue to enforce property maintenance codes and educate property owners in violation on what is required for compliance.
- NE-NP/Strategy 24. Continue to review CC&Rs and plat notes to ensure that the proper maintenance of common areas in subdivisions are the responsibility of an HOA.
- NE-NP/Strategy 25. Continue to maintain the City’s parks so they are beautiful places that improve the image of surrounding neighborhoods.
- NE-NP/Strategy 26. Continue to repair damaged streets and sidewalks, giving the highest priority to those located near schools.
- NE-NP/Strategy 27. Implement measures intended to encourage the safe use of bicycles as an alternative to motorized transportation in and around our neighborhoods, such as a Bicycle Rack Program.
- NE-NP/Strategy 28. Implement traffic calming measures in conjunction with community-based efforts to improve the quality of life in Avondale’s neighborhoods.
- NE-NP/Strategy 29. Study potential Zoning Ordinance changes that would allow for small, neighborhood grocers and/or local food production opportunities within residential areas.
- NE-NP/Strategy 30. Educate residents on technologies that could reduce home energy consumption.
- NE-NP/Strategy 31. Continue to provide technical assistance classes in home repair and landscaping.

SUSTAINABLE DEVELOPMENT THEME

ENERGY ELEMENT

- SD-E/Strategy 1. Create a review system that rewards developments that incorporate more sustainable energy efficient features.
- SD-E/Strategy 2. Explore the possibility of gray water recovery/storage onsite for residential and commercial uses, for example landscape irrigation.
- SD-E/Strategy 3. Explore regulations to reduce semi-trucks idling overnight or for long periods by requiring



that refrigerated freight be cooled from electricity provided from the main power grid or renewable energy sources (e.g. solar).

- SD-E/Strategy 4. Work with neighboring communities to achieve universal adoption of the Dark Skies regulations in order to achieve energy use reduction, to protect astronomical observation quality of the night time skies, and to prevent Avondale being placed at a competitive disadvantage.
- SD-E/Strategy 5. Ensure that the City is capable of reviewing development plans submitted under the various sustainable development programs.
- SD-E/Strategy 6. Bi-annually study the feasibility of private residential scale energy production to ensure that the latest technology is taken into consideration, and to ensure that regulations are adequate and responsible.
- SD-E/Strategy 7. Continue to replace City street lights with energy efficient lights.
- SD-E/Strategy 8. Replace City vehicles with hybrid or electric vehicles, when feasible.
- SD-E/Strategy 9. Issue an annual report detailing the City's water, sewer, and electric use as compared to prior years and to an estimate of consumption without conservation efforts.
- SD-E/Strategy 10. Promote water saving programs offered by the City of Avondale Water Resources Department, such as low-flow showerheads and high efficiency clothes washer rebates.
- SD-E/Strategy 11. Promote and expand the City's recycling program to potentially include participation by multi-family residential and retail businesses.
- SD-E/Strategy 12. Install bike racks at City Hall and other City facilities where feasible.

SUSTAINABLE DEVELOPMENT THEME

ENVIRONMENTAL PLANNING AND CONSERVATION ELEMENT

- SD-EP/Strategy 1. Require construction methods, such as envelopes, minimal grading, and retention of natural vegetation, to minimize the impact of development on riparian areas.
- SD-EP/Strategy 2. When possible and practical, encourage the use of nonstructural flood control techniques to protect the health and safety of the public and conserve natural open spaces.
- SD-EP/Strategy 3. Implement a program to monitor industries and other sources of contaminants for potential negative impacts to the environment.
- SD-EP/Strategy 4. Prohibit activity that would erode the Agua Fria, Salt, and Gila River floodplains, or the wetlands associated with them.
- SD-EP/Strategy 5. Continue implementing a household hazardous waste drop-off day.
- SD-EP/Strategy 6. Continue "Green Fridays" business hours of Monday through Thursday, 7 a.m. to 6 p.m. for non-life/safety City services.
- SD-EP/Strategy 7. Require all newly developed or redeveloped parking areas and driveways to have a surface that maximizes dust control and provides, when possible and practical, water recharge to the aquifer.

- SD-EP/Strategy 8. Expand public transportation through short-range transit improvements.
- SD-EP/Strategy 9. Investigate funding for future implementation of a light rail system.
- SD-EP/Strategy 10. Encourage materials recycling facilities to expand the types of recyclable materials that the City recycling program accepts.
- SD-EP/Strategy 11. Educate the public on the benefits of recycling.
- SD-EP/Strategy 12. Explore ways to divert green waste, such as tree branches, leaves, and grass clippings, from landfills by turning it into mulch that is then used to fertilize City parks.
- SD-EP/Strategy 13. Place recycling bins in City parks in order to encourage recycling by parks users, and also by residents and businesses throughout the City, who may not have recycling conveniently available to them at their location.
- SD-EP/Strategy 14. Continue the water saving programs offered by the City of Avondale Water Resources Department, such as providing low-flow showerheads, offering rebates for low flow toilets, turf conversions and smart controllers in residential and non-residential areas, providing school and adult education programs, offering water conservation home audits, and providing free printed materials.
- SD-EP/Strategy 15. Educate local industries and waste disposal operators on the proper procedures for transportation and disposal of hazardous waste.
- SD-EP/Strategy 16. Encourage aggregate operations to mitigate for environmental degradation due to their operations.
- SD-EP/Strategy 17. Limit grading practices that contribute to flooding and erosion.
- SD-EP/Strategy 18. Require aggregate operations to establish a mitigation plan prior to a permit approval.
- SD-EP/Strategy 19. Consider preparing and adopting an environmentally sensitive land ordinance related to appropriate development within significant landform, steep slope, and important vegetative areas of the planning area.
- SD-EP/Strategy 20. Prevent development that would disturb or negatively impact sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites, and migration corridors.
- SD-EP/Strategy 21. Adopt and implement a native plant ordinance relative to the protection, enhancement, and relocation of indigenous species within the planning area.
- SD-EP/Strategy 22. Require new development to inform the Arizona Game and Fish Department regarding the effects of urbanization on special status flora and fauna species and threatened and/or endangered species.



OPEN SPACE THEME

OPEN SPACE AND RECREATIONAL AMENITIES ELEMENTS

- OS/Strategy 1. Complete a Comprehensive Master Trails Plan to provide for the development of water and park amenities, equestrian opportunities, levee construction, and bank stabilization.
- OS/Strategy 2. Develop and adopt a natural resource preservation plan that identifies and designates unique natural, xero-riparian, and riparian areas within the City and recommends preservation strategies for them.
- OS/Strategy 3. Require all development to identify the impacts of the development on natural resources, such as riparian and xero-riparian areas, slopes or unique natural areas, and provide a plan to mitigate the identified impacts.
- OS/Strategy 4. Require pedestrian and bicycle circulation systems within all new developments to connect to public access trails.
- OS/Strategy 5. Coordinate with federal, state, other entities, and private landholders to provide public access trails to recreation resources.
- OS/Strategy 6. Provide shared use non-motorized trail opportunities for persons with disabilities where feasible and practical.
- OS/Strategy 7. Incorporate the Tres Rios Greenway Linear Park into the City's trail system.
- OS/Strategy 8. Complete the McDowell Road non-motorized underpass along the Agua Fria.
- OS/Strategy 9. Promote recreation opportunities associated with the Agua Fria, Gila, and Salt Rivers, and Estrella Mountains on the City's web page.
- OS/Strategy 10. Work with the Arizona Trails Commission to promote trail-based recreation opportunities in Avondale.
- OS/Strategy 11. Continue to implement the Tree City USA Program and incorporate signage throughout the City.
- OS/Strategy 12. Develop a comprehensive sign package, visible from I-10 and other major transportation corridors, that directs residents and visitors to trails and recreation opportunities associated with the rivers and Estrella Mountains.
- OS/Strategy 13. Prevent development that would disturb or negatively impact sensitive natural features, such as wetlands, riparian areas, sensitive plant and animal sites, and migration corridors.
- OS/Strategy 14. Adopt a native plant ordinance relative to the protection, enhancement, and relocation of indigenous species within the southern core planning area.
- OS/Strategy 15. Participate in the implementation of the West Valley Rivers Non-Motorized Transportation Corridor Plan, the Agua Fria Watercourse Master Plan, the Maricopa County Trails Master Plan, and other regional projects designed to protect and conserve the Agua Fria, Salt, and Gila Rivers as an open space resource.

- OS/Strategy 16. Promote Avondale as a gateway to regional outdoor attractions, such as the Estrella Mountains, Agua Fria, Salt, and Gila Rivers, and Phoenix International Raceway.
- OS/Strategy 17. Seek public partnerships and agreements for shared open space with schools.
- OS/Strategy 18. Identify locations to infill open space into densely populated or highly built areas.
- OS/Strategy 19. Identify gaps or areas of the community that may not have access to open space.
- OS/Strategy 20. Identify locations with significant historic resources for preservation.
- OS/Strategy 21. Include art elements into the development of open space facilities and work with the Avondale Municipal Art Commission to share in the funding of these projects.
- OS/Strategy 22. Restore inappropriately developed open space areas.
- OS/Strategy 23. Identify urban plazas to be considered as open space.
- OS/Strategy 24. Identify and secure funding sources to implement a Parks Rehabilitation and Upgrade Program.
- OS/Strategy 25. Campaign to promote Avondale parks and the City's park system as a whole.
- OS/Strategy 26. Identify a site for a public/private Botanical Garden that promotes plant species identification and education of desert materials; partner with schools and integrate into their educational programs.
- OS/Strategy 27. Prepare a visual study that identifies key scenic corridors in the southern area of the City and develop measures to preserve these assets as development occurs.
- OS/Strategy 28. Update Parks and Recreation Master Plan on a regular basis.
- OS/Strategy 29. Construct all trails to work cohesively with all Transit Oriented Development and higher density mixed-use projects.
- OS/Strategy 30. Work with the Buckeye Irrigation District to develop future lakes near the Gila River in order to add distinction to Avondale and its recreational inventory.

COMMUNITY MOBILITY THEME

CIRCULATION ELEMENT

- CM/CR Strategy 1. Regularly update the Avondale Transportation Plan to incorporate new specific area plans, General Plan updates, and regional planning documents and to provide tools for planning, prioritizing and budgeting of improvement projects.
- CM/CR Strategy 2. Implement transportation improvement projects consistent with the adopted street classification map.
- CM/CR Strategy 3. Create, adopt, and implement a comprehensive Transit Master Plan consistent with land uses that will support each transit mode as an integral part of the entire transportation system.



- CM/CR Strategy 4. Engage all appropriate staff to analyze, compile information, and create recommendations for all transit modes for well-rounded and comprehensive system for the most attractive solutions for regional consideration.
- CM/CR Strategy 5. Work with Valley Metro, Metro Rail, and other entities to expand local transit services.
- CM/CR Strategy 6. Regularly engage West Valley agencies, MCDOT, ADOT, MAG, and RPTA to coordinate projects and establish partnerships to foster support for regionally significant projects consistent with the goals and policies of the 2012 Plan.
- CM/CR Strategy 7. Develop and support a comprehensive traffic engineering program to provide traffic safety programs for all modes of transportation for the general public as well as a compressive school traffic safety program.
- CM/CR Strategy 8. Continue to conduct traffic counts a minimum of every two years to analyze and establish traffic flow patterns, growth, and truck use for annual transportation planning efforts.
- CM/CR Strategy 9. Develop a heavy truck routing plan for the City to limit commercial, industrial and mining generated traffic to roadways designed to handle such traffic.
- CM/CR Strategy 10. Continue to participate in all levels of regional planning to maintain Avondale's competitiveness in obtaining adequate funding to meet transportation needs.
- CM/CR Strategy 11. Implement a comprehensive program to include coordination with the police department, analysis of collision data, and field investigation to plan and prioritize safety improvement projects from the perspective of all roadway users.
- CM/CR Strategy 12. Upgrade the existing traffic signal communications system in coordination with the Traffic Operations Center (TOC) to provide communications between signal systems to one location by installation of a hybrid communications system, and eventual communications via a fiber optic backbone.
- CM/CR Strategy 13. Plan and provide for a means for traffic operations staff to instantaneously and remotely diagnose and correct system errors as well as implement special timing plans during emergency events.
- CM/CR Strategy 14. Perform yearly reviews of existing and proposed school locations and school pedestrian routes for safety.
- CM/CR Strategy 15. Periodically implement traffic signal timing coordination and optimization plans in coordination with MCDOT, ADOT, and adjacent local agencies.
- CM/CR Strategy 16. Encourage developers of residential areas to implement strategies with roadway design to discourage speeding and cut-through traffic.
- CM/CR Strategy 17. Continue to implement Avondale Engineering standards for design of driveways and size locations.
- CM/CR Strategy 18. Provide a reasonable level of service (LOS) on all arterial streets: LOS C during off peak periods and D during peak periods, where feasible.
- CM/CR Strategy 19. Require developers to provide bus pullouts on all arterial roadways adjacent to development.

- CM/CR Strategy 20. Require new development projects to mitigate off site and access route traffic impacts due to their development to the maximum extent feasible.
- CM/CR Strategy 21. Require new developments to fund the installation of traffic signals at intersections that, based on individual study, are shown to satisfy traffic signal warrants.
- CM/CR Strategy 22. Review traffic signal timing and phasing at railroad grade crossings to ensure safe clearance times during train movements.
- CM/CR Strategy 23. Conduct a comprehensive signaling study to determine the best location for traffic signals, and possible locations where modern roundabouts would be a desirable alternative. In absence of this study and when possible, endeavor to locate traffic signals at a minimum of half mile intervals and other strategic locations to enhance the efficient movement of people, goods, services, and information.
- CM/CR Strategy 24. Design and implement a public education program to promote ride-sharing, including carpooling, van pooling, and transit.
- CM/CR Strategy 25. Provide bike racks near employee entrances to encourage employees to ride their bikes to work.
- CM/CR Strategy 26. Encourage businesses to implement telecommuting, flexible work schedules, and teleconferencing programs.
- CM/CR Strategy 27. Investigate feasibility of accommodating additional modes of transportation improvement projects where appropriate.
- CM/CR Strategy 28. Create, adopt, and implement a comprehensive Trails Master Plan (TMP) and establish funding sources for facility upgrades from both public and private sources.
- CM/CR Strategy 29. Develop standards for the accommodation of neighborhood electric vehicles on or adjacent to the trails system or other appropriate corridor for the manufacturers intended use of these types of vehicles.
- CM/CR Strategy 30. Require a pedestrian circulation plan be submitted as part of all rezoning applications, demonstrating pedestrian connections through parking areas and to nearby schools, shopping and transit stops.
- CM/CR Strategy 31. Ensure residential developments implement complete pedestrian and bicycle facilities to ensure connectivity to existing or planned trails.
- CM/CR Strategy 32. Designate where new facilities will be needed and incorporate into the TMP.

COMMUNITY MOBILITY THEME

BICYCLING ELEMENT

- CM/BK Strategy 1. Create a bikeway plan for Avondale and identify funding sources to implement the plan.
- CM/BK Strategy 2. Develop and maintain a connected system of bikeways designed to contribute to safe mobility, encourage community cycling, and support recreational bicycle use that considers connectivity between land uses, open space, and destinations for recreation.
- CM/BK Strategy 3. Provide adequate sidewalks to accommodate bicycle and pedestrian traffic as per AASHTO



standards or adequate on-street bicycle lanes and sidewalks to accommodate bicycle and pedestrian traffic on all arterial streets and Roads of Regional Significance.

- CM/BK Strategy 4. Make arterial and collector roadway cross-sections consistent with the roadway design standards to include a bicycle travelway.
- CM/BK Strategy 5. Require new development to include bicycle storage, parking facilities, and shower facilities where appropriate.
- CM/BK Strategy 6. Continue to implement the Safe Routes to School program.
- CM/BK Strategy 7. Implement a pavement marking program to include bicycle lanes when/where feasible.
- CM/BK Strategy 8. Integrate the bikeway plan with current and future adjoining municipality plans.
- CM/BK Strategy 9. Pursue qualifying as a Bicycle Friendly Community through the League of American Bicyclists.

COMMUNITY MOBILITY THEME

TRANSIT ORIENTED DEVELOPMENT ELEMENT

- CM/TOD Strategy 1. Ensure that transit stops are safe, shaded, clean, and have adequate seating in order to encourage transit use.
- CM/TOD Strategy 2. Ensure that sites contain shaded pedestrian travelways from the nearest transit route to the entrance(s) of buildings on the site.
- CM/TOD Strategy 3. In order to encourage and facilitate the use of transit, require that site design of transit oriented developments prominently feature onsite pedestrian circulation and amenities as well as pedestrian linkages to adjacent developments.
- CM/TOD Strategy 4. Encourage site design that favors density and compactness to reduce the distances the pedestrians are required to travel between buildings.
- CM/TOD Strategy 5. Seek out successful transit oriented developments that are close analogs to the particular circumstances of Avondale's TOD areas and seek to emulate them.
- CM/TOD Strategy 6. Keep MAG informed with the latest development information to ensure ridership projections are accurate.
- CM/TOD Strategy 7. Continue to be involved in regional efforts impacting the West Valley regarding expansion of rail lines and transit.
- CM/TOD Strategy 8. Implement a transportation plan that includes identification of transit corridors and stops.
- CM/TOD Strategy 9. Identify specific sites for bus transit routes, light rail, and commuter rail, and develop station area plans for those sites.

COMMUNITY FACILITIES THEME

BUILDINGS, FACILITIES, AND SERVICES ELEMENT

- CF/BFS Strategy 1. Continue to require new development to provide its fair share of required services and infrastructure in a timely manner.

- CF/BFS Strategy 2. Provide response times for police, fire and emergency services that meet the community's expectations and current national, state, and local standards.
- CF/BFS Strategy 3. Continue to seek sources of external grant funding to improve services.
- CF/BFS Strategy 4. Work with the Flood Control District of Maricopa County to conduct and implement Area Drainage Master Plans, Watercourse Master Plans, and other stormwater management techniques.
- CF/BFS Strategy 5. Ensure that the library system continues its role as a major cultural resource for the community.
- CF/BFS Strategy 6. Continue to plan for an Art and Heritage Center in Avondale.
- CF/BFS Strategy 7. Continue to promote the expansion and enhancement of Estrella Mountain Community College as well as other higher educational facilities.
- CF/BFS Strategy 8. Continue to work with school districts to reserve locations for new schools and expand existing facilities.
- CF/BFS Strategy 9. Designate where new community facilities will be needed.
- CF/BFS Strategy 10. Continue to pursue a new teen center within the City.
- CF/BFS Strategy 11. Continue to plan for the Avondale City Center Transit Center.
- CF/BFS Strategy 12. Develop a long term program to upgrade public facilities, such as curb, sidewalk, street lights, landscaping, and City-owned buildings, particularly in Historic Avondale, and include funding sources for facility upgrades from both public and private sources.
- CF/BFS Strategy 13. Create an inventory of deficiencies and develop programs to budget for and install missing infrastructure.
- CF/BFS Strategy 14. Evaluate the need for a City Center Infrastructure Master Plan that includes all roadways, utilities, signage, and site amenities.
- CF/BFS Strategy 15. Design new community facilities using sustainability principles and practices.
- CF/BFS Strategy 16. Incorporate sustainability principles and practices into the renovation of community facilities.
- CF/BFS Strategy 17. Support the establishment of community-oriented programs which are focused on more complete use of school facilities.
- CF/BFS Strategy 18. Support social service programs which tend to reduce dependency upon the City and which encourage individuals and families to be self-sustaining.

COMMUNITY FACILITIES THEME

SAFETY ELEMENT

- CF/SF Strategy 1. Update the Emergency Operations Plan annually.
- CF/SF Strategy 2. Continue to work with applicable agencies to protect the public from hazardous materials



and waste.

- CF/SF Strategy 3. Provide on-going safety training for all staff members and ensure that contractors use safe practices when working at City facilities and buildings.
- CF/SF Strategy 4. Continue to review site and development plans for issues involving public safety and emergency hazards.
- CF/SF Strategy 5. Continue to work with United States Geographic Service (USGS), Federal Emergency Management Agency (FEMA), and other agencies in order to identify areas of concern.
- CF/SF Strategy 6. Provide highly trained personnel to ensure effective suppression of fires and safety for firefighters.
- CF/SF Strategy 7. Support strategies to attract and retain quality Community Emergency Response Team (CERT) members.
- CF/SF Strategy 8. Study alternative ways to effectively supplement volunteer rescue and fire departments.
- CF/SF Strategy 9. Maintain existing programs and establish new ones that respond to community concerns of crime, graffiti, and traffic.
- CF/SF Strategy 10. Build relationships with all segments of the legal and law enforcement community in Avondale to address and enhance enforcement efforts aimed at decreasing crime.
- CF/SF Strategy 11. Share common concerns with other agencies and principals regarding law enforcement.
- CF/SF Strategy 12. Work with appropriate public agencies to inform consumers about household use and disposal of hazardous materials.
- CF/SF Strategy 13. Continue to regulate, through land-use measures, zoning, engineering requirements, and other restrictions, all uses and development in areas subject to potential flooding and require new development to comply with all regulatory flood control criteria.
- CF/SF Strategy 14. Design parks and other publicly used open spaces to facilitate surveillance by adjoining residents, security services, and police.
- CF/SF Strategy 15. Continue to work with other city departments to review public and private development plans, ensuring that crime prevention is addressed.
- CF/SF Strategy 16. Continue to pursue and promote fire prevention programs and standards.

COMMUNITY FACILITIES THEME

WATER RESOURCES ELEMENT

- CF/WR Strategy 1. Review and update the Water Resources Master Plan and Water Infrastructure Master Plan on a regular basis and include these updates as part of the budget process.
- CF/WR Strategy 2. Continue to expand and develop water reclamation facilities as needed to adequately treat wastewater to desired end use quality levels.
- CF/WR Strategy 3. Investigate the need for and potential to increase the capacity of Avondale's recharge

facility to maximize reuse of reclaimed water and to optimize flexibility for directly receiving additional amounts of surface water.

- CF/WR Strategy 4. If and when the opportunity arises, participate with Maricopa County and the Maricopa Association of Governments to establish goals for regional use of reclaimed water.
- CF/WR Strategy 5. Consider the practicality and cost effectiveness of requiring golf courses and large expanses of turfed areas to use reclaimed water or other sources of non-potable water for irrigation purposes.
- CF/WR Strategy 6. Continue to research the need for potential new water resources.
- CF/WR Strategy 7. Continue to meet or exceed the water quality requirements of the Federal Clean Water Act and all other regulatory requirements.
- CF/WR Strategy 8. Continue and enhance the City's water quality-monitoring program, including advanced planning in anticipation of new rules.
- CF/WR Strategy 9. Continue to implement policies to guide land use decisions that conserve water resources and implement additional polices as needed.
- CF/WR Strategy 10. Continue to require a statement describing the impact to the natural ecological systems and groundwater supplies as a part of rezoning and 2012 Plan Amendment requests.
- CF/WR Strategy 11. Continue to research and implement, if warranted, new water projects to serve the multiple needs of the community and the natural ecological systems found within the Avondale area.
- CF/WR Strategy 12. Continue to provide Avondale residents with programs, techniques, and education on how to conserve water.
- CF/WR Strategy 13. Continue to evaluate new development needs against water availability and wastewater treatment plant capacity and work to ensure that the City and developments grow within the capacity of available water supplies.
- CF/WR Strategy 14. Monitor and regularly update City flood studies, modeling and associated land use, zoning, and other development regulations.
- CF/WR Strategy 15. Continue to pursue a regional approach to flood issues.
- CF/WR Strategy 16. Provide flood warning and forecasting information to community residents through mechanisms, such as Channel 11, the City's website, and Twitter, to reduce impacts to personal property.
- CF/WR Strategy 16. Where feasible, maintain natural stream courses and adjacent habitat and combine flood control, recreation, water quality, and open space functions.



QUALITY OF LIFE THEME

URBAN DESIGN ELEMENT

- QL/UD Strategy 1. Encourage unique and uniform roadway landscaping at key roadways and, where possible, median improvements, to distinguish the City's boundaries.
- QL/UD Strategy 2. Study ways to minimize the barrier impact of the I-10 by developing design approaches which unite north-south areas of the community.
- QL/UD Strategy 3. Initiate a branding effort that involves the community and stakeholders, and that develops key messages about Avondale's assets, strategic vision, and opportunities.
- QL/UD Strategy 4. Continue to develop a comprehensive gateway improvement program to select major gateways for improvements such as special landscaping, signage, visitor information centers, patterned pavement, monuments or artwork.
- QL/UD Strategy 5. Install new monument City identification signs in attractive surroundings and at a compatible scale with the roadway, preferably in medians, at major gateways into Avondale.
- QL/UD Strategy 6. Develop a comprehensive sign program to identify major attractions within the City.
- QL/UD Strategy 7. Encourage distinctive buildings and site design at major gateways and significant nodes to include appropriate scale and location of buildings and create dynamic spaces at these locations.
- QL/UD Strategy 8. Encourage diversity and develop programs to emphasize the unique features or landmarks of special areas and neighborhoods.
- QL/UD Strategy 9. Strengthen Historic Avondale as a visually exciting part of the City that encourages all residents to frequent.
- QL/UD Strategy 10. Design features that help people locate Historic Avondale and emphasize the roadways and intersections leading there.
- QL/UD Strategy 11. Maintain existing programs and study new programs which promote the maintenance and quality of all neighborhoods including residential.
- QL/UD Strategy 12. Create uniform and cohesive landscape and architectural themes for key areas of the City, major thoroughfares, TOD locations, City gateways, and neighborhoods.
- QL/UD Strategy 13. Require attractively designed transit stops and stations that are adjacent to active uses and recognizable by the public, as well as include safe, attractive, accessible, lit, and convenient pedestrian connections.
- QL/UD Strategy 14. Develop a Street Tree Master Plan to include an inventory and assessment of existing trees, proposed species and spacing, appropriate implementation details, and maintenance requirements.
- QL/UD Strategy 15. Incorporate Tree City USA into community programs that emphasize the importance of the urban forest.
- QL/UD Strategy 16. Coordinate planning and design for landscape, lighting, signs, trash receptacles, transit stops, public art, and other amenities with all new development.

- QL/UD Strategy 17. Study new standards and technologies for sidewalk design and construction.
- QL/UD Strategy 18. Research ways to locate utility infrastructure that does not impede the visual quality of Avondale's streetscape.
- QL/UD Strategy 19. Continue to work with county and state agencies to choose appropriate colors, textures and landscaping for sound walls and visible barriers on existing and future freeways.
- QL/UD Strategy 20. Continue to periodically update the Landscape, Walls, and Fences Ordinance, Design Manuals, and other development documents that support a well-designed streetscape.

QUALITY OF LIFE THEME

ART AND HERITAGE ELEMENT

- QL/AH Strategy 1. Continue to preserve buildings with unique local significance or architectural value.
- QL/AH Strategy 2. Protect local landmarks by minimizing adjacent development that hides or overwhelms their unique qualities.
- QL/AH Strategy 3. Use art and heritage to strengthen the sense of identity of Avondale.
- QL/AH Strategy 4. Use public art to improve the design of public infrastructure projects and to enhance community gateways.
- QL/AH Strategy 5. Reinforce community pride and identity by encouraging artworks and cultural activities that celebrate the unique cultural, ethnic, historical, and other unique attributes of each unique neighborhood.
- QL/AH Strategy 6. Use public art and cultural amenities as a means to assist in the implementation of community-specific goals and policies.
- QL/AH Strategy 7. Create an inventory of locally-significant heritage in Avondale and develop a comprehensive and cohesive preservation program to preserve these cultural assets.
- QL/AH Strategy 8. Study and identify the "culinary heritage" of Avondale, and connect it to Estrella Mountain Community College's culinary curriculum.
- QL/AH Strategy 9. Use public art as community landmarks, encouraging public gathering and wayfinding.
- QL/AH Strategy 10. Encourage more community planning group involvement and oversight in the decision making process regarding public art and cultural amenities.
- QL/AH Strategy 11. Take advantage of opportunities to emphasize, through art, the cultural connections between Avondale and its many cultures, such as its Native American and Hispanic influences.
- QL/AH Strategy 12. Use public art and cultural amenities to help commemorate local history and culturally significant places.
- QL/AH Strategy 13. Create a program of comprehensive preservation training and education to all City departments.
- QL/AH Strategy 14. Create a comprehensive survey of resources in the City to identify properties eligible for



listing and designating as significant.

- QL/AH Strategy 15. Support neighborhood preservation activities in order to memorialize people, places, and events through an historic plaque program.
- QL/AH Strategy 16. Support heritage-related tourism efforts and promotion of special events and festivals.
- QL/AH Strategy 17. Seek funding opportunities that would allow for cultural preservation.
- QL/AH Strategy 18. Seek additional funding to support the renovation, enhancement, and maintenance of Pioneer Cemetery.
- QL/AH Strategy 19. Develop a marketing program to spotlight Avondale's heritage-based resources, such as Pioneer Cemetery and Monument Hill.
- QL/AH Strategy 20. Support a community-involved art installation program.

QUALITY OF LIFE THEME

PUBLIC PARTICIPATION ELEMENT

- QL/PP Strategy 1. Develop a GIS based web application which allows residents/business owners to see which planning applications in review are close to their properties and then access detailed information on those applications.
- QL/PP Strategy 2. Work with HOAs and neighborhood organizations to increase resident participation in planning matters.
- QL/PP Strategy 3. Specialize City list-servers to ensure that interested parties are only receiving email updates on items of interest to those persons.
- QL/PP Strategy 4. Promote Board and Commission membership opportunities at City events.
- QL/PP Strategy 5. When practical, utilize facilities other than City Hall, such as police stations, fire stations, and schools, for public meetings on topics affecting the areas around those facilities.
- QL/PP Strategy 6. Provide external links to information about regional planning processes on the City's website.
- QL/PP Strategy 7. Encourage Board members, Commission Members, and Council members to take an active role in regional, state, and federal planning initiatives.
- QL/PP Strategy 8. Partner with surrounding communities to further interests common to residents of the greater southwest valley.
- QL/PP Strategy 9. Evaluate notification times to ensure that ample opportunity is provided for public comment and extend those times if necessary.
- QL/PP Strategy 10. Explore the possibility of uploading all land use applications to the City's website to allow citizens to follow and provide input on land use cases from the moment they are first submitted.

GLOSSARY

A

Acre

A measure of land containing 43,560 square feet.

Adaptive Reuse

Developing a new use for an older building or for a building originally designed for a special or specific purpose.

ADWR

Arizona Department of Water Resources.

Aesthetic

Elements in the natural or created environment (including artistic elements) that are intended to be pleasing to the eye.

Aggregate

Cinder, crushed rock or stone, decomposed granite, gravel, pumice, pumicite, and sand.

Agriculture

Use of land for the production of food and fiber, including the growing of crops and/or the grazing of animals on natural prime or improved pasture.

Annexation

To incorporate a land area into an existing district or municipality, with a resulting expansion of the boundaries of the annexing jurisdiction.

A.R.S.

Arizona Revised Statutes: the statutory laws of the State of Arizona, as amended.

B

Bicycle Lanes

An integral section of a roadway that is marked exclusively for bicycle use.

Bike Routes

Routes designated for bicycle travel that may include shared streets, bike lanes, or multiuse paths, in any combination.

Brownfield (site/land)

Land previously used for residential, commercial, industrial, or similar development, which resulted in low levels of contamination requiring a moderate amount of clean up prior to redevelopment.

C

Capital Improvement

New or expanded public improvements that are relatively large size, expensive, and permanent. Some common examples include but are not limited to, streets, public libraries, water and sewer lines, and park and recreation facilities.

Capital Improvements Program or Plan (CIP)

A plan adopted by the City for the construction of capital improvements that includes their timing and cost.

City Council

The seven member elected body of Avondale residents responsible for governing the City and making all necessary decisions, such as those regarding the provision of City services and policy resolution of civic issues.

Civic Use

Any building or property that serves a public function including, but not limited to, libraries, City Hall, post offices, police and fire stations.

Collector Street

Streets in which traffic in a particular neighborhood flows to exit or enter the neighborhood.

Commercial

A land-use classification that permits facilities for the buying and selling of commodities and services.

Community Center

Facility in which public services for residents are provided including, but not limited to, recreational and cultural services, and services for youth or seniors.

Community Development Block Grant (CDBG)



Grant program administered by the US Department of Housing and Urban Development (HUD). Grants must primarily be used to benefit low-income households with housing and public improvement projects.

Community Garden

A piece of land cultivated by members of the community in an urban residential area.

Compatible

Capable of existing together without significant conflict or ill effects.

Conservation

The controlled use and systematic protection of a resource including, but not limited to, environmental or culture resources, with the purpose of keeping such resources from harm.

Conservation

The management of natural resources to prevent waste, destruction, or degradation.

D

Dedication

The turning over by an owner or developer of private land for public use, and the acceptance of land for such use by the governmental agency having jurisdiction over the public function for which it will usually be used in connection with approval of development. A city or county often makes dedications for roads, parks, school sites, or other public uses for approval of a development.

Density

Usually used to describe the number of dwelling units per acre in residential districts, while intensity is usually used to describe floor area ration of development in nonresidential districts.

Design Standards

Provisions guiding the design of buildings to protect the investment and/or establish a unifying look for an area. Typical guidelines focus on building orientation, architectural details, and streetscape.

Development

The physical extension and/or construction of urban land uses. Development activities include: subdivision of land; construction or alteration of structures, roads, utilities, and other facilities; grading; and clearing of natural vegetative cover (with the exception of agricultural activities).

Dwelling Unit

A building or portion of a building designed or used by one (1) family for residential purposes as a single housekeeping unit, but not including convalescent homes, hospices, assisted living facilities, hospitals, hotels, motels, and other accommodations for the transient public.

E

Easement

The right to use property owned by another for specific purposes or to gain access to another property.

Ecotourism

Responsible travel to natural areas that conserves the environment and improves the well-being of local people.

Element

A component of the General Plan dealing with specific topics like open space or land use. State law requires each General Plan include 17 elements. Avondale's General Plan includes the 17 elements along with three additional elements created by the General Plan Advisory Committee (GPAC).

F

Flood Plain

The relatively level land area on either side of the banks of a stream regularly subject to flooding. That part of the flood plain subject to a 1% chance of flooding in any given year is designated as an "area

of special flood hazard” by the Federal Insurance Administration.

Floor Area Ratio

A measure of development density expressed as the amount of gross building floor area divided by the net development site land area.

G

General Plan

A collection of goals, policies, and implementation strategies that guide decisions regarding the physical growth and evolution of the City. It is a comprehensive, coordinated set of intents and directions for the physical development of the City including, but not limited to, land use, transportation, economic conditions, environment, infrastructure, public facilities, and the physical environment.

Goal

A general, overall, and ultimate purpose, aim, or end toward which the City will direct effort.

Grayfield (site/land)

Economically obsolescent, outdated, failing, moribund and/or underused real estate assets or land. Unlike brownfield sites, grayfield sites do not have environmental contamination requiring re-use prior to reuse/redevelopment associated with them.

Greenfield (site/land)

Land that is undisturbed or is used for agriculture, landscape design (such as a park), or left undisturbed.

Groundwater Recharge

The natural process of infiltration and percolation of water from land areas or streams, or by artificial means, through permeable soils into water-holding rocks that provide underground storage (“aquifers”).

Growing Smarter Act

1998 State Legislation that affected how cities and counties within the state conduct and administer long-range planning activities. This legislation required four new elements and expanded other elements; required additional public notification and involvement; established the requirement of 2/3 majority vote by City Council for Major Amendments; and required that

General Plans be readopted every 10 years.

Growing Smarter Plus

2000 State Legislation that revised some of the considerations of the Growing Smarter Act. Growing Smarter Plus required an additional element, redefined major amendments to the General Plan, and required that General Plan adoption be ratified by a public vote after City Council approval.

Growth Areas

Areas of the community that best accommodate future growth allowing an increased focus on creating or enhancing transportation systems and infrastructure coordinated with development activity.

H

Habitat

The physical location or type of environment in which an organism or biological population lives or occurs.

Historic; Historical

An historic building or site is one that is noteworthy for its significance in local, state, or national history or culture, its architecture or design, or its works of art, memorabilia, or artifacts.

Historic Avondale

Formerly known as *Old Town*, the area originally incorporated as the City of Avondale in 1946, encompassing the area around Western Avenue. The boundaries are roughly from La Canada Boulevard to the north, Dysart Road to the east, Lower Buckeye Road to the south, and the Avondale-Goodyear municipal boundary to the west.

HUD

United States Department of Housing and Urban Development.

I

Infill

Development of vacant land (usually individual lots



or left-over properties) within areas that are already largely developed.

Infrastructure

Public services and facilities, such as sewage-disposal systems, water supply systems, other utility systems, and roads.

L

Land Use

The occupation or utilization of land or water area for any human activity or any purpose defined in the General Plan.

Land Use Map

A map that graphically depicts existing or future land uses and intensities. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community, and identifies urban design opportunities. A land use map serves as a guide in preparation of zoning ordinances and zoning district maps.

Livability

A measure of integration of the housing, transportation, environmental, and employment amenities accessible to residents.

M

MAG

Maricopa Associations of Governments.

Master Plan

A plan for a large area that may address land use, landscaping, infrastructure, circulation or services provision.

Minimize

To reduce or lessen, but not necessarily to eliminate.

Mitigate

To lessen the impact of, alleviate, or avoid to the extent reasonably feasible.

Mitigation

Methods used to alleviate or lessen the impact of something.

Mixed-Use

The practice of allowing more than one type of land use in a building or set of buildings. Mixed-use may be developed in a variety of ways, either horizontally in multiple buildings, or vertically in the same building, or through a combination of the two.

Mobility

The ability to move from one place to another, or to transport goods or information from one place to another.

Mode

A particular form or method of travel distinguished by vehicle type, operation technology, and rights-of-way separation from other traffic.

Multi-modal

Capable of accommodating a variety of transportation modes including, but not limited to, buses, automobiles, rapid transit, rail, bicycles, and pedestrians.

Multi-modal Trails

Multi-modal trails are hard surface trails designed for all types of non-motorized transportation. Signs, crossings, vegetation, rest and staging areas developed in conjunction with these paths are also primarily designed for non-motorized recreation.

Municipal or Municipality

An incorporated city or town.

O

Open Space Buffers

Open Space Buffers are typically tracts of private land used to separate different land uses. These areas generally include landscaping and may include topographic variations to meet retention or screening needs. These areas provide buffer between land uses and also contribute to visual open space and character within the community.

Open Space

Any parcel or area of land or water that is improved or unimproved, and devoted to the purposes of (1) the preservation of natural resources, (2) the managed production of resources, and (3) outdoor recreation. Open spaces include parks, improved trails and paths for use by bicyclists, equines, or pedestrians, retention/detention areas that are landscaped or improved with recreational equipment, and floodways and floodplains. Open space may be publicly or privately owned and maintained.

P**Parks**

Open space lands used primarily for recreation, or passive enjoyment by the public.

Paths and Trails

Paths and trails include on-street bicycle lanes; equestrian; multiple use paths and trails; pedestrian, equestrian and multiple use easements; and trailheads and staging areas. These facilities will continue to be publicly and privately owned and maintained. Trailheads may be privately or publicly owned and maintained, and may be constructed privately and dedicated to the City.

Planned Area Development (PAD)

A description of a proposed unified development, consisting at a minimum of a map and adopted ordinance setting forth the regulations governing, and the location and phasing of all proposed uses and improvements to be included in the development.

Planning Agency

The official body designated by local ordinance to carry out the purposes of this 2012 Plan and may be a planning department, a planning commission, a hearing officer, the legislative body itself or any combination thereof.

Planning Area

The area directly addressed by the General Plan. A city's planning area typically encompasses the existing city limits and potentially annexable land that will ultimately form the City limits at build-out and for which the City will provide services.

Planning and Zoning Commission

A body, created by a city or county, that is responsible for gathering information and taking public testimony related to land-use issues.

Public/Private Partnership

A merging of public and private resources to achieve an end result or product that would be difficult to achieve through public or private activity alone. May refer to the delivery of services.

Public Recreation

Recreational activities that require the use of organized play areas including, but not limited to playing fields, swimming pools, and basketball courts.

R**Recharge**

Water infiltrating to replenish an aquifer.

Revitalization Area

The imparting of new economic and community life in an existing neighborhood area, or business district. The revitalization area of the City is bounded by Van Buren Street along the north, Eliseo C. Felix, Jr. Way along the east, Lower Buckeye Road along the south, and the Avondale-Goodyear municipal boundary to the west containing most of the oldest residences, commercial establishments, and infrastructure in the City. The area lags behind the rest of the City economically, and is identified as an area warranting special efforts by City leaders to attract investment, development, redevelopment, and jobs to reverse entropic trends.

Rezoning

An amendment to the official zoning map and/or text of a zoning ordinance to effect a change in the nature, density, or intensity of uses allowed in a zoning district and/or on a designated parcel or land area.

Right-of-way

A strip of land occupied or intended to be occupied by certain transportation and public use facilities, such as roadways, railroads, and utility lines.



Riparian Habitat

Lands comprised of the vegetative and wildlife areas adjacent to perennial and intermittent streams.

S

Specific Plan

A detailed element of the General Plan enacted under the provisions of State law.

Street

Streets, highways, freeways, expressways, avenues, boulevards, parkways, roads, lanes, walks, alleys, viaducts, subways, tunnels, bridges, public access easements and right-of-way.

Subdivision

The division of a tract of land into defined lots, either improved or unimproved, which can be separately conveyed by sale or lease, and which can be altered or developed.

Subdivision Regulations

A municipal ordinance regulating the design and improvement of subdivisions.

Sustainability

For the purposes of the General Plan, sustainability is a condition of living that enables the present generation to enjoy social well-being, a vibrant economy, and a healthy environment, without compromising the ability of future generations to enjoy the same.

Sustainable Community

Refers to urban, suburban, and rural places that successfully integrate housing, economic and workforce development, transportation, and infrastructure investments in a manner that empowers jurisdictions to consider the interdependent challenges of economic competitiveness and revitalization, social equity, inclusion and access to opportunity, energy use and climate change, and public health and environmental impact.

T

Trailhead

The beginning point of a trail and includes parking, trail information, rubbish containers, water, and sanitary facilities.

Transit Oriented Development (TOD)

Development that includes compact mixed use development patterns with facilities and design that enhance the environment for pedestrians in terms of safety, walking distances, comfort, and visual appeal of the surroundings and are usually focused on a major transit access point.

U

Urban Agriculture

The growing, washing, packaging, and storage of fruits, vegetables, and other plants for wholesale or retail sales within close proximity to where a community of people live.

V

Vision

A shared dream of the future characterized by long-term idealistic thinking. Provides the foundation for the development of goals, policies, and programs. A vision is not a binding goal and may not be achievable in the lifetime of those participating in the drafting of the General Plan.

W

Wildlife

Animals or plants existing in their natural habitat.

X

Xeriscape

Landscaping that conserves water by utilizing low-water plants, minimizing the use of turf (grass) for lawns, and implementing design and maintenance practices that are appropriate for our desert region.

Z

Zoning

The division of a city or county by legislative regulations into areas, or zones, that specify allowable uses and required development standards for real property within these areas; a program that implements policies of the General Plan.

Zoning Ordinance

A municipal ordinance regulating the use of land or structures, or both.

INSIDE BACK COVER

BACK COVER