



MARCH/APRIL 2002

## ARIZONA AFFORDABLE HOUSING PROFILE

*By: Richard C. Merritt, Senior Vice President, Elliott D. Pollack & Company*

*Prepared for:*

*Governor's Office of Housing Development, U.S. Department of Housing and Urban Development*

*Prepared by:*

*Elliott D. Pollack and Company in conjunction with John Lopach, Housing Consultant  
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### INTRODUCTION

Arizona has long been one of the nation's leaders in population growth and housing production. Between 1990 and 2000, nearly 573,000 housing units were built in the state or an average of over 52,000 units annually. Since 1995, average annual housing production increased to nearly 65,000 units. But while the housing market has been robust, concerns have been raised about the affordability of housing and the need to address the housing needs of the state's moderate and low-income households. Less than two years ago, the Arizona Housing Commission released the report [The State of Housing in Arizona 2000](#) that outlined the housing issues facing Arizona and recommendations to achieve affordability goals. The Arizona Department of Housing has now commissioned a follow-up study for a more in-depth look at housing issues on a community-by-community basis.

The [Arizona Affordable Housing Profile](#) is a detailed examination of the housing inventory in each community and county in the state, the affordability of that housing, and efforts being undertaken by those communities to produce new affordable units. The study will provide baseline information in each community in order to measure future progress in addressing affordability issues. The primary tasks of the analysis are:

- Preparation of an inventory of the state's housing stock by value and/or rent level for each county and incorporated community.
- Preparation of an inventory of the use of various federal, state and local government housing programs for each county and incorporated

community, highlighting the production of affordable housing units over the past five years.

- Identification of the various barriers to housing affordability in each county and incorporated community and strategies to overcome them.
- Identification of the "affordability gap" in each county and incorporated community in the state. The "gap" analysis provides an indication of the number of households in a community that may have difficulty affording adequate housing.
- Preparation of a housing affordability report for each community and county.

### METHODOLOGY

The [State of Housing in Arizona 2000](#) report released by the Arizona Housing Commission in November 1999 is a compelling account of the widening gap between household incomes in the state and the cost of housing. Some of the factors that are affecting housing affordability include:

- Home prices that are increasing faster than wages and the cost of living;
- Household incomes that are below the national average and losing ground to inflation;
- Explosive population growth with an increasing proportion of low income households;
- A limited supply of private land, particularly in the non-metro areas of the state; and
- Native American households that are facing similar, if not more severe, housing affordability issues.

The most common method used to express housing affordability is a comparison of median household

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income and median home value or price. This relationship is often illustrated as an index that reflects the ability of the typical family to afford the median priced home. In the The State of Housing in Arizona 2000 report, a similar index expressed affordability as the percentage of households in the state that could afford a home at the median value. Other indices are available from the National Association of Homebuilders, the Arizona Real Estate Center at ASU, and the Pappas Manufactured Home Index.

Unfortunately, this methodology does not provide a complete picture of the residential real estate market and the affordability of housing. For instance, most affordability indices or measurements concentrate on the single family housing market. There are other types of housing that provide opportunities for home ownership, such as townhomes or condominiums, which are not addressed in the analyses. The assumptions of the affordability indices also vary widely. One of the key assumptions is the down payment associated with the purchase of a house. A higher down payment translates into a lower mortgage payment, resulting in an index that portrays housing as more affordable. Indices have been found with down payment assumptions ranging from 5% to 20%, obviously affecting the results of the measurement.

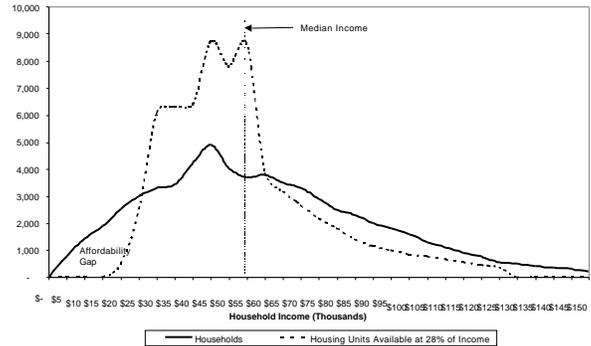
In addition, the indices do not describe the actual need for affordable housing. For example, the median house price represents the midpoint of all the sales in a community. Therefore, half of all sales are below the median, providing housing opportunities for moderate-income, and even low-income, households. The extent of available housing at affordable values and rents is the key to determining need.

In order to gain a more realistic picture of the demand for affordable housing, a methodology was developed to estimate the affordability gap in each of Arizona's 87 communities and 15 counties. The "gap" is the difference between the number of households within each income range and the number of housing units affordable to those households. The study required the creation of a large database of housing sales and apartment rent data that can be updated at regular intervals for continuing assessment of the market. The inventory of housing was also adjusted to take into account substandard and overcrowded units.

In addition to the private housing market database, an inventory of publicly-assisted units throughout

the state was also created. These units include public housing, Section 8 vouchers, low-income housing tax credit projects and similar programs.

**Affordability Gap Illustration**



One of the primary problems in preparation of the study is the lack of current census data. Much of the detailed population and housing data from the 2000 U.S. Census will not be released until mid-2002 after the completion of the initial phase of the study. As a result, the consulting team has either developed its own baseline information or purchased data from vendors. When census data becomes available, the study will be updated to conform to the most current data.

The methodology used to estimate the affordability gap is illustrated on the following chart. The incomes of households at various income ranges are plotted against the number of housing units that are affordable to each of those income ranges (based on the criteria of 28% of income devoted to housing and a 5% down payment). The count of units includes single family units, market rate apartments, townhomes, manufactured housing and assisted units. The affordability gap occurs at the lower end of the income range where there are more households than affordable units. For these households to find housing in the community, they must pay more than 28% of their income toward shelter or live in substandard and/or overcrowded conditions. For each community in Arizona, the Affordable Housing Profile will estimate the size of affordability gap.

**CONCLUSIONS**

The affordability gap for the State of Arizona, excluding Native American reservations, is estimat-

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# MARICOPA COUNTY LEADING EFFORT TO COORDINATE SERVICE FOR HOMELESS PERSONS IN DOWNTOWN PHOENIX

By: Neil Urban, AICP, Facilities Manager, Maricopa County

Twenty years ago widespread homelessness did not exist in Maricopa County. Today, there are an estimated 10,000-14,000 homeless men, women and children in the county. While the seeds of homelessness were planted in the 1960s and 1970s with de-institutionalization of mentally ill people and loss of affordable housing, widespread homelessness did not emerge until the 1980s.

For over two decades, there has been a constellation of service providers to the homeless and working poor in downtown Phoenix. In essence, these providers form the core of an informal, non-integrated campus. These programs and services exist in a largely uncoordinated manner in severely deteriorated buildings that were never built for their current use. The resulting condition is a default campus with no clear centralized organization, direction or management. The physical conditions do not provide safety and security for the people being served or for the downtown community at large.

For the past three years, Maricopa County government has joined forces with Maricopa Association of Governments' Continuum of Care Regional Committee on Homelessness to better coordinate services for the homeless and at risk population in the region. This process revealed that a downtown center was needed to provide better service and security for the persons who need assistance and greater safety for the community.

While the problems of homelessness are complicated and will need to involve long-range planning and solutions, Maricopa County, in concert with four of the major downtown homeless assistance providers, has developed a proposal for a Human Services Campus. The campus will provide integrated services to the homeless and the working poor in downtown Phoenix. A group comprised of faith-based, non-profit, private, community and governmental organizations working together to coordinate time, energy and financial resources and provide linkages to mainstream services and affordable housing is completing planning for the campus.

The major service providers to be housed on the campus include: André House of Arizona (proposed); Central Arizona Shelter Services (CASS); Maricopa County Health Care for the Homeless Program; Northwest Organization for Voluntary Alternatives (NOVA) Safe Haven; St. Joseph the Worker; and St.

Vincent de Paul. These organizations provide food, temporary shelter, health care, clothing, counseling, education and job readiness training.

The campus will be designed to allow the providers to maintain their unique identities where appropriate, allow for more coordinated service among the providers and a more efficient referral system to other community services providers. Appropriate facilities will be provided so the major service providers can serve their clients with dignity and respect. Adequate space will also be provided for nonresident agencies that deal with the target population (such as mental illness, drug abuse and alcoholism programs) to provide services on the campus and will accommodate, to the extent reasonably possible, complementary agencies wishing to serve the target population in ways consistent with the campus mission which is as follows:

"To deliver high-quality human services and provide leadership and innovative solutions to help break the cycle of homelessness and poverty through collaboration among faith-based, governmental, non-profit, private, and community organizations."

The site is near the current facilities at 12th Avenue and Madison Street. Maricopa County is in the process of assembling land for the campus. The site will be comprised of county owned land where the existing CASS shelter and Health Care for the Homeless are located, a parcel of land donated by the City of Phoenix and private land the county is purchasing.

Maricopa County has already completed extensive background studies for the campus. In 2000, the county commissioned a planning study to consider factors influencing the location of a coordinated service campus, entitled *The Maricopa County Human Services Report for Gateway Campus*. This study indicated that the optimum location of the campus would be in the vicinity of existing services. In 2001, the county commissioned the *Conceptual Design and Visioning Plan Draft Report*. The Visioning Plan developed a conceptual design for the campus to determine the amount of land needed for the project, and a preliminary budget for site acquisition and construction. Also, in 2001, the county completed a Services System Plan which defined the scope and extent of the services to be provided on the campus. Additionally, the county has developed a business plan to support the

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# HOUSING AND NEIGHBORHOOD INITIATIVES HEATING UP IN MESA

By: Ben Patton, AICP, City of Mesa Neighborhood Planner

To many residents of the Phoenix metropolitan area the City of Mesa has long been perceived as a quiet bedroom community that is satisfied to continue on its course of simple development patterns and consistent residential expansion. Well known for its cultural and civic amenities, Mesa is not heralded for its entertainment, recreation, shopping, or restaurant amenities. Despite these conservative images, this city represents the most populous suburb in the United States, and is now struggling with very dynamic growth and land use issues that will determine the quality of life for decades to come.

Of primary concern to city staff and elected officials is the administration of growth within a city that presents explosive residential development on the east side of the city, while offering dynamic redevelopment and revitalization issues in the older, more diverse neighborhoods in west Mesa. Growing office and commercial interests along Mesa's freeways and near other transportation facilities are exacerbating these issues.

Adding to these various issues is the complicated problem of providing quality housing and neighborhood-level services to those residents living in more mature areas of the city. This issue has become even more contentious in recent months through the attention provided by several high-profile development opportunities that have magnified the disparate interests of these areas. Specifically, transportation corridors and large-scale civic facilities in these regions of the city have many residents concerned with growing traffic, noise, pollution, and other local nuisance-type concerns, as well as potential gentrification that may accompany such projects.

In essence, Mesa is caught between the need to balance the economic and fiscal needs of the city by facilitating growth, while preserving those quality of life components of a stable community. While these types of concurrent growth pressures are certainly not unique to Mesa, this city does present the matchless challenge of addressing both "growth facilitation" and "quality of life protection" in a city caught between the inevitability of development on the largest scale and the desire to preserve a small-town atmosphere at its most basic level. This conflict of extremes has created the variable growth environment in Mesa today.

The year 2002 will see many of these issues addressed through a variety of housing and neighborhood-level regulatory efforts envisioned by the

City of Mesa. Highlighted by the involvement of a coalition of various civic and city leaders known as the *Housing Roundtable*, and demonstrating a renewed commitment to neighborhood-level planning, Mesa will punctuate this calendar year by kicking off both a housing master plan and an infill development policy processes. The following is a brief review of the housing-related processes the city will be facilitating this year:

## MESA 2025: A SHARED VISION

Complying with Arizona Growing Smarter/Plus legislation, the City of Mesa is preparing a major General Plan amendment, which will be offered to the voters in November of 2002. While complying with the basic requirements of the statutory legislation, this document also provides a heavy dose of housing and neighborhood revitalization substance. In particular, the goals, policies, and implementation components found in the Housing Element of the General Plan reflect a framework that was established through an exhaustive citizen-based effort. In particular, a sub-committee of the Housing Roundtable (discussed below) met weekly for almost a year to crystallize the housing issues in the City of Mesa and articulate potential methods to address these issues. Perhaps the most noteworthy measure of the implementation strategy is the empowerment of a housing master plan, which will guide housing-related policy decisions in Mesa for many years. Similarly, the Redevelopment and Revitalization Element addresses similar neighborhood-level housing and commercial development issues by supporting the creation of an infill development policy. While these chapters of the General Plan do not establish the implementation mechanisms, tools such as the housing master plan and infill development policy are supported and intensified by their identification in this document.

## HOUSING ROUNDTABLE

Guiding many of the housing-related issues for the City of Mesa is an ad hoc group known as the Housing Roundtable. This group, which is comprised of city staff, citizen leaders, development officials, and non-profit representatives, has been meeting quarterly for the past three years. Because this coalition's strength lies in a diverse leadership core and includes active citizen outreach, the initiatives rising from the Roundtable carry a great deal of influence with Mesa's elected officials. Perhaps most

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applicably, a housing sub-committee of the Roundtable has provided extensive input toward the Housing Element of the General Plan, the housing master plan, and many other neighborhood-level processes in Mesa. However, in addition to a foundational leadership core, Housing Roundtable authority is also established through relationships with various regional, state, and federal agencies and departments. Those persons responsible for the effectuation of the various housing and neighborhood-related regulatory documents in Mesa will continue to look to the Roundtable for guidance and support throughout these processes.

#### NEIGHBORHOOD AND SUB AREA PLANNING PROCESSES

The City of Mesa General Plan also reflects the city's renewed commitment to neighborhood-level and sub-area planning processes. Seven community sub areas have been defined in the *Mesa 2025: A Shared Vision* document. These areas have been identified because they exhibit a special history, economy, or character, and because active citizen leaders have championed them. The Mesa Grande area, for example, includes several square miles in northwest Mesa that represent some of the oldest and most densely populated areas in the city. An active and politically effective coalition of neighbors, business leaders, and city staff has helped to identify this region as a true character sub area in Mesa. Another sub area, the Desert Uplands, also includes very active citizen representatives who have successfully worked with city staff and elected officials to create special design guidelines that are unique to the area.

In addition, Mesa has demonstrated a commitment to ensuring effective citizen participation in several designated neighborhoods through the Opportunity Zone program. Initiated in the spring of 2001, this program has already helped residents within the Pilot Opportunity Zone organize into a cohesive unit that communicates successfully with city hall and more effectively accesses neighborhood services.

#### HOUSING MASTER PLAN

One method of effectuating housing policy on the local level is through the guidance of a housing master plan. Many states, counties, and communities across the country have utilized this tool to articulate the region's perspective on affordable housing, address the dispersion of low and moderate-income workers throughout the city, and describe mechanisms that may be utilized to address these concerns. Mesa has recently put the findings and research compiled

through the Housing Roundtable into motion, and has begun the process of creating a foundation for a housing master plan. Specifically, this plan will be designed to address Mesa's affordable housing "gap" and will present alternatives through which the disparity between incomes and housing opportunities can be reduced. Two of the more prominent, and potentially contentious, alternatives that may be described in the housing plan are inclusionary and incentive zoning techniques. These types of regulatory tools can provide successful means through which a community may create its "fair share" of affordable housing by providing a form of dedication within new development that is contributed toward the affordable housing stock. However, the ancillary affects of such tools may create a dynamic and complicated dichotomy with serious regional implications. Other areas of emphasis within the housing master plan will include goal setting, demographics, and the interaction between various City of Mesa divisions and the development community, non-profit agencies, and service providers.

#### INFILL DEVELOPMENT POLICY

Perhaps the most intricate of the many housing and neighborhood-based applications to be considered by the City of Mesa will be an infill development policy. As described earlier, Mesa is a city that is experiencing growth on two fronts—primarily residential development in the east, and revitalization/adaptive re-use in the older neighborhoods of western Mesa. The implications of this polar growth situation are significant, especially with regard to Mesa's current regulatory documents.

Early this spring Mesa's elected officials will be considering updated design guidelines that will apply to all areas of the city. While these new standards are intended to upgrade the appearance and function of Mesa's built environment, bulk standards connected with the design guidelines may also affect the physical and economic feasibility of development on smaller parcels, especially those in the mature neighborhoods. Even more, Mesa is also challenged by a desire to develop a rational method to lure businesses and residents back to Mesa's older neighborhoods.

The many challenges associated with revitalization have created the catalyst to generate an infill development policy for Mesa. This document, unlike the housing master plan, would establish the mechanism for implementation of the various infill tools. Staff is currently exploring how this very dynamic and complicated issue can be addressed through the

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## NEWS FROM APA

### REPORT: STATE SMART GROWTH PROGRAMS ENDANGERED

A new report by the Natural Resources Defense Council, Sprawl Watch Clearinghouse and Smart Growth America says that more than a dozen states have made or are considering massive cuts to smart growth programs to address budget shortfalls.

Read the report at [www.nrdc.org/cities/smartgrowth/pstatebgts.asp](http://www.nrdc.org/cities/smartgrowth/pstatebgts.asp) Read APA's 2002 State of the States report at [planning.org/growingsmart/states2002.htm](http://planning.org/growingsmart/states2002.htm)

### CALL FOR APPLICATIONS: TRANSPORTATION STRATEGIES FOR SMART GROWTH Deadline: May 3, 2002

A new competition, "Smart Moves: Transportation Strategies for Smart Growth" has been launched by AASHTO, the Federal Highway Administration and the Environmental Protection Agency to showcase outstanding state and local efforts to promote smart-growth principles in the planning and delivery of transportation projects.

Eligible participants include state DOTs, metropolitan planning organizations, transit operators, and local transportation departments. Partnering with other agencies, non-profit organizations, and civic groups is encouraged.

### CALL FOR STUDENT PROJECTS AND MENTORS: GEOGRAPHIC LEARNING FOR SUSTAINABLE DEVELOPMENT (Deadline: May 31, 2002)

The National Geographic Society, the Association of American Geographers, the United Nations Environment Programme, and ESRI are inviting high school and college students worldwide to create projects that use the methods and tools of geography. These projects should show how their communities are changing and how they can be made more sustainable—how the citizens of their neighborhoods, villages, cities, and countries can improve quality of life, conserve resources, and coexist in harmony with nature. Issues from the local, regional, or national scale can be analyzed. The emphasis will be on using geographic analysis to find solutions for sustainability.

Mentors Needed: Geography and sustainable development professionals with expertise in GIS, rural development, urbanization, environmental pollution, and other areas are needed to serve as mentors to help with developing student ideas and projects. Mentors can help with suggestions by e-mail, letter,

or telephone contact, or they may be able to provide more hands-on help.

Register at [www.geography.org/sustainable/mentors/be\\_a\\_mentor.html](http://www.geography.org/sustainable/mentors/be_a_mentor.html)

### THE LINK BETWEEN GROWTH MANAGEMENT AND HOUSING AFFORDABILITY

This report from the Brookings Institution Center on Urban and Metropolitan Policy is a comprehensive review of the academic literature on the role of growth management on affordable housing.

The full report is available on the Web at: <http://www.brookings.edu/dybdocroot/es/urban/publications/growthmanagexsum.htm>

### SURVEY ON REGIONAL APPROACHES TO EMERGENCY PREPAREDNESS

A survey from The Alliance for Regional Stewardship makes the case that regional emergency preparedness compacts offer a common-sense way to achieve homeland security in a more effective manner.

The full report and a summary are available on the Web at <http://www.regionalstewardship.org/publications>

### HOW'S HUD DOING?: AGENCY PERFORMANCE AS JUDGED BY ITS PARTNERS

The U.S. Department of Housing and Urban Development (HUD) undertook reforms over the past decade that included management and organizational changes to improve customer and partner service. How is HUD doing in its quest for excellence? According to a new report, "How's HUD Doing?: Agency Performance As Judged By Its Partners," most of its partners are generally satisfied with its performance, while others express a strong level of dissatisfaction.

To download "How's HUD Doing?: Agency Performance As Judged By Its Partners," visit HUD USER's Web site at: [www.huduser.org/publications/polleg/how\\_hud.html](http://www.huduser.org/publications/polleg/how_hud.html)

### SUE SCHWARTZ

Sue Schwartz, AICP, who represents Region 2 on the AICP Commission was an invited participant in the Urban Land Institute (ULI) Joseph C. Canizaro Mayor's Forum in San Antonio, Texas on February 27 and 28, 2002. The Honorable Bill Hudnut, for-

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mer Mayor of Indianapolis and ULI Senior Resident Fellow in Public Policy moderated the forum, entitled "Building Livable Cities with Neighborhood Retail Development."

The purpose of the Mayor's Forum was to provide an arena for mayors from across the U.S. to discuss and learn about practical responses to development challenges in their communities. The forum involves high-level public and private sector participants in creative dialogue about groundbreaking concepts. Hosted by San Antonio Mayor Ed Garza, the 25 participants also included the Mayors of Madison, Wisconsin, Pasadena, California and Edmonton, Canada, as well as several presidents of real estate development firms from around the U.S.

Sue found that top developers are just as concerned about poor quality development as planners are. Developers want their investments to remain protected from lesser work next door. Also, there was consensus that reinvestment in neighborhood retail and the redevelopment of shopping centers should include strong economic analysis of the project. While design guidelines and incentives are great project tools, the economics are an overriding concern.

For more information about this event, please contact Sue Schwartz at 336.373.2149 or e-mail [sue.schwartz@ci.greens-boro.nc.us](mailto:sue.schwartz@ci.greens-boro.nc.us).

**APA ONLINE ACTION CENTER REVISED AND EXPANDED — NOW INCLUDING STATE-LEVEL ADVOCACY SERVICES FOR CHAPTERS!**

Beginning this month you may have noticed a newly enhanced feature in the Legislation & Policy section of our website. We have expanded the services and content of the online Legislative Action Center. Now, in addition to providing information and email links to your members in Congress, the action center includes state legislators, your governor, federal and state agencies, and even local media outlets!

Best of all, there's no cost to your chapter for this expanded service. Basically, you now have access to a state-level online advocacy tool that can be customized for your legislative agenda. This new site is an expanded benefit to your chapter members and a great way for APA National and its chapters not only to strengthen our advocacy at the federal level but also at the state level.

The easiest way to understand the new site and the possibilities is to visit it at <http://capwiz.com/amplan/home/> and play around with it.

ed at 203,000 households or about 11.0% of all households. The breakdown is as follows:

Maricopa County:	120,000 households (10.6%)
Pima County:	31,000 households (9.4%)
Rural Counties:	52,000 households (13.3%)

As noted above, the affordability gap in the rural counties of the state is slightly above the statewide average. However, certain counties, such as Apache, Coconino and Santa Cruz, have affordability gaps higher than 20%.

In addition, the affordability gap on Native American reservations is estimated at another 26,000 households or about 62% of all Native American households. Combined with the off-reservation affordability gap, the total gap for the state is estimated at about 230,000 households.

The interesting finding of the analysis is that the affordability gap for the established, larger communities of the state typically occurs at income ranges that are less than 50% of median income – a surprise to most housing experts. This revelation is attributed to the fact that many housing affordability studies often compare the cost of new housing to household incomes, ignoring the fact that older housing or alternative forms of housing, such as townhomes or manufactured homes, are available in the marketplace. Many neighborhoods throughout Arizona are 20 years old or more and homes in these areas comprise much of the inventory below the area-wide median price.

The findings of the study provide a new tool to assist local governments in identifying the extent of their housing need and to focus their efforts on the most critical income segments of the population. Communities will be able to evaluate housing affordability strategies that are best suited for their situation. Combined with the additional data developed by the study on barriers to affordable housing in Arizona communities, local governments will be better prepared to develop plans and programs to address the housing needs of the population.

Any questions about the Arizona Affordable Housing Program can be directed to Richard Merritt, AICP, Senior VP at Elliott D. Pollack and Company, 480-423-9200 or e-mail [merritt@edpco.com](mailto:merritt@edpco.com).



HOMELESS, *Continued from page 3*

fundraising effort. These reports are available on the Human Services Campus website at hscampus.org. The projected construction cost of the Human Services Campus is approximately \$23,000,000. Capital funding will be a coordinated effort of the service providers that will operate the campus. The service providers and representatives from the public and private sectors are managing the fundraising effort. The fundraising goals will be achieved through a combination of grants and donations from foundations, private entities, and the public sector.

The Human Services Campus is an integral part of the emerging regional plan. It represents one step toward addressing homelessness in Maricopa County. The campus organization will endeavor to serve as a national model for cooperative services provided by major nonprofit organizations utilizing the combination of a central campus and the integration and support of regional services to serve those in need. The campus service providers will continue to advocate for additional resources necessary for service referrals throughout the community.

The Human Services Campus is not the "answer" to ending homelessness in Maricopa County. It is, however, an integral component of the solution.



HEATING UP IN MESA, *Continued from page 5*

city's regulatory documents. Included among these options are: 1) Infill incentives such as fee waivers, process streamlining, and density bonuses; 2) Special area plans; and 3) Unique design guidelines. Intrinsic to these options will be the influence of new residents and businesses on existing infrastructure and service providers, as well as the impact new construction will have on the urban fabric of the older neighborhoods.

CITIZEN PARTICIPATION REGULATIONS

Finally, the City of Mesa recognizes that growing neighborhoods function most effectively when the residents not only are made aware of new development proposals in their area, but also are an element within the process. In the coming weeks, City of Mesa elected officials will be evaluating a citizen participation ordinance that will put in regulatory form a series of requirements that developers must adhere to in order to ensure the effective and efficient involvement of residents who are affected by growth opportunities.



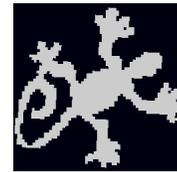
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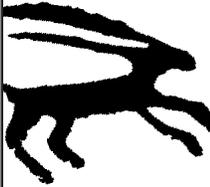



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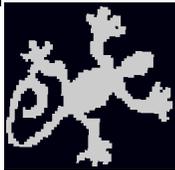


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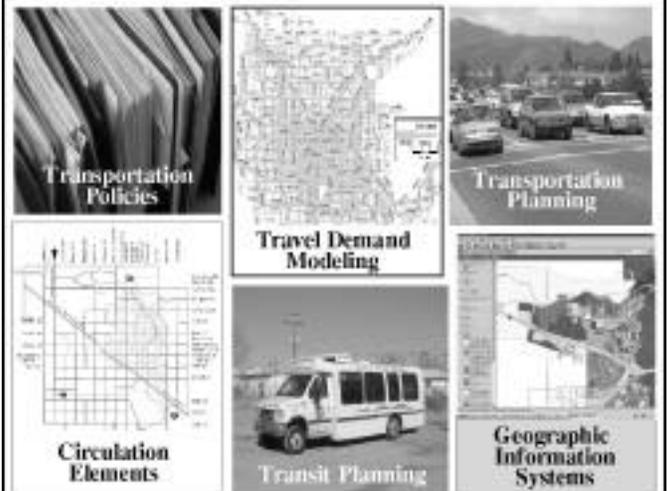
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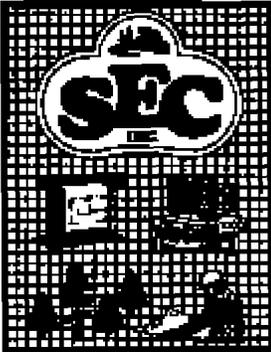
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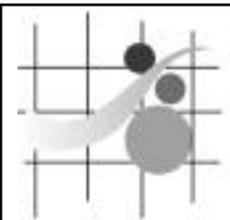
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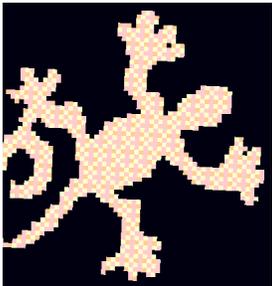


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## 2002 Arizona Planning Association ■ Important Dates to Remember

MAY		JULY		TO PUBLISH	
10	Professional Development Workshop: State Land Department	16-19	Western Planner Conference Evanston, Wyoming	Articles should not exceed four pages, single spaced, 12 point font, formatted in Word Perfect or MS Word. Be sure to spell check your article. Graphics are encouraged: tables and charts saved as either Excel or Lotus (*.xls or *.wk4); pictures and maps saved in bitmap, tiff or eps format (*.bmp, *tif, or *.eps). Submissions should be e-mailed or sent on 3.5" disk to the newsletter editor, co-editor, or staff administrator. Please include your name, title, organization, phone number, and e-mail address.	
10	AzPA Board of Directors Meeting	TBD	Professional Development Workshop: Cost of Development		
11	AICP Exam				
17	Land Use Law Workshop				
31	Newsletter Article Deadline				
		SEPTEMBER			
TBD	Professional Development Workshop: Cost of Development	25-27	AzPA State Conference Page, Arizona		

