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Mesa 2040 General Plan

Recognizable Neighborhoods – Innovative Jobs – Memorable Public Spaces

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RESOLUTION NUMBER 10495

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF MESA, MARICOPA COUNTY, ARIZONA, ADOPTING THIS IS MY MESA: MESA 2040 GENERAL PLAN

WHEREAS, the City of Mesa is required to update its General Plan in accordance with the goals and content requirements contained in Chapter 9, Section 9-461 of the Arizona Revised Statutes; and

WHEREAS, the Planning Agency working with and through an eight-person Plan Advisory Committee and with citizen input through a wide variety of means has prepared a new General Plan – This is My Mesa: Mesa 2040 General Plan which addresses all the requirements contained in Chapter 9, Section 9-461 of the Arizona Revised Statutes; and

WHEREAS, the City provided opportunity for public review and comment for 60 days prior to the Planning and Zoning Board holding four public hearings to obtain public comment and input on the draft Plan; and

WHEREAS, This is My Mesa: Mesa 2040 General Plan is to be used as a general guide for the future concerning land use and development regulations and expenditures for capital improvement -- not as a "blueprint" of future development or as a specific zoning plan; and

WHEREAS, in addition to the public hearings held by the Planning and Zoning Board, the City Council has held a public hearing, said public hearing held in order to obtain comments and ideas from the public regarding the proposed Plan, and to take such citizen comments on the proposed Plan into consideration;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF MESA AS FOLLOWS:

Section 1: That the City Council of the City of Mesa, Maricopa County, Arizona find and determine that notice has been given in the manner required by A.R.S. §9-461.05 of the proposal of the City to adopt a new general plan and the required publications have been made in the Arizona Republic, a newspaper of general circulation in the City; and,

Section 2: That the City of Mesa desires to develop, adopt and implement a comprehensive, long-range General Plan to serve as a guide for creating and maintaining great neighborhoods, creating and maintaining stable jobs, and providing rich, high-quality public spaces and cultural resources; and,

Section 3: That the nearly two year effort to update the Mesa General Plan has included a wide-ranging series of public meetings, public hearings, study sessions, and community events all designed to solicit comments and opinions regarding the General Plan; and,

Section 4: That This is My Mesa: Mesa 2040 General Plan serves as a statement of community-wide vision, to help guide the City and the community as a whole into the future, within a long-range perspective distinct from short-term market conditions or development trends; and,

Section 5: That the proposed This is My Mesa: Mesa 2040 General Plan of the City of Mesa, Arizona is adopted with modifications as directed by the City Council on June 16, 2014.

PASSED AND ADOPTED by the City Council of the City of Mesa, Maricopa County, Arizona this 16th day of June, 2014.



ATTEST:

Dee Ann Mickelson
City Clerk

APPROVED:

[Signature]
Mayor



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CHAPTER 1. EXECUTIVE SUMMARY

A. Introduction

Mesa is a city on the move. For many years Mesa has been one of the fastest growing cities in the country. With a population approaching a half million people, Mesa boasts of many amenities that make it the city of choice for professionals, entrepreneurs, families, students, business, and industry.

Some of the more recent examples of Mesa's rise to being a premier city include:

1. Continued expansion of the light rail line through the heart of Mesa. Light rail service in Mesa is expanding, adding an additional five miles to the existing line. When light rail opened, the existing station in Mesa quickly became the highest ridership station on the 20-mile light rail line. The citizens of Mesa strongly support the current extensions and encourage continued expansion. The light rail line makes it easier for people living and working nearby to get to many great locations without needing a car. The stations in Mesa are attracting exciting new development that is spurring additional growth and activity in the surrounding areas.
2. Recognition of the Mesa Arts Center. The Mesa Arts Center, owned and operated by the City of Mesa, is a unique, architecturally stunning, international award winning facility located in the heart of downtown Mesa. Arizona's largest arts center is home to four theaters, five art galleries, and 14 art studios. Guests, patrons, and students come to Mesa Arts Center to enjoy the finest live entertainment and performances, world-class visual art exhibitions, and outstanding arts education classes. The draw of the Mesa Arts Center is helping develop an arts community in the surrounding neighborhoods. The facility is an architectural showpiece and a destination for visitors to the Phoenix area. During the 2012 presidential election process the Mesa Arts Center was selected as a location for one of the Republican debates.
3. Growth of Phoenix-Mesa Gateway Airport. In July 2013 Phoenix-Mesa Gateway Airport celebrated the arrival of its 5 millionth passenger. Formerly Williams Air Force Base, this commercial airport is now one of the fastest growing airports in the country. A new passenger terminal is planned for the north side of the airport to handle the continued growth in passenger service. The Airport is also home to several companies including service centers for Embraer Aircraft, Cessna Citation, and Able Engineering.
4. Spring Training and Mesa Riverview. Spring training has long been a

tradition in Mesa. That tradition is growing with the new facility for the Chicago Cubs and the return of the Oakland Athletics to Hohokam Stadium. These athletic facilities provide the opportunity for other community events and activities. The Cubs Park at Riverview has brought with it an exciting new Riverview Park and expansion of the entertainment, shopping, and business activities in the area.

5. Redevelopment of the former GM Proving Grounds. GM operated its desert proving grounds in Mesa for many years. When the decision was made to close this facility the property was sold for redevelopment. Using options, the subsequent owners and developers are creating exciting new additions to Mesa that include a wide variety of housing options along with interconnected recreational, educational, and shopping amenities.
6. Dynamic growth in higher education. Mesa has been the home of Mesa Community College (the largest community college in the country), Arizona State University Poly, Northern Arizona University, a branch of Chandler-Gilbert Community College, and AT Still University for many years. In 2011 the City of Mesa began an initiative to recruit additional colleges to the community. That effort has been very successful with Benedictine University, Albright College,

Westminster College, and Wilkes University being attracted to Mesa. These new colleges and universities opened for classes in 2013. In addition Grand Canyon University has announced plans to bring a campus to Mesa to be part of the Eastmark development. Mesa is also home to the East Valley Institute of Technology which provides technical education and prepares students for work in a wide variety of industries.

7. Positive business environment brings new and expanded industries. Several new industries such as CMC Steel, Matheson Tri-gas, Crescent Crown Distributing, Bridgestone Research and Development, and Apple have recently decided to establish facilities in Mesa and others are growing and shifting more of their operations to Mesa. One of the reasons these businesses have chosen Mesa is our proven ability to respond quickly to industry needs and process development request. Another reason is the availability of the infrastructure needed to serve new industries.
8. Falcon Field Employment Growth. As one of the busiest general aviation airports in the United States, Falcon Field is a catalyst for economic development in Northeast Mesa. Serving aviation industry employers and large-scale manufacturers. The current and significant Falcon Field employment base is expected to grow over time.

With all of these exciting developments, we are not done. Mesa is expecting to grow by over 150,000 people over the next 30 years. This growth projection gives us the opportunity to continue to evolve and become an even better city. *This Is My Mesa, Mesa General Plan 2040*, lays out a course that provides direction on how we will capture the current momentum and continue to develop great neighborhoods, innovative jobs and memorable public spaces.

B. Vision

Knowing we are going to grow and change over time, it is important to have a direction for where you want to go. Following are a set of community vision statements that were created from the input received during this planning process.

In 2040, Mesa is a recognizable city with a great sense of place where:

1. Neighborhood or village centers, of appropriate scale and in appropriate locations, have replaced auto-dominant suburban sprawl to create stronger neighborhoods with a greater sense of place.
2. The downtown area, Mesa's primary urban core, is energized with a variety of living environments and dynamic and vibrant activities including an active night life, frequent community events, higher education campuses, and an active arts community.

3. Existing neighborhoods are well maintained and appropriate infill and redevelopment is encouraged.
4. Changes in the form of buildings and neighborhoods have provided the opportunity to reduce auto travel and energy usage and responds appropriately to our desert environment.
5. Innovation, creativity in entrepreneurship, job creation, and workforce education has provided a strong economic base and has propelled the City forward in the global market.
6. Mesa's built environment sets a standard of quality which is the envy of other communities.
7. We support investment in quality of life assets including arts, culture, and recreation opportunities.
8. There are efficient, multi-modal transportation and transit systems that provide for the movement of goods and people whether it is around the corner or around the world.
9. Residents of all ages take pride in their neighborhoods and enjoy safe, clean, and healthy living environments.
10. Residents feel a sense of inclusion and ownership in their community and a connection to each other through such things as innovative use of technology; participatory government; high degrees of

volunteerism; and, community events.

11. We appreciate and celebrate our roots while embracing the changes in demographics and cultures that help make this an exciting and dynamic place to live and work.

We have choice in a variety of environments from rural to urban; low rise to high rise; passive to active to meet the needs and desires of all residents.

C. The Plan

Through multiple meetings with citizens and industry professionals, a common theme communicated was that for Mesa to move forward we needed to use the synergy that has developed over the last several years and build upon the great foundation that we have in place to create a more exciting, dynamic and holistic city. In order to continue the transformation from a bedroom community to a city of choice in the region we need to provide entertainment, shopping, culture, and housing needs of professionals and executives. In order to be the place where people want to live and raise families and have a place they are proud to call home our neighborhoods need to be safe, our retail areas need to be inviting and attractive, and our citizens need to have quality jobs.

Today Mesa has many positive things happening and is poised to make many

more things happen. At the same time, we have many areas of the community that are showing their age and struggling from having been built without the qualities that maintain viability through time. This Plan, through its various recommendations, goals, policies, and strategies sets a course to help keep the City moving in the desired direction. The primary elements of the Plan are established in Section II of the Plan, in Chapters 4 – 7. Below is a summary of the key recommendations from these chapters that need to be followed to reach the desired Mesa 2040.

Chapter 4: Creating and Maintaining a Variety of Great Neighborhoods

Neighborhoods are the foundation of communities and cities. To be a great city where people want to live, work and play, we need a variety of great neighborhoods. In this Plan we seek to accomplish this through the following efforts:

1. The ongoing efforts to develop, redevelop, and maintain neighborhoods must focus on the opportunities to: (see pages 4-2 to 4-8)
 - Ensure neighborhoods are safe, clean, and provide a healthy living environment;
 - Build community and foster social interaction;
 - Improve connectivity and walkability;
 - Provide for diversity;

- Encourage development of neighborhood character and personality; and,
 - Maintain standards for quality design and development.
2. Develop housing within neighborhoods that responds to the needs of the different segments of our community. Of primary importance is working with individual developments to ensure each development meets the needs of the area where it is developed, has built-in quality that will sustain the development and neighborhood over time, and provide a diversity of housing around the community (see pages 4-9 to 4-13).
3. Proactively work to improve the quality of neighborhoods by addressing the needs and opportunities to facilitate redevelopment (particularly of older neighborhood commercial areas). Methods identified to accomplish this include (see pages 4-13 to 4-18):
- Continuing to work with neighborhoods through the Building Stronger Neighborhoods program and other similar programs to help build local capacity to address neighborhood issues.
 - Continuing to develop neighborhood plans for areas of the city to give the neighborhood residents and businesses the opportunity to work with the City to address local needs.
 - Continuing to develop and implement tools for neighborhood retrofitting.

4. Continue the development and implementation of a historic preservation program to secure the value of older neighborhoods in the city (see pages 4-19 to 4-20).

Chapter 5: Growing and Maintaining Stable and Diverse Jobs

To emphasize the importance of continuing efforts to grow the number and diversity of jobs available in Mesa, the City's Economic Development Advisory Board adopted the following statement:

“The City of Mesa is committed to the foundational principal that economic opportunity for its residents is an essential element for the City to thrive. Livable neighborhoods, excelling schools, parks, infrastructure, and all of the other objectives outlined in this General Plan are more difficult to achieve without a strong economic base. Fortunately, the City of Mesa has several areas that offer some of the most significant potential for economic growth in the entire country. Because of their fundamental importance to the continuing vitality of the City, the City of Mesa will do everything necessary to protect these areas from residential encroachment, promote them aggressively, and develop them to their highest economic potential.”

This Plan addresses this need through the following:

1. Continuing to improve the business climate and targeting industries of opportunity that include (see pages 5-5 to 5-7):

- Health care
- Education
- Aerospace and aviation
- Technology
- Tourism

2. Continuing to improve the educational opportunities available to Mesa residents and improving the connections between education and job opportunities (see pages 5-7 to 5-8).

3. Businesses seek places that are attractive to employees, places where connections can happen, productivity and creativity increase, and professional networks foster collaboration and innovation. This Plan recognizes the established and growing business centers through the city and working with those areas to increase the identity and quality of those places (see pages 5-8 to 5-12). The identified areas are:

- West Mesa
- Falcon Field
- Superstition/Power Road
- Gateway

4. Regional collaboration with other government entities and with private sector businesses (see page 5-12).

5. Ensuring the infrastructure is in place to accommodate new and growing industries (see pages 5-12 to 5-13).

6. Redeveloping and revitalizing our community and regional scale retail

centers (see pages 5-13 to 5-15). To grow our industry we need places for employees and their families to shop and enjoy entertainment. To attract and retain business we must have vibrant, exciting, and attractive places for people to go. Many of the existing centers are struggling and need to be revitalized to provide the types of amenities needed in our community.

Chapter 6: Providing Rich, High Quality Public Spaces and Cultural Resources

In today's fast-paced, information-overloaded world, many people spend the majority of their day either at home, where they must address the needs of their individual families, or at work, where they face the challenges of making a living. If people are to lead balanced, productive, and healthy lives they need places and activities that allow them to take a break from the stressful aspects of day-to-day living and enjoy special, unique and new experiences. This chapter of the Plan describes the efforts that will be taken to provide the quality living environment we need in our community.

1. "Public spaces" include actual public property (from the area along streets to facilities such as the Mesa Arts Center, to parks) and portions of private development (such as sidewalk cafes and open plazas) where people come together and have the opportunity to meet and interact. The ongoing design and maintenance of these areas is

important to creating interesting and attractive spaces. The following topics will be used to review and analyze designs for creating rich, high quality spaces (see pages 6-3 to 6-5):

- Accessible and connected
- Active
- Appropriately scaled
- Integrated
- Inviting and comfortable
- Safety
- Unique character

2. “Cultural resources” include a wide array of events, activities, and places. The list includes both public and private places and events. Establishing and maintaining these events, activities, and places is a critical piece of community and economic development. Key elements identified and discussed in this plan that are part of meeting this need include(see pages 6-6 to 6-8):

- Variety
- Accessibility
- Active participation and a sense of ownership
- Regional and local scale
- Preserve the past and create future identity
- Supporting and engaging the arts

3. The City’s Park, Recreation and Commercial Facilities Department plays a key role in meeting the needs of citizens of Mesa to have open space areas to enjoy and recreational activities to participate in. They have a strategic plan, *Gold*

Medal 2025 Plan, that establishes goals and strategies to continue to improve the operations of this department and the services provided Mesa residents and visitors (see pages 6-8 to 6-10).

4. The Mesa Arts Center and museums provide critically needed cultural opportunities for Mesa residents and visitors (see pages 6-10 to 6-13).
5. Mesa’s library system provides both a means for people to access information and a place for people to meet, learn, and develop community (see pages 6-13 to 6-14).

Chapter 7: Community Character

As a general plan for the continued growth and development of Mesa the goal of this Plan is to help establish and maintain neighborhoods and to build a sense of place in neighborhoods and commercial/entertainment districts. Rather than focusing on individual land uses, the Plan focuses on “character areas.” Character areas combine concepts of land use with building form and intensity to describe the type of area being created through the development that occurs. The goal is to provide flexibility to respond to changing market conditions and create developments of lasting value while preserving and protecting those areas that already meet these ideals. This chapter of the Plan provides the framework and mechanisms that will be used to continue the development of Mesa.

1. The starting point for implementation of this approach to development is to establish and map the desired character types and areas in Mesa (see page 7-2). The character types are:

- Neighborhoods – Primarily residential areas with supporting parks, schools, churches, and small commercial areas.
- Neighborhood Village Centers – Commercial and mixed use nodes of activity, generally between 15 and 25 acres in size, that serve the surrounding neighborhoods.
- Downtown – The traditional downtown area of Mesa includes a wide range of land uses in a traditional and urban form.
- Mixed Use Activity Districts – Areas of activity, generally larger than 25 acres that serve the larger community; primarily retail areas and entertainment centers, but often also include offices, multi-residential, and other supporting uses.
- Mixed Use Community – Identifies larger land areas where it is possible to develop a mixture of uses that will create a complete and identifiable community.
- Employment Districts – Large areas devoted primarily to industrial, office, warehousing and related uses; may include associated commercial uses.
- Specialty Districts – Areas for large, single uses such as college

campuses, airports, and hospital campuses.

- Transit Districts – Light rail and other high capacity transit areas that can develop with a more intense, walkable urban environment.
 - Parks/Open Space – Community and regional scale parks and open space areas.
2. To be consistent with the General Plan, development will need to be designed to further the implementation of the characteristics envisioned for each area that will help to establish unique neighborhoods throughout the community (see pages 7-2 and 7-3).
3. There are four designated growth areas in the city where special emphasis will be placed to ensure the infrastructure is in place to facilitate the ongoing development of these areas (see pages 7-41 to 7-43).
- Phoenix-Mesa Gateway Area
 - Falcon Field Area
 - Superstition Freeway Corridor
 - Downtown and Main Street Transit District

D. Plan Implementation

Section III of the Plan (Chapters 8 – 13) reviews and provides goals and strategies for major City operations that contribute to implementation of the Plan. Developing and maintaining a city requires the provision of a wide variety of facilities and services. In order to provide for these facilities and

services in a cost effective manner it is important to identify them and consider how they will need to evolve over time to meet the changing needs of the community. It is also important to consider how these various facilities and services can be used to help facilitate the realization of achieving the 3 guiding principles of the Plan.

Key elements of these chapters include:

1. Continued development of the City's electric and gas utilities to provide and continually enhance the safety, reliability, and efficiency of energy utility services to the community and utility customers (see Chapter 8).
2. Continuing to implement the City's programs to address environmental planning, preservation, and conservation (see Chapter 9) through implementing strategies to address:
 - Air quality management
 - Water conservation and efficiency
 - Energy conservation and renewable energy generation
 - Stormwater quality and management
 - Community sustainability and environmental protection
 - Natural habitat preservation
 - Land utilization and protection
3. Managing municipal buildings and facilities to help meet the needs associated with creating a recognizable city (see Chapter 10). Included in this chapter are discussions about major buildings,

floodplain management, and solid waste. The goal for the provision of these services is to "Provide the public facilities needed to help create and maintain a variety of great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high quality public spaces and cultural resources."

4. Providing a public safety operation that is prepared to respond immediately to protect citizens, property, and businesses in the best manner possible (see Chapter 11).
5. Continuing to develop and enhance transportation and transit services in a manner that provides options and opportunity and further develops the public street system as an asset for the community (see Chapter 12). The transportation plan includes elements addressing:
 - Complete Streets Element
 - Roadway Element
 - Transit Element
 - Pedestrian Element
 - Bicycle Element
 - Aviation Element
 - Travel Demand Management (TDM) Element
 - Intelligent Transportation Systems Element (ITS)
6. Maintaining and expanding the water resources available through (see Chapter 13):
 - Managing our portfolio of water resources to meet demands
 - Drought planning
 - Wellhead protection

- Aquifer management
- Water reuse planning
- Potable water service and facilities
- Wastewater/sewage collection and treatment

The final section of the Plan addresses implementation and administration. The chapters in this section describe the steps the City will follow to facilitate active implementation of the Plan. Key elements from these chapters include:

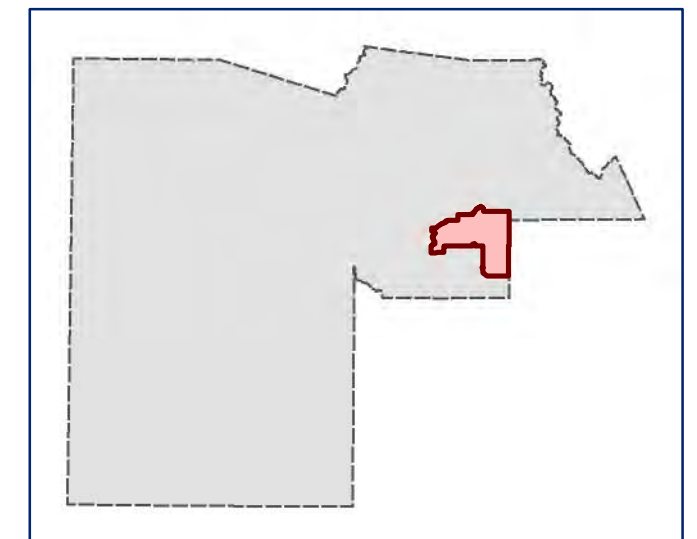
1. Funding mechanisms for the City to continue to operate and maintain City facilities and mechanisms for new development to pay for the costs of development (see Chapter 14).
2. Criteria for review of development to ensure new development implements the 3 guiding principles of the Plan (see Chapter 15). New development, and redevelopment in existing areas, will be reviewed to ensure it is further developing the character of the area in a positive way that meets the goals of this Plan and any adopted sub-area plan.
3. A program of Plan implementation that includes (see Chapter 16):
 - Continuing to develop and implement functional plans (e.g. transportation, water, parks, etc.) and sub-area/ neighborhood plans
 - Defining responsibility for implementation of the policies and strategies contained in the Plan
 - Defining the criteria for major and minor plan amendments.



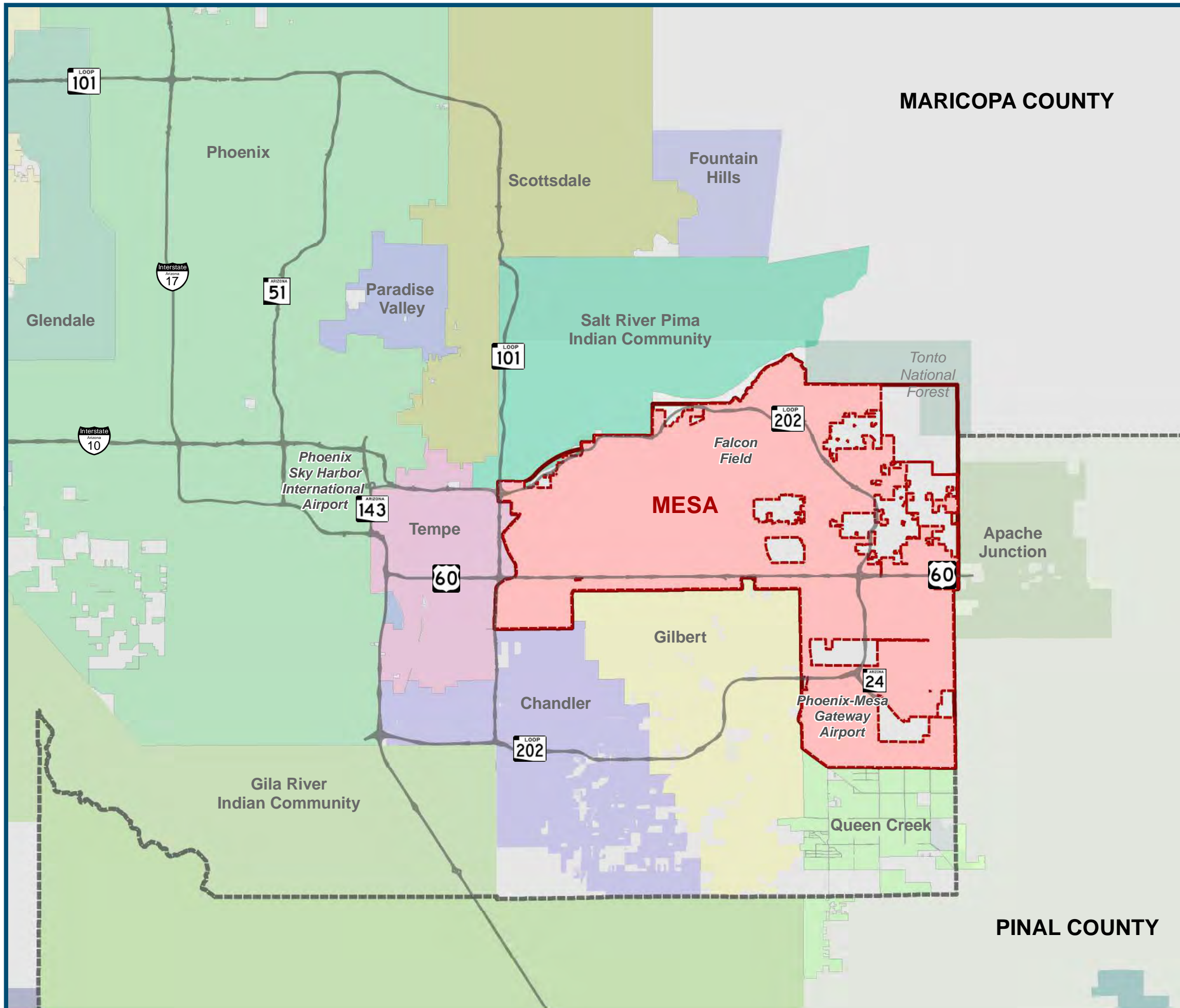
RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Regional Context

Figure 1-1



- Freeways
- ▭ City Limits
- ▭ Planning Area
- ▭ County Boundary



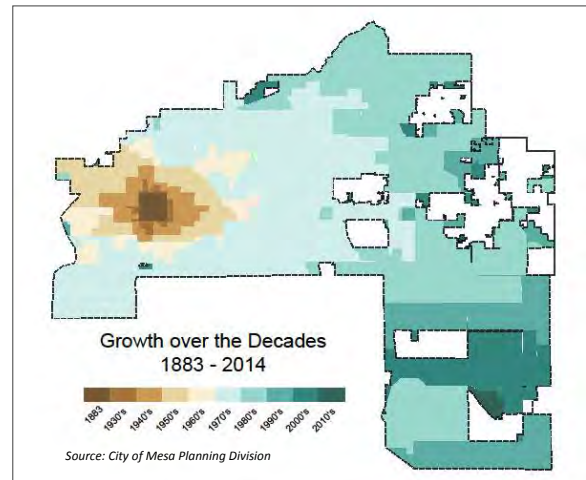
CHAPTER 2. BACKGROUND AND PROCESS

A. Historical Growth of the City

Since its incorporation over 100 years ago, the City of Mesa has experienced tremendous growth. Today it remains primed for further growth in size, population, and employment.

The history of Mesa extends back to the Hohokam Indians, the “Departed Ones,” who built the original canal system in the Valley. Mesa’s modern history began in 1877 when a group of Mormon colonists arrived in Lehi and built Fort Utah near the present day intersection of Lehi and Horne Roads. In 1878, a second group of Mormon colonists arrived and established what modern-day Mesa became by registering the square mile bounded by the present day Mesa Drive, Country Club, University, and Broadway Roads. In 1883, the City of Mesa was officially incorporated and had an estimated 200 residents.

Almost fifty years later, in 1930, the City’s area had expanded to approximately 2.3 square miles and the population had increased to 3,711. Mesa’s area and population increased rapidly thereafter. By 1960, Mesa’s area was over 15 square miles and the population was nearly 34,000, concentrated near the historic city center. By 1980, however, the City boundaries had expanded significantly, increasing the City’s area to over 66 square miles, and the population had increased to over 152,000.



Over these last 30 years, Mesa has continued its rapid growth and expansion to the east. By 2010, the City’s area and population had doubled to 138 square miles with more than 439,000 residents and 194,822 dwellings. In addition, a significant portion of the unincorporated county land within Mesa’s total planning area had already been developed. This planning area covered approximately 172 square miles and included a population of 482,503 people in 2010.

B. History of Planning in Mesa

The first general plan for Mesa was adopted by the City Council in December 1971. Officially called the Mesa 1990 General Plan, it served well during a period of rapid growth.



The City of Mesa experienced a rapid rate of growth during the decade of the 1970's. A number of planning studies were completed during this time to supplement the Mesa 1990 General Plan. These studies considered the areas of land use, transportation, storm water, utilities, housing, and airports. As a result of these studies, and in response to the substantial development in Mesa, a new general plan was prepared and adopted in 1982.

During the mid-1980's, Mesa continued to experience significant population and area growth. New local and regional issues arose, including freeway planning, environmental constraints, economic development, downtown redevelopment, neighborhood preservation, and utility system expansion. A major study of local economic development strategies and land use plans related to the newly-approved regional freeway system was conducted. This study resulted in the Mesa Freeway Corridors Study report,

completed in 1988, which developed land use plans for a one-to-two-mile-wide corridor along existing and planned freeway alignments.

The Mesa Freeway Corridors Study was used as the basis for a 1988 update of the 1982 General Plan. This updated plan focused on policies that reflected the consensus of the City Council and the community. These policies were intended to guide major land use and community development decisions. References were made in the plan to other important studies that identified objectives and policies for the City.

After 1988, the City conducted a number of major planning studies to address various aspects of urban development. In 1996, an updated General Plan was prepared. The 1996 General Plan emphasized goals, objectives, and policies. The basic philosophy of the plan was to provide a decision-making framework for the overall planning process.

Based on new state statute requirements the general plan was updated again in 2002. "Mesa 2025, A Shared Vision" included not only an update to the general plan, but also a Transportation Plan, an Economic Development Plan, and a Parks and Recreation Plan. The 2002 plan emphasized job growth in an effort to improve the sustainability of the community.

C. City Government

The City of Mesa has an elected Mayor and six City Council members that are limited to two consecutive terms. The City operates under a charter form of government, with the Mayor and City

Council setting policy. In 1998, a voter initiative changed the election of the council members from an at-large system to a system of six districts. Council members serve a term of four years, with three members elected every two years. The mayor is elected at-large every four years.

The Mesa City Council actively encourages citizen participation in the decision-making process. This citizen involvement is accomplished through neighborhood meetings, advisory boards and committees, and other means. Based on the citizen input, the Council sets policies for the operation and development of the City. The appointed boards and committees play a major role in this process.

The citizen groups that have a particular relationship to the preparation of the General Plan include the Planning and Zoning Board, Transportation Advisory Board, Parks and Recreation Board, Economic Development Advisory Board, Board of Adjustment, Building Board of Appeals, Design Review Board, Historic Preservation Board, and Housing and Community Development Advisory Board.

Other groups that play an important role in decisions affecting the community include the Human Relations Advisory Board, Judicial Advisory Board,

Library Advisory Board, and Museum and Cultural Advisory Board.

Supporting the elected and appointed leaders is a City staff of over 3,500 full-time equivalent employees. The City's leaders and staff strive to improve the quality of life and sustainability of Mesa by developing and enforcing policies related to the City's growth and development. They also enable community residents and businesses to express their opinions and gain representation via elections, public meetings, and direct contact.

The City of Mesa provides a wide range of services to meet the needs of the citizens and businesses located in Mesa, including roadways; gas, water, and electric utilities; police; fire and medical services; courts; libraries; solid waste disposal; parks and recreation facilities; arts and cultural programs; and transit. These services significantly improve the quality of life for residents and competitiveness for businesses. Furthermore, they are not generally provided by the private sector, making it incumbent upon the City to ensure their safe and efficient availability.

To provide these services, the City of Mesa draws upon a wide array of revenue sources and makes numerous expenditures. While most of this revenue is from local sources, such as sales taxes, utility charges, and user fees, a large proportion also comes from



external sources, such as intergovernmental transfers from the State of Arizona. It is critical to the economic well-being of the community that the City's revenues and expenditures are kept in balance.

D. Purpose of the General Plan

Arizona state law (ARS 9-461.05.A) requires that each city adopt a comprehensive, long-range general plan to guide the physical development of the community. The Mesa City Charter also requires the existence of a general plan. The Mesa General Plan has the following three interrelated functions:

- An expression of community goals and priorities
- A decision making guide
- A fulfillment of a legal requirement of state law

While the Mesa General Plan responds to the legal requirements of the Arizona statutes, it is designed to be specific to the issues and needs of Mesa. It contains goals, policies and strategies to guide the community over a 25-year period. Its focus is on shaping the physical form of the City, yet it also includes policies and statements about other aspects of the community.

Misconceptions sometimes exist with regard to the purpose and use of a general plan. Clarifications of several such items include the following.

- One misconception is that the general plan cannot be changed over time and that all of the policies and strategies will be implemented exactly as written. However, the plan is a general guideline that may be

updated or changed if needed, depending on how growth actually occurs over time. The plan will be evaluated periodically and updated to respond to the changing needs of the community.

- Another misconception is that the general plan is the same as the zoning ordinance. In reality, these are two separate documents with different purposes. The general plan is a policy document that guides community growth and development decisions. The zoning ordinance, with its associated zoning maps, implements the General Plan. It is a legal instrument that precisely defines permitted land uses and associated performance standards for individual properties. The important relationship between the two is that zoning amendments must conform to the generalized policies of the plan.
- Another common misconception is that the general plan is only the Land Use Map. While this map is the focal point of many development decisions, the relationship with other concerns is critical to sound decisions. These concerns include transportation, public facilities, the environment, economic development, and other topics. The elements of the general plan provide guidance for decisions that will take into account the interrelationships among these issues.
- Some people have the misconception that the General Plan allows the City to acquire private property for development projects or that the Plan will be used to force people into a specific type of

development or lifestyle. The General Plan simply sets general policy guidance for how we want our city to grow and change over time. Should the City need to acquire property for a public use, all applicable state laws and processes will be followed. Further, the Plan establishes the need to accommodate a wide range of development types in order to meet the needs and desires of a large and diverse population.

The following lists summarize what a general plan is and what it is not.

Mesa's General Plan is:

- A statement of city policy
- A guide for decision making
- A framework for more specific planning
- A tool for education and communication
- A means of providing a long-range perspective
- A way to improve the quality of life

Mesa's General Plan is not:

- A specific plan for a development project
- A zoning ordinance
- A rigid static document
- A capital improvement plan
- A city budget
- A master plan or operational plan

E. Preparation of the General Plan

A general plan is intended to provide a comprehensive guide to the community's present and future residents and businesses as well as city leaders and staff regarding future growth and development goals. It applies to all land within the planning area and addresses subjects related to

the community's development. The General Plan also specifies the goals, policies, strategies and implementation measures required to achieve the community's goals.

State statutes require general plans to be reviewed and updated every ten years. With the approval of the Mesa 2025 General Plan in 2002 it was time for an update again in 2012. The update process began with an internal review by planning staff with other City departments to see how the Plan was functioning and how extensive of an update might be needed. Based on this review it was determined that much of the Mesa 2025 General Plan was still accurate and that a more limited update compared to previous planning efforts would work.

A Plan Advisory Committee (PAC) was assembled using members from existing Council appointed advisory boards. PAC members were selected from the Planning and Zoning Board, Economic Development Advisory Board, Transportation Advisory Board, Design Review Board, Historic Preservation Board, Housing and Community Development Advisory Board, Human Relations Board, and Parks and Recreation Board. The PAC reviewed the existing general plan, input staff received from public meetings, the draft of the updated Plan, and recommended approval of the updated Plan.

Several methods were employed to obtain citizen comment and feedback throughout the Plan development process. Those methods included:

- Periodic presentations to Council and the advisory boards represented on the PAC;
- Staff an information booth at a wide variety of public events (e.g. 2nd Friday in Downtown Mesa, Building Stronger Neighborhoods meetings, Celebrate Mesa, etc.) where citizens could learn about the plan update and provide ideas and comments;
- Attending meetings of neighborhood and civic groups to provide information and receive feedback;
- Holding meetings in each of the iMesa village areas both during the early information gathering stage of the planning process and following release of the draft plan document;
- Providing a website and user voice site to provide information and receive feedback; and,
- Public hearings during the final Plan adoption process.

The City of Mesa is an important part of the Phoenix Metropolitan Area. The relationship of Mesa to this urban area and the surrounding communities is illustrated on Figure 2-1. This General Plan covers an area somewhat larger than the City's incorporated limits, as shown on Figure 2-2. This Municipal Planning Area accounts for the fact that the City of Mesa's sphere of influence extends beyond its boundaries, particularly into areas that currently are primarily under the jurisdiction of Maricopa County. The Mesa Municipal Planning Area is generally bounded by the Salt River on the north, Baseline Road or Germann Road on the south,

the Loop 101 Freeway on the west, and Meridian Road on the east. The City's incorporated area covers 139 square miles. Unincorporated areas collectively comprise approximately 33 square miles, creating a total planning area of nearly 172 square miles.

F. Organization and Use of the General Plan

The remainder of the General Plan is divided into three sections which include a total of 12 chapters. The structure of the Plan and the chapters contained in the plan were developed based on the planning needs of the City at this time. The information contained in the chapter also respond to the elements required by ARS 9.461.05. The contents of the remainder of the Plan and the associated elements as defined by the statute are as follows:

Section II. Building a Better Mesa – Creating a City of Choice(s)

Chapter 3. Background and Vision

Chapter 4. Creating and Maintaining a Variety of Great Neighborhoods – includes Housing; Conservation, Rehabilitation, and Redevelopment; and Neighborhood Preservation and Revitalization elements

Chapter 5. Growing and Maintaining Diverse and Stable Jobs

Chapter 6. Providing Rich, High Quality Public Spaces and Cultural Resources – includes Open Space and Recreation elements and the portion of the Public Buildings element dealing with civic and community centers and libraries

Chapter 7. Community Character – includes Land Use and Growth Area elements

Section III. Facilities and Services

Chapter 8. Energy Resources – includes the electric and gas portions of the Public Facilities element dealing with the electric and gas utilities

Chapter 9. Environmental Planning and Conservation – includes the Energy and the Environmental Planning and Conservation elements

Chapter 10. Public Facilities – includes those portions of the Public Buildings and Public Facilities elements not covered elsewhere

Chapter 11. Public Safety – includes the Safety Element

Chapter 12. Transportation – includes Circulation and Bicycle elements

Chapter 13. Water Resources – include Water Resources element

Section IV. Administration and Implementation

Chapter 14. Financing a Maturing City – includes Cost of Development element

Chapter 15. Development Review

Chapter 16. Plan Implementation and Amendment

Most chapters of the Mesa General Plan are organized into the following sections:

- Introduction.
- Background material and/or review of important ideas and elements related to the topic.
- Plan Elements to include overall goals, policies and strategies, and review of programs that further address the topic in more detail.

These elements of the General Plan provide guidance for future growth and development of the community in both verbal and graphic form. These provisions will be effective only if the Plan is properly administered and implemented. Provision must also be made for appropriate amendments. In addition, the General Plan will need to be updated as significant changes occur in the physical, economic, and political environment of the community. These updates should reflect the latest demographic data available from the U.S. Census every five to ten years. At a minimum, the General Plan must be updated within ten years to comply with Arizona Revised Statutes.

Chapter 16 of the General Plan describes the manner in which the Plan will be administered. This section contains the following four items:

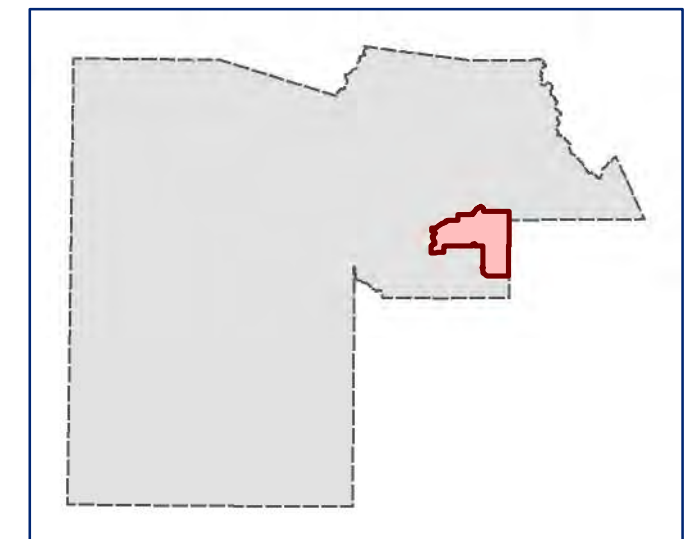
- Implementation Tools – A review of the tools available for the City to use to implement the Plan.
- Sub-area/neighborhood plans/ Functional Plans – This section describes the ongoing effort to prepare and update more specific plans to provide for the more detailed planning needs of the City.
- Annual review, periodic update of strategies – A description of the process that will be used to periodically review and update the strategies contained in the Plan.
- Plan Amendments – Procedures for amending the General Plan as required by state law.



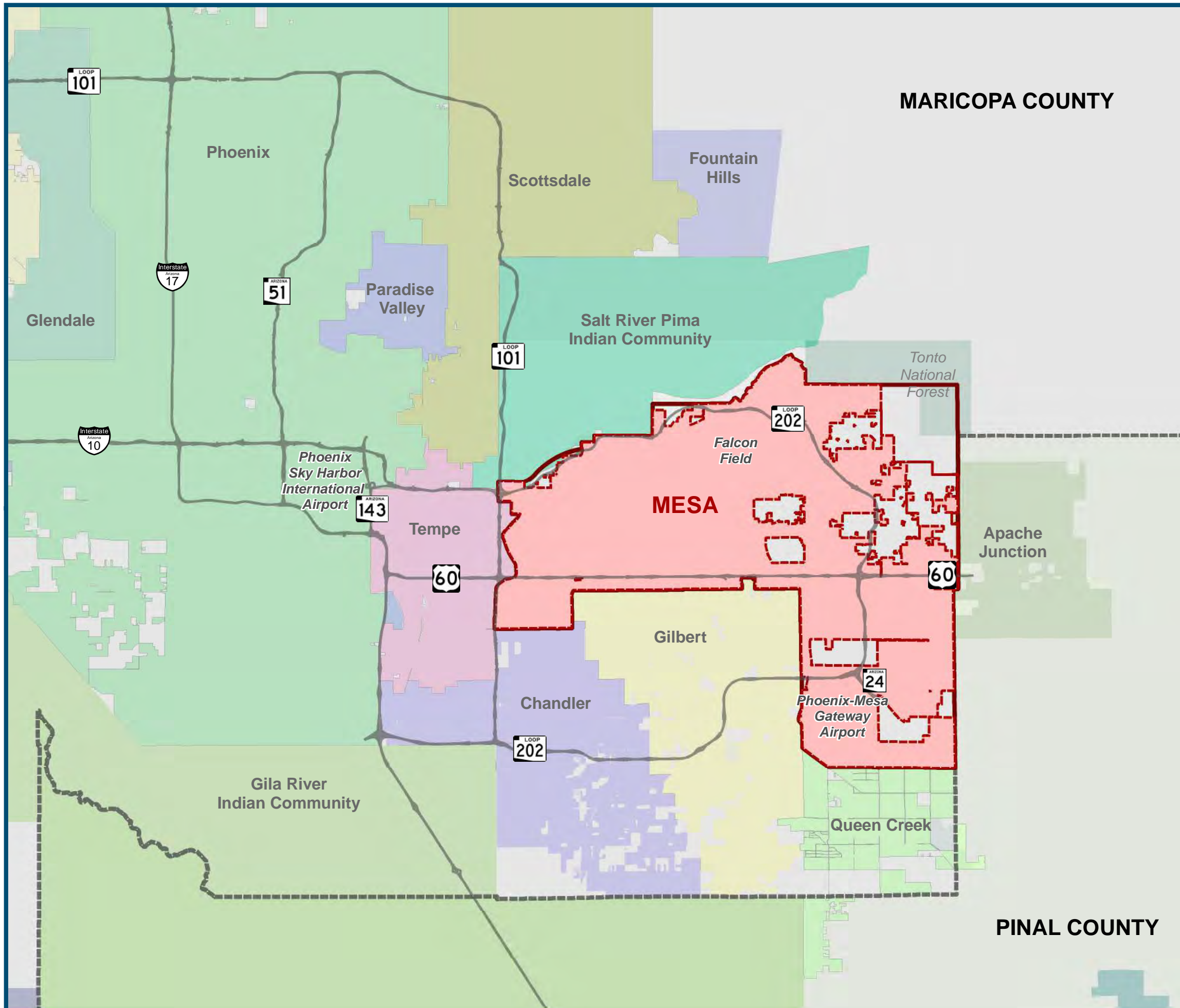
RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Regional Context

Figure 2-1



- Freeways
- ▭ City Limits
- ▭ Planning Area
- ▭ County Boundary



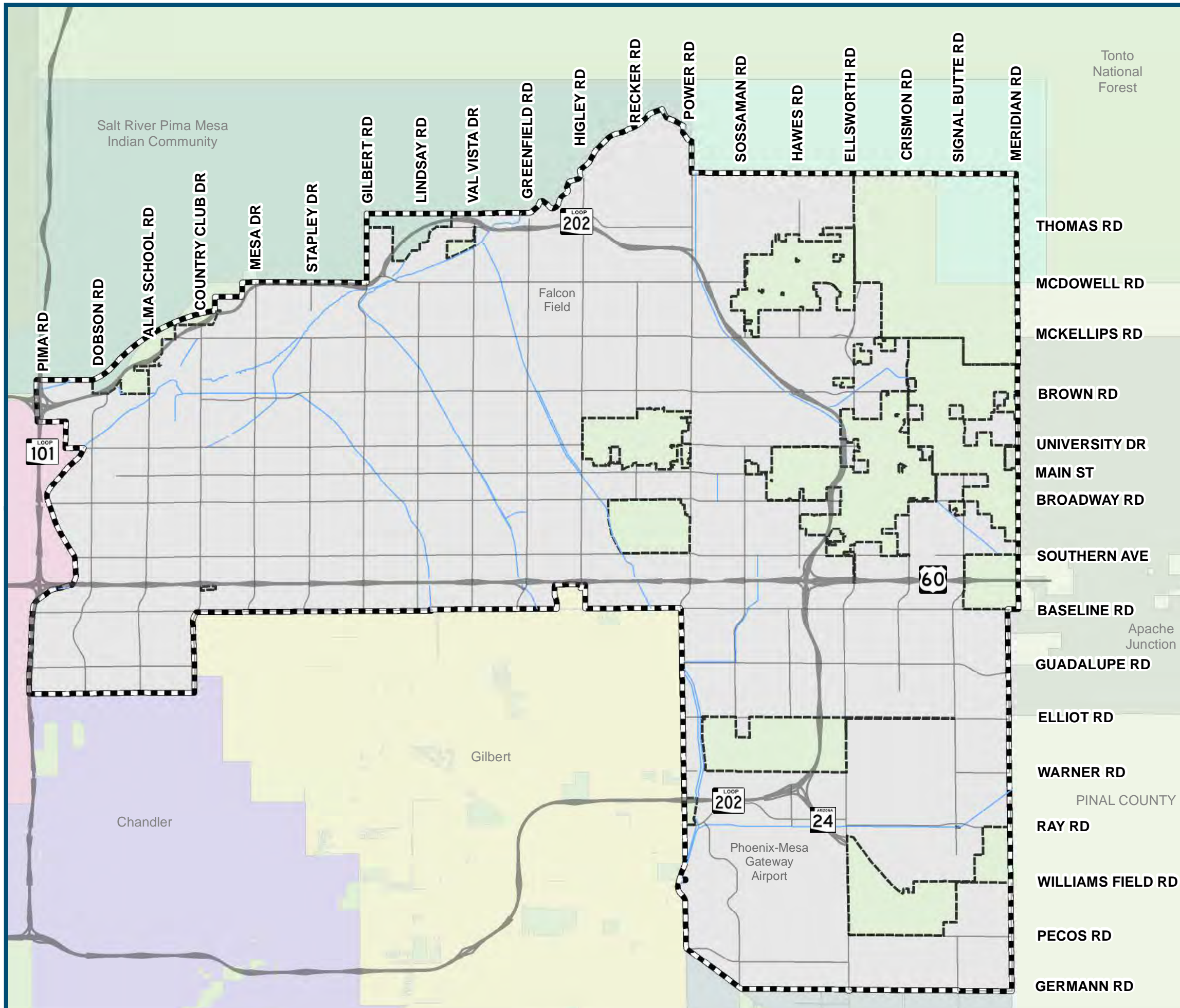


RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Municipal Planning Area Figure 2-2

-  Planning Area
-  City Limits

-  Freeways
-  Arterials
-  Canals



SECTION II. BUILDING A BETTER MESA

CREATING A CITY OF CHOICE(S)

Like all cities, Mesa has grown and changed with time, and will continue to do so into the future. As described below, the tremendous growth that has occurred over the last 30 years has turned Mesa into a large, sprawling bedroom community that has lost much of its individuality and sense of place. In the early days, Mesa was clearly a separate and recognizable city. As a small, close-knit farming community with families that stayed from one generation to the next, Mesa had a strong sense of place and community identity. Having and maintaining this sense of place is important for the long term health of a community because it helps engender a sense of pride and ownership in the community that inspires its citizens to invest in its future and become rooted to the community.

The explosive growth that has happened over the last 30 years has caused much of Mesa to lose its individuality and unique identity within the “the Valley”. As development

moved outward away from the historic downtown core Mesa began to become a mix of individual subdivisions tied together by an arterial street grid. This growth pattern forced the commercial areas to the arterial corners with little or no connection to the surrounding neighborhoods and resulted in development responding more to the needs of the automobile than focusing on the opportunities to create places where people can interact. This type of development has essentially taken the people out of the place.

The input received from a variety of sources during the process of preparing this Plan points to the desire and opportunity to begin to focus the continued growth and development of Mesa on the re-creation of a complete, recognizable city made up of a high quality built environment, well-connected walkable neighborhoods and centers of activity. By re-focusing development patterns to

“...ideal cities are very much the product of their own ages. Designed as complete urban settlements, they bear the unmistakable imprint of their own culture and world view in every street and building. And yet to be successful a city has to be open to continuous development, free to evolve and grow with the demands of new times.”

P. D. Smith, scholar and author on urban life

respond to the needs of people to interact and move between neighborhoods and commercial and recreational nodes of activity, the city can become an exciting place where citizens and visitors can find a wide variety of things to do and experience. Further, by emphasizing high quality design and use of timeless building materials, we build a city that will continue to attract investment and re-investment in the community. The overarching goal of this plan is to chart a course that will help the citizens of Mesa build upon the successes of the past and build a recognizable community with a strong and distinct sense of place.

In order to use the change that is going to happen over the next 30 years to help build a better Mesa, it is helpful to understand the past, recognize current challenges, and generate a vision for the future. Chapter 3 of the Plan provides this perspective. Accomplishing the vision for the future of the city requires focusing on three guiding principles: creating and maintaining a variety of great neighborhoods (Chapter 4), growing and maintaining diverse and stable jobs (Chapter 5), and providing rich, high quality diverse public spaces and cultural amenities (Chapter 6). Implementing these three principles and creating a city of choice with a strong sense of place requires focusing on developing the character of places as opposed to individual land uses. Chapter 7 of the Plan establishes the

character areas proposed for Mesa with the related goals, policies and strategie





Mesa 2040 General Plan

Recognizable Neighborhoods – Innovative Jobs – Memorable Public Spaces

CHAPTER 3. A VISION FOR THE FUTURE

A. Recent Growth and Development

Over the last 30 years, Mesa has experienced rapid growth and expansion to the east. In 2010, the City's area and population has doubled compared to 1980 to 138 square miles with more than 439,000 residents and 194,822 dwellings. In addition, a significant portion of the unincorporated county land within Mesa's total planning area had already been developed. This planning area covered approximately 177 square miles and included a population of 482,503 people in 2010.

Growth and development during this time period included closing and redevelopment of Mesa's first indoor mall – Tri-City Mall, and the opening of Fiesta Mall, Superstition Springs Center, and the Riverview Development in northwest Mesa. The transportation infrastructure grew with the completion of the Superstition and Loop 202 freeways, and the conversion of Williams Air Force Base into the Phoenix-Mesa Gateway Airport. Development during this time frame also included expansion of Boeing and development of industrial parks around Falcon Field, new hospitals, schools, and parks.

As demonstrated by the numbers above, Mesa has grown very rapidly since 1960. As a result, in 2010 only 5.2% of all existing residential structures were built prior to 1960, and only 34.5% of

residential structures were built prior to 1980. This rapid growth accounts for the amount of streets added to the City's system during this time and for the City's overall suburban development pattern.

The established suburban development pattern places a strong reliance on use of a personal automobile for transportation needs. This reliance is not expected to change significantly. However, in response to changing demographics and desired living environments, recent developments are beginning to provide alternatives that are less suburban and offer options for people who want alternatives to the use of a car and provide a more pedestrian friendly environment once a person arrives at a site. This new development pattern is expected to continue into the future.



B. Challenges and Opportunities

The growth over the last 30 years has provided Mesa with many opportunities and challenges which have been identified through community input, other planning projects, council policies, and by reviewing trends in community development.

As part of the Plan update process staff met with citizens of Mesa in a variety of settings to get their thoughts on the current challenges and opportunities in Mesa. Major themes coming from the

public input include concerns with parks and trails, concerns about connectivity between neighborhoods and with shopping areas, and concerns with opportunities for employment, education, and quality shopping. There was also a strong desire to improve streets and options for transportation and transit. In short, these comments pointed to a desire among citizens to see Mesa continue to evolve into a more complete City that offers the amenities expected in a City our size.

In addition to community input, staff conducted a peer review of literature to identify general issues facing communities and what characteristics are needed to help guide the continued development of the City. The review identified several key fundamentals to community development that are important underlying elements of continuing to grow and develop a healthy, sustainable City. These key elements include:

1. High quality development
2. Changing demographics
3. Public health
4. Urban design and place-making
5. Desert environment

These key elements, as described below, have been considered in the development of the vision statements, guiding principles, goals, policies and strategies contained in the Plan. In the future, as the Plan is implemented and questions arise, these foundational elements will serve as a reference in determining how the Plan should be implemented, modified, or updated.

High-Quality Development

Having standards for high quality development helps attract high quality development to the community. High quality development is made of attractive, durable materials; interesting, attractive architectural designs; site planning that related to and appropriately integrates with the surrounding neighborhoods; and, building forms that create inviting



spaces. Developments that achieve these standards will retain value, add to the sense of community, provide visual interest, and help attract further investment into the community. In the past, the City of Mesa has settled for less than high quality development. As time has progressed, we can see that those communities that have required quality development upfront have continued to draw high quality development resulting in better looking and more prosperous communities. While still being sensitive to economic realities and not becoming overly burdensome, the City of Mesa recognizes the need to require new development in Mesa to be as good as, or better than, that of surrounding communities.

Changing Demographics

In order to create a more complete and recognizable City, the General Plan must address two major demographic groups moving their way through life.

One is the baby boomers who are entering their retirement years. The other is the echo boomers, or Millennials, who are just moving into the work force. Nationwide, these two population groups represent approximately 140 million people. Compared to previous generations of retired people, the baby boomers tend to desire a more active and urban lifestyle. Also, compared to previous generations, the Millennials tend to marry later and also desire a more active and urban lifestyle. These changing demographics point to a need for smaller house sizes and development patterns that contain a wider variety of activities in close proximity to one another such as in downtown or along light rail.

There are other demographic changes occurring that will affect the growth and development of Mesa. Over the next 30 years the City will continue to become more diverse with a significant increase in our Hispanic population. We will also likely see an increase in our Asian and Pacific Islander population. These different groups, and the cultures they represent, will impact the types of neighborhoods we have and the types of employment and shopping areas we have.

Table 3-1: Ethnicity

Column1	1990	2000	2010
White	90.10%	81.70%	74.60%
African Am	1.90%	2.50%	3.50%
Native Am	1%	1.70%	2.20%
Asian/Pac	1.50%	1.70%	2.30%
Other	5.50%	9.70%	13.60%
Two+ Races		2.80%	3.70%
Hispanic/Latin	10.90%	19.70%	26.40%

There is a benefit to Mesa to be inclusive and attract a more diverse population. A diverse population brings new ideas and energy to the community. The increase in diversity amongst Mesa's residents creates the opportunity to mix and infuse various cultures into the creation of unique and recognizable places. To attract diverse populations the City of Mesa needs to cultivate a welcoming and inclusive atmosphere for people of all races, ages, incomes, social groups, etc. and include development options that allow for expression of differing cultures.

Public Health

There is a positive relationship between creation of places where people like to be and the public health of a community. In order to create the types of places that afford residents and visitors the ability to live healthy lifestyles, multiple City departments including Planning, Transportation, Economic Development, and Parks & Recreation must consider the potential health impact of their policies and decisions. When residents of a community suffer from a lack of health and wellness, they are unable to thrive in places where they live, learn, work and play. Lost productivity due to poor health transfers additional burden to other residents and diminishes Mesa's capacity for economic growth. Studies have shown that how we build our cities can affect the levels of public health either positively or negatively. Studies have also shown that the design of the physical environment contributes to obesity, heart disease, Diabetes, and asthma. By working together to afford individuals the opportunity to live

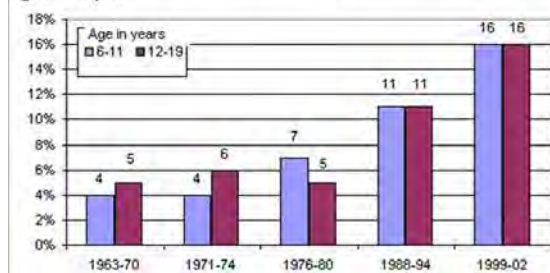
healthier lives, we can lower the impacts of these health diseases and improve the quality within our communities.

A 2012 parks bond issue was approved by voters in part to address this topic. This bond issue has provided funds to improve a variety of passive and active parks, recreation, and trail facilities around the City.

Continued development of the City needs to consider how that development will address public health issues and encourage patterns that will improve the opportunities for healthy eating, physical activity, access to health care, avoidance of disease, and social interaction in both existing and

project can be successful and contribute to the quality of the built environment and create a desirable sense of place. The importance of creating more recognizable neighborhoods and complete communities includes facilitating development that connects people to where they live, work, shop, and play. When people feel connected to a place, they have a greater sense of ownership and are more likely to participate in community activities, work together for community improvement, and help create a safer environment. A more attractive community with a strong sense of place also plays an important role in economic development and attracting high quality, high paying jobs.

Figure 1. Prevalence of overweight among children and adolescents ages 6-19 years



SOURCE: CDC/NCHS, NHES and NHANES

newly developing neighborhoods.

Urban Design/Place-Making.

Attractive, vibrant cities and neighborhoods have recognizable places that help create a unique character and sense of place.

Thoughtful consideration of urban design during the planning, development, and redevelopment process can help developers and property owners consider how their

Plans for development and redevelopment should focus as much on urban design and the creation of quality places as on the economics of development.

Desert Environment

Mesa is located in the Sonoran Desert, a stunning and unique environment that offers a valuable asset to community living. The overall vision of the General Plan revolves around the creation of a sense of place by increasing the opportunities for people to interact with each other and their environment. However, climate extremes and limited resources such as water, also offers challenges and the need to provide guidance for the built environment and protection to the natural environment.

The Salt River valley is known for its long, hot summers. Data collected over the



years shows that the average temperatures are rising, particularly in the urban areas due to heat gain from the built structures (the heat island effect). That is why, in a desert environment such as ours, trees and shade are a vital design element in urban design for the creation of place, improving walkability and providing a connection of spaces and activities. Shade can be provided by both manmade structures and trees, but trees have the added advantage of helping improve air quality and to reduce temperatures.

The General Plan also addresses a range of development and conservation strategies intended to preserve and protect the natural environment while simultaneously considering livability, a strong economy and social equity. Water conservation techniques and protection of our water quality is essential. Because of the unique thermal dynamics of a desert environment, innovations and new technologies to improve air quality from emissions as well as dust and particulate air pollution has to be considered. Buildings and land planning should be sited and designed to provide for

natural cooling and reduced heat gain. The construction of buildings has to consider the careful relationship to the natural environment and include energy and water efficiency in order to reduce stress on those resources. It could be as simple as revisiting simple strategies from our past like the use of better insulated walls (adobe), shading our windows with porches and awnings and collecting rainwater for our landscapes.

C. A Vision for the Future

As we have contemplated how to face our current challenges and capitalize on our present opportunities to create a more recognizable City, we have developed a series of fundamental vision statements. These statements represent the overall direction the citizens of Mesa want to go as a community. These vision statements are based on the input received through the “This is My Mesa” campaign, a review of priorities from the iMesa program and Council Strategic Initiatives, and consideration of main ideas that have been a part of recent sub-area plans. These statements are:

In 2040, Mesa is a recognizable City with a great sense of place where:

- *Neighborhood and village centers, of appropriate scale and in appropriate locations, have replaced auto-dominant suburban sprawl to create stronger neighborhoods with a greater sense of place.*
- *The downtown area, Mesa’s primary urban core, is energized with a variety of dynamic and vibrant activities including an active night*

Recognizable Neighborhoods – Innovative Jobs – Memorable Public Spaces



life, frequent community events, higher education campuses, and an active arts community.

- Existing neighborhoods are well maintained and appropriate infill and redevelopment is encouraged.
- Changes in the form of buildings and neighborhoods has provided the opportunity to reduce auto travel and energy usage and responds appropriately to our desert environment.
- Innovation, creativity in entrepreneurship, job creation, and workforce education has provided a strong economic base and has propelled the City forward in the global market.
- Mesa's built environment sets a standard of quality which is the envy of other communities.

- We support investment in quality of life assets including education, arts, culture, and recreation opportunities.
- There are efficient, multi-modal transportation and transit systems that provide for the movement of goods and people, whether it is around the corner or around the world.
- Residents of all ages take pride in their neighborhoods and enjoy safe, clean, and healthy living environments.
- Residents feel a sense of inclusion and ownership in their community and a connection to each other through such things as innovative use of technology; participatory government; high degrees of volunteerism; and, community events.
- We appreciate and celebrate our roots while embracing the changes in demographics and cultures that help

make this an exciting and dynamic place to live and work.

- *We have choice in a variety of environments from rural to urban; low rise to high rise; passive to active to meet the needs and desires of all residents.*

D. Creating a Complete and Recognizable City

Summarizing these vision statements and what is needed to help Mesa transform from an auto-oriented, bedroom community into a vibrant City with a strong sense of place requires focusing on a land development patterns that emphasize the character of place and focusing on those principles that build neighborhoods, stabilize the job base, and improve the sense of place. This Plan is written and organized around accomplishing these ideas.

The following chapters of the Plan reviews and establishes three guiding principles that form the heart of the Plan with the goals, policies, and strategies that will be used to accomplish these principles. The three guiding principles are:

- **Creating and maintaining a variety of great neighborhoods.** Great neighborhoods provide a sense of place, security, and belonging to residents.
- **Growing and maintaining diverse and stable jobs.** A diverse and stable economy, and the elements that create it, are needed to provide the jobs, shopping, and entertainment activities that make a community healthy and vibrant.
- **Providing rich, high-quality public spaces and cultural resources.** Rich public spaces are needed to bring the community together in variety of settings. Each of these areas need to be studied and planned for to help move the community from a series of disconnected developments into an integrated, recognizable City.

Discussion of these guiding principles is followed by a chapter that describes the pattern of development desired for the City. This development pattern is described in terms of character types. Utilization of these character types to structure development will, over time, help the City implement and achieve the three guiding principles.

CHAPTER 4. CREATING AND MAINTAINING A VARIETY OF GREAT NEIGHBORHOODS

A. Introduction

Neighborhoods are the foundation of communities and cities. To be a great city where people want to live, work and play, we need a variety of great neighborhoods. A neighborhood is not just houses on a plot of land. A neighborhood is made up of single-family homes (both owned and rented), neighborhood groups, local businesses, shopping, grocery stores, parks, multi-family dwellings and so much more. Mesa's neighborhoods are an integral component to maintaining healthy, safe, and vibrant communities. We should not lose connection to the unique and strong identity that makes each neighborhood distinctive.

Neighborhoods come in a wide variety of sizes and environments and can be thought of in many ways, from small clusters of houses located together on a street to larger community centers. Some neighborhoods, such as a downtown neighborhood, take on a more active, commercial and mixed-use nature. Other neighborhoods, such as the Citrus, Lehi or the Desert Uplands areas, take on a large-lot and/or rural character and offer a different type of uses and activities. All need to be nurtured and maintained to provide a variety of safe, healthy places for people to live. All are part of a dynamic and vibrant city.

Bringing individual smaller neighborhoods together is what creates

that sense of place and makes a community exist. Without a community, the area is just another place to live. It is often found that residents in vibrant, active neighborhoods are more likely to support local businesses, work together to solve neighborhood issues, and contribute more to the local community. A community of people tells you when something is working or not working, and is willing to work together as a team and offer support.



Neighborhood schools are often a key component of a strong neighborhood. Schools can provide a significant focus for families within a neighborhood as well as a gathering place for neighborhood events and activities. The design and maintenance of the neighborhood surrounding schools can affect the quality of the schools and the role they play in the neighborhood. When the neighborhood population is largely transient it is difficult for schools to provide the same level of service compared to more balanced, stable neighborhoods. Strong and active schools are often an attraction for

families looking for good schools for their children. It is important for the City and schools to work together for strong schools and supportive, active neighborhoods.

For the purposes of this Plan and its goals, the term *neighborhood* refer to geographic areas tied together by community-identifying elements such as schools, churches, shopping locations, parks, cultures, and unique, identifiable boundaries. These neighborhoods are generally between one and four square miles in size, include many of the basic services needed for daily living, have an inner- and inter-connected street network, and have diversity in buildings, streets, and open spaces. Urban neighborhoods tend to be geographically smaller and contain more variety of uses, suburban neighborhoods tend to be larger and have less of a mix. As Mesa continues to grow and mature, a focus will be on implementing techniques that will help suburban neighborhoods evolve into a traditional neighborhood form as described in the Community Character chapter of the Plan.

Neighborhood creation in a new area begins with the initial site planning and subdivision design. Many new developments today often focus on laying out a subdivision that minimizes the cost of development and maximizes the number of lots. Some consideration is given to providing amenities within the subdivision for future residents, but little, if any, thought is given to how the individual subdivision helps create that larger, long term neighborhood community that can retain value and attractiveness over time.

Long term, for both new and already-existing mature neighborhoods and the larger community they help create to maintain and retain value, people need to continue to invest and reinvest their time, energy, and resources into the area. Following is a discussion of the key elements needed to encourage residents, property owners, and businesses to invest in new neighborhoods and support, sustain and improve existing ones.

B. Key Elements Needed for Strong Neighborhoods

To create and maintain strong neighborhoods there are many design, development, and maintenance factors that need to be followed. Following is a discussion of six key factors that will be used in the ongoing process of creating and maintaining neighborhoods in Mesa.

1. Safe, Clean and Healthy Living Environment.

Neighborhoods are where we live. For many people their most significant personal investment is their family and their most significant financial investment is their home. People want to have their homes in neighborhoods where their families will be safe and they can live healthy, productive lives. When neighborhoods become unsafe, when the neighborhood is not clean and healthy, those who can will typically leave the area. Primary elements of neighborhood safety involve freedom from crime, freedom from environmental hazards, freedom from services or businesses perceived as threatening to residents' well-being, and the ability to walk and drive safely.

The streets, sidewalk and the landscaping along a street in a neighborhood are the first impression people get of that neighborhood. Parks and other public spaces within a neighborhood also provide residents and visitors with an impression of the associated neighborhood. When these areas are well maintained there is a stronger likelihood that the property owners will take pride in their properties. When these areas are not well maintained the motivation for individual property owners to maintain their properties goes down. Closely connected with infrastructure maintenance are efforts to keep properties clean and free of debris and graffiti.

In Mesa, neighborhood safety and healthy living are addressed through:

- Initial site planning and design/redesign that includes application of Crime Prevention Through Environmental Design (CPTED) standards
- Encouraging the creation and maintenance of block watch groups
- Encouraging the creation and maintenance of neighborhood associations (formal or informal)
- Community policing, a public safety presence, and crime prevention efforts
- Active code compliance enforcement to ensure properties are maintained
- Application of technologies that allow for prompt reporting and correction of hazards, graffiti, and

other similar types of unsafe conditions

- Maintenance of streets, sidewalks, street lighting, etc. to ensure roadways, paths and trails are safe; improve lighting where needed
- Programs that assist with property maintenance and rehabilitation; support creation of historic districts where appropriate
- Avoiding incompatible land uses (e.g. locating an auto repair shop next door to a single family residence or locating residences near an airport) and/or providing appropriate transitions between uses, particularly when developing or redeveloping neighborhoods next to or near higher impact employment areas to lessen the impact on the employment use
- Encouraging new development and redevelopment that improves walkability between housing and key amenities and services such as parks, schools, shopping, and transit connections.
- Limit and monitor the location of uses that require conditional use permits such that there is not an over concentration of these types of uses in one area
- Maintain attractive, well-kept public spaces in neighborhoods



- Locate and design public spaces so that there is a high degree of natural surveillance
- Provision of active outdoor open space for all ages, including pocket parks and other non-traditional neighborhood-based recreational facilities

2. Build Community and Foster Social Interaction. Great neighborhoods build a sense of community and foster social interactions. In some neighborhoods this social interaction will just be between residents, in other more urban and mixed uses areas the interactions will likely include visitors.

It is important that neighborhoods include well designed places that bring people together and allow people to congregate and get to know their neighbors. These places can take a variety of forms such as schools or parks, shopping centers or restaurants, or places along streets where people come together. In particular a cooperative relationship with schools should be fostered, as they are traditionally the center of neighborhood activity, interaction and resident-driven governance.

Closely related to the physical elements that provide locations for people to meet and talk, neighborhoods should have a means for neighbors to organize and take the lead to address neighborhood issues. This opportunity for civic engagement by neighbors is a key to maintaining quality neighborhoods. Neighborhood organizations provide the opportunity for residents to address local issues and to be part of the development process

as changes occur in the neighborhood. Neighborhoods may choose to develop plans they can use to help address the changing needs of their community and communicate that local vision to residents, businesses and others.



Community building and social interactions are facilitated by doing the following:

- Designing new developments with anchors or focal points, such as schools, parks or shopping areas that are designed and located to facilitate meetings and interactions
- In established neighborhoods working with residents to identify and plan for local gathering places
- Providing pedestrian systems that link residents to neighborhood focal points to naturally bring people together
- Implementing a complete streets program and including trees and shade along streets and in other public areas
- Encouraging and facilitating the formation of neighborhood groups and organizations and empowering them to work together to solve local neighborhood issues and to implement neighborhood programs

such as community gardens, recycling programs, etc.

- Providing active, two-way communication between City departments and neighborhood groups to help inform and educate neighborhood residents and facilitate the ability of neighborhoods and individuals to address neighborhood issues
- Educating residents about the history of their neighborhood to encourage connections with other residents and pride in the neighborhood

3. Connectivity and Walkability.

Another component of great neighborhoods is their connectivity. There is a balance to be achieved with connectivity. On the smaller micro-neighborhood level some degree of disconnection, particularly for vehicles, can be helpful to create neighborhood identity. On the larger neighborhood level a high degree of connectivity is valuable to shorten vehicle trips, disperse traffic, and allow for alternate forms of transportation other than a vehicle. Within the typical arterial street network neighborhoods should be highly inner-connected to allow residents to access each other, parks, schools, shopping and other neighborhood amenities without having to get out on the arterial streets.

It is also important to design and maintain neighborhoods to be walkable. Walkable neighborhoods have streets, sidewalks, and trails designed and maintained to help people feel safe and comfortable using them. These pedestrian

connections need to be placed where people will want to use them to get to places they want to go. Walkable neighborhoods provide the opportunity for residents to get out of their cars and get some exercise and facilitate the opportunity for social interaction. This also improves safety because people are out, putting eyes on the street and will know when strangers are around. The canal system in Mesa provides an opportunity that should be better utilized in the future to provide connectivity.

Connectivity and walkability is improved through:

- Block lengths developed consistent with the character area standards
- Intersections developed consistent with the character area standards
- Trees and shade provided along streets and pedestrian ways consistent with the character area standards in a way that does not interfere with night time lighting of the street, sidewalk and paths
- Designing and maintaining "complete streets"
- Utilizing Crime Prevention Through Environmental Design standards



and techniques for the design of lighting, landscaping and buildings along streets

- Providing shade and comfortable places to stop along a street or trail
- Encouraging a mix of uses that are within walking distance
- Requiring high quality design of streets, sidewalks, and buildings along streets to provide attractive and interesting places to walk
- Working proactively with under-utilized existing commercial centers to redevelop in a manner that improves the mix of uses and the connections with the surrounding neighborhood
- Encouraging a development pattern that provides easy, multi-modal access to shopping, work, recreation, and other nearby amenities

4. Provide for Diversity. For the purposes of this Plan and the goal to create and maintain a variety of great neighborhoods, there are three components to diversity: a variety of housing types, a variety of people, and a variety of uses. Having a variety of housing types within a neighborhood provides interest to the built environment and provides the opportunity for differing people to live in close proximity to one another. The variety of housing also allows people to stay in the same neighborhood as their housing needs change throughout their life. Having long-term residents in a neighborhood brings stability and cohesion and makes

continued investment in the neighborhood more likely.

Neighborhoods become interesting places to live when you can encounter a variety of people. Diverse and inclusive neighborhoods allow people of different incomes, ages, races, and ethnicities to gather and get to know each other which make the community stronger. The third component to diversity for great neighborhoods is to provide a mix of uses in addition to residential. In order to provide the opportunity for social interaction and to create a sense of place, neighborhoods need to contain local serving activities such as schools, parks, and shops. The amount of this type of diversity typically decreases in rural neighborhoods and increases in the urban neighborhoods.

It is also important that we do not have an over concentration of uses that require a conditional use permit in neighborhoods. These uses include group homes, social service agencies, and businesses that are typically considered incompatible with and detrimental to the surrounding neighborhood. Concentrations of these uses can drive down property values, create additional social service issues, and burden local schools.



Diverse neighborhoods can be achieved through

- Encouraging a variety of dwelling types within each area of the community consistent with the character area standards and not allowing an over concentration of multi-residence dwellings in an area
- Recognizing and celebrating different cultures in the community and finding ways to reflect those cultural differences in the development of neighborhoods

5. Neighborhood Character and Personality. Neighborhood investment and maintenance is more likely to happen when a neighborhood is a recognizable place, when it has its own character and personality. Character and personality can come from such things as an architectural style or theme or other unique design character, a street pattern and/or a street planting program, the history and common values of the neighborhood, or parks, schools, or shopping areas that bring people together.

This element is missing in many Mesa neighborhoods built during the boom years. Creating or restoring this sense of identity and place in neighborhoods is essential to creating places of lasting value. Steps that can be taken to improve the character and personality of neighborhoods include:

- Reviewing new/reuse developments for the elements needed to add to the surrounding community and create a unique sense of place

- Requiring the use of high quality architecture, building materials and landscape design and maintenance in all developments
- Researching and documenting the history and current status, challenges and values of existing neighborhoods
- Creating neighborhood boundaries and limiting through traffic into the neighborhoods
- Street planting programs, signage treatments, or other such visual elements that can bring identity and recognition to a neighborhood.
- Supporting new development and redevelopment projects that support the identity of the neighborhood, and rejecting proposals which fail to do this.



6. Quality Design and Development

The opportunity for long-term health and sustainability is increased when the initial development is of a high quality. Quality design and development should not necessarily be equated to higher cost development. High quality development comes from the use of architectural detailing to provide visual

interest, use of materials that add texture and are easily maintained over time, integration of architecture and landscape design, and use of a plant palate that is appropriate for our climate and can be easily maintained.

Regardless of the intended residents, all neighborhoods should have a minimum quality of design, construction, and materials that will last over time. Infill development adjacent to existing areas that may not have a high quality must still develop utilizing a consistent standard of design and construction quality expected in Mesa.

Steps that can be taken to create, maintain, or improve the quality of neighborhoods in Mesa include:

- Reviewing all development projects for conformance with high-quality design/construction standards
- In smaller lot and multi-residence areas, requiring developer-provided landscaping of front yards throughout the development and a mechanism for ongoing maintenance; the same requirements should apply to neighborhood-based businesses located in and serving any residential neighborhood



- Requiring that all building facades that face a street or public space have architectural interest,
- Design of blocks and street systems that promote walkability between uses and provide for multi-modal transportation options
- Using a variety of high-quality, durable materials that are appropriate for this climate
- Unique public or community spaces that provide a focal point to draw people together
- A variety of building designs and styles within the neighborhood
- Maintaining a pedestrian scale and attractiveness along streets

C. Plan Elements

Goal: Create and maintain a variety of great neighborhoods

General Policies and Strategies

Neighborhood P1:

Encourage the appropriate mix of uses that will bring life and energy to neighborhoods while protecting them from encroachment by incompatible development

Neighborhood P2:

Review new development for the mix of uses and form of development needed to establish lasting neighborhoods

Neighborhood P3:

Continue positive working relationship with local schools to provide parks, meeting locations, and support for neighborhoods

Neighborhoods S1:

Utilize grants and other funding sources to target projects and programs that will implement the goal to create and maintain great neighborhoods. Cease use of federal CDBG grants when the only development they can be used to fund will create an over concentration of conditional use permit services/residences in a neighborhood.

Neighborhoods S2:

Enhance the neighborhood outreach program to improve development of neighborhood leaders, educate neighborhood residents regarding property maintenance responsibilities, and provide a better forum for citizen engagement and communication with the City, with businesses and with each other.

Neighborhoods S3:

Review and update design standards and guidelines.

Neighborhoods S4:

Establish and maintain an ongoing process for improving connections and walkability in existing neighborhoods by installing sidewalks where needed and improving the amount of shade and other amenities along sidewalks.

Neighborhoods S5:

Investigate strategies and incentives to encourage appropriate infill and property reuse consistent with neighborhood goals and values.

Programs

The following programs with their associated policies and strategies will be used to help create and maintain great neighborhoods.



1. Housing

Background

Housing is the primary element of neighborhoods. Providing a mix of high quality housing options throughout the city, in conjunction with supporting uses and activities, is the key to achieving the goal of creating and maintaining a variety of great neighborhoods. The design and development of new subdivisions and the redevelopment and revitalization of existing areas of the community must be done in a way to accomplish this goal.

According to the 2010 Census, the City of Mesa had 201,173 total housing units, of which 85%, or 170,997 were occupied. The average household size was 2.63 persons per unit. Of the occupied housing units, 64% were owner occupied.

From the 2010 planning area population of 482,503, Mesa is expected to grow by approximately

174,430 persons for a total population of 656,933 by 2040. With the expectation that the average household size will drop to approximately 2.4 persons per unit due to an increase in single-person households, Mesa will need between 270,000 and 280,000 dwelling units to house this future population. This means we will need to add at least 70,000 additional dwelling units over the planning period.

To add further dimension to an understanding of the current conditions, it is helpful to look at the distribution of housing units in Mesa. From the list below, it is clear that of the overall housing and manufactured home/RV sites combined, the dominant type of housing provided in Mesa is Single-Residence. Comparing the current data with the data from the 2000 Census shows a significant decrease in the percentage of manufactured/RV sites and corresponding increases in the other categories.

Table 4-1 Distribution of Housing Types, 2011

Type	Number	Percent
Single-Residence Detached	101,458	51.6%
Single-Residence Attached	11,432	5.8%
Multi-Residence Units	53,493	27.9%
Manufactured Home/RV Sites	30,074	14.7%
Total	196,457	

Source: 2011 American Factfinder

Needs and Opportunities

There are several major housing and neighborhood issues that must be addressed as we continue to mature and grow. These issues are critical to the quality of life in our neighborhoods as well as our economic development efforts. Following is a discussion of these issues:

Executive and Professional Housing:

Great headway has been made over the last 10 years to in attract high-end housing through master planned communities and other new subdivisions that better meet the need of executives and professionals who have located in the East Valley. This trend needs to continue to provide the types of housing that appeal to these individuals as part of an overall effort for economic improvement to facilitate and attract basic high tech and corporate employers. Such employers often locate in communities that provide appropriate housing opportunities for their executive and professional staff. Executive and professional housing could have significant implications for the economic well-being of Mesa. Steps to be taken to continue this trend include:

- Identify locations appropriate for executive and professional housing;
- Maintain standards appropriate for this type of housing; and,
- Encourage the development of the supporting environment

that executives want in their neighborhoods.

Manufactured Homes:

While the percentage of mobile home, manufactured housing, and recreational vehicle parks is declining, Mesa still has a large percentage of this housing stock. This form of housing provides a housing opportunity for lower income families and for winter visitors. However, older mobile homes may deteriorate physically faster than conventionally built housing. Further, because most of these developments rely on private streets they often lack the infrastructure of public streets, street lighting, and sidewalks that exist in conventional neighborhoods and the private facilities may not be maintained to the same level as the public infrastructure. Programs to manage this form of housing include:

- Updating the City's Housing Master Plan to address methods for maintaining and replacing these existing developments; and,
- Reviewing future proposals for manufactured housing and RV developments for provision of the same quality factors needed in the development of other neighborhood types.

Multi-residence Housing:

We recognize the need to provide adequate housing choices for all segments of our population.

Multiple residence housing plays a critical role in accommodating persons of all economic classes, but is often a preferred housing option for those of moderate means. Multiple-residence housing plays an important role in the city's economic growth because it serves employees of hundreds of Mesa businesses who live and shop in Mesa. Such housing also plays an important role in attracting new industry and retaining existing businesses in Mesa. In the coming years this form of housing is likely to become even more important to provide urban living environments desired by retirees and for the creative class. However, these properties can deteriorate quickly without proper management and maintenance. Further, an over concentration of this type of housing can have a negative impact on schools and the surrounding community. (For purposes of this discussion, over concentration is generally thought of as a condition where a large land area (approximately 100 acres or more) developed as a patchwork of individual apartment complexes that are isolated from each other, are not developed or organized in a way that creates a cohesive, integrated neighborhood, and do not have neighborhood-wide amenities such as parks or schools.) In the future, development of multi-residence housing should be thought of and designed with the goal of providing quality, long-term housing for those who choose this

form of housing rather than simply cheap transient housing for those who cannot afford anything else. Several features that will be part of the on-going development of multi-residence housing in Mesa include:

- Encouraging the integration of a mix of housing options in each area of the city;
- Working with the local school district to evaluate the impact of multi-residence development on the schools that would serve the development;
- Focusing the higher density developments (those over 20 units per acre) within the designated Transit Districts;
- Discouraging multi-residential development that is segregated from the surrounding community and/or does not match the neighborhood standard;
- Encouraging participation in Mesa Police Department's Tri-Star crime prevention program;
- Requiring the application of Crime Prevention Through Environmental Design principles to the development and redevelopment of multi-residence projects;
- Requiring architectural design, outdoor space, and amenities that will maintain value over time, and including a requirement for perpetual maintenance of these original design features; and,

- Encouraging multi-residence developments to be part of a mixed-use environment.

The "Missing Middle" Housing:

Most residential development focuses on single-residence development at or below four units per acre or multi-residence development over 12 units per acre. In the middle is a housing type that is often overlooked that is important for young families and other middle-income workers. When it has been provided in the past, it has often been done in ways that result in housing and neighborhoods that lack amenities and are hard to maintain over time. Key elements to ensuring neighborhoods provide this type of housing in a quality way in the future include:

- Evaluating and updating zoning code and subdivision requirements to ensure there are no hindrances to this type of housing;
- Developing design standards that provide guidance to this type of housing in a manner that ensures quality development;
- Ensuring that housing in this range includes associated amenities such as parks and open space, and that it is located in areas that have close access to a variety of transportation modes;

- Proper placement of this density of housing to serve as a transition between lower and higher density areas;
- Integration of these housing types into the larger neighborhood framework; and,
- Ensuring the integration of a mix of housing options in each area of the city.

Workforce Housing:

Inherent in the concept of preserving existing neighborhoods is the preservation of an adequate supply of affordable housing -- that is, housing which can be purchased or rented and maintained to a reasonable standard by persons of low or moderate income. For illustrative purposes, affordable housing facilitates persons who make 80% or less of the area median income, and pay no more than 30% of their gross income for housing. It is possible to provide decent, code-compliant housing for all residents of Mesa through:

- Continued rehabilitation of existing single- and multiple-residence properties;
- Utilization of Federal and other grant opportunities for construction, maintenance, and rehabilitation of quality housing.
- Housing developed specifically as workforce housing should be built in places where there are mobility options as well as easy

access to community services such as parks, schools, jobs, shopping, etc.

Transitional and Supportive Housing:

Housing is needed in Mesa for persons who are temporarily homeless and are striving to get off the streets and back to self-sufficiency. The community should make temporary shelter available for those who are willing to improve their livelihood, but need respite from the streets while they gain/regain the ability to live as independently as possible. La Mesita apartments are an example of this type of needed housing. Meeting the need for this type of housing in the community while also meeting the goal to maintain great neighborhoods will be addressed through:

- Considering the needs and locations for this type of housing in the City's Housing Master Plan;
- Ensuring that it is possible to have transitional and supportive housing in all areas of the community and avoiding over concentration in older areas of the city; and,
- Providing materials that inform the public about the need for this type of housing and inform developers/social services agencies regarding the rules that govern its placement.
- Ensuring the development of transitional and supportive housing considers the provision

of transit services and transportation options in selecting site locations.

General Policies and Strategies

Housing P1:

Encourage a range of housing options in all areas of the city in order to allow people to stay in their neighborhood as their housing needs change.

Housing S1:

Update the City's Housing Master Plan.

2. Redevelopment

Background

Maintaining existing housing and neighborhoods in the best possible condition is a primary issue in Mesa. In March 2000, Mesa voters approved the "Property Maintenance and Neighborhood Preservation Ordinance" that requires property owners to keep buildings and landscaping clean and repaired. The goal is to keep Mesa neighborhoods safe and attractive, and maintain property values. The ordinance applies to outside areas that can be seen from the public right-of-way and includes yards, fences, walls, paint, roofing, sheds, windows and doors. Unfortunately, primarily due to the downturn in the economy, enforcement of this ordinance has not been as vigorous as initially desired. The older neighborhoods in the original downtown have already been designated for housing rehabilitation, as well as for upgrading of streets, lighting,

sidewalks, and parks. However, some areas of the City are aging and showing signs of deterioration, such as houses needing painting and new roofs, landscaping in disrepair, and multiple cars parked on the property.

If the spiraling effect of this deterioration is not aggressively



treated, whole neighborhoods will begin to experience declining values, high turnover of residents, increasing incidence of rental vs. owner-occupied housing, and an overall deterioration in security and the quality of life. These neighborhoods are the backbone of Mesa and home to a large portion of the City's population. Preserving this housing stock is an important objective. Revitalization based on neighborhood plans, along with infill of vacant lands within the urban areas of Mesa, may provide new opportunities for economically sustaining existing neighborhoods as well as providing increased housing options.

Generally speaking, a majority of the existing housing stock is in good condition, although certain areas and neighborhoods are beginning to age. People continue to look to Mesa as a family-oriented, secure place to live. However, as the City matures, it can expect to face problems in maintaining the residential quality of life, as measured by the ratio of standard vs. declining vs. substandard housing. The City will also be faced with a loss of housing units over time through demolition or removal of substandard dwellings. It is important for the City to meet the needs associated with this loss of housing by providing new opportunities for residential development.

In order to keep up with changing societal needs and to address aging



development, it is important to consider issues of redevelopment, rehabilitation, revitalization, and retrofitting.

Working with property owners and residents in existing neighborhoods provides unique opportunities to identify areas for maintenance and rehabilitation of housing; and areas where conditions warrant redevelopment and infill with new,

neighborhood-appropriate, development. The City will need to dedicate a variety of capital and human resources to address our mature areas in order to maintain stable neighborhoods.

Existing Programs

The following programs are currently in operation in Mesa to help with neighborhood organization and maintenance. These programs strive to eliminate slums and blight and serve to facilitate community redevelopment. Additional programs should be developed over the span of this Plan.

Building Stronger Neighborhoods.

The Building Strong Neighborhoods (BSN) Initiative is a comprehensive neighborhood program to preserve and strengthen Mesa's neighborhoods.

The BSN Initiative addresses the unique needs and diverse issues in a wide variety of neighborhoods throughout the city. Through the BSN Initiative, residents assist in identifying and prioritizing neighborhood concerns while working with a variety of city departments to address these issues. During the four-week BSN Initiative, residents and businesses are provided with education, training and access to existing resources to address neighborhood issues. Neighborhood Action Teams are formed to create solutions to concerns identified by the neighborhood. The objective is

to provide meaningful and positive change in neighborhoods and for residents to become better organized and engaged in their community.

Neighbors Helping Neighbors Program.

The Neighbors Helping Neighbors Program is a means of assisting Mesa residents who, due to limited financial resources and/or physical limitations are experiencing difficulties maintaining the exterior of their homes.

These projects can include assistance with landscaping, exterior painting or community enhancement projects and all work is completed by community volunteers.

Individual recipients of this program must be either physically or financially unable to complete the project themselves and agree to the use of volunteers to help complete the project. To be eligible for the program a person (or persons) must also meet certain eligibility criteria.

Neighborhood Registration.

Registered Neighborhoods are neighborhoods that are formed by residents and property owners within a defined set of boundaries and registered with the City of Mesa. Registered neighborhoods range in size from several blocks to several square miles. Registered neighborhoods

can consist of combined block watches, newly developing as well as existing neighborhood organizations, and formal homeowners associations. There are currently 406 active neighborhood groups that have registered through the Neighborhood Registration Program.

Newly registered neighborhoods will receive City information on community programs/ services, resources and helpful hints on organizing effectively, and a detailed map of the neighborhood. The following benefits are also available to registered neighborhoods: Notification from developers interested in obtaining input on projects proposed for their area, enhanced communication through bi-monthly email distribution, and meeting facilitation and interdepartmental coordination.

Neighborhood Planning.

A neighborhood plan is a guide that provides a framework for decisions that will affect the future of the neighborhood. It contains descriptions of desired future conditions and principles to be followed, as defined by the residents. Representing the consensus of the neighborhood, the plan also contains recommendations for strategies and actions that will enable the neighborhood's goals to be

reached. Each neighborhood plan is tailored to the specific needs, issues, constraints, and opportunities of the neighborhood. Subjects commonly found in a neighborhood plan include land use, housing, circulation, recreation, environmental concerns, and neighborhood character.

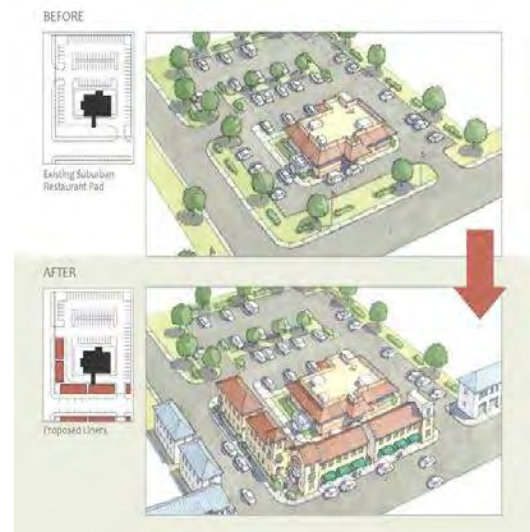
The City of Mesa initiated its neighborhood planning process in the summer of 2001. The process began with the identification of what was then called the Mesa Lutheran Neighborhood – now the expanded Mesa Grande Community Alliance -- which is located in northwest Mesa near the intersection of Country Club Drive and Brown Road. Since that beginning, the City has prepared plans for the Citrus area, Lehi, the Falcon Field area, West Main, Mesa Gateway, and Central Main.

A key component of this general plan is that the City will continue to prepare neighborhood plans for areas of the City and update the existing plans. These neighborhood plans will be driven by the neighbors and property owners themselves, facilitated by City staff or guided via a planning template provided by the City through a public process. Neighborhood plans are ultimately approved by the City Council, become a part of the general plan, and provide

more specific direction for the creation and maintenance of neighborhoods.

Neighborhood Retrofitting.

Much of Mesa is built on a suburban model with commercial corridors along arterial streets backed by residential development with no connection to the commercial areas. This development pattern limits connectivity, leads to extended automobile trips, results in unattractive corridors, and reduces opportunities for social interactions. In older areas of the community some of the corner commercial areas and strip commercial along the arterial streets has deteriorated and is underutilized. These areas create a negative impact on the adjacent residential neighborhoods and the community as a whole. Conversely, strong, well designed and connected commercial



areas with local serving businesses improve and invigorate the surrounding neighborhoods.

Neighborhood retrofitting is a process that allows the evolution of outdated, underutilized suburban-form commercial areas into more complete and inviting areas that work to form traditional neighborhoods. Following is an example of how an area could transition over time from the suburban area to a traditional neighborhood.

General Policies and Strategies

Redevelopment P1:

All new developments will be evaluated for consistency with the character area form standards for their area and with criteria listed above for creating great neighborhoods.

Redevelopment P2:

Encourage and facilitate infill development that improves the quality of the neighborhood.

Redevelopment S1:

Develop tools and processes to assist property owners and developers with redevelopment and retrofitting of existing shopping centers into Village Neighborhood Centers.

Redevelopment S2:

Continue to implement a code compliance program that provides education on standards, actively monitors the conditions in neighborhoods, and works with neighborhood residents to maintain a high level of property maintenance,

including where necessary swift enforcement and timely penalties for intentional disregard of the City's property maintenance ordinances.

Redevelopment S3:

Continue to maintain and develop new neighborhood plans as an extension of the General Plan.

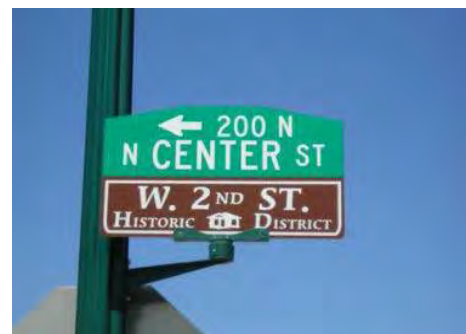
Redevelopment S4:

Establish and maintain programs designed to assist in the organization and maintenance of neighborhoods.

Historic Preservation

Background

In 1984 Mesa began to recognize the value of its historic resources by commissioning the first historic reconnaissance study of the community. Since then, several additional studies were performed, a Historic Preservation Board was created, a historic district ordinance was approved, and several districts and landmarks are now officially designated as historically significant. Today, the City is recognized by the State Historic Preservation Office as a Certified Local Government and is available to receive grants from the State for historic preservation activities.



National studies reveal that historic districts help to increase property values and bring stability to neighborhoods. The historic designation process also brings neighbors together to work through the designation procedure, helps build neighborhood cohesion, and foster positive social interaction.

Preserving and maintaining historic structures and neighborhoods is the ultimate in a recycling project. Maintaining a historic district helps preserve the character and personality of a neighborhood and promotes a unique sense of place found in older neighborhoods. Maintaining individual homes and buildings within a district preserves unique architecture, reduces the waste associated with demolition and rebuilding, and generally preserves buildings better suited to our desert climate.

Existing Program

The Mesa Historic Preservation Office in conjunction with the Historic Preservation Board is charged with implementing the City's historic preservation program. This program includes:

- Hearing citizen comments and making recommendations on historic preservation zoning overlays for historic districts and historic landmarks (including archeological sites);
- Hearing and deciding on requests for demolition and new development within established historic districts;

- Hearing and deciding on appeals regarding proposed development, renovation, alterations, or additions to buildings or structures designated as historic;
- Maintaining and updating the Mesa Historic Property Register;
- Conducting studies to assess the potential of buildings, structures, or areas for designation as historic sites or districts; and,
- Making recommendations to the City Council regarding public policy development for the preservation of historic resources through the City.

Currently there are seven national historic districts in Mesa; six of which also have a local historic district designation. Several other areas are considering applications for similar designation. Many post-WWII neighborhoods are becoming eligible for consideration as historic districts, and residents of several of these neighborhoods have approached the City to inquire about historic designation. In total, there are over 750 individual structures currently within Mesa historic districts.

In addition to having traditional historic districts, another option is to create "heritage resource" districts. Heritage resource districts can be used to protect areas less than 50 years old prior to historic district eligibility, or as protection for areas

that lack sufficient integrity or architectural or cultural significance to qualify as a historic district while still retaining features worthy of protection. Heritage resource districts can modify typical zoning requirements in an area to maintain, or conserve, a unique feature that helps establish a neighborhood's character and identity. These districts can be more flexible than a historic district to allow appropriate new infill that meets the established standards and guidelines.

districts and potential new districts about the importance of preserving Mesa's historic structures and neighborhoods as physical vestiges of the past.

General Policies and Strategies

Historic Preservation P1:

Continue to support the Historic Preservation Program as an important tool to help maintain Mesa neighborhoods and preserve our past.

Historic Preservation P2:

Create conservation districts in qualified areas of Mesa, to preserve historic features or amenities and to serve as a lead-in to historic district creation where appropriate.

Historic Preservation S1:

Foster better connections between residents and their neighborhoods by recording neighborhood histories and making them available for public perusal.

Historic Preservation S2:

Consistently and fairly administer the Historic Preservation Program to ensure compliance with standards in adopted historic districts.

Historic Preservation S3:

Conduct educational outreach efforts that inform residents in both existing

CHAPTER 5. GROWING AND MAINTAINING DIVERSE AND STABLE JOBS

“The City of Mesa is committed to the foundational principal that economic opportunity for its residents is an essential element for the City to thrive. Livable neighborhoods, excelling schools, parks, infrastructure, and all of the other objectives outlined in this General Plan are more difficult to achieve without a strong economic base. Fortunately, the City of Mesa has several areas that offer some of the most significant potential for economic growth in the entire country. Because of their fundamental importance to the continuing vitality of the City, the City of Mesa will do everything necessary to protect these areas from residential encroachment, promote them aggressively, and develop them to their highest economic potential.”

... Economic Development Advisory Board; December 3, 2013

A. Introduction

The future of the City of Mesa is tied to its ability to continue to secure and maintain a stable and diverse employment base. Mesa had relied heavily on the construction industry as its employment base over the past few decades, in large part due to explosive population growth driving a need for housing and services. As the City matures reliance on the construction industry as an employment base becomes more unstable. In order to keep moving forward, Mesa must continue to diversify and strengthen a variety of employment sectors, encourage the growth and education of its labor force, and build and maintain a high quality of life for its residents. The overall economy becomes more secure by focusing on elements such as: maintaining a diverse and stable employment base, providing education and training opportunities, and by providing a high quality of life; so people are more inclined to live, work, shop, and play in Mesa. This focus



will ensure that Mesa will continue to be a City that employers and employees want to call home. This dynamic leads to a strengthening of the tax base thereby allowing the City to provide its citizens with the level of service they desire. A balanced, healthy economy is essential for the community's well-being.

Mesa has made great strides in overcoming the image of a “bedroom” community, consisting of primarily residential neighborhoods and very little commercial activity. Over the past ten years, Mesa has become recognizable as a city of opportunities with the development and expansion of three major medical centers, the

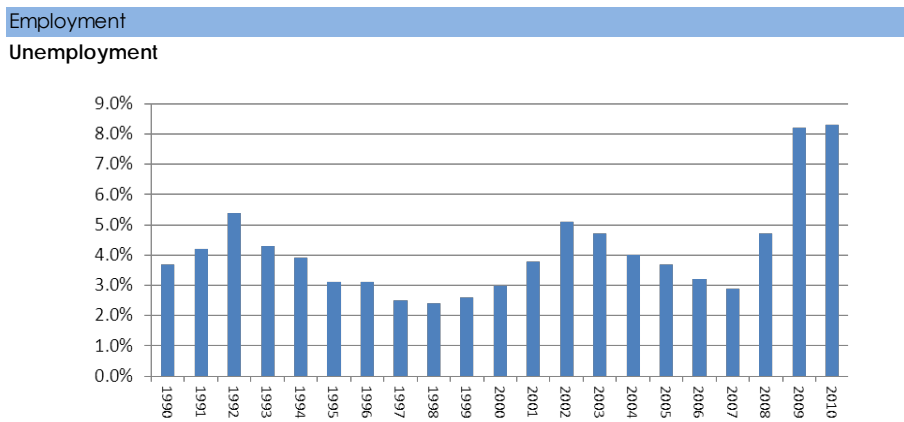


development of the Gateway Area including the further development of Phoenix-Mesa Gateway Airport, further growth of Falcon Field and the surrounding employment area, the addition and expansion of six colleges and universities including ASU Polytechnic, the ongoing development of the light rail corridor, and the commitment to investment in developing the necessary infrastructure to support future economic growth.

Since 2009, Mesa's labor force has continued to grow, adding nearly 3,000 new workers. Overall, the Mesa labor force has grown by 25% since 2000,

which is on par with the growth of the Greater Phoenix labor force, which grew by 28% during the same time period.

The tables below provide a historical picture of economic and demographic trends in the areas that highlight the overall health of the community from an economic standpoint. Since 1990, Mesa has experienced a 56 percent increase in its population, and has grown to become the 3rd largest city in Arizona. Overall, Mesa is a young community and enjoys an above average median household income.



Source: AZ Workforce Informer

Construction/Real Estate

Vacancy Rates of Commercial Space, 4th Qtr.

	<u>2000</u>	<u>2005</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Office	11.70%	10.10%	20.00%	20.80%	20.00%	18.90%	18.60%
Retail	-	-	11.70%	15.70%	16.90%	17.30%	16.50%
Industrial/Flex	6.30%	9.70%	17.40%	18.60%	18.00%	13.60%	14.50%

Source: Costar

Commercial Real Estate Inventory, 4th Qtr., in millions SF

	<u>2000</u>	<u>2005</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
Office	7.4	9.3	10.9	10.9	10.9	10.9	11
Retail	-	-	30.4	30.5	30.5	30.6	30.6
Industrial/Flex	15.2	16.8	20	20.6	20.6	20.7	22.4

Source: Costar



Demographics

Population

	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2011*</u>	<u>2012*</u>
	288,091	338,117	396,375	448,096	439,041	435,604	448,098

Source: US Census; * Sites USA

Median Age

	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2011*</u>	<u>2012*</u>
	-	32	32	34.1	34.6	33.1	34.3

Source: US Census; * Sites USA

Median Household Income

	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010*</u>	<u>2011*</u>	<u>2012*</u>
	\$30,273	\$33,676	\$43,582	\$44,861	\$52,395	\$51,752	\$51,284

Source: US Census; * Sites USA

Percent of adult population with a college degree (associate's degree or higher)

	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010*</u>	<u>2011*</u>	<u>2012*</u>
	29.00%	-	29.30%	32.20%	33.40%	33.20%	31.60%

Source: US Census; * Sites USA

Ethnicity

	<u>1990</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2010</u>	<u>2011*</u>	<u>2012*</u>
White	90.10%	85.60%	81.70%	81.60%	74.60%	77.20%	70.20%
African Am	1.90%	2.40%	2.50%	2.40%	3.50%	3.40%	4.00%
Native Am	1.00%	1.30%	1.70%	2.20%	2.20%	2.30%	2.40%
Asian/Pac	1.50%	1.70%	1.70%	2.10%	2.30%	1.90%	2.30%
Other	5.50%	8.90%	9.70%	9.30%	13.60%	11.50%	2.00%
Two+ Races	-	-	2.80%	2.30%	3.70%	3.60%	19.00%
Hispanic/Latino (of any race)	10.90%	15.50%	19.70%	24.00%	26.40%	26.00%	27.00%

Source: US Census; * Sites USA

Ratio of Jobs to Labor Force

	<u>2000</u>	<u>2005</u>	<u>2008</u>	<u>2009</u>	<u>2010</u>	<u>2011</u>	<u>2012</u>
	0.69:1	0.73:1	0.80:1	0.75:1	0.73:1	0.59:1	0.65:1

Source: AZ Workforce Informer; Sites USA

Ratio of Jobs per Capita

Maricopa County	<u>Tempe</u>	<u>Scottsdale</u>	<u>Chandler</u>	<u>Phoenix</u>	<u>Mesa</u>	<u>Glendale</u>	<u>Gilbert</u>
0.45	0.94	0.74	0.44	0.43	0.3	0.3	0.28

Source: AZ Workforce Informer; Sites USA

B. Elements of a Strong Economy

The strength and stability of the City's economy relies on several different elements. A strong business climate is needed in order to attract and retain a diverse employment base. This employment base needs a ready supply of skilled and knowledgeable human capital along with access to education and training opportunities. Businesses seek vibrant places that attract customers, facilitate commerce, and are responsive to their employees' desire for a good quality of life. The City has the responsibility and task of establishing and participating in strong regional collaborations, and investing in and supporting the necessary infrastructure demands of today's businesses.

Business Climate

Business retention, attraction and development are important to a healthy business climate and diversified employment base. Expanding and diversifying the types of businesses in the City increases employment opportunities, generates additional tax revenues, and improves the quality of life for residents. As a companion to this, in order to attract, retain and expand business, it is also important that efforts also include provision of appropriate support services, workforce housing, and upscale amenities for dining, shopping and entertainment. To continue developing a diverse job base, the City needs to maintain a pro-business climate and target industries of opportunity that are a natural fit for Mesa. Industries of opportunity, as listed



and described below, are industries that have been identified through the City Council Strategic Planning process as being particularly well suited for Mesa.

Industries of opportunity identified for Mesa are: Healthcare; Education; Aerospace/Aviation; and Technology/Tourism (HEAT).

Healthcare:

In Maricopa County, the healthcare industry is a \$19.2 billion industry supporting 167,153 jobs with a median wage of \$56,406. Mesa boasts world-class specialty and general hospitals with more than 1,300 beds combined, the nation's largest medical simulation

training center, higher education institutions focused on healthcare degrees, and secondary education featuring training in biotech and life sciences industries. Mesa is also one of the few cities in Maricopa County

that offers the continuum of healthcare services, including specialty hospitals in cardiology, orthopedics, and full-service pediatrics. In addition, Mesa is in immediate proximity to world-renowned cancer treatment services at M.D. Anderson Cancer Center.

Education:

In 2010, the City of Mesa developed the strategic vision to attract additional higher education institutions. The goal was to provide more resources to residents seeking an advanced education, to help attract qualified students from other states, and to further facilitate economic

development by providing workforce development resources to businesses. The City was successful in attracting six new colleges and universities to Mesa to add to the already vibrant educational landscape which includes ASU Polytechnic, A.T. Still University, and Mesa Community College. As an established high-quality community located within one of the nation's fastest growing metropolitan areas, the achievement of this vision will contribute to the "Building a Better Mesa" initiative and further position Mesa as an exceptional community.

Aerospace/Aviation:

Mesa boasts two airports: Mesa Falcon Field Airport and Phoenix-Mesa Gateway Airport. Each offers a diverse portfolio of aerospace, aviation, defense, and other high tech industries, plus the necessary operations to



support these businesses such as aviation maintenance, repair and overhaul services (MRO), cargo and R&D activities. This industry will continue to be a top priority for Mesa and efforts will focus on growth and retention. As these industries continue to grow, careful consideration should be given to land use decisions surrounding Mesa's airports.

Technology:

Mesa has positioned itself as an attractive destination to companies from a variety of high-tech industries. ASU Polytechnic Campus, located near Phoenix-Mesa Gateway Airport, is a strong anchor as it is home to the College of Technology and Innovation. ASU Polytechnic houses research centers such as the Laboratory for Algae Research and Biotechnology and the Advanced Technology Innovation Center. Also home to Arizona Laboratories for Security and Defense Research (AZ Labs), the Gateway area includes water, waste water, and electric infrastructure that make this locale a prime location for technology industries.

Tourism:

The East Valley is home to several major companies employing thousands who create a demand for accommodations, restaurants, golf, retail, attractions and other amenities. In addition, East Valley businesses' staff, suppliers, contractors, and other visitors generate a need for quality development geared for the business traveler. Residents in the East Valley also attract a large share of the "visiting friends and relatives" (VFR) market year-round. Mesa is home to several hotels with well-known brands



offering accommodations. Additionally, Mesa holds several signature events and has leisure attractions that lure visitors – including MACFest, the Renaissance Festival, and Cactus League Spring Training baseball, as well as boasting world class golf courses and premier shopping.

Key activities the City will undertake to continue to implement the H.E.A.T. initiative include:

- Implementing a strategy to recruit healthcare industries to Mesa
- Continue working with higher education institutions to help them be successful in growing their campuses
- Protecting the areas around the airports from encroachment from incompatible land uses
- Working with the airports and existing aviation industries to meet their growth needs
- Working with leaders in aviation and technology industries to attract new development to Mesa
- Utilize options in the zoning code to facilitate development of clean technology industries
- Work with partners such as Visit Mesa to grow the tourism industry

Skilled and Knowledgeable Human Capital

Growing and maintaining a supply of skilled and knowledgeable human capital is critical for the City to stay competitive, keep existing businesses strong, keep young people in the community, and to raise residents'

standard of living through higher-skilled jobs. A skilled labor supply, education opportunities, and programs to train the workforce are necessary for the success of the City. To build upon the momentum of economic growth and to attract desired businesses to Mesa it is essential the City continues to develop and maintain a ready supply of skilled and knowledgeable workers. Relationships between the City and educational institutions are critical to ensure a ready supply of talented human capital is available for employers and that residents remain informed of the skills and knowledge that are in demand.

2011 Educational Attainment

Highest Level Completed	Mesa	Greater Phx
High school	26.9%	24.7%
Some College	25.9%	23.2%
Associates Degree or Higher	33.2%	37.0%

2011 Employment & Labor Force

	Mesa	Greater Phx
Labor Force	232,332	2,125,662
Employment	214,615	1,946,222
Unemployment	7.6%	8.4%

Employers need access to good workforce development and training programs to become more competitive, increase productivity, retain workers, and to improve their attractiveness to prospective employees. Companies also need a trained workforce to be able to expand or relocate.

Workers need workforce training to insure their long-term employability and

to increase their upward mobility and wages. They need solid information about the types of job skills in demand, both now and in the future.

Leading employers such as Boeing and Banner Medical Centers benefit from Mesa's well educated workforce, of which over 30% have an associate's degree or higher.

Steps Mesa is taking, and will continue to take to help develop our human capital and prepare people for jobs in Mesa's growing job market include:

- Grow and expand Mesa Counts on College, a cooperative program between the City, Mesa Public Schools, and Mesa Community College to help improve post-secondary completion rates and connect students with jobs
- Support the growth and development of higher education programs and institutions
- Work with education providers and local employers to connect students to local jobs

Creation of Place / Quality Employment Centers

To grow and maintain a diverse job base, Mesa must continue to develop and maintain Economic Activity Areas that provide busy, vibrant places which draw people and businesses together. Businesses seek places that are attractive to employees; places where connections can happen, productivity and creativity increase, and professional networks foster collaboration and innovation.

Mesa has identified four major employment activity areas containing,

and which will continue to provide, the locations for the majority of Mesa's employment. Three of these larger areas include several smaller districts (See Map). These areas are:

1. *West Mesa:* (Downtown Mesa, Fiesta District, Riverview, Broadway Corridor, & Superstition Freeway West)
2. *Falcon Field* (Falcon Field & N. Power Road)
3. *Superstition/Power Road:* (Superstition Freeway East & South Power Road)
4. *Gateway*

Each area contains unique assets and provides a concentration of one or more of Mesa's industries of opportunity. As part of this Plan update, the City will focus on approaches that result in great places and local job development for the long haul. Economic strategies for the city are centered around "Placemaking" as the engine of change.

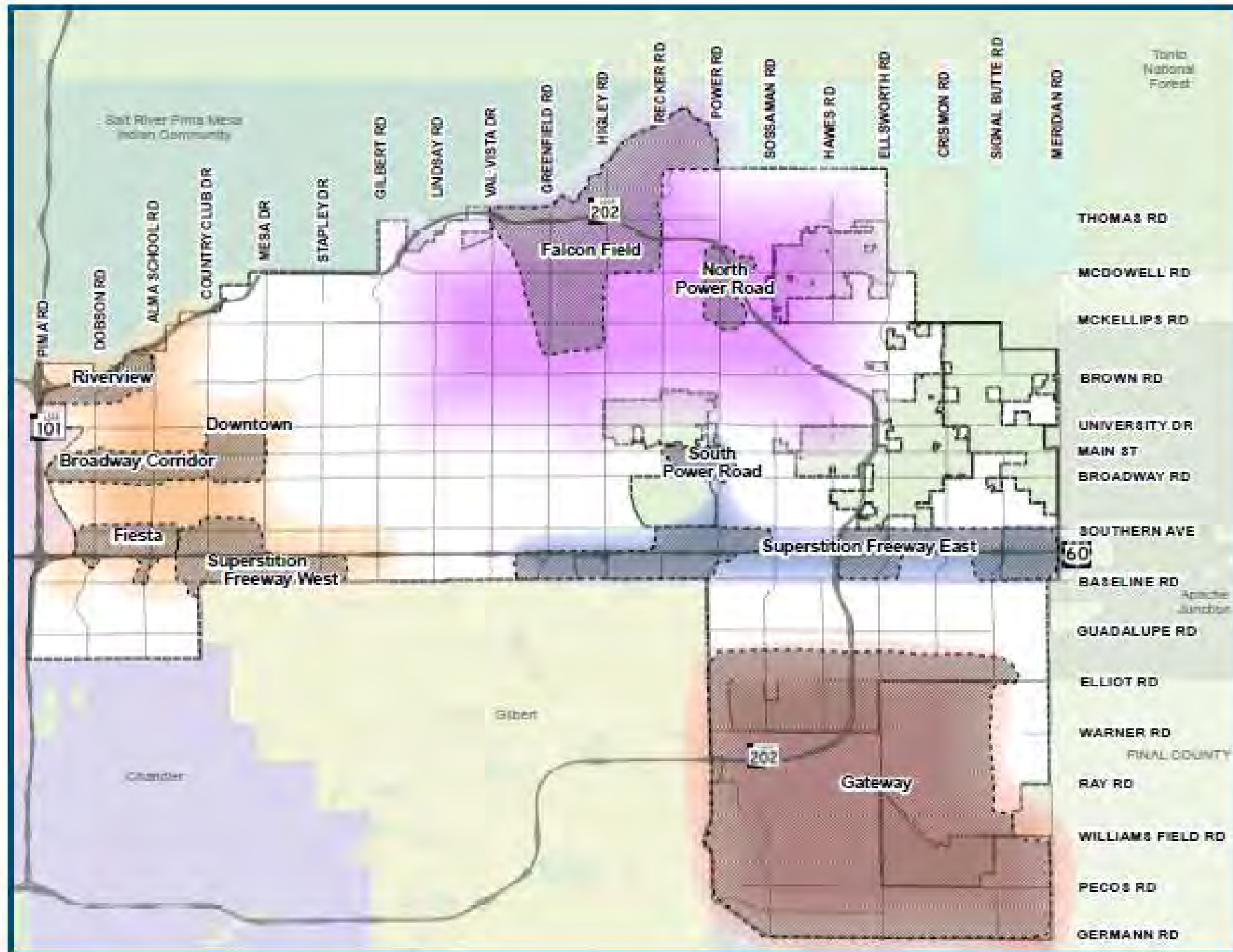
West Mesa

This economic activity area covers a large area that includes several districts. The primary unifying element of this area is the opportunity for redevelopment and intensification based on expansion of transit services.

Downtown: Downtown Mesa is fast becoming the hub of activity for this prospering region. The renowned Mesa Arts Center draws over 387,000 patrons annually, featuring a mix of art galleries, studios, and attractions including the Mesa Arts Center, i.d.e.a. Museum, and the Mesa Amphitheatre contributes to the creation of a unique and lively core



that reflects a diverse community of artists and cultural organizations, businesses, venues and events. This area has approximately 7,000 employees, 3,000 residents, and more than 11,000 daily visitors. As a mixed-use, urban environment with many activities and services within walking distance of each other, downtown Mesa is an attractive location for employers. Downtown Mesa is a premier location for continued development of healthcare, education, office, and tourism activities



Fiesta District: The Fiesta District is a hub for advanced business and financial services, healthcare, education, entertainment, and retail industries. In addition to being an excellent location for businesses requiring Class A office space and executive hotel accommodations, businesses take advantage of quick access to the US 60 and Loop 101 freeways and numerous area amenities including quick access to Sky Harbor Airport, downtown Mesa, and light rail.

The Fiesta District is primed to revitalize and reenergize over the next decade. Development efforts will focus on the redevelopment and revitalization of retail and entertainment uses to a regional mixed-use activity hub. Various transit options will increase connectivity in this region. Redevelopment efforts will focus on the walkability of the district and its connections between the hospital, college, and regional retail development to the surrounding residential development.

Riverview: Located at the intersection of Loop 101 and Loop 202 and only 5 minutes from Sky Harbor International Airport, Riverview provides prime access to many popular metro locations. The Riverview development features a 36-acre planned office park, 33-acre auto-park, and over 1.5 million square feet of retail space. It is estimated the Riverview business center will house 5,000 new jobs and



produce more than \$170 million in sales tax revenue over the next 30 years. Riverview is also the new home of Chicago Cubs Spring Training Stadium. Retail, entertainment, and hospitality uses are expected to grow in the area with the development of the Cub's Spring Training Complex and Riverview Park. Class A Office spaces are anticipated to be built on the east side of the Riverview District along the Alma School frontage.

Broadway Corridor: Formerly the Union Pacific Business Corridor, Broadway Corridor is one of Mesa's most diverse employment centers. With ideal rail and freeway access and close proximity to Sky Harbor International and Gateway Airports, the Broadway Corridor successfully combines established businesses with new, cutting edge industries. This corridor is home to the East Valley Institute of Technology (EVIT), Arizona's first regional technology-based education facility. This corridor provides an ongoing opportunity for industrial, warehousing, distribution, and other employment activities.

Superstition Freeway West: The Superstition Freeway West Corridor has a diverse mix of business firms representing education, financial services, high-tech, manufacturing, and retail industry clusters and extends for approximately three miles along the freeway. This corridor will continue to be an ideal location for these types of uses.

Falcon Field

This area of north central and north east Mesa is has several unique subareas that are part of this economic activity area. The unifying element is Falcon Field and the employment and related developed opportunities that are generated from the continued evolution of this airport.

Falcon Field: As one of the nation's top 10 general aviation airports, Mesa's Falcon Field Airport serves as the economic catalyst for the Falcon Field Employment Center. The combination of a thriving airport, convenient freeway access, existing aerospace and technology companies such as Boeing and MD Helicopters, land development and building availability, the Falcon Field Employment Center will continue to be an economic engine for Mesa long into the future. It is expected the light industrial business parks in and around Falcon Field will continue to grow to capacity. Planning efforts will continue to protect the areas surrounding the airport from residential encroachment to ensure the area remains appropriate for larger employers, such as Boeing and MD Helicopters, and aircraft flight operations at Falcon Field Airport

North Power Road: This corridor includes a mix of education, retail and office uses with easy access from the arterial street network and the 202 Freeway. Because of its close proximity to Falcon Field there is an economic tie between the success of this area and the continued growth and development of Falcon Field. This area includes the Red Mountain campus of

Mesa Community College and is the northern end of the Power Road Knowledge Corridor. As the entry into the Desert Uplands area, this area has the opportunity to provide for executive offices, high end retail and restaurants, and resorts. Development should incorporate a desert character.

Superstition/Power Road

The Superstition/Power Road Economic Activity Area is established around the opportunity to grow employment opportunities associated with the Loop 202 and US 60 Freeways and expand medical services.

Superstition Freeway East: Superstition Springs Center, one of two regional shopping centers located in Mesa, serves as a focal point for the Superstition Freeway East Corridor. It is dominated by businesses representing the advanced business services, healthcare services and retail industry clusters extending for approximately eight miles along the Superstition Freeway (US 60). This area is expected to see further growth in these clusters as vacant parcels throughout the corridor are developed over time.

South Power Road: This corridor



includes a mix of education, healthcare and retail industry clusters, is served by transit, and has direct access to the 202 and US 60 Freeways making it readily accessible from throughout the East Valley. The location around Main Street and Power Road has the opportunity to redevelop as an urban core serving East Mesa. The focus in this area will be on maintaining and expanding existing industry clusters with special emphasis on healthcare, education, and commercial redevelopment.

Mesa Gateway

Gateway Employment Center provides the largest opportunity for new growth in Mesa. Phoenix-Mesa Gateway Airport, which has three expansive runways and is equivalent in area to major airports such as Los Angeles World Airports (LAX), is an area anchor and one of the largest airports in the country with the most available developable land. The airport is home to numerous aviation companies generating more than \$1.3 billion in annual economic activity and is a designated Foreign Trade Zone (#221) giving qualified companies a significant edge in the marketplace. Arizona State University Polytechnic and Chandler-Gilbert Community College have campuses adjacent to the airport, supporting opportunities for a well-educated workforce. ASU Polytechnic is currently home to more than 10,000 students and features thousands of square feet of laboratory space. Given the large size of the area, a wide range of employment activities are anticipated with an emphasis, on education,

aerospace/aviation, and technology industry clusters. Particular emphasis will be placed on preservation and growth of aviation related employment opportunities.

To help better identify and create a sense of place in Mesa's economic activity areas, the City will:

- Work with the Chamber and other partners to help market these areas for business development and retention
- Encourage a mix of uses that help establish a unique identity to each area

Regional Collaboration

Collaboration between the City and other private and public entities is essential for quality economic growth. Mesa's position in the region, nation, and international markets requires the ability to maintain and grow partnerships that develop, support and promote common economic objectives.

Collaborative efforts within the region provide the City the opportunity to participate in and realize a number of economic benefits including:

- A wider network of compatible businesses for clustering.
- A greater array of services available to a larger market.
- The creation of traffic patterns that capitalize on the contributions of multiple communities, while retaining a greater number of dollars within the region.
- The pooling of government resources to prevent overlapping or duplicate services.

- The consolidation of heavy-cost services.
- The pooling of government purchasing to achieve volumes necessary to access deep discounts not available individually.
- The ability to share financial resources to protect natural resources.

The City currently participates and takes a leadership role in a number of collaborative efforts within the region and will continue to do so. These collaborative agencies include:

- Regional Agencies (Greater Phoenix Economic Council and Maricopa Association of Governments)



- Non-Profit and Community Action Agencies
- State, County, and Municipal Governments
- Private Sector Businesses (Banner Health, Boeing)
- Higher Education Institutions (Universities and Colleges)
- Public School Districts (Mesa, Gilbert, East Valley Institute of Technology)
- Local Business People (Convention and Visitors Bureau and Chamber of Commerce)

Infrastructure

Infrastructure is the support system needed for producing and delivering goods and services, including all forms

of utilities (e.g. water, sewer, gas, electric), transportation services (e.g. roads, parking, airports, ports, rail), schools, hospitals and other public services. Communications infrastructure is becoming increasingly important as businesses and residents rely on advanced data, voice and video transmissions. The City needs to continue to invest in infrastructure within business and industrial parks and to maintain an inventory of sites and buildings suitable for development. The City must continue to form public/private collaborations to more efficiently develop and maintain the necessary infrastructure.

To ensure our infrastructure development stays ahead of industry need, the City will:

- Continue to develop and implement a Capital Improvement Program that anticipates infrastructure needs
- Maintain a collaborative relationship with other utility providers to meet the needs of new and growing industries
- Work with existing businesses to identify needed infrastructure improvements

Retail Redevelopment and Revitalization

The City of Mesa has a long history of success with retail development over the last several decades. Regional malls, power centers with “big box” anchors, community shopping centers at principal corners, and strip retail centers along arterial corridors are prevalent throughout Mesa and have been highly successful. Over the past decade the tremendous growth in the region has spurred surrounding municipalities to develop their own retail

legacies outside of Mesa's city limits. These newer developments have created competition with Mesa's retail areas and have drawn business away from the traditional shopping centers and retail corridors. As a result, Mesa has seen an increase in vacant retail space. As shopping centers lose their anchor tenants and strip retail centers along arterial corridors age, there is not only a negative impact on Mesa's economy but an impact on the quality of life for the surrounding neighborhoods.

In order to strengthen Mesa's ability to provide quality retail experiences, for both business owners and customers, Mesa needs to build upon the momentum of creating nodes of activity that emphasize destinations instead of auto-oriented visibility and access to retail locations. This is accomplished by:

- Retrofitting existing commercial centers and corridors into neighborhood villages and mixed-use community activity centers that draw upon the surrounding neighborhoods for their identity and main customer base.
- Older retail corridors should be planned to allow infill residential development of higher densities with multiple modes of transportation options.

- Improve connectivity to these nodes from the surrounding neighborhoods and between each other through improved transit options.
- Developing site design standards to facilitate change of these retail spaces into highly connected activity nodes focused on the creation of place. These standards should incorporate guidelines that emphasize pedestrian circulation and accessibility throughout the site to create unique, rich, and inviting spaces. This emphasis should be given priority over the traditional auto-oriented design which places parking and vehicular circulation as the predominant feature of the site and focuses building orientation on the convenience of getting from your car to the entrance of the building. Instead, the building orientation should be directed towards pedestrian and bicycle circulation routes such as paseos, plazas, streets, and transit stops. By focusing on access from pedestrians and bicyclists development will help promote these healthier lifestyle options. Parking and auto-circulation should be designed in a way that does not conflict with the quality of the pedestrian experience of the site.



- Planning for the retrofitting and revitalization of retail areas into neighborhood villages and activity nodes through Sub-Area Plans and Neighborhood Plans. These plans should emphasize the need to enhance the connectivity to the commercial activity nodes in a more direct pattern. Current development patterns throughout the City require residents to circulate through suburban street systems to the arterial grid in order to walk to retail centers or transit stops. As neighborhoods develop revitalization plans, attention should be paid to methods for increasing the walkability of the community.

C. Plan Elements

Goal: Grow and maintain diverse and stable jobs.

General Policies and Strategies

Economic Development P1:

Preserve designated commercial and industrial areas for future job growth. In the Economic Activity Areas, requests for changes from non-residential to residential will include review and comment by the Economic Development Office and could be referred to the Economic Development Advisory Board for recommendation.

Economic Development S1:

Uphold a business service approach that facilitates the successful attraction, expansion, and retention of businesses in Mesa.

Economic Development S2:

Continue to develop the educational resources available in Mesa, work with

education providers and industry leaders in an effort to provide skilled workers for Mesa businesses, and to assist students in moving from the classroom to the workplace.

Economic Development S3:

Create interesting and exciting neighborhoods and commercial, educational, and cultural amenities that attract and retain executives and professionals.

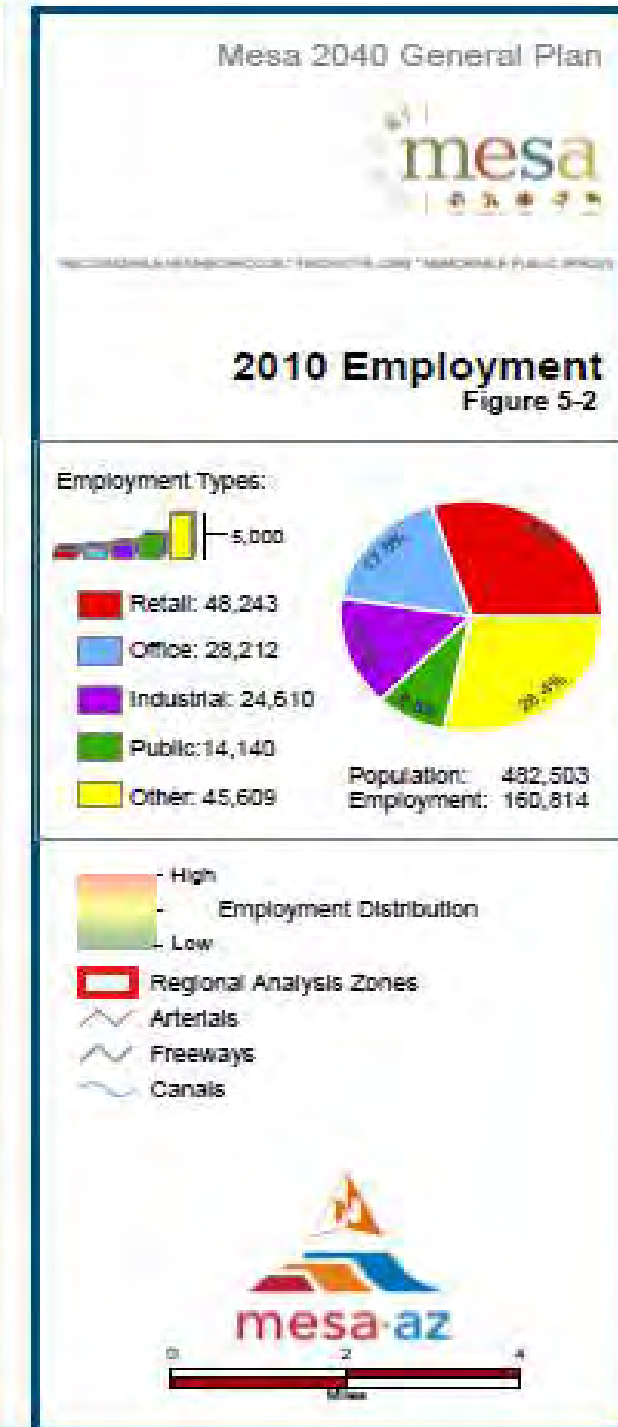
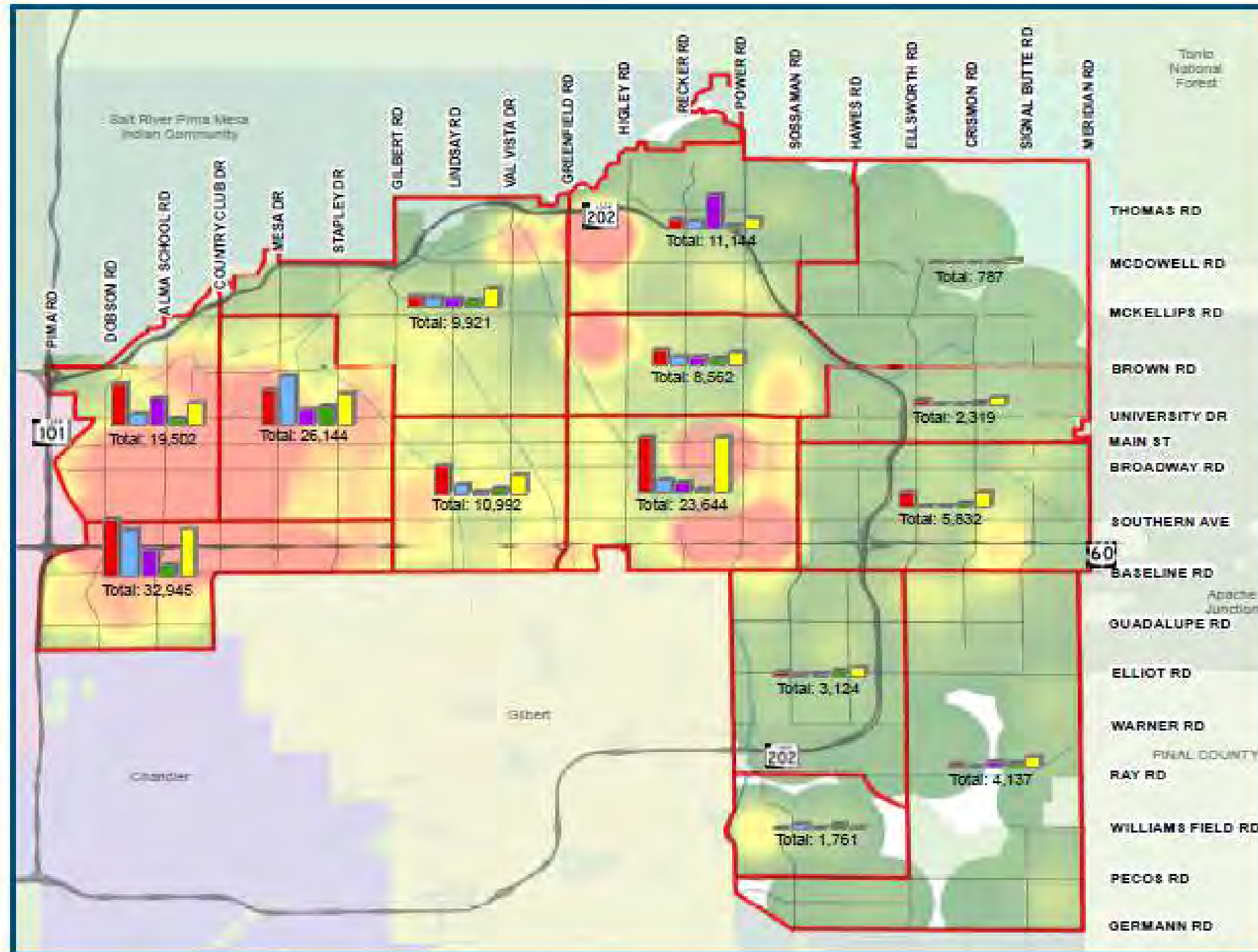
Economic Development S4:

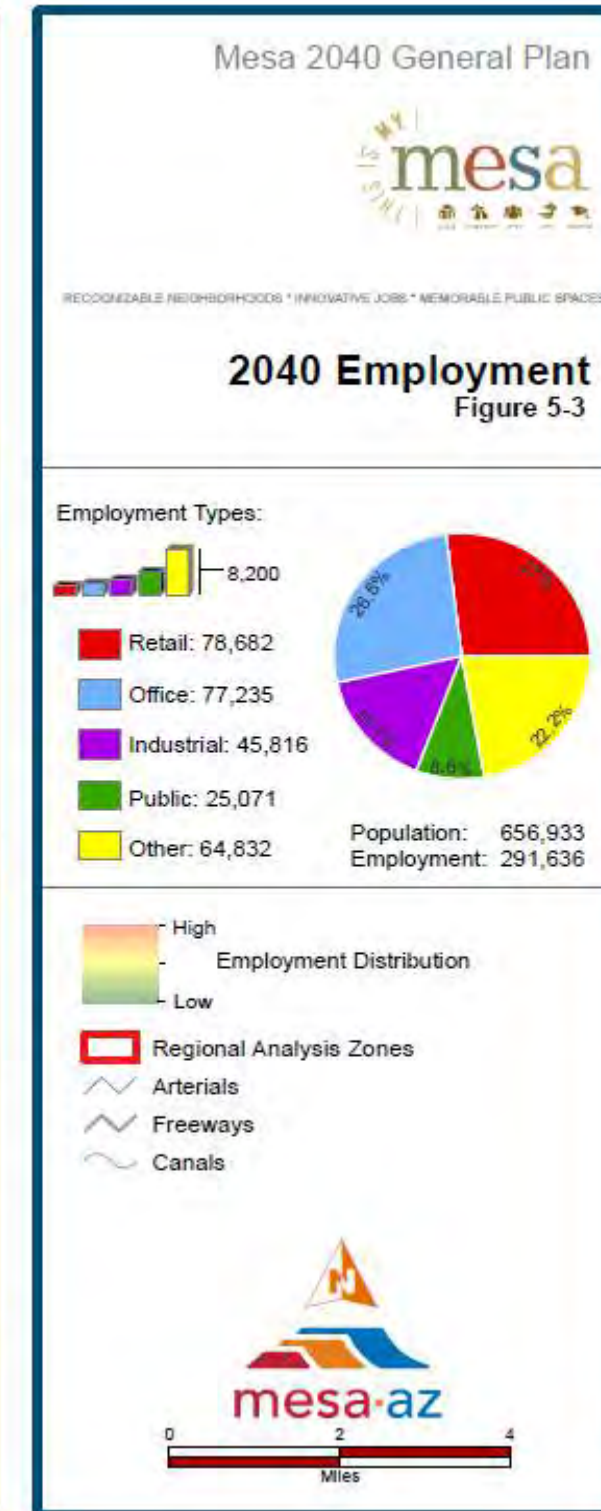
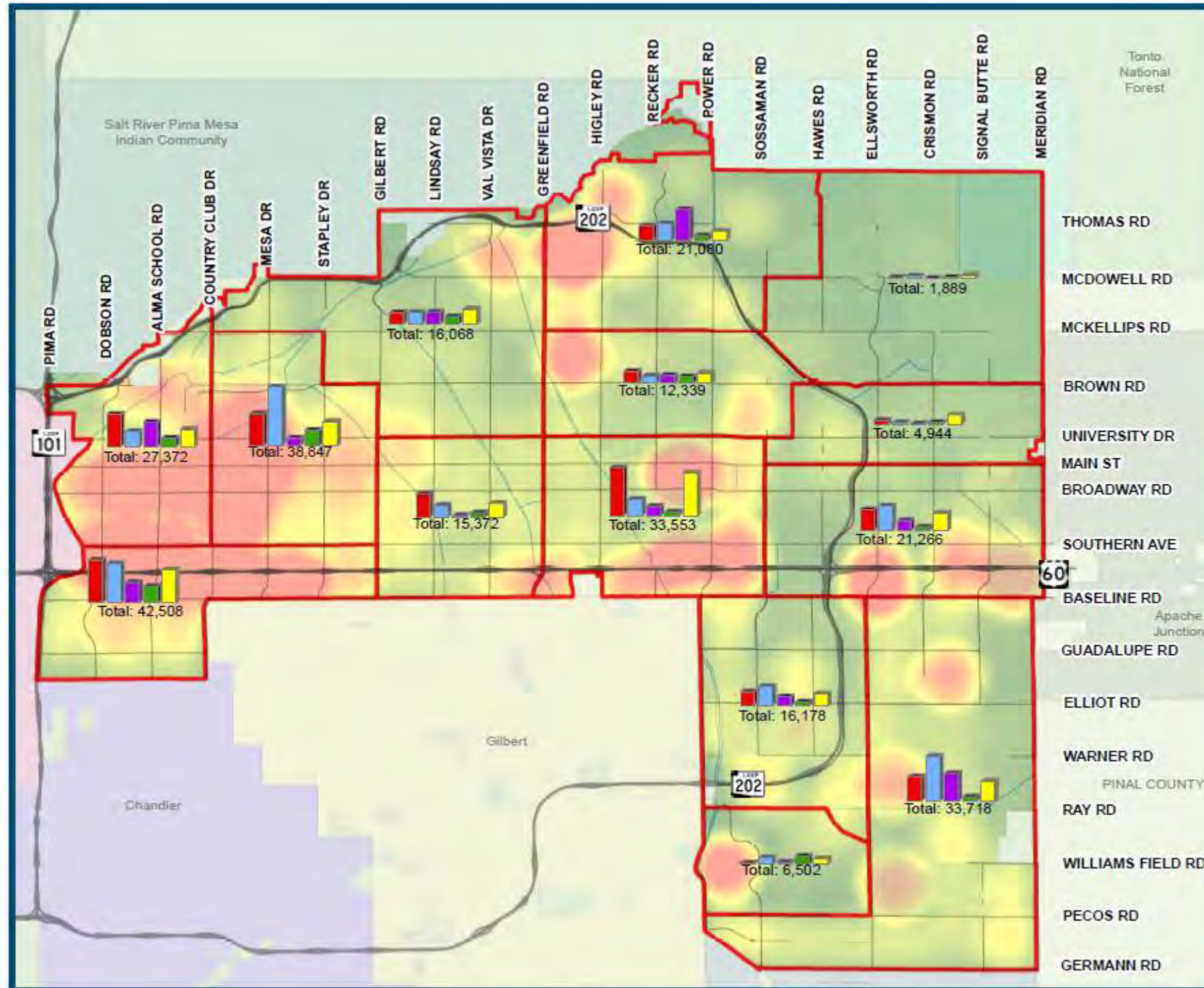
Continue to develop and enhance local, regional, national, and international alliances and collaborations to advance Mesa's economic development strategy.

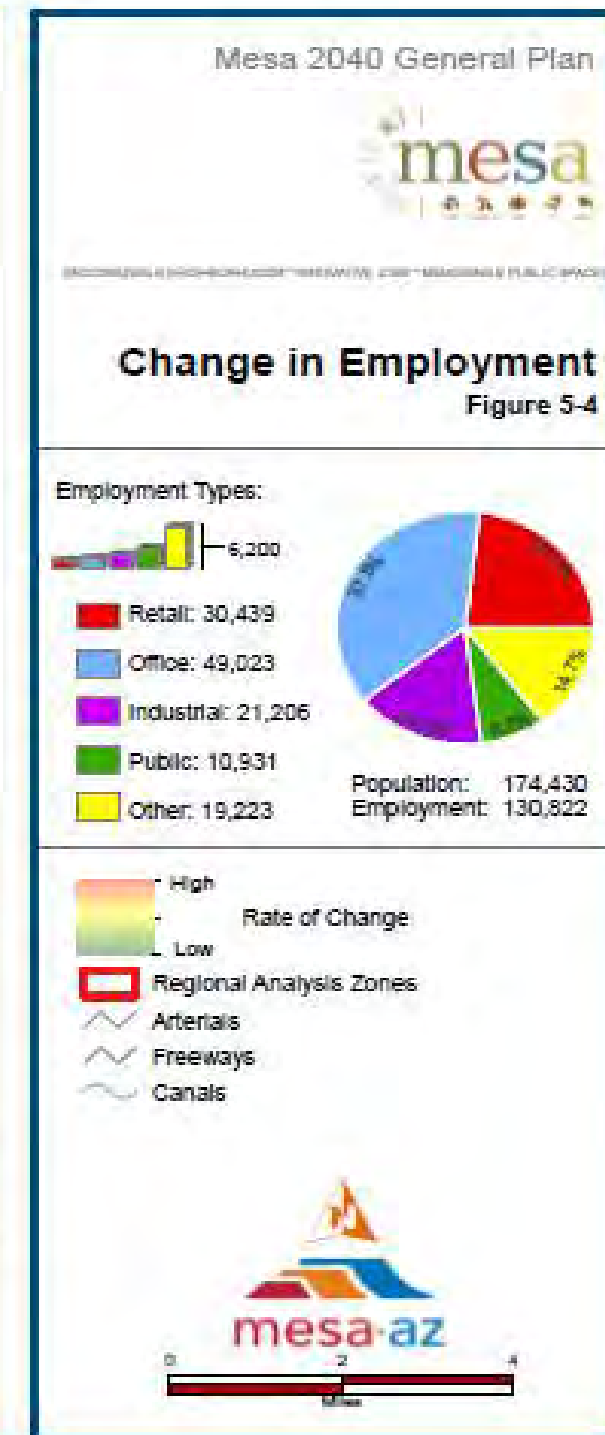
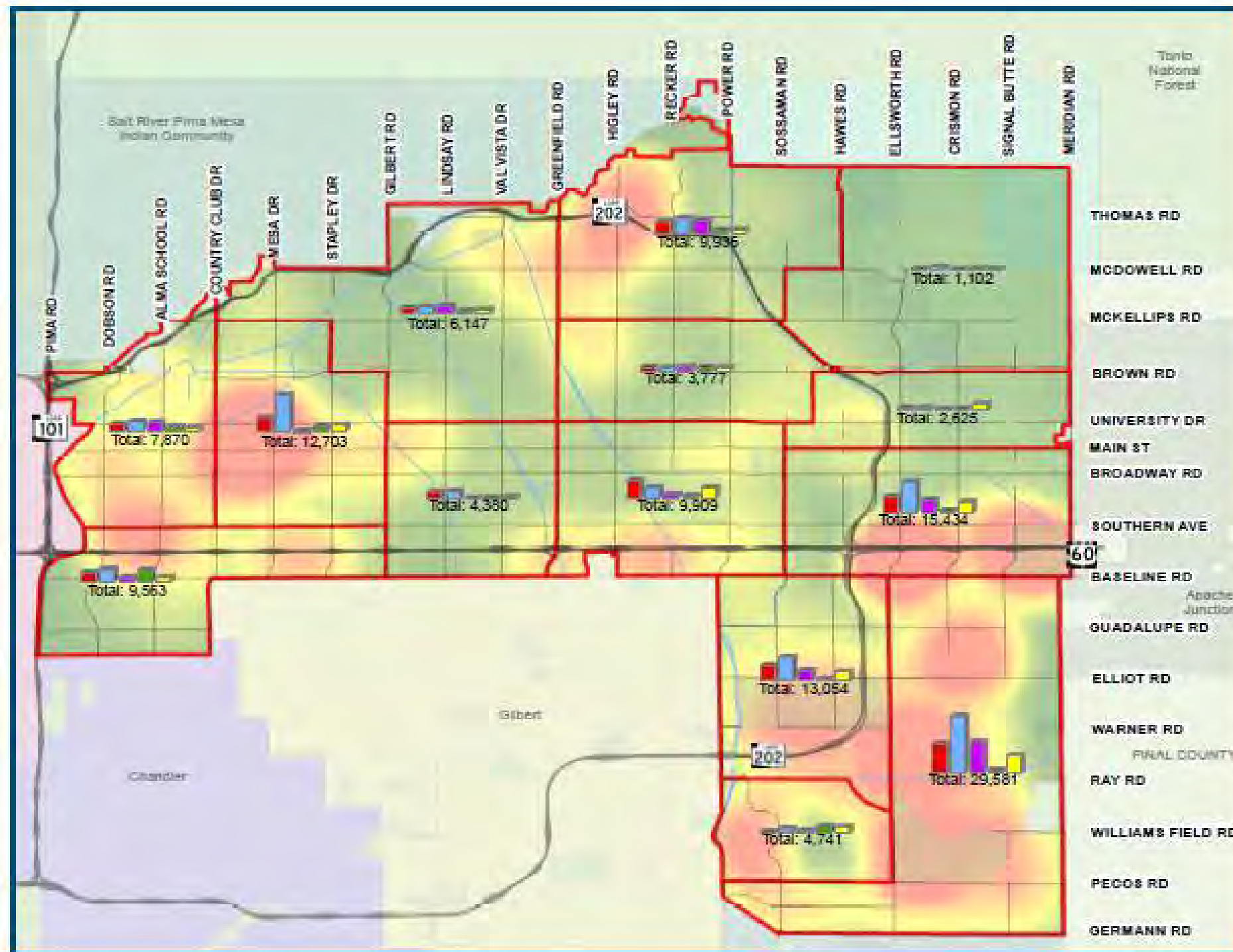
Economic Development S5:

Continue to develop and expand our comprehensive transportation, communication, and infrastructure systems to ensure efficient movement of commerce and information.









CHAPTER 6. PROVIDING RICH, HIGH QUALITY PUBLIC SPACES AND CULTURAL RESOURCES

A. Introduction

In today's fast-paced, information-overloaded world, many people spend the majority of their day either at home, where they must address the needs of their individual families, or at work, where they face the challenges of making a living. If people are to lead balanced, productive, and healthy lives they need places and activities that allow them to take a break from the stressful aspects of day-to-day living and enjoy special, unique and new experiences. These places and experiences make up a "third place," in addition to home and work, that provide people with opportunities to relax, recreate, build community, and be inspired. These places are an essential part of having a healthful, productive, vibrant city. In order to help residents enjoy the third place, the City of Mesa must seek to provide rich, high quality public spaces and cultural resources throughout the City.

Public spaces, for the purposes of this General Plan are those places, whether on public property or private property, that are open for people to meet and gather. These spaces include parks and other recreational facilities. They also include streets, particularly in urban areas where there are cafés, plazas, and store fronts where people can

meet. It also includes private property such as corner stores, bars, or restaurants where people might gather.

As discussed in this Plan, cultural resources include a wide array of places, events, and performances that are designed to enrich our lives. Various things that add to our appreciation of science, art, history, music, or culture are included in this section of the Plan. Cultural resources include private places such as Mekong Plaza (an Asian-oriented shopping plaza at the



southwest corner of Dobson and Main) as well as private events such as Lehi Days (a rodeo event held annually in Lehi). Cultural resources also include public places and events such as the Mesa Arts Center, Mesa Grande, the Mesa Public Library, and various community events.

High quality public spaces and cultural resources are essential to creating recognizable cities with a distinct identity and sense of place. Providing such rich public spaces and cultural resources has both social and economic benefits for a community.

Public spaces and cultural resources, when properly designed, programmed, and maintained, create a sense of community pride and ownership for those who use them. In these locations individuals have the opportunity to experience new things, relieve stress and become more connected to their community. These types of places and activities provide opportunities for people to both express and experience culture and heritage which will help them develop pride for themselves and their community. Some places and activities, such as nature areas in parks, also provide relief from the built environment and the opportunity to connect with nature.

An additional benefit of rich public spaces and cultural amenities is that they create the opportunity for social interactions. These interactions might be with people similar to themselves, or it might allow people to have interactions with people they may not otherwise meet. Public spaces in particular are important to a community because they provide the opportunity for formal and informal gathering that give “neighbors” the opportunity to get to know each other and build social

networks. These kinds of spaces help Mesa be a welcoming and inclusive community.

As individuals have the opportunity to become involved in their community, fostering social interactions through public spaces and cultural amenities, they increase their connection to the community as a whole. This sense of ownership and connection to the larger community helps to build community pride and civic engagement.

There are many economic benefits from having high quality public spaces and cultural amenities. These benefits include:

- Being a recruiting tool to attract business and industry to the area;
- Establishing a vibrant environment that helps retain existing businesses and residents;
- Developing the kind of place that draws creative people who in turn help stimulate additional development activity;
- Producing spin-off and support businesses that are economic multipliers of the cultural amenity; and,
- Creating a draw for tourists and visitors who want to experience the amenities and/or public spaces, and who generate economic activity during their visit.

B. Development and design considerations for rich public spaces and cultural resources

For Mesa to become the recognizable City we envision, we must preserve, nurture and work to enhance our public spaces (which includes streets and sidewalks) and cultural resources. In order to do this, we must first understand what the key components are of rich public spaces and the primary components of providing meaningful cultural resources to our community.

Public Space Design

Many design attributes contribute to the creation and maintenance of rich, high quality public spaces. These spaces are full of activity. They are the locations to which people are drawn and want to return. The following list provides the basic elements that need to be considered in creating spaces where people can gather. All City projects that include some type of public areas should use these principles in the design. Use of these principles will also be encouraged in the private developments that include public amenity space. The following pages include illustrations depicting the types of quality public spaces envisioned for Mesa.

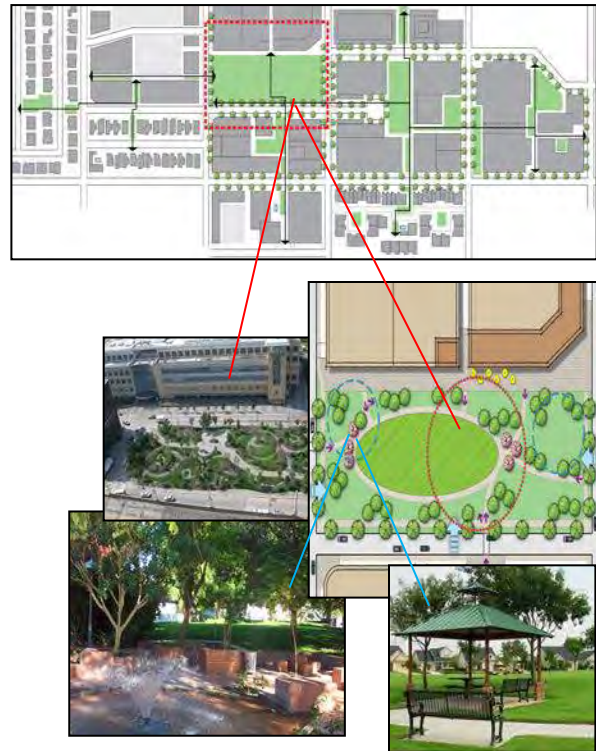


Accessible and Connected. In order to be successful, a public space needs to be readily accessible, both visually and physically. People need to be able to see their destination from some distance away and to clearly delineate how to enter and exit the space. The space needs to be placed adjacent to pedestrian circulation routes and designed to generate interest and engagement from pedestrians. Public spaces need to be located in places that are part of people's everyday patterns of travel and connected to surrounding uses so as to be easily accessible from a number of directions and modes of transportation.

Active. The degree of activity in a public space will vary depending on the location, programming and type of space being created. Some public spaces might be created for quiet contemplation and smaller numbers of people without organized activity. Other public spaces are intended to be full of activity and should be designed in a way that encourages and allows that type of activity to occur. The key to creating activity is to have multiple types of uses that appeal to diverse age groups in and around the space. Consideration needs to be given to providing a variety of attractions and schedules to meet the needs of a broad array of visitors. Creating an active pedestrian environment with visual interest is important to building a successful space, with places for people

to sit and the activity of others around them.

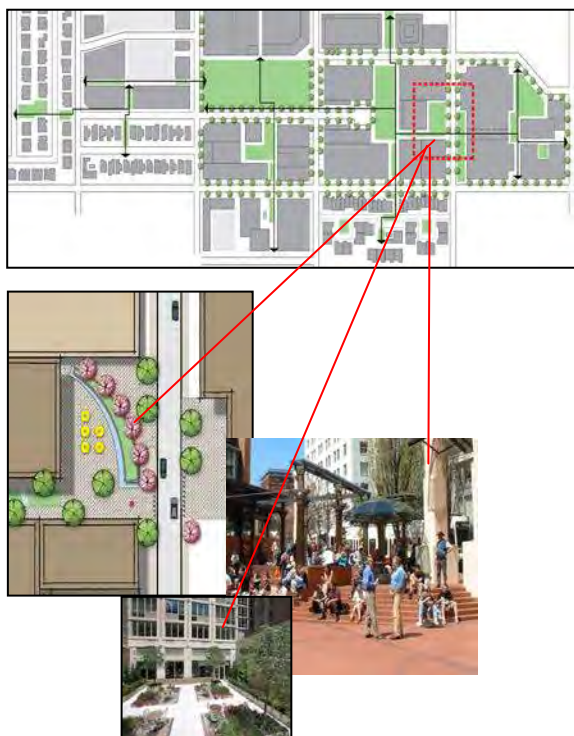
Appropriately Scaled. The design of a public gathering space must consider the typical use and the number of people who will utilize the space. Too often public spaces are designed too big for the intended use and they end up feeling lonely and vacant. This will ultimately drive away activity. Public gathering spaces must be sized so that they look and feel energized. Except for the smallest public spaces, such spaces should be designed so that it cannot all be seen at once. There should be areas that draw a person into the space and then smaller areas that invite people to pause and discover the finer points of the space as they linger or pass through. Because the size of spaces will vary from small terraces to major parks, the design



elements will need to vary accordingly.

Integrated. A public space does not exist independent of its surroundings. The height and design of existing and proposed buildings around the public space will create the scale and feel of the space. Consideration should also be given to the relationship of the interior public spaces and the exterior spaces they adjoin. Attention should be given to the access routes to adjoining uses and activities and where the doors and windows are to take advantage of traffic, provide views where needed, and reduce views where inappropriate.

Inviting and Comfortable. One of the key attributes of a successful space is attracting people to explore the space



on a first visit. To accomplish this, the space must feel inviting and comfortable. To create an inviting and comfortable space it must attract a person's visual interest. A space should include larger elements that attract someone from a distance and smaller elements that invite them in when they are closer. It must also provide comfortable places to sit. A variety of seating options are important including options that are located in the middle of the action and some that are more private. Wind, sun, and noise impacts should also be considered in the placement of seating and activities. Plants and other elements of nature such as water are important parts of making a space comfortable and inviting. The placement of shade structures and trees should consider sun angles from various times of day and various days of the year.

Safety. Public spaces must look, feel, and be safe. Crime Prevention Through Environmental Design (CPTED) principles need to be used in designing the space. These spaces need to be designed such that activities are taking place on a regular basis and so there is natural surveillance. They should be well maintained so they are safe for those who use them. There needs to be sufficient lighting to provide for a secure nighttime environment.

Unique Character. The design of public spaces should consider the context of their location and be uniquely

appropriate to their setting. Special, site-specific design establishes an identity and provides a means to attract people from other areas to experience something new. Public art and landscape themes should be part of creating unique public spaces. Finally, the design should allow the character of the area to change over time as needs, users, and customs change.

Cultural Resources

The provision, development and maintenance of cultural resources can encompass a wide range of activities. Cultural resources in a community include both professionals and amateurs and formal and informal settings. Participation in cultural activities occurs in many different ways: direct participation by those who create the art or help plan or deliver an event or activity, those who view or participate in the product, and those who support the creation or development of cultural resources.



With the wide range of possible activities that can be part of a community's cultural resources, this Plan can only provide an overview of the key elements that need to be considered as part of providing a comprehensive cultural program that can be used to help expand Mesa's identity as a place for arts and culture and place that nurtures and stimulates creativity and innovation. Those key items are:

Variety. Cultural activities come in a wide range of forms, styles, and

activities. People enjoy different types of cultural activities. In order to have a successful program that meets the needs of a large community and can become an attraction to tourists and industry, it is important to develop a variety of cultural resources. A cultural program needs to consider people at different stages in their lives, and people from different cultural and ethnic backgrounds.

Accessibility. While there may be some events, such as performances at the Mesa Arts Center, that may have a significant cost associated with them, a cross-section of cultural events and activities should be made accessible to as much of the community as possible. Sharing of these events and activities brings us together as a community, helps us learn, and inspires new thinking and new ways of looking at the world. Therefore, as cultural resources are enhanced and expanded, they need to be as open and inclusive as possible.

Active Participation and a Sense of Ownership. In order to help develop engaged citizens, provide opportunities for personal growth and empowerment, and create citizen support for cultural activities, it is important to offer opportunities for active learning and participation. Passive enjoyment of cultural resources can be wonderful, but the benefits to the community of personal engagement in making, planning or supporting these activities are great. Relationships across diverse

groups and ages are created, and citizens feel a much stronger commitment to each other and to the community. Learning and enrichment are also enhanced, and people become more engaged in helping sustain the community's cultural resources.

By nurturing and stimulating curiosity, exploration and creative thinking, cultural organizations are uniquely positioned to offer opportunities for discovery, hands-on problem solving, and unique learning experiences. Through informal, flexible and creative settings and programs, individuals have the opportunity to expand their horizons, and to discover new perspectives. Participants of all ages can be encouraged to examine ideas and artwork with new eyes, to try their hand at making something, or be motivated to learn new things through the experiences offered by artists and cultural organizations.

Regional and Local Scale. With the significant role that development of cultural resources can play in economic development, it is easy to become focused on the big assets that draw interest and participation on a regional scale. While this scale of activity is important, it is also important to remember and include smaller scale activities and experiences, from art in public spaces, to neighborhood festivals, to community workshops and private galleries. These smaller scale

activities on the neighborhood and community level help build and strengthen the sense of community.

Preserve the Past and Create a Future Identity. Cultural resources help communities preserve and celebrate the past, enabling citizens and visitors to make connections between the important ideas and issues of today and the leaders, achievements and events from the community's heritage. They help participants see the relevance in the lessons of the past, and help define and express the community's future image and identity.

Supporting and Encouraging Artists. The presence, work product and activities of artists in a community support the development and sustainability of a rich, diverse and creative environment. In many cities, artists are the first to redevelop areas into thriving business districts. The City of Mesa recognizes the value artists bring



to a community, and seeks to partner with the artistic community, creative businesses, and local non-profit organizations to create policies and environments that help artists work and thrive in our city.

C. Plan Elements

Goal: Provide rich, high quality public spaces and cultural resources

General Policies and Strategies

Public Spaces P1:

The design and redesign of public buildings and facilities will include consideration of how to provide dynamic public spaces where appropriate.

Public Spaces P2:

Design of neighborhoods, neighborhood village centers, mixed use activity districts, downtown, and transit districts should consider and include the development of a variety of public gathering places appropriate for the scale and location of the development.

Public Spaces S1:

Co-locate community facilities such as libraries, parks, fire stations, museums, etc. where feasible to increase the opportunities for social interaction and reduced costs.

Programs

Parks and Recreation

Background

The Parks, Recreation and Commercial Facilities (PRCF) Department completed a new strategic plan in 2011 called the *Gold Medal 2025 Plan*. It describes the focus for this department to meet the parks and recreation needs of Mesa's citizens and visitors and states:

“The poet R.S. Thomas said, ‘We only know who we are by knowing where we are. A particular place creates around us a unique culture that gives us not only our identity but also our vision and values.’ Parks and recreation services can contribute greatly to a community's sense of place and its quality of life. The American Planning Association notes that ‘parks create a sense of place by connecting residents to one another and to their larger environment....They can physically reconnect communities to themselves by creating linkages or restoring historic connections broken by highways, sprawl, and poor planning.’”

City parks and commercial facilities are one of the primary public spaces for neighborhoods and communities. For many neighborhoods the local park is the focal point or anchor. Continuing to develop, maintain, program, and operate a variety of active and passive parks and open spaces is critical to becoming a City of choice.



Current Parks, Recreation and Commercial Facilities Department assets include:

- 59 Parks (934 Acres) + 134 Basins (370 Acres) + Undeveloped Parks (more than 724 Acres)
- Seventy-one multipurpose athletic fields, including eight specialty complexes:
- Hohokam Stadium: 12,900 seating capacity and Fitch Park Baseball Training Complex
- Cubs Stadium at Riverview Park: 15,000 seating capacity and Player Development Facilities
- Mesa Convention Center: 40,000 square feet of meeting and convention space
- Mesa Amphitheatre: 4,950 seating capacity
- Mesa Cemetery: 70 acres
- Five recreation centers with 134,154 square feet of space
- Nine swimming pools with 5,251,000 gallons of water
- Two skate/bike parks
- Two tennis facilities
- One golf course

Key Components

The PRCF Department Gold Medal 2025 Plan describes four vision themes that provide the direction for the continued growth and development of parks and recreation facilities and programs. Following is a summary of these vision themes; see the full plan document for more details.

VISION THEME 1: Urban forests, natural areas, and waters that endure and captivate.

Lands, trees, and water – the foundation of the park system – require long-term investment and care. Parks are protected to benefit the entire City; therefore, all residents have a stake in the future of those resources and bear responsibility for their stewardship. The Mesa PRCF Department is committed to providing leadership in natural resource management, connecting people to their natural environment, and fostering a sense of stewardship.

VISION THEME 2: Recreation that inspires personal growth, healthy lifestyles, and a sense of community.

The future calls for leadership that inspires all people to engage in recreation. Recreation includes all activities that make leisure time more interesting, enjoyable, and personally satisfying. The benefits of quality recreation are astonishing, ranging from the development of lifelong skills to fostering community to crime prevention. The City of Mesa PRCF Department is committed to enhancing the lives of individuals, families, and the entire community through positive and fulfilling recreation experiences. This will require offering physical, artistic, environmental, and social activities tailored to the diverse communities throughout the City.

VISION THEME 3: Dynamic parks that shape the City character and meet diverse community needs.

As the City's demographics evolve, the Mesa PRCF Department must create parks and amenities that are flexible, sustainable, aesthetically beautiful, and with which residents and visitors can identify. Achieving this vision requires careful listening, anticipating future needs, exploring new operating models, and obtaining new funding sources. The PRCF Department will continue to be a strong leader by retaining an independent focus on parks and recreation, stretching the imagination for shaping the City, and seeking partners that will help fulfill the mission of the organization.

VISION THEME 4: A safe place to play, recreate, contemplate, and celebrate.

Keeping the parks safe requires a long-term commitment to people and places by the City of Mesa PRCF Department and its many partners. Safety, both real and perceived, is achieved through a combination of preventive and corrective measures. Delivering consistently safe parks requires that they are well maintained and designed to prevent accidental injury. The City of Mesa PRCF Department is committed to making choices that foster the safety and well-being of its park visitors and staff.

General Policies and Strategies

Parks and Recreation S1:

Implement the Gold Medal 2025 Plan.

Mesa Arts Center & Museums

Background

The Mesa arts program includes the Arizona Museum of Natural History, the Arizona Museum for Youth (soon to be



renamed the i.d.e.a. Museum), the Mesa Arts Center, and the Mesa Historical Museum. Together these facilities and programs have the goals and responsibility to the community to:

- Enhance and promote Mesa as a City offering extraordinary opportunities for learning, discovery and creativity.
- Support the development and sustainability of a strong Creative Economy.
- Increase the value the public places on arts and culture.
- Strengthen the sustainability of Mesa's arts and culture community.

These goals are accomplished through focusing on the following objectives:

- Connect the diverse segments of our community with our organizations and programs through active engagement, outreach and education.
- Maintain and increase the quality of our programs, services, customer service and facilities.
- Increase the numbers of patrons and donors.
- Increase the visibility and awareness of our organizations and programs.
- Act as a catalyst for the creation of activated public spaces and a visual strategy for Downtown Mesa.

The City is home to numerous arts and cultural facilities that provide rich and high quality experiences, family fun and sharing, and lifelong learning. These facilities, located in close proximity to downtown Mesa, include the following:

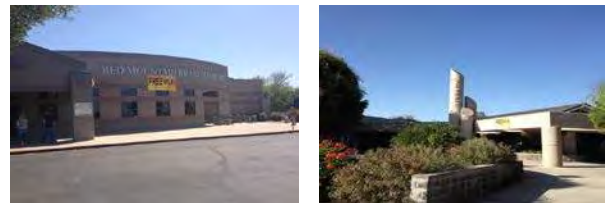
Arizona Museum of Natural History. As Arizona's premier natural history museum, the Arizona Museum of Natural History features paleontology and archeology, exploring the Southwest's history from the time before the dinosaurs to the present day. Patrons can see dinosaur fossils,

visit a Spanish mission, look for the lost Dutchman's treasure, experience the diversity of Arizona's earliest inhabitants, and see beautiful examples of Native American pottery. The museum's temporary exhibition spaces offer changing exceptional exhibits on art, culture, history and science from around the world. The Museum is also an active research facility. It is owned and operated by the City of Mesa.

Arizona Museum for Youth/i.d.e.a. Museum. Known as a visual art museum for children and families, the Arizona Museum for Youth offers changing exhibitions in the Whiteman Family Exhibition Gallery, a space for ages 0-4 called Artville, and a third gallery that will focus on interactive art experiences. In early 2013 it will open as the i.d.e.a. Museum (imagination, design, experience, art) after 35 years as the Arizona Museum for Youth. Retaining art at its core, the new museum will expand with the integration of science and technology to stimulate creative thinking, explore ideas, and nurture innovation. The new Museum will be appealing to broader ages and will build on its historic strength in providing fun multigenerational experiences. AMY/i.d.e.a. Museum is owned and operated by the City of Mesa and supported by the Arizona Museum for Youth Friends, non-profit 501(c) 3. The museum is for "your child and the child within you."

Mesa Arts Center. The Mesa Arts Center, owned and operated by the City of Mesa, is a unique, architecturally stunning, international award winning facility located in the heart of downtown Mesa. Arizona's largest multidisciplinary arts center is home to four theaters, five art galleries, and 14 art studios. Guests, patrons, and students come to Mesa Arts Center to enjoy the finest live entertainment and performances, world-class visual art exhibitions, and outstanding arts education classes, festivals and free concerts. They experience programs of Mesa Arts Center through outreach workshops and events in areas schools and community settings. The facility is an architectural showpiece and a destination for visitors to the Phoenix area. It has won numerous awards, including an international Award of Excellence among Performing Arts Centers from the International Association of Venue Managers. Mesa Arts Center is owned and operated by the City of Mesa. In addition to many rental activities that take place at Mesa Arts Center, over a half dozen performing arts companies are in residence, with all or much of their annual performance calendar performed there, including Southwest Shakespeare Company, Mesa Encore Theater, Metropolitan Youth Symphony, Symphony of the Southwest, and Salt River Brass.

Mesa Historical Museum. Formerly housed in the historic Lehi School, and now offering exhibitions in a satellite museum in downtown Mesa, the Mesa Historical Museum is planning exhibitions and gallery spaces for its future home in the Federal Building, a former post office at Macdonald and Pepper Streets. Mesa Historical Museum, governed by the Mesa Historical Society, collects, preserves and explores the history of Mesa, collects the stories of Mesa family's, citizens and entities, and helps visitors and economic future.



Cultural Planning

To ensure that, of the many opportunities for expanding or enhancing cultural resources, emphasis

is given to those that meet expressed community needs or are most desired by citizens and visitors, a community planning process is needed. Over the coming two years, the Arts and Culture Department will embark on a process that asks citizens about their needs and

desires, engages key stakeholders on aspects of arts and culture development that will best support community, social and economic development, and identify the gaps and areas of greatest opportunity for the future. A Community Cultural Plan will be developed to provide a framework and prioritization for development of arts and culture in the City of Mesa over the coming decades.

General Policies and Strategies

Mesa Arts Center & Museums S1:

Develop and implement a community cultural plan.

Mesa Library

Background

The Mesa Public Library is continually migrating resources and services to a digital environment that can be accessed outside the library building. Yet, the library's role as a space for collaborative learning and community interaction remains. Students, community groups, job-seekers, entrepreneurs, and many others can and do use their public library for more than the shelves of materials. The libraries of today and the future are a "third place" and current and new facilities must provide adequate space for meeting rooms, public computer terminals, Wi-Fi, and other amenities in order to meet citizen needs.

Existing Libraries

The City of Mesa provides a full array of library services to its residents. The Public Library System currently maintains the following four facilities:

Main Library. Located at 64 East 1st Street in Downtown Mesa, this facility was constructed in 1981. It was remodeled in 1997 and enlarged to provide 102,000 square feet of space.

Dobson Ranch Branch Library. This library is located at 2425 South Dobson Road in the southwestern section of Mesa. It was built in 1987 as the system's first branch library and is a one-floor facility containing 15,000 square feet.

Red Mountain Branch Library. This facility is located at 635 North Power Road in east-central Mesa. Opened in 1995, it replaced a storefront facility that opened in 1985. It will be expanded in 2002 from its current 17,000 square feet to 51,000 square feet.

Mesa Express Library. This small library is located at 2025 South Power Road in southeast Mesa. The express service branch opened within the Power Square retail center in 2011 with 3,400 square feet of space.

Planned Library Facilities

Completed in 2002, the Master Library Facilities Plan describes the library needs of Mesa residents from 2001 to 2025 and makes specific recommendations to meet these needs. While the population growth of Mesa has not been as fast as anticipated in 2002, much of the Library Facilities Plan remains relevant. This includes the recommendation to build the new libraries listed below.

East Area Library. This library would serve the area east of the Red Mountain Freeway and is predicated upon the incorporation of the areas west of Apache Junction into the City of Mesa. It would be built in the vicinity of Crimson Road and Main Street/Apache Trail or University Drive.

North Central Area Library. The primary service area for this library would be the neighborhoods west of Falcon Field, west of Gilbert Road, and north of Adobe Road or Brown Road. It would be located in the vicinity of McKellips Road and Lindsay Road.

Northeast Area Library. This facility would serve the neighborhoods east of Falcon Field and south to about Brown Road. Its recommended location would be in the vicinity of McDowell Road between Recker Road and Ridgecrest Road.

Southeast Area Library. This facility would serve as the primary library for residents living south of Southern Avenue or US 60 and east of Power Road. It would be located in the vicinity of Ellsworth Road between Baseline Road and Guadalupe Road.

General Policies and Strategies

Libraries P1:

Library services will be expanded to ensure residents in all areas of the City are no more than 5 miles from a library.

Libraries S1:

Update the 2002 Master Library Facilities Plan and implement the recommendations



CHAPTER 7. COMMUNITY CHARACTER

A. Introduction

As a general plan for the continued growth and development of Mesa the goal of this Plan is to help establish and maintain neighborhoods and to build a sense of place in neighborhoods and commercial/entertainment districts. One of the methods in this Plan for helping to achieve this goal is to focus the “land use” discussion on the creation and/or maintenance of recognizable places throughout the city. Rather than focusing on individual land uses, the Plan focuses on the “character of development in different areas.” Whereas land use focuses on the type of use on a given parcel (single residence, multiple residence, office, commercial, etc.), the character types described in this chapter focuses on the overall look and feel of an area (low-density or high-density, urban or suburban, low-rise or high-rise, auto-oriented or pedestrian-oriented, etc.).

Character types combine concepts of land use with building form and intensity to describe the type of area being created through the development that occurs. This chapter of the Plan defines the character types envisioned for the City and illustrates their locations.

With the exception of the downtown area, the existing character types almost exclusively follow a suburban, auto-oriented development form. Although the City will always be auto-oriented based on past development, the

resulting sprawl can be retrofitted. As new development occurs, the goal of the City is to modify the development pattern by following the defined character types to create more complete and recognizable areas of activity at various scales that create a sense of place, connectivity, and vibrancy. See page 7-41 & 7-42 and Figure 7-4 for more information on distribution of development intensity.

The following character types and their descriptions start with a high-level description that defines the predominant character of the built environment in given areas of the City. This level of description is general. This general description is supplemented by a second level of character description provided starting on page 7-5 and through refinement in sub-area plans. Because sub-area plans take a closer, more detailed look at specific areas of the City, the land use and/or character descriptions contained in those plans take precedence over the character presented in the General Plan.

Using the criteria provided in Chapter 16, Plan Implementation and Administration, individual development and redevelopment decisions will be made based on whether or not the proposal would further implement and enhance the planned character of the given area, help to create a greater sense of place, and make the place more economically viable into the future.



B. Overview of Character Types

- **Neighborhoods** – Primarily residential areas with supporting parks, schools, churches, and small commercial areas.
- **Neighborhood Village Centers** – Commercial and mixed-use nodes of activity, generally between 15 and 25 acres in size, that serve the surrounding neighborhoods.
- **Downtown** – The traditional downtown area of Mesa, includes a wide range of land uses in a traditional and urban form.
- **Mixed Use Activity Districts** – Areas of activity, generally larger than 25 acres, that serve the larger community; primarily retail areas and entertainment centers, but often also include offices, multi-residential, and other supporting uses.
- **Mixed Use Community** – Identifies larger land areas where it is possible to develop a mixture of uses that will create a complete and identifiable community.
- **Employment Districts** – Large areas devoted primarily to industrial, office, warehousing and related uses; may include associated commercial uses.
- **Specialty Districts** – Areas for large, single uses such as college campuses, airports, and hospital campuses.
- **Transit Districts** – Light rail and other high capacity transit areas that can develop with a more intense, walkable urban environment.
- **Parks/Open Space** – Community and regional scale parks and open space areas.



RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

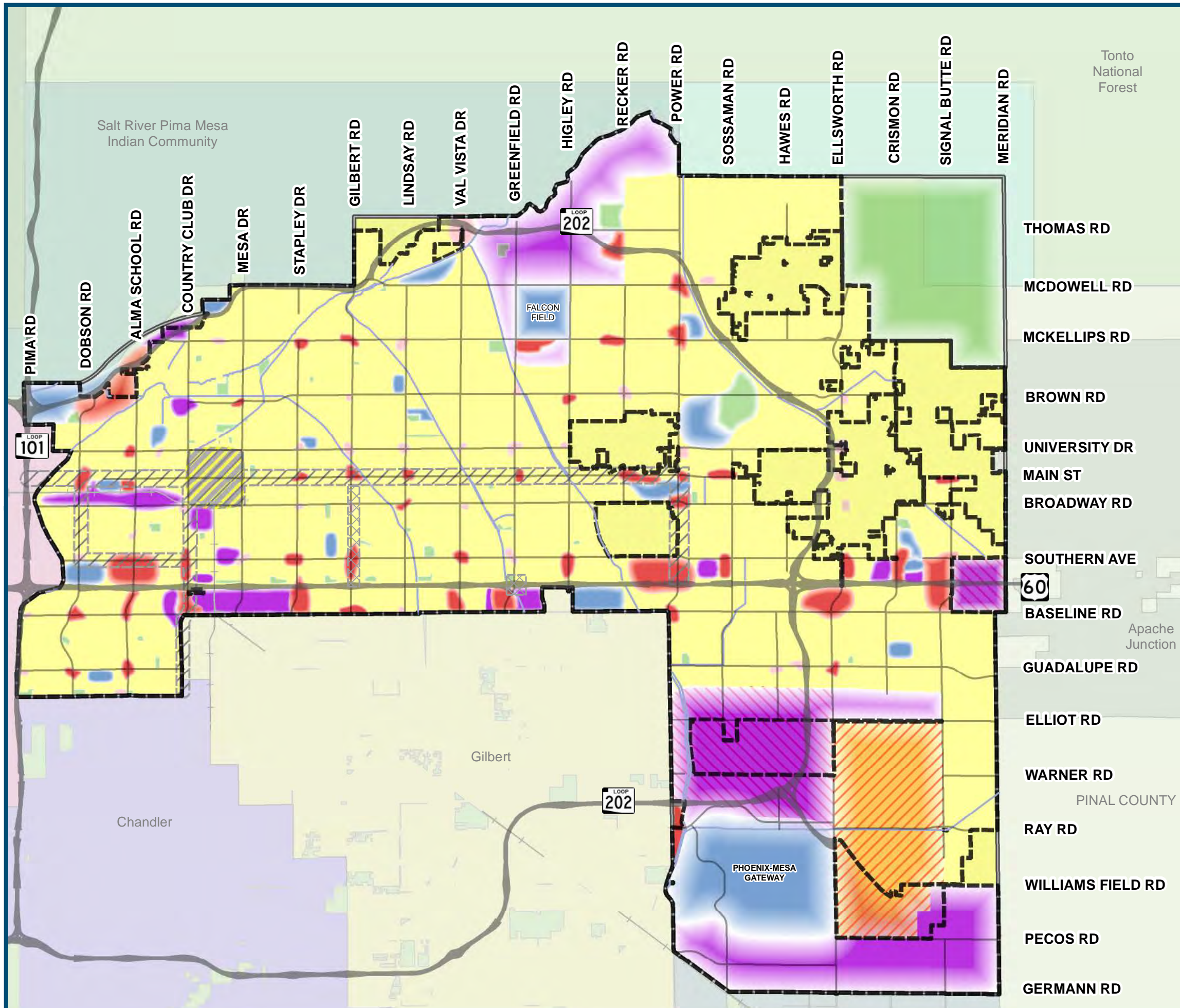
Character Areas

Figure 7-1

Character Types

- Downtown
- Park
- Mixed Use Community
- Neighborhood Village Center
- Mixed Use Activity District
- Specialty District
- Employment
- Neighborhoods
- Employment / Mixed Use Activity District
- Transit Corridor
- Proposed Transit Corridor

- Freeways
- Arterials
- Canals
- City Limits





C. Detailed Character Types and Sub-types

This Section sets forth the detailed descriptions of each character type and sub-type and the appropriate zoning, land uses and types of development. For those character types that include sub-types, the sub-type serves to provide detailed specificity on the appropriate development in these areas and includes:

- Providing an understanding of the general location and extent of housing, business, industry, open space, and other land uses; and
- Allowing for and encouraging development and maintenance of unique areas.

The “Focus” portion for each character type provides a benchmark of the key characteristics that define the area and the “Form and Guidelines” provides additional guidance on height, density, placement, design and other development standards. While the sub-types and form and guidelines are more specific, there is still some degree of flexibility for individual projects to develop in a manner that further enhances the intended character of an area and is consistent with the overall goals of the Plan.

Permitted Zoning Districts and Land Uses

Each character type and sub-type has a “Zoning Districts” and “Land Uses” section that provides a list of the primary zoning districts and land uses permitted. Certain character types and sub-types further divide the zoning districts and land uses

sections into secondary zoning districts and secondary land uses, and certain zoning districts and land uses sections have specific percentage requirements. A proposed development can fulfill the goals of a specific character type or sub-type by satisfying the primary zoning district and land use requirements and by demonstrating that the character and form of the proposed development is consistent with and further fulfill the goals of the intended character area designation.

Primary Zoning Districts and Land Uses

For character types and sub-types that have only primary zoning districts and primary land uses, the character area traits and characteristics of the character type or sub-type are established by utilizing the primary zoning districts and primary land uses listed.

Primary and Secondary Zoning Districts and Land Uses without Specific Percentage Requirements

For those character types and sub-types that include a list of primary and secondary zoning districts and land uses but do not include specific minimum or maximum requirements, to establish the character traits and characteristics, a majority of the character area must first utilize the primary zoning districts and primary land uses listed. After the primary zoning districts and primary land uses are established, the use of secondary zoning districts and secondary land uses are permitted, in appropriate locations, as long as the secondary zoning districts



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and land uses add to the mixture of uses and zoning and otherwise foster vibrancy of the area. The term majority as used in this section means 55% or more of the character type or sub-type is developed with, or zoned for, primary land uses or primary zoning districts.

Primary and Secondary Zoning Districts and Land Uses with Percentage Requirements

For those character types with primary and secondary zoning districts and land uses and specific percentage requirements (minimum primary zoning district and land use requirements and limitations on the use of secondary zoning districts and land uses), the minimum percentage of primary land uses and primary zoning districts must be established before any secondary land uses or secondary zoning districts are permitted—and secondary land uses and secondary zoning districts are only permitted up to the maximum amount specified for the character type or sub-type.

Methods to Satisfy the Required Primary Land Use and Zoning Districts Requirements

Specific Development Proposal or Rezoning Request

A proposed development or a request to rezone can establish the character area traits and characteristics of the character type or sub-type if the project includes the minimum required primary zoning districts and land uses for the character type or sub-type. For example, the Neighborhood Village Center character type requires that a minimum of eighty percent (80%) of the character area is established with

primary zoning districts and primary land uses. Therefore, a twenty-five (25) acre development or rezoning request must include a minimum of twenty (20) acres of land designated with a zoning district from the list of primary zoning districts for the Neighborhood Village Center and a minimum of eighty percent (80%) of the land uses must be from the list of primary uses for the Neighborhood Village Center.

Existing Development within the Character Area

If a proposed development does not meet the minimum primary zoning district and land use requirements for the character type or sub-type, the minimum primary zoning district and land use requirements may be satisfied by showing that existing development within the specific character type or sub-type has already satisfied the minimum requirements for the character area. For example, the Community-Scale Districts sub-type of the Mixed Use Activity character type requires that a minimum of seventy percent (70%) of the character area is established with primary zoning districts and primary land uses. Therefore, if a Community-Scale District is one-hundred (100) acres in size, in order to establish the character of the 100 acres, the area must include a minimum of seventy (70) acres of land designated with zoning districts from the list of primary zoning districts for the Community-Scale Districts and a minimum of seventy percent (70%) of the land uses on the property must be from the list of primary land uses for the Community-Scale Districts.

If a proposed development does not satisfy the minimum primary zoning district



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and primary land use requirements, then the requirements may be waived if seventy (70) acres of the 100 acres Community-Scale Districts is already established with primary zoning districts or primary land uses.

Additionally, if existing development within a character type or sub-type has already partially satisfied the minimum primary zoning district and primary land use requirements, a proposed development may be eligible for a reduction in the required use of primary zoning districts and primary land uses to the degree the requirement has already been satisfied by an existing development or developments. For example, in the Community-Scale Districts scenario above, if sixty (60) acres of the 100 acres Community-Scale Districts is already established with primary zoning districts or primary land uses, then to satisfy the minimum primary zoning and land use requirement a proposed development with forty (40) acres would only have to designate ten (10) acres of its development with zoning districts and land uses from the primary lists.

Character Areas Bisected by Intervening Feature

Where a character area is bisected by a significant intervening physical feature, either man-made or natural, such as but not limited to, a freeway, canal, park or similar buffer, the character area on each side of the intervening feature is considered a separate area and each will be independently evaluated on its ability to fulfil the intent of the character area.

Development Agreements

In certain instances, regardless of the permitted land uses and zoning districts (primary and secondary) it may be necessary to restrict the permitted land uses on a property or within a specific proposed development for, among other reasons, compatibility with neighboring development, suitability with the character type and intended character traits, and compliance with neighborhood area plans and sub-areas. In these instances, a development agreement will be required to prohibit such land uses.

Secondary Zoning Districts and Land Uses

Secondary zoning districts and secondary land uses are allowed if appropriate for the location and if the secondary zoning districts and secondary land uses provide a mixed-use development and add to the vibrancy of the area. The use of secondary zoning districts and secondary land uses are intended to support primary zoning districts and primary land uses and the use of such secondary districts or uses should be de minimis. If a character type or sub-type includes a list of secondary zoning districts or secondary land uses or both, the secondary zoning districts and secondary land uses are only permitted after the primary zoning district and primary land use requirements are satisfied, either through a specific development proposal or rezoning request, or if an existing development within a character area already satisfying the requirements.



Special Areas or Sub Area Development and Zoning

Some areas in the City have particular and unique requirements. For example, areas with approved sub-area plans or areas around and within the Falcon Field and Phoenix-Mesa Gateway Airports have land use and building height restrictions. In particular, development in areas around the airport must comply with FAA requirements, address flight safety requirements, and provide a compatible mix of land uses. To be consistent with the General Plan, a development proposal or rezoning that is located in a special area or sub-area plan must comply with the character type or sub-type requirements and the unique requirements of the sub-area plan or special area.

Council Discretion

As part of a rezoning, City Council may approve minor deviations to the minimum required primary land uses or primary zoning districts or both and minor deviations to the maximum permitted secondary land uses or secondary zoning districts or both. Additionally, City Council may approve land uses or zoning districts or both that are not listed (both primary and secondary). A minor deviation from the minimum or maximum land use requirements or both must clearly demonstrate the proposed development or rezoning will achieve the intended character of the area; and a minor deviation from the list of permitted primary or secondary land uses or both must clearly demonstrate that the development is a better option than the land uses or zoning districts listed for that character type.

Neighborhoods

Focus:

The primary focus of the Neighborhoods character type is to provide safe places for people to live where they can feel secure and enjoy their surrounding community (see Chapter 4. Creating and Maintaining a Variety of Great Neighborhoods for more information on the characteristics and qualities of neighborhoods). Neighborhoods can contain a wide range of housing options and often have associated non-residential uses such as schools, parks, places of worship, and local serving businesses. The total area devoted to local serving businesses (commercial and office activities) in one location is generally less than 15 acres and these businesses typically serve people within a mile radius of the area.

part of this character type. The goal is to redevelop these strip commercial areas over time to provide more of a mix of uses and to integrate better into the surrounding neighborhood.

Nonresidential areas within neighborhoods should be designed and located to bring people together and to not disrupt the fabric and functioning of the neighborhood as a place where people live. The design, development, and maintenance of neighborhoods focuses on ensuring clean, safe, and healthy areas where people want to live and maintain their investments. Neighborhoods are also designed to provide opportunities for people to gain a sense of place and feel connected to the larger community.

Existing strip commercial areas along the border of a neighborhood are considered



Sub-types:

Large Lot/Rural

Agricultural

Agricultural neighborhood types are typically at least 80 acres where a prominent component of the neighborhood is the keeping and raising of livestock for personal enjoyment. Streets and sidewalks may take on a more rural character. Out buildings, arenas, stables, etc. are common on these properties



Citrus

The Citrus Neighborhood (32nd Street on the west, the South Canal on the north, the RWCD Canal on the east and Brown Road on the south with the exception of the area east of 40th Street and south of McLellan Road) has developed in an area of Mesa previously occupied by citrus orchards. The character type for this area is large lots with single-residence homes surrounded by citrus trees and other large-leaf foliage and trees along streets.

Desert Uplands

The Desert Uplands area is located east of Power Road and the Central Arizona Project canal and north of University. This is a low-density residential area committed to preservation of a natural desert landscape. The character type in this area can have either large lots with preservation on each lot, or smaller lots with common open space to maintain the low-density character of the area. Low lighting levels are used in this area to preserve a dark sky at night.



Zoning Districts

Primary

- Agricultural (AG)
- Residential Single (RS) Dwelling 90, 43 & 35

Secondary

- Residential Single (RS) Dwelling 15 PAD
- Leisure and Recreation (LR)
- Public and Semi Public (PS)

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Land Uses

Primary

- Single residence, detached
- Accessory agricultural uses in the agricultural neighborhoods

Secondary

- Compatible public and semi-public uses such as parks, schools, places of worship, and cultural institutions

Form and Guidelines

- Building heights typically one- and two-story.
- Density typically averages less than 1.25 dwelling units per acre.
- Houses set back from the street.
- Sidewalks not required on all streets.
- Block lengths are typically 400 – 600 feet long.



Traditional

Traditional

Traditional neighborhoods are predominantly single residence in character, but may contain a variety of lot sizes and dwelling types. Traditional neighborhoods may also contain supportive land uses such as small, neighborhood-scale offices, retail, restaurants, and personal services that are located along arterials or at the intersection of arterials and collector streets. Non-residential lots are typically 3 acres or less in size and the aggregate of any cluster of non-residential uses is generally less than 15 acres.



Neo-Traditional

Neo-traditional neighborhoods have many of the same fundamental building blocks as traditional neighborhoods, but as newly developing neighborhoods, will not likely have as much of a mix of uses. Neo-traditional neighborhoods promote walkability by having shorter block lengths and perimeters and have greater connectivity to recreational and commercial uses than typical suburban development. These neighborhoods should have a variety of lot sizes including some variation within a block. This is the desired character type for new neighborhoods and for retrofitting existing neighborhoods.

Secondary

- Residential Single (RS) Dwelling 15
- Residential Multiple (RM) Dwelling 3, 4
- Transect 5 Neighborhood (T5N)
- Transect 4 Neighborhood Flex (T4NF)
- Office Commercial (OC)
- Neighborhood Commercial (NC)

Note: Rezoning to a Transect designation will require approval of a Smart Growth Community Plan.

Zoning Districts

Primary

- Residential Single (RS) Dwelling 9, 7, 6
- Transect 3, 4 Neighborhood (T3N, T4N)
- Residential Small Lot (RSL) Dwelling
- Residential Multiple (RM) Dwelling 2

Land Uses

Primary

- Single residence, attached and detached
- Duplexes and multi-residence

Secondary

- Small, neighborhood-scale offices, retail, restaurants, and personal services located along arterials or at the intersection of arterials and collector streets. Non-residential lots are typically 3 acres or less in size and the aggregate of any cluster of non-residential uses is generally less than 15 acres.
- Compatible public and semi-public uses, such as parks, schools, places of worship, and cultural institutions.

Form and Guidelines

- The predominant building height is one- and two-stories, but there will be areas with three- and four-story buildings where higher density development is appropriate.
- Density is generally between two and 12 dwelling units per acre, but higher densities may occur; higher densities are generally more appropriate on the edges of a neighborhood, at higher traffic volume locations, as a transition from non-residential areas, and near transit stops; there should not be abrupt changes in density or intensity.
- Mixing of housing types and sizes is expected; non-residential uses consistent with the overall guidelines and neighborhood development patterns are anticipated.
- Lot coverage is generally less than 50% but can be higher where appropriate.

- Homes are setback from the front property line between 15 and 25 feet to provide a front yard.
- In non-single residence areas front setbacks may be less than 15 feet.
- Diverse architectural designs and styles.
- Homes are generally closer to the street and garages and parking further back.
- Highly interconnected street system facilitating flow of traffic, connectivity, and route flexibility such as a grid street pattern.
- In new subdivisions, use of cul-de-sacs is limited, block faces are typically less than 600 feet and block perimeter are typically less than 2,000 feet.
- Some form of accessible, usable community space is spread throughout the community and provides a focus for smaller neighborhood areas.
- Open space designed with homes or other uses that front it.
- With the exception of arterial streets, streets with long lengths of walls are limited.
- Sidewalks are typically on both sides of the street.



Suburban

This is the predominant neighborhood pattern in Mesa. These neighborhoods are primarily single residence in nature with most lots ranging in size from 6,000 sq. ft. to 18,000 sq. ft. As part of a total neighborhood area, this character type may also contain areas of duplexes and other multi-residence properties and commercial uses along arterial frontages and at major street intersections. Schools, parks, and religious institutions are frequently found in these neighborhoods. Streets are generally wide and contain sidewalks on both sides.



Zoning Districts

Primary

- Residential Single (RS) Dwelling 15, 9, 7, 6
- Residential Small Lot (RSL) Dwelling
- Residential Multiple (RM) Dwelling 2

Secondary

- Residential Multiple (RM) Dwelling 3, 4
- Office Commercial (OC)
- Neighborhood Commercial (NC)
- Limited Commercial (LC)
- Leisure and Recreation (LR)
- Public and Semi-Public (PS)

Land Uses

Primary

- Single residence, attached and detached
- Duplexes and multiple residence

Secondary

- Small, neighborhood scale offices, retail, restaurants, and personal services in appropriate locations such as along arterials or at the intersection of arterials and collector streets. Non-residential lots are typically 3-acres or less in size and the aggregate of any cluster of non-residential uses is generally less than 15 acres.
- Compatible public and semi-public uses such as parks, schools, places of worship, and cultural institutions.





Forms and Guidelines

- The predominant building height is one- and two-stories, but there will be areas with three- and four-story buildings where higher density development is appropriate.
- Density is generally between two and 12 dwelling units per acre, but higher densities may occur along the arterial streets and at major intersections; changes in density should be gradual.
- Lot coverage is generally less than 40% but may be increased in small lot developments and Planned Area Developments.
- Homes are setback from the street to provide a front yard.
- Sidewalks are generally available on both sides of the street.
- In new subdivisions, use of cul-de-sacs is limited, block faces are typically less than 900 feet and block perimeters are typically less than 2,400 feet.
- Some form of accessible, usable community space is spread throughout the community and provides a focus for smaller neighborhood areas.

Manufactured Home

The Manufactured Home character type includes areas of at least 80 contiguous acres comprised of one or more recreational vehicle or manufactured home parks or subdivisions. These neighborhoods are often age restricted to persons over the age of 55 and include amenity areas for the benefit of the residents.

Zoning Districts

Primary

- Residential Single (RS) Dwelling 15, 9, 7, 6
- Residential Small Lot (RSL) Dwelling
- Residential Multiple (RM) Dwelling 3,4

Secondary

- Leisure and Recreation (LR)
- Public and Semi-Public (PS)

Land Uses

Primary

- Single residence in the form of recreational vehicles and manufactured homes
- Site-built single-residence housing
- Accessory uses such as sport courts, club houses, swimming pools, recreation centers

Secondary

- Compatible public and semi-public uses such as parks, schools, places of worship, and cultural institutions.

Form and Guidelines

- Small dwelling units on small lots.
- Predominantly developed with recreational vehicles and manufactured homes, but may also include site-built houses.
- Often utilize carports rather than garages.
- Small setbacks between units.
- Usually gated communities with private narrow streets with a lack sidewalks.



Neighborhood Village Center

Focus:

Neighborhood Village Centers are typically shopping areas that serve the neighborhood population within less than a two-mile radius. These shopping areas are generally between 15 and 25 acres in size and are typically located at arterial intersections.

These centers may include a mix of uses such as retail, residential, and office. Large format commercial e.g., big box development (commercial spaces in excess of 25,000 sq. ft.) are generally not allowed in the Neighborhood Village Center. Secondary zoning districts may be permitted provided that a minimum of 80% of the character area is already established for primary land uses.

The goal of the Neighborhood Village Center, over time, is to provide for the regular shopping and service needs of the nearby population. These centers serve as the focal point for the surrounding neighborhoods and the gathering place for local residents. In addition, these centers typically support alternative transportation modes such as walking and bicycling by providing pedestrian and bike connections to surrounding areas.



Zoning Districts

Primary (Minimum 80% of the total character area)

- Transect 4 Neighborhood Flex (T4NF)
- Transect 4 Main Street (T4MS)
- Office Commercial (OC)
- Neighborhood Commercial (NC)
- Limited Commercial (LC)
- Mixed Use (MX)

Secondary (Maximum 20% of the total character area)

- Residential Multiple (RM) Dwelling 2, 3, 4
- Transect 4 Neighborhood (T4N)
- Transect 5 Main Street Flex (T5MSF)
- Transect 5 Main Street (T5MS)
- Public and Semi-Public (PS)

Notes: The U “Urban” designator is generally appropriate for use in this character type. Use of Transect zones requires approval of a Smart Growth Community Plan

Land Uses

Primary (Minimum 80% of the total character area)

- Retail
- Restaurants
- Limited fast food and other drive-thru uses, provided the design addresses pedestrian concerns and respects the adjacent neighborhood
- Office uses including medical and professional offices
- Personal services
- Minor auto repair and services



Secondary (Maximum 20% of the total character area)

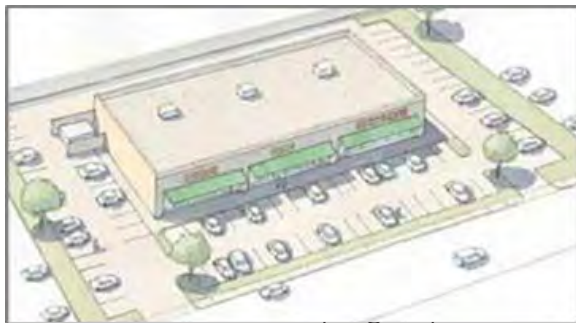
- Multiple residence -- either stand alone or in a mixed-use structure
- Compatible public, semi-public such as places of worship, community centers, electric substations, and post offices

right-of-way with street trees and other plantings to enhance the character and identity of the center.

- Lighting and signage appropriate in scale and intensity for locations near residential uses.
- Site design includes creating spaces for pedestrian activity and creating direct connection to adjacent neighborhood.
- Buildings placed in proximity and orientation to each other to help create a sense of place, energize streets, and improve pedestrian circulation to the center.

Form and Guidelines

- Building heights generally one- to three-stories; respecting adjacent residential.
- Lot coverage generally not more than 60%.
- Higher intensities are appropriate when in conjunction within a transit district.
- Parking is often between the building



Downtown

Focus:

The focus of the Downtown character area is the creation of a pedestrian-oriented, transit-rich environment with a lot of activity. As compared to other urban environments, the downtown core will continue to be recognized as the governmental, cultural, financial, and entertainment center of the community. The goal for the Downtown character area is to make it a people-friendly area that is alive with options for housing, employment, shopping, entertainment, and events. An increase in building height and increased density is expected as redevelopment occurs (See the Central Main Plan for more information).

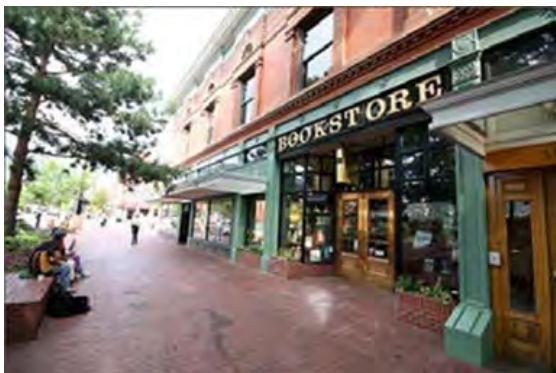


- Downtown Business 1, 2 (DB-1, DB-2)
- Downtown Core (DC)

Zoning Districts

Primary

- Transect 3, 4, 5 Neighborhood (T3N, T4N, T5N)
- Downtown Residence 1, 2, 3 (DR-1, DR-2, DR-3)
- Multiple residence districts (RM)
- Transect 4, 5 Neighborhood Flex (T4NF, T5NF)
- Transect 4, 5, 6 Main Street (T4MS, T5MS, T6MS)
- Transect 5 Main Street Flex (T5MSF)



Land Uses

Primary

- Single residence, multiple residence, or mixed-use, depending on location
- Office
- Retail
- Bars and night clubs
- Restaurants
- Personal service
- Hotels
- Education institutions
- Museums
- Centers for visual and performing arts
- Government offices
- Mixed-use with residential over ground floor office or retail
- Central public gathering places
- Compatible public, semi-public and special uses such as schools and fire stations

Form and Guidelines

- Varied building heights from one- to three-story in the single residence areas to high rise in the modern downtown area.
- Lot coverage in the single residence areas is generally under 50%. This increases in other areas and can be 100% in the historic and modern downtown areas.
- Buildings are designed and placed to engage the street and help provide an active street life. In the more intense areas this requires buildings to be brought to the street to form a street wall. In the residential areas there is a setback from 10 – 20 feet, but the front of the building is still designed to engage the street
- and create a pedestrian scale and interaction.
- In commercial areas the fronts of the buildings are designed with a high degree of transparency.
- Vertical and horizontal mixing and integration of uses is encouraged.
- Parking is located beside or behind uses, not between the street and a building.
- In non-residential areas, minimal or no curb cuts along streets; parking in lots accessed from alleys and on-street.
- Highest densities and intensities in the city.
- See Central Main Plan for more detailed guidelines.



Mixed Use Activity District

Focus:

The Mixed Use Activity District is a large-scale (typically over 25 acres) community and regional activity area that usually has a significant retail commercial component including shopping areas such as malls, power centers, or lifestyle centers that are designed and developed to attract customers from a large radius. These districts often include other uses such as office, entertainment, and residential.

Large format commercial e.g., big box development (individual commercial spaces in excess of 25,000 sq. ft.) is appropriate in this district. These areas may take on a significant residential character with the redevelopment of shopping centers, so long as the residential component is developed secondary to the primary uses. Secondary uses may be permitted in conjunction with a greater commercial development or complimentary to existing commercial developments provided the minimum percentage of primary uses within the character area is established (through existing zoning/development).

Overall, the goal of the Mixed Use Activity District is to create strong and viable centers of commercial activity that attract people to unique shopping and entertainment experiences.

Sub-types

Community-Scale Districts

Community-Scale Districts primarily serve the neighborhood population up to a 4-mile radius and typically contain one



or two large format commercial buildings and associated shops and pad sites. This character sub-type is typically at the intersection of two arterial streets and is typically auto-dominant unless part of a Transit District.

As part of redeveloping older community commercial areas, this character type may redevelop with residential land uses, providing a greater mix of uses. Office and residential activities should take on a more pedestrian-friendly environment. When integrated as part of the Mesa Gateway employment area, residential uses are more limited. All residential uses require the establishment of the primary uses and must serve to facilitate the development of the character area. Secondary land uses may be permitted provided a minimum of 70% of the character area is established for primary uses.

The primary goal of Community-Scale Districts is to provide high-quality opportunities for commercial and entertainment activities consistent with the needs of today's consumer.

Zoning Districts

Primary (Minimum 70% of the total character area)

- Limited Commercial (LC)
- General Commercial (GC)
- Mixed Use (MX)
- Planned Employment Park (PEP)
- Office Commercial (OC)
- Neighborhood Commercial (NC)

Secondary (Maximum 30% of the total character area)

- Residential Multiple (RM) Dwelling 2, 3, 4
- Public and Semi-Public (PS)

Note: In areas where this character type has a transit district overlay, the U designator and/or form-based code districts would be appropriate.

Land Uses

Primary (Minimum 70% of the total character area)

- Retail including grocery stores, big box stores, and specialty stores
- Restaurants and fast food pads with drive-thrus
- Offices including medical and professional
- Live/work
- Personal services
- Movie theaters
- Hotels

Secondary (Maximum 30% of the total character area)

- Attached single residence and multiple residence in conjunction with other uses
- Compatible public, semi-public, and special uses such as police substations, fire stations, libraries, etc.



Form and Guidelines

- Building heights typically ranging from one- to three-stories.
- Lot coverage is typically under 30% but could increase with infill development.
- Usually has one or more anchor buildings, which typically have a large building mass with associated shops and pad sites.
- Usually more suburban in design and form with auto dominant characteristics, but more urban forms that balance autos with pedestrians are encouraged for new development and redevelopment.
- Building and parking fields should be located on the property to establish a connection to the street and promote walkability between buildings.
- Size and scale of parking fields is broken up to improve visual appearance, reduce heat islands, and improve walkability.
- Highest densities and intensities when in conjunction with the Transit District.

Sub-types:

Regional-Scale Districts

Regional-Scale Districts primarily serve the population up to a 10-mile radius, are typically larger than 60 acres and contain multiple large format commercial buildings, unique features (lifestyle center), enclosed malls, and/or auto-malls that attract customers from a large trade area.

Regional-Scale Districts may include one or more Community-Scale Districts as a component of creating the regional district. Regional-Scale Districts may include significant areas devoted to offices, research and development or other light industrial uses and may contain areas of supporting, integrated residential uses. These districts are typically located along an arterial at a freeway interchange. Secondary zoning designations may be permitted provided a minimum of 70% of the character area is established for primary uses.

The goal of Regional-Scale Districts is to provide a location for businesses and attractions that brings people to Mesa from the larger region.



Zoning Districts

Primary (Minimum 70% of the total character area)

- Office Commercial (OC)
- Limited Commercial (LC)
- General Commercial (GC)
- Mixed Use (MX)
- Planned Employment Park (PEP)
- Infill Incentive District 2 (ID-2)

Secondary (Maximum 30% of the total character area)

- Residential Multiple (RM) Dwelling 3, 4
- Leisure and Recreation (LR)
- Public and Semi-Public (PS)

Note: In areas where this character type also has a transit district character type, the U designator, Bonus Intensity Zone (BIZ) overlay, or form-based code districts would be appropriate.



Land Uses

Primary (Minimum 70% of the total character area)

- Retail including grocery stores, big box stores, malls, auto malls, and specialty stores
- Restaurants and fast food pads with drive-thrus
- Offices including medical and professional
- Personal services
- Hotels
- Sports complexes

Secondary (Maximum 30% of the total character area)

- High-density multiple residence in conjunction with office, retail, and/or entertainment uses.
- Compatible public, semi-public uses such as fire stations, police substations, fire stations, libraries, etc.

Form and Guidelines

- Building heights typically ranging from one to three stories, taller buildings encouraged.
- Lot coverage is typically under 30% but could increase with infill development.
- Usually has one or more anchor buildings, which typically have a large building mass with associated shops and pad sites.
- Usually more suburban in design and form with auto dominant characteristics, but more urban forms that balance autos with pedestrians are encouraged for new development and redevelopment.
- Building and parking fields should be located on the property to

establish a connection to the street and promote walkability between buildings

- Size and scale of parking fields is broken up to improve visual appearance, reduce heat islands, and improve walkability.
- Buildings usually setback from the street by parking fields.
- When in conjunction with a transit district these areas will have the highest densities and intensities outside the downtown.



Mixed Use Community

Focus:

The Mixed Use Community character type identify larger land areas where it is possible to develop a mixture of uses that will create a complete and identifiable community. Areas designated as Mixed Use Community are expected to develop with one or more villages and/or urban core(s) and contain a mix of employment, office, retail, medical, educational, community service, tourism, entertainment, open space, recreational, and residential uses to provide a complete community with a sense of place. As appropriate, uses should be integrated vertically and horizontally, and provide for a variety of transportation options.

of the village(s) and/or urban core(s) and create the synergy for a complete community. Residential neighborhoods should contain a variety of housing types and densities and include parks, schools, and village centers or urban core(s) that are located within a convenient walking or bicycling distance from all homes. Land uses located near the airport, aircraft operations, or freeways may be restricted to prevent incompatible land uses.

Zoning Districts

Primary

- Planned Community (PC)

Mixed Use Communities must contain a significant commercial component, at a minimum 40% of the character area, in order to provide for the stability



Land Uses

- Wide range of uses from single-residence
- through multi-residence, commercial, office and employment.
- Parks and open space
- Compatible public, quasi-public, and special uses



Form and Guidelines

- Typically requires at least 160 acres for this designation.
- Form and guidelines are established with the approval of the associated Community Plan.

Employment Districts

Focus:

Employment Districts are a character type that is primarily used for employment-type land uses of at least 20 acres. However, in certain circumstances individual employment-type developments on sites less than 20 acres are may be appropriate. Employment Districts typically have minimal connection to the surrounding area. Examples of Employment Districts include areas for large manufacturing facilities, warehousing, and business parks. The goal of Employment Districts is to provide for a wide range of employment opportunities in high-quality settings.

residential uses are proposed, they need to be developed in conjunction with a commercial development and accessory to a greater employment development.



Employment Districts may include supporting secondary uses such as commercial and retail, provided the minimum percentage of primary uses is established for the character area and the secondary uses do not exceed 20 – 30% area of the district (depending on the sub-type). Employment Districts rarely include any type of residential uses. If

Sub-types:

Business Parks

The Business Parks sub-type is typically low intensity developments that contain a number of separate businesses, offices, light industrial facilities, warehouses, research and development, and accessory and supporting uses joined together through the street, sidewalk, and/or open space systems and usually have common landscaping and signage.



Zoning Districts

Primary (Minimum 70% of the total character area)

- Planned Employment Park (PEP)
- Light Industrial (LI)
- General Industrial (GI)

Secondary (Maximum 30% of the total character area)

- Limited Commercial (LC)
- General Commercial (GC)
- Public and Semi Public (PS)

Land Uses

Primary (Minimum 70% of the total character area)

- Office flex space
- Research and development
- Offices
- Light industrial uses with operations indoors
- Compatible public, semi-public, and special uses

Secondary (Maximum 30% of the total character area)

- Supporting retail uses

Form and Guidelines

- Building heights typically one- to three-stories.
- Lot coverage typically 60% or less.
- Surface parking located beside or behind the primary structure rather than between the building and the associated street.
- Loading areas, outdoor storage areas and production yards screened from public view by buildings, walls, and/or landscaping.
- Architectural detailing on all sides facing a street or public parking area, design standards for the business park.
- Pedestrian and vehicular connection between buildings and street system.
- ROW usually well landscaped and landscape theme to tie park together, landscape setbacks.

Industrial

The Industrial sub-type signifies locations appropriate for manufacturing, warehousing, and other industrial operations. These areas typically have larger lots and require provision of access and circulation by large vehicles. These industries typically provide quality jobs and require protection from encroachment of non-compatible uses.

Zoning Districts

Primary (Minimum 75% of the total character area)

- Planned Employment Park (PEP)
- Light Industrial (LI)
- General Industrial (GI)
- Heavy Industrial (HI)

Secondary (Maximum 25% of the total character area)

- Limited Commercial (LC)
- General Commercial (GC)

Land Uses

Primary (Minimum 75% of the total character area)

- Industrial and manufacturing operations
- Warehousing
- Outdoor storage
- Compatible public and semi-public uses

Secondary (Maximum 25% of the total character area)

- Supporting retail and office uses

Form and Guidelines

- Lot coverage varies widely depending on the needs of the given activity.
- Generally single-story buildings often with big building masses that may have very tall ceiling heights.
- Screening from public view required for outdoor storage and production.
- Architectural detailing appropriate for industrial buildings on all sides within 300 feet of a street or public parking area.
- Screening and other appropriate transition measures if located next to areas planned for less intense uses.





Employment Core

The Employment Core sub-type is an employment/office area that utilizes a more urban or semi-urban development form. The character of these areas are primarily oriented around multi-story office developments and usually include supporting commercial activities such as retail, business support, restaurants and hotels. Secondary zoning districts are permitted provided the minimum percentage of primary uses is established for the character area and the secondary uses are developed as part of a mixed use environment.

- Restaurants
- Business support services
- Research and development

Secondary (Maximum 20% of the total character area)

- Vertical and horizontal mixed use including residential
- Compatible public and semi-public uses

Zoning Districts

Primary (Minimum 80% of the total character area)

- Office Commercial (OC)
- Limited Commercial (LC)
- Mixed Use (MX)
- Planned Employment Park (PEP)

Secondary (Maximum 20% of the total character area)

- Residential Multiple (RM) Dwelling 3, 4, 5
- General Commercial (GC)
- Light Industrial (LI)
- General Industrial (GI)
- Public and Semi-Public (PS)

Form and Guidelines

- Building heights generally 2 – 4 stories but could be taller.
- Buildings arranged to relate to each other creating a walkable environment between buildings.
- Ground floor facades on public sides of buildings to have a high degree of transparency.
- Pedestrian fronts of buildings and pedestrian connections between buildings include shaded walkways.
- Lot coverage usually under 40%.
- Parking typically located beside and behind buildings.
- Common landscape theme.
- Plazas and open spaces incorporated into the design to create usable outdoor spaces.

Land Uses

Primary (Minimum 80% of the total character area)

- Office buildings
- Flex office space
- Medical office buildings
- Hotels

Specialty Districts

Focus:

Specialty Districts are large (typically over 20 acre) areas with a single use such as an educational campus, airport, or medical facility. The character of these areas can have a significant impact on surrounding development either through the amount of traffic they generate, or the noise associated with their activities. Typical uses for this character type may be supported by retail, offices, hotels, or dormitories.

Development in this character type maintains a campus feel and connection between buildings by having consistency in landscaping and signage and a high-quality of building design and materials.

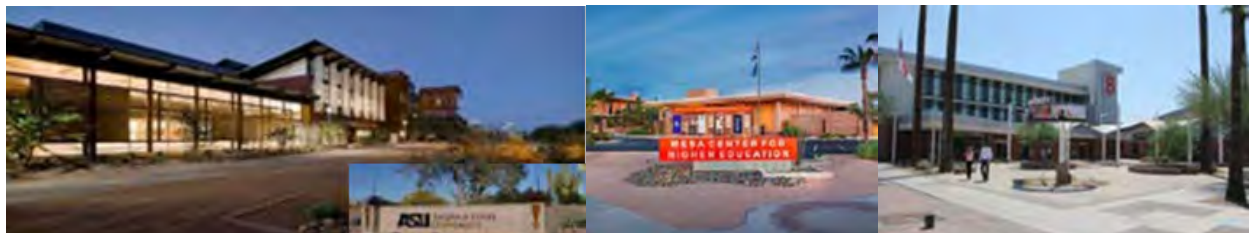
Sub-types:

Educational Campus

The Educational Campus sub-type is typically for high school and college campuses and associated athletic facilities and may have large buildings set in parking lots. This sub-type also includes junior high and/or elementary schools located adjacent to a high school and form a large campus area. When an anchor educational establishment is already built and operating in a character



area at the time a development proposal in the Specialty-Educational Campus sub-type is considered, the requirement that the majority (defined as 55%) of the character area utilize the primary zoning districts and primary land uses before secondary zoning districts and secondary land uses are permitted in the character area does not have to be satisfied by the development proposal. This exception does not increase the maximum permitted secondary zoning districts or secondary land uses for the Specialty-Educational Campus sub-type (45%); it is only an exception to the timing of when the development proposal may use secondary zoning districts and secondary land uses in the character area. The term “anchor educational establishment” as



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used in this section means: (1) A high school campus, including associated athletic fields, athletic buildings, and performing arts buildings, (2) A college campus including associated athletic fields, athletic buildings, and associated performing arts buildings, or (3) A junior high or elementary school campus with an adjacent high school campus; that (a) Constitutes at least 10% of the total character area, or (b) Contains at least one building that is being used as a high school or college and is at least 90,000 square feet in size. For example, if the character area of a development proposal in the Specialty-Educational Campus sub-type includes a built and currently operating college campus that makes up 10% of the total character area or that has a college campus building that is at least 90,000 square feet, the development proposal may utilize secondary zoning districts and secondary land uses listed for the Specialty-Educational Campus sub-type even if 55% of the character area is not yet utilized for primary zoning districts and primary land uses, provided that the use of secondary zoning districts and secondary land uses by the development proposal does not result in secondary zoning districts or secondary land uses constituting more than 45% of the character area

Zoning Districts

Primary

- Limited Commercial (LC)
- General Commercial (GC)
- Public and Semi-Public (PS)
- Leisure and Recreation (LR)

Secondary

- Planned Employment Park (PEP)
- Light Industrial (LI)
- General Industrial (GI)
- Residential Multiple (RM) Dwelling 4, 5



Land Uses

Primary

- High school campus
- College campus
- Associated athletic fields and buildings
- Associated performing arts buildings
- Junior high and/or elementary school if located adjacent to a high school

Secondary

- Associated living facilities

Form and Guidelines

- Building heights typically 2 – 4 stories but could be higher.
- Buildings typically set in lawns and separated from the street by parking fields.
- Form and design need to consider traffic circulation impacts and safety and security.
- Typically have large parking fields, but buildings clustered together to allow for walkability.
- Located along arterial streets and have strong connections to the streets and transit stops spaces.

Medical Campus

The Medical Campus sub-type is for hospitals and associated medical office buildings and are typically located on sites of at least 20 acres. These medical campuses often contain buildings at least 4 stories in height and can impact surrounding neighborhoods due to traffic and noise. When an anchor medical establishment is already built and operating in a character area at the time a development proposal in the Specialty-Medical Campus sub-type is considered, the requirement that 80% of the character area utilize the primary zoning districts and primary land uses before secondary zoning districts and secondary land uses are permitted in the character area does not have to be satisfied by the development proposal. This exception does not increase the maximum permitted secondary zoning districts or secondary land uses for the Specialty-Medical Campus sub-type (20%); it is only an exception to the timing of when the development proposal may use secondary zoning districts and secondary land uses in the character area. The term “anchor medical establishment” as used in this section means: (1) A hospital including associated medical office buildings, (2) A medical clinic including associated medical office buildings, or (3) A medical school campus; that (a) Constitutes at least 10% of the total character area, or

(b) Contains at least one building that is being used as a hospital, medical clinic, or medical school and is at least 90,000 square feet in size.

For example, if the character area of a development proposal in the Specialty-Medical Campus sub-type includes a built and currently operating hospital that makes up 10% of the total character area or is at least 90,000 square feet, the development proposal may utilize secondary zoning districts and secondary land uses listed for the Specialty-Medical Campus sub-type even if 80% of the character area is not yet utilized for primary zoning districts and primary land uses, provided that the use of secondary zoning districts and secondary land uses by the development proposal does not result in secondary zoning districts or secondary land uses constituting more than 20% of the character area.

Zoning Districts

Primary (Minimum 80% of the total character area)

- Neighborhood Commercial (NC)
- Limited Commercial (LC)
- General Commercial (GC)
- Planned Employment Park (PEP)
- Light Industrial (LI)





Secondary (Maximum 20% of the total character area)

- Residential Multiple (RM) Dwelling 4, 5

Land Uses

Primary (Minimum 80% of the total character area)

- Hospitals
- Medical office buildings
- Medical clinics
- Rehabilitation facilities
- Hospice
- Long-term nursing
- Support hotel services
- Pharmacies

Secondary (Maximum 20% of the total character area)

- Food service, such as restaurants and delis
- Supporting small tenant shops and retail (card shops and gifts, medical supply)
- Multiple residence

Form and Guidelines

- Large buildings set in a lawn or parking field.
- Lot coverage generally exceeds 30%.
- Buildings at least two-stories, often four-stories, and can be more.
- Requires careful consideration of pedestrian routes from parking fields to the various services offered on site.
- Requires consideration of ambulance routes and other emergency procedures.
- Connectivity to the street and transit services.

Airport

The Airport sub-type includes Falcon Field and Phoenix-Mesa Gateway Airport.

Zoning Districts

- Public and Semi-Public (PS)
- Planned Employment Park (PEP)
- Light Industrial (LI)
- General Industrial (GI)

Land Uses

Primary

- Aircraft storage, fueling, maintenance and operational activities
- Passenger terminals
- Car rentals

Secondary

- Hotels

Form and Guidelines

- Large and medium footprint hangar buildings with attractive architectural detailing to accommodate aviation businesses and storage of aircraft.
- Limited vegetation on the airfield side of buildings.
- Runways, taxiways, and aircraft parking ramps.
- Accommodation for large parking facilities and include long-term parking.
- Terminals and other public areas have a high degree of architectural detailing, less required in operations areas.
- Provide a pedestrian scale to buildings in public circulation areas.



Transit Districts

Focus:

The Transit Districts character type includes the light rail corridor, bus rapid transit corridors, and areas designated for a consistent high level of transit options. The focus in this character type is to develop a mixed-use, pedestrian-oriented, urban environment, particularly within walking distance of transit stops. This character type overlays the other character types and is used to transition the area into a more transit and pedestrian oriented development form. This overall category is divided into corridors and station areas. Station areas will have more intense development.



The Character Area Map includes both designated corridors and proposed corridors based on the Transit Master Plan. The areas with the proposed transit corridors are not subject to the requirements of this character type until such time a final decision is made to implement the transit improvements for a given area.



Sub-types:

Station Areas

Unless otherwise more specifically defined in a neighborhood area plan, the Station Areas sub-type is generally located within 1/4 mile of a light rail station or 1/8 mile of a transit or major bus transfer station. Station Areas are intended to have more intense development than the associated corridor and are expected to transition into an urban building form.



Zoning Districts

Primary

- Residential Multiple (RM) Dwelling 3, 4, 5 with an Urban designator
- Transect 4, 5 Neighborhood (T4N, T5N)
- Mixed use (MX) with an Urban designator
- Limited Commercial (LC) with an Urban designator
- Transect 4 Neighborhood Flex (T4NF)
- Transect 4, 5, 6 Main Street (T4MS, T5MS, T6MS) in the downtown area
- Transect 5 Main Street Flex (T5MSF) in the downtown area⁶



Land Uses

Primary

- Retail
- Restaurants
- Mixed-use with residential over ground floor office or retail
- Bars and night clubs
- Offices
- Personal service
- Hotels
- Multiple residence



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Secondary

- Central public gathering places
- Compatible public, and semi-public
- Parking garages

Form and Guidelines

Principle Street

- Minimum building height is two-stories, taller buildings are encouraged.
- Second highest densities and intensities outside of downtown when in conjunction with a Mixed-Use Activity District.
- Lot coverage should be at least 50% and could be 100%.
- Buildings are used to form a street wall by being brought close to the front property line Principle functional entry to face a public space such as a street or plaza, not a parking lot
- Buildings are expected have active first floor uses that engage the street and create an interesting and active street environment.
- Ground floor transparency expected to be at least 65%.
- Surface parking should be set back at least 50 feet from a principle street.
- Sidewalks should be wide and are encouraged to be wider in very active locations.
- Stand-alone drive through uses discouraged.
- Trees and/or awnings or other shade structures over sidewalks.
- Urban landscape forms, public art, and street furniture along streets.
- Storm water retention underground or in urban design form.
- Plazas used to provide public space along the street.



Secondary Street

- Buildings are encouraged to be at least two-stories tall.
- Lot coverage should be at least 50 percent and could be 100%.
- Buildings brought close to the street, but there may be some breaks in the street wall.
- Principle functional entry to face a public space such as a street or plaza, not a parking lot.
- Buildings are expected to have active first floor uses that engage the street and create an interesting and active street environment.
- Ground floor transparency expected to be at least 65% for non-residential uses.
- Sidewalks should be wide and are encouraged to be wider in very active locations.
- Stand-alone drive through uses discouraged.
- Trees and/or awnings or other shade structures over sidewalks.
- Urban landscape forms, public art, and street furniture along streets.
- Storm water retention underground or in urban design form.
- Plazas and pocket parks to provide public space along the street.

Corridors

The Corridors sub-type applies to development of the corridors between stations and stops and will be less intense, but still evolve into a more urban pattern with buildings brought close to the front property lines and parking behind or beside buildings. Streets should maintain a pedestrian orientation, but first floors of buildings may not contain active uses.

Zoning Districts

Primary

- Residential Multiple (RM) Dwelling 3, 4, 5 with an Urban designator
- Transect 4, 5 Neighborhood (T4N, T5N)
- Mixed Use (MX) with an Urban designator
- Limited Commercial (LC) with an Urban designator
- Transect 4, 5 Neighborhood Flex (T4MSF, T5MSF) in the downtown area
- Transect 4, 5 Main Street (T4MS, T5MS) in the downtown area

Secondary

- Public and Semi-Public (PS)
- Leisure and Recreation (LR)



Land Uses

Primary

- Retail
- Restaurants
- Mixed-use; typically with residential over ground floor office or retail
- Bars and night clubs
- Offices
- Personal service
- Hotels
- Multiple residence

Secondary

- Central public gathering places
- Compatible public and semi-public uses
- Parking garages

Form and Guidelines

- Buildings are encouraged to be at least two-stories tall.
- Lot coverage should typically be between 40% and 80% but could be 100%.
- Buildings are brought close to the street front to help frame the public realm.
- Buildings engage the street, no blank walls longer than 20 feet.
- Principal functional entry to face a public space such as a street or plaza, not a parking lot.
- Sidewalks along the primary streets should be wider than standard.
- Trees and/or awnings or other shade structures over sidewalks.
- Urban landscape forms, public art, and street furniture along streets.
- Storm water retention underground or in urban design form.
- Plazas and pocket parks to provide public space along the street.

Parks and Open Space

Focus:

The Parks and Open Space character type is for large parks and open space areas, typically over 20 acres, which are used for passive or active recreation. Parks and Open Space areas are community facilities, not private parks or golf courses, either stand-alone or part of a specific neighborhood or development.



Zoning Districts

Primary

- Public and Semi-Public (PS)
- Leisure and Recreation (LR)

Secondary

- Residential Single (RS) Dwelling

Form and Guidelines

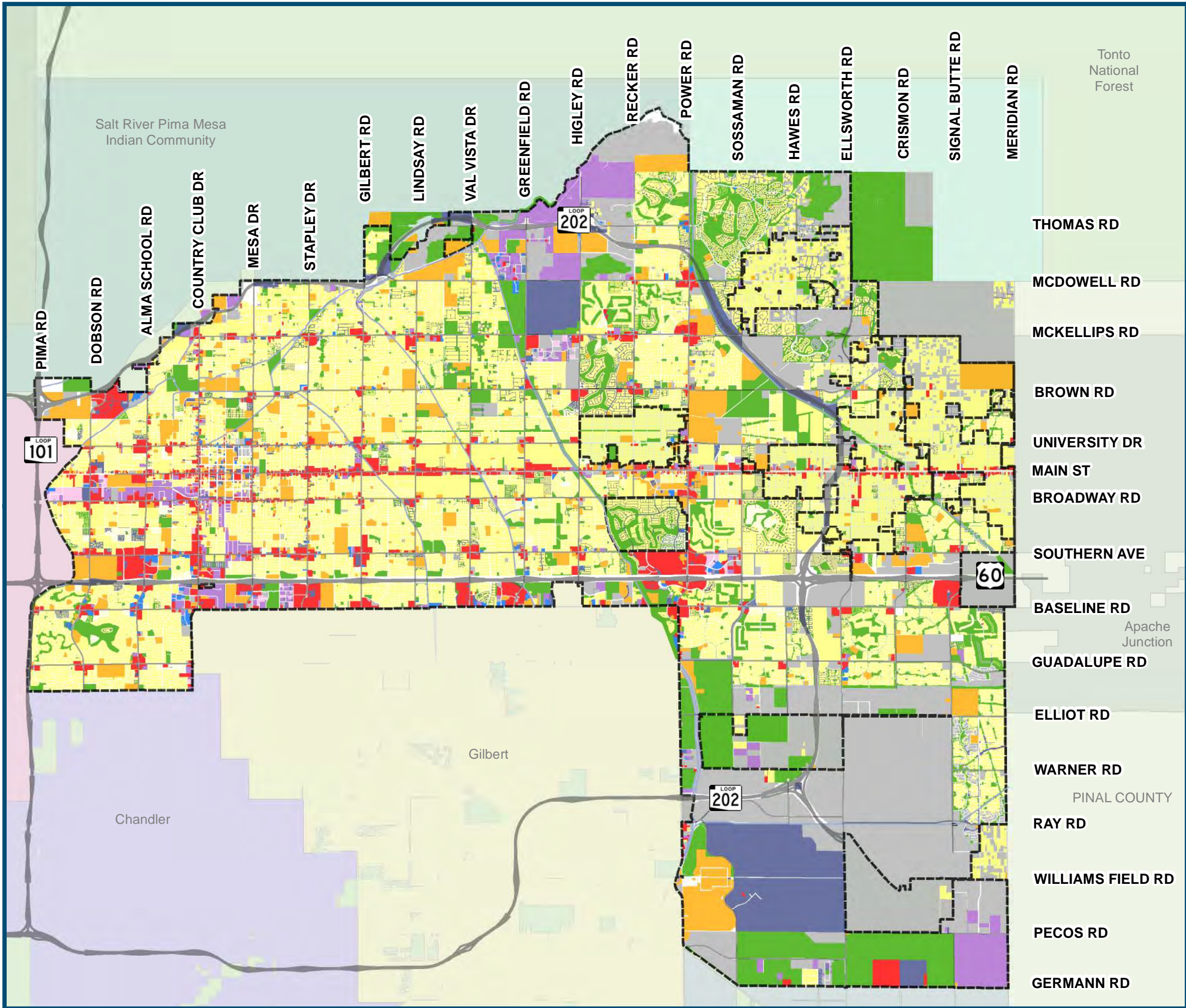
- Large open spaces for passive or active recreation.
- Buildings are placed in natural, landscaped settings.
- Connected to the surrounding neighborhood.

Land Uses

Primary

- Ball fields
- Community centers and gymnasiums
- Passive and active recreation areas
- Aquatic facilities
- Trails
- Dog parks

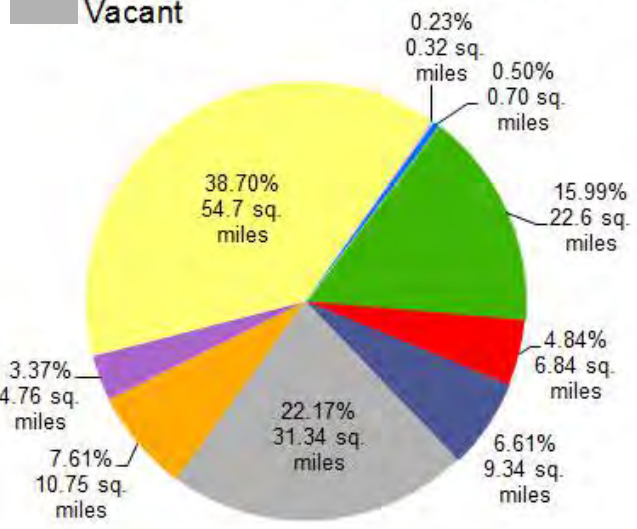




RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Land Use
Figure 7-2

- Employment
- Residential
- Office
- Retail
- Vacant
- Industrial
- Multiple Use
- Open Space
- Transportation



- Freeways
- Arterials
- Canals
- City Limits





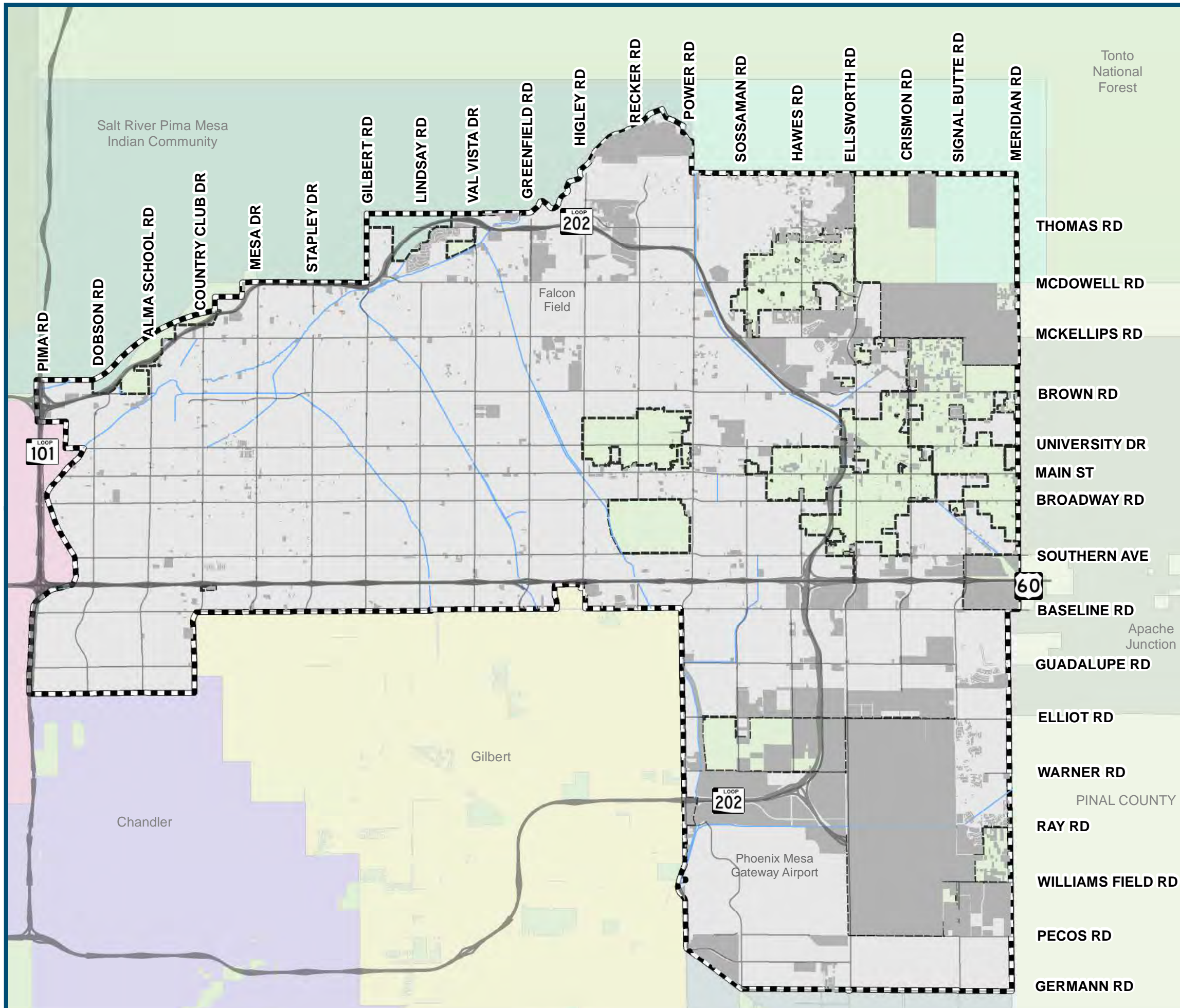
RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Vacant Land

Figure 7-3

Vacant

- Freeways
- Arterials
- Canals
- Planning Area
- City Limits





RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

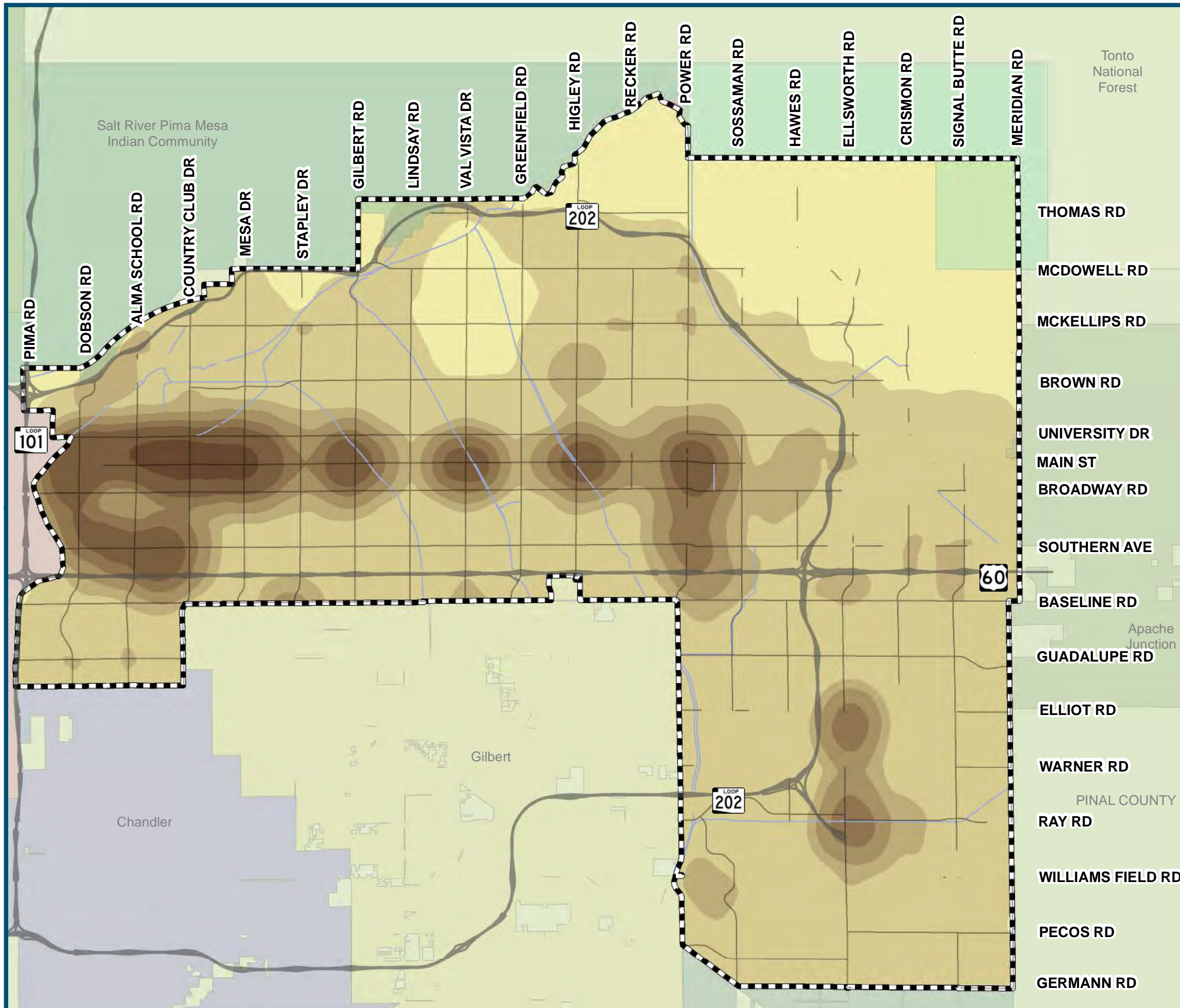
General Intensity 2040

Figure 7-4

Intensity Level



- Planning Area
- Freeways
- Arterials
- Canals





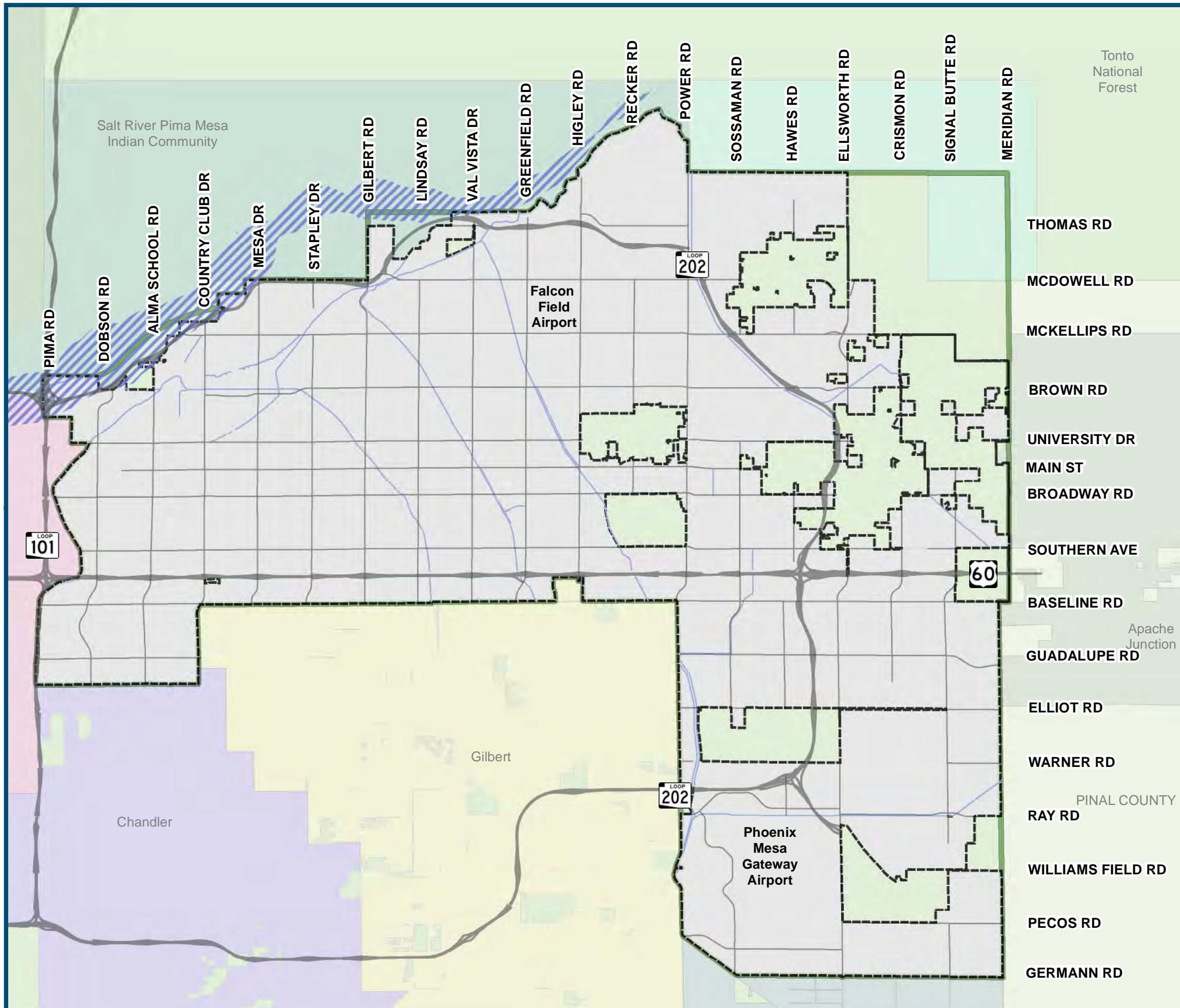
RECOGNIZABLE NEIGHBORHOODS * INNOVATIVE JOBS * MEMORABLE PUBLIC SPACES

Aggregate

Figure 7-5

Known Aggregate

- Freeways
- Arterials
- Canals
- City Limits
- Planning Area



Growth Areas

Background

As summarized in Chapter 2 of this Plan, the City of Mesa has experienced rapid growth from its beginning in 1880 to the present. According to the 2010 census, Mesa is the 38th largest city in the country and second largest in the Phoenix metropolitan area. While the rate of growth will not be as fast as in the past, growth is expected to continue in the future. In order to achieve the larger goals of this Plan to create a more recognizable city, it is important to facilitate growth in a rational pattern that takes advantage of the utility and transportation infrastructure.

In response to this need, this section of the Plan identifies the City's key growth areas and reviews the transportation, transit, and utility needs in these areas to provide for efficient and economical expansion. This section also considers the impact of growth in these areas on natural resources and open space and how to coordinate between public and private entities that will be involved in the construction of infrastructure in these areas.

Growth Areas

There are two basic types of areas where significant growth is expected in the coming years. One is the larger greenfield sites primarily around Phoenix-Mesa Gateway Airport and Falcon Field and along the Superstition Freeway Corridor. The other primary growth areas are the areas where significant redevelopment is anticipated due to the change from a suburban development pattern to a more urban

form of development. Figure 7-6 shows the location of these primary growth areas.

Phoenix-Mesa Gateway Area

The Mesa Gateway Strategic Development Plan (MGSDP) provides more specific information about the plan and goals for this area and should be consulted for the details about this area. The MGSDP places an emphasis on continuing to preserve and grow aviation related employment in this area. Flight safety and protecting compatible surrounding land uses is also a priority.

This area is expected to grow by approximately 70,000 residents and 40,000 employees over the next 30 years. Because this is mostly greenfield development, this area has the opportunity to build out following the three guiding principles established in this Plan and start with a higher degree of sense of place than other areas.

Water, waste water, and streets and other public infrastructure improvements are just being built in this area to provide for the expected development. Additional infrastructure development is needed in this area to allow the full growth potential to be met. The Mesa Gateway Strategic Development Plan provides a summary of the infrastructure needs for this area.

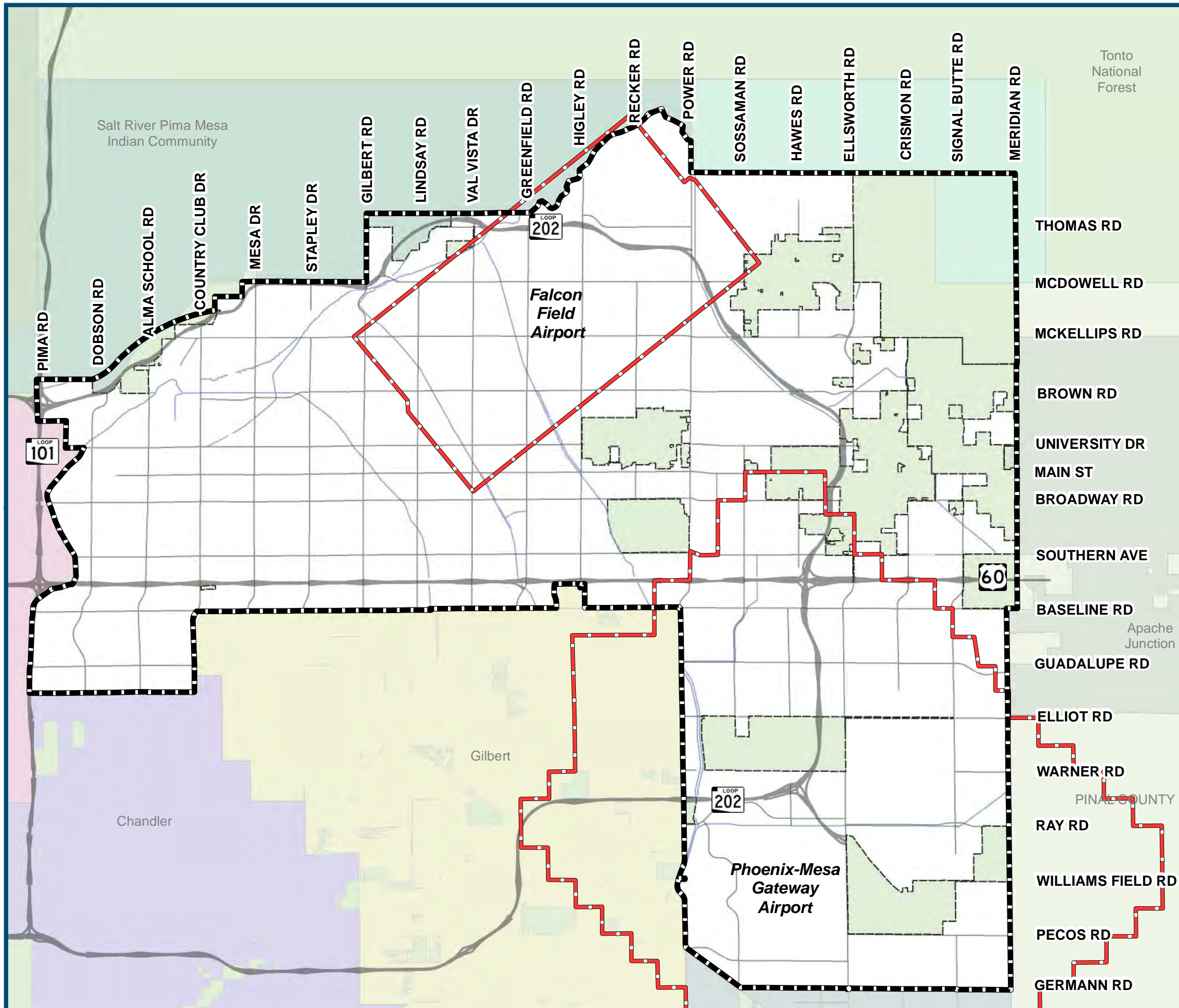
Because this is such a large area that will be built out over a period of decades, there may be the need for some temporary uses within this area until full development can take place. Temporary uses could include things such as contractor's yards, RV storage facilities, or other low intensity uses that



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Airport Planning Areas Figure 7-6

-  City Limits
-  Mesa Planning Area
-  Airport Planning Areas
-  Freeways
-  Arterials
-  Canals



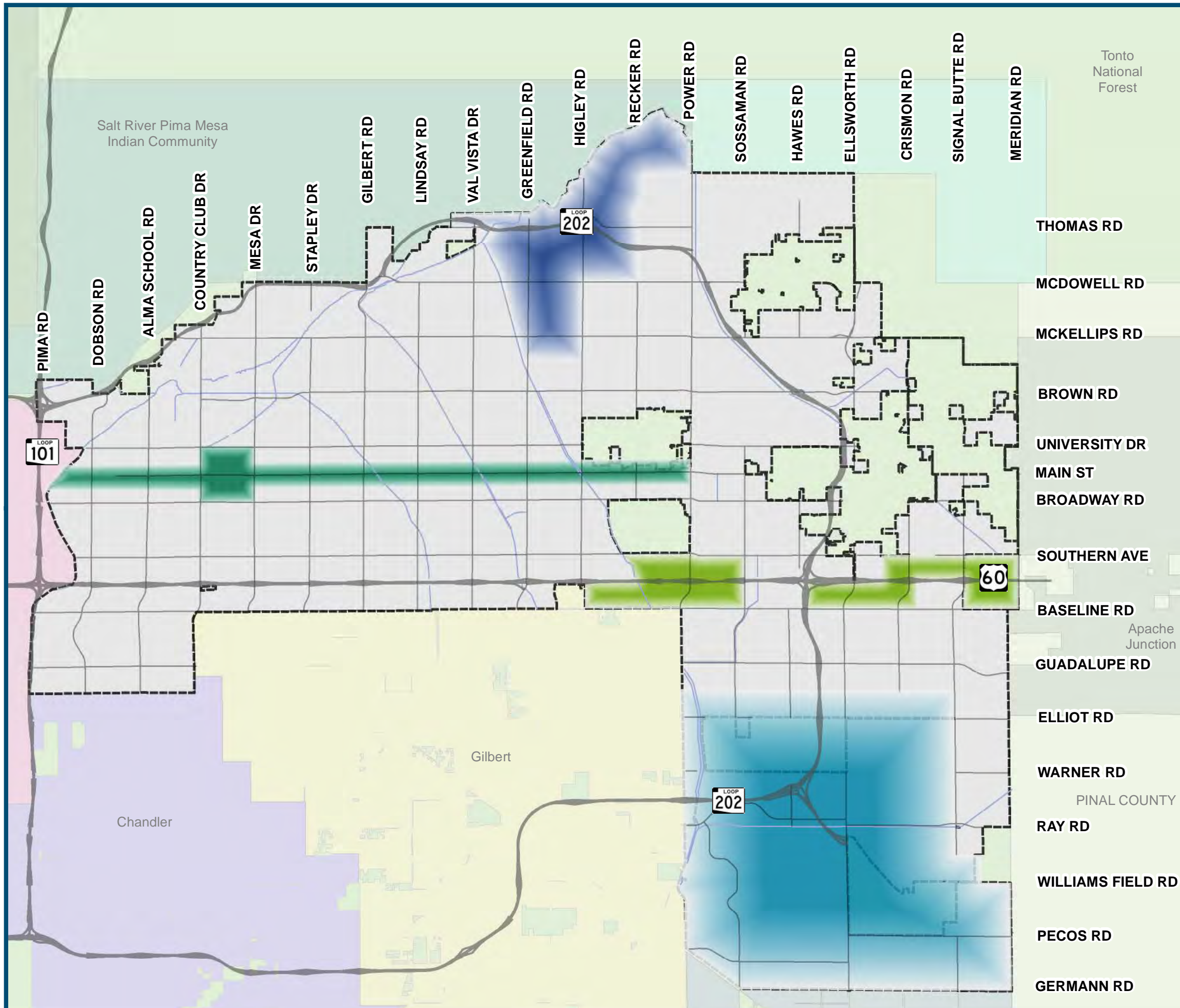


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Growth Areas Figure 7-7

- Downtown and Main Street Transit District
- Falcon Field Area
- Phoenix-Mesa Gateway Area
- Superstition Springs Freeway Corridor

- Freeways
- Arterials
- Canals
- City Limits



typically do not generate a lot of customer traffic. Such uses may be allowed within this area through proper approvals based on the following:

- Establishment of a time limit for the temporary uses;
- Agreement to provide the appropriate screening and perimeter landscaping for the location; and,
- Addressing required public improvements.

Falcon Field Area

The Falcon Field Subarea Plan provides more specific information about the plan and goals for this area and should be consulted for the details about this area.

This area is expected to see about 10,000 more jobs by 2040. Most of the infrastructure is in place in this area. The primary areas where additional infrastructure is still needed is in the area of Thomas east of Recker. The water and sewer master plans and the transportation plan lay out a process for providing the infrastructure needed to facilitate growth in this area. The Falcon Field Subarea Plan further defines the vision for this area and describes the plan for infrastructure development.

Superstition Springs Freeway Corridor

This corridor has seen a lot of development over the last 15 years, but there are still several vacant and underutilized properties along this corridor that have the opportunity for significant development in the coming years. Much of the infrastructure is in place for development of this growth area.

Downtown and Main Street Transit District

The West Main and Central Main Subarea Plans provide the detailed vision and goals for this growth area. Those documents should be consulted for specific information regarding development plans for this areas.

Because this area has previously been built, the growth this area will experience will be through redevelopment. Light rail and other transit services, as well as the increase in arts and cultural resources in this area, will spur the redevelopment activity and provide the opportunity to improve the sense of place.

This corridor is expected to grow by approximately 20,000 residents and 15,000 jobs by 2040. Based on the work done in the West Main and Central Main Plans, it has been determined that the appropriate infrastructure exists in these areas to handle this level of growth.

Policies and Strategies

Growth Area S1: As part of the annual update to the Capital Improvement Plan, review the needs of the designated growth areas for infrastructure improvements needed to provide for anticipated growth.

Growth Area S2: Develop guidelines and ordinance provisions to provide a mechanism for allowing temporary uses in the Mesa Gateway area.



SECTION III. FACILITIES AND SERVICES

In Section II of the Plan a vision for the future of Mesa was established. This vision, and the accompanying 3 guiding principles, is for a more recognizable, complete city. While much of the development that occurs over the coming years will be done by private investment on individual development projects, the City has a role to play to be sure the necessary infrastructure is in place to grow and maintain the city.

Developing and maintaining a city requires the provision of a wide variety of facilities and services. In order to provide for these facilities and services in a cost effective manner it is important to identify them and consider how they

will need to evolve over time to meet the changing needs of the community. It is also important to consider how these various facilities and services can be used to help facilitate the realization of achieving the 3 guiding principles described in Section II.

The topics included in this section include: Energy Resources (Chapter 8), Environmental Planning and Conservation (Chapter 9), Public Facilities (Chapter 10), Public Safety (Chapter 11), Transportation (Chapter 12), and Water Resources (Chapter 13).

CHAPTER 8. ENERGY RESOURCES

A. Introduction

The Energy Resources Chapter provides information about: 1) the energy utility services provided by the City of Mesa and how the City of Mesa's energy programs are consistent with the three guiding principles of the general plan; and 2) energy utility programs that encourage and incent energy efficiency and policies that promote renewable energy sources. The mission of the Energy Resources Department is to provide and continually enhance the safety, reliability, and efficiency of energy utility services to the community and utility customers. Safety, reliability and efficiency, are accounted for in every decision in the Energy Resources Department and are the foundation for how human, physical equipment and materials, and financial resources are prioritized. The Energy Resources Department accounts for how utility infrastructure and operations affect the aesthetics of the community and public areas served and is committed to being a steward of the environment.

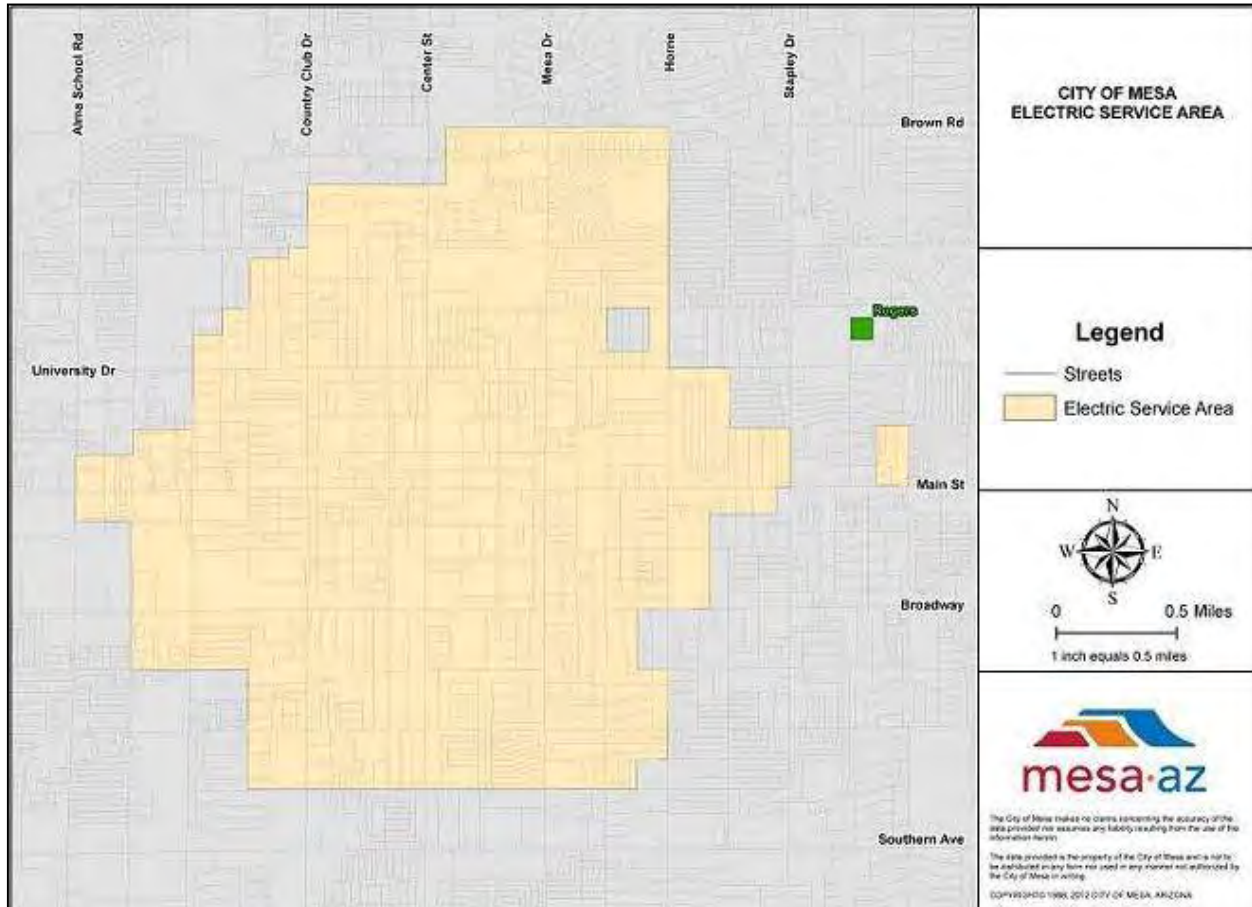
The provision of safe, reliable, and efficient energy utility services is an integral part of Mesa's creation and maintenance of Great Neighborhoods. Most expanding businesses and industries that provide stable and diverse jobs heavily weigh whether highly reliable, high quality, and affordable energy utility services are readily available. Practices and plans for building, operating, and maintaining energy utility infrastructure are designed to enhance Mesa's ability to develop

and expand public spaces and cultural amenities.

B. Existing Energy Resources Programs

Electric Utility Services

Electric utility services within the City of Mesa are provided by an electric utility separately owned and operated by the City (managed by the Energy Resources Department) and by the Salt River Project Agricultural Improvement and Power District (SRP). The area served by Mesa's electric utility is approximately 5.5 square miles and encompasses the heart of the City, including the original town site. Electric Utility service to the majority of the Mesa Planning Area is provided by SRP. The City of Mesa has operated its own electric utility since 1917 and the utility currently provides electric services to approximately 15,800 customers, of whom approximately 13,300 are residential and approximately 2,400 are commercial. The City's electric service area is generally bounded by Brown Road on the north, 10th Avenue on the south, Stapley Drive on the east, and Alma School Road on the west (see Image 1). Electricity is transmitted within the electric service area via 9.4 miles of 69 kilovolt lines to four 4 kilovolt and four 12 kilovolt electric distribution substations. Approximately 203 miles of overhead and approximately 240 miles of underground distribution lines deliver power to electric utility customers.



The summer peak demand of Mesa's electric utility has recently varied from 80 to 84 megawatts and annual energy consumption has ranged from 310 million kilowatt-hours to 330 million kilowatt-hours. Mesa's electric service area has minimal undeveloped land, but there is potential for in-fill development and redevelopment, especially along the Light Rail transit corridor.

Mesa utilizes an Integrated Resource Planning process (IRP) to develop its portfolio of resources to meet demand and energy requirements. IRP's framework, which involves a public planning process, is structured to

perform technical and economic feasibility evaluations and calculate the costs and benefits of both "demand-side" (including energy efficiency and conservation) and "supply-side resources" (including conventional and renewable technologies), to develop the least-total-cost mix of utility resource options. Determining the least-total-cost mix of resources takes into account multiple key issues including costs, uncertainty and associated risks, dynamic economic conditions, changing environmental policies and regulations, and varying financial resources available to fund capital investments. The main components of Mesa's supply side resource portfolio are

long-term purchased power agreements and short-term, seasonal and daily power market purchases. Most of the Electric Utility contracts for long-term power were acquired through competitive requests for proposals. Electric energy supplies are delivered to the Rogers Transmission substation (near University and Stapley) via Western Area Power Administration's transmission system. Approximately 20% of the supplies delivered to Mesa's electric utility customers are renewable resources, mainly hydroelectric energy acquired through allocations by the U.S. Department of Energy in accordance with federal laws and regulations. Mesa's electric utility has also recently begun to financially support customer owned solar installations.

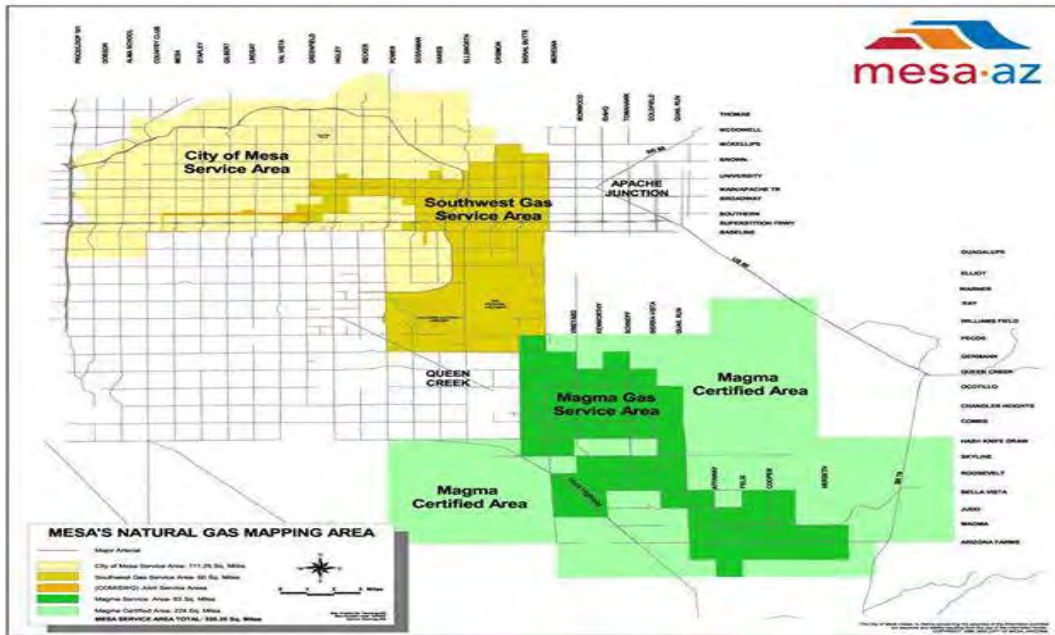
Mesa's electric utility also employs a System Master Planning process to forecast needed changes in electric infrastructure to accommodate growth and other changes in customers' energy requirements as well as the need to repair, replace, and modify existing infrastructure. Most of the projects in the current Electric Master Plan focused on reinforcing and upgrading existing infrastructure and are nearing

completion. An example of these projects is the conversion of the electric distribution system from 4,000 Volts to 12,000 Volts. This conversion will significantly increase the energy efficiency of this system. Efforts are underway to update the Electric Master Plan and the anticipated focus of these efforts will shift to:

- Meeting the new needs for electric utility service associated with the extension of the Light Rail system to central Mesa, redevelopment, and other potential economic development opportunities;
- Converting existing overhead electric infrastructure to underground; and
- Capitalizing on advanced technologies and services such as smart meters, smart grid, real time or time of use rates and prices, and distributed generation.

The combination of Mesa's Electric IRP and System Master Planning processes enable Mesa to identify opportunities to proactively and efficiently help the City pursue the three principles highlighted in the General Plan.

Natural Gas Service and Facilities:



The City of Mesa has provided natural gas service since 1917. The Natural Gas Utility's service territory is comprised of two major service areas: the City Service Area of approximately 90 square miles within the City limits; and the Magma certificated Service Area, a 236 square mile system located in Pinal County, Southeast of Mesa. A portion of Mesa receives natural gas service from Southwest Gas Corporation (Image 2). The Energy Resources Department manages the delivery of natural gas utility services to approximately 40,500 City of Mesa customers (38,400 residential and 2,100 commercial/industrial customers). Natural gas is distributed to customers through a network of approximately 105 miles of high pressure and 840 miles of intermediate pressure mains. The Natural Gas Utility acquires its natural gas supply contracts through competitive requests for proposals. Natural gas supplies come from the San

Juan Basin in New Mexico and the Permian Basin in West Texas. El Paso Natural Gas Company's (EPNG) interstate pipeline system transports natural gas supplies (up to 32,000 Decatherms per day during the month of January) from the sources of supply to City gate stations.

The Energy Resources Department's planning processes for the gas utility is similar to the combined IRP and System Master Planning processes used for the electric utility system. The limited number of sources of natural gas supply and interstate pipeline providers makes

the planning process for gas simpler than electric. Competitive Requests for Proposals (RFP) are administered in a similar manner to the electric resources planning and acquisition processes. Customers' uses of natural gas for residential heating, commercial and industrial processes limit the opportunities for demand side

management programs. Mesa's provision of natural gas utility services provides opportunities for Mesa residents to choose natural gas appliances, which are generally much more energy efficient than an electric alternative. Thus, Mesa's promotion of natural gas utility services helps fulfill the stated goal for Mesa to encourage and incentivize the efficient and economical use of energy. The Energy Resources Department's System Master Planning process for gas focuses on the same challenges and opportunities as the electric System Master Planning efforts. The majority of the gas System Master Planning efforts are forecasting the needed changes in natural gas infrastructure to accommodate growth and other changes in customers' energy requirements. Additional due diligence is necessary to identify projects involving the repair, replacement, and modifications of existing infrastructure to ensure that safety regulatory requirements are met.

C. Plan Elements

Goal: Provide electric and natural gas utility customers with very safe, reliable and efficient energy utility services by the City of Mesa in order to help create and maintain great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high quality public spaces and cultural amenities.

General Policies and Strategies

Electric

Energy Resources P1:

Plan and acquire a least-total-cost electric resource portfolio to reliably and efficiently meet customers' current and projected electric energy requirements.

Energy Resources P2:

Human, physical and financial resources to will be prioritized to enhance the safety, reliability and efficiency of Mesa's electric utility services.

Energy Resources P3:

Opportunities to enhance the aesthetics impacts of facilities and infrastructure will be identified and implemented where technically and economically feasible.

Energy Resources P4:

Opportunities to elevate the stewardship of the environment will be identified and implemented where technically and economically feasible, such as investments in renewable energy, energy efficiency, and reduction in emissions.

Energy Resources S1:

An Integrated Resources Planning (IRP) process will be used to identify the optimal mix of energy efficiency, energy conservation and electric generation resource options to meet customers' electric energy requirements.

Energy Resources S2:

A System Master Planning process will be used to forecast the electric infrastructure and equipment needed to meet the estimated electric utility service requirements of utility customers.

Natural Gas

Energy Resources P5:

Natural gas supplies will be planned for and acquired in an effective and timely manner to ensure customers' current and projected natural gas



supply requirements are reliably and efficiently met.

Energy Resources P6:

Human, physical and financial resources will be prioritized to enhance the safety, reliability and efficiency of Mesa's natural gas utility services.

Energy Resources P7:

Opportunities to elevate Mesa's stewardship of the environment through the expanded use of natural gas will be identified and implemented where technically and economically feasible.

Energy Resources S3:

Competitive solicitations will be used to acquire all supplies of natural gas and, when feasible, opportunities to acquire "Tax Exempt Pre-Paid" supplies should be pursued.

Energy Resources S4:

A System Master Planning process will be used to forecast the natural gas infrastructure and equipment needed to meet the estimated natural gas utility service requirements of customers.

Existing Programs – Electric

Integrated Resource Planning (IRP):

The IRP identifies and fairly assesses the technical and economic feasibility, including environmental benefits and risks of energy efficiency and conservation programs, renewable energy programs, and conventional electric generation technologies. As part of the IRP process, opportunities to increase Mesa's allocations of electric energy supplies from hydroelectric

generation resources will be diligently pursued and acquired.

Reliable Public Power Provider (RP3):

The American Public Power Association's (APPA) RP3 program recognizes utilities that demonstrate high proficiency in reliability, safety, work force development and system improvement and the criteria in each of these four areas are based upon sound business practices and recognized industry best practices. Energy Resources' submission in 2012 resulted in a Gold level award. Additionally, Energy Resources has achieved First Place in the APPA's Annual Safety Competition.

Electric Resource Portfolio:

Requests for Proposals (RFP)s are issued to acquire the resources identified in the IRP. Mesa's Energy Resources Department has built a diverse and robust plan and portfolio consisting of:

- Renewable and conventional resources;
- Short, long-term and ad hoc contracts with delivery provisions that match customers demand profiles by month and time of day;
- Competitively priced supplies that have significantly benefitted utility customers; and
- Uncertainty and associated risk have been accounted for and mitigated where possible.

Electric Demand Side Management Programs(DSM):

The Energy Resources Department's current DSM focuses on providing customers information and analytical

tools to enhance their ability to analyze alternatives to conserve energy and increase the efficiency of their energy consumption. Two examples are:

- Audits of commercial customers' electrical equipment and structures are offered to identify the most energy intensive aspects of their operations and the most economical approach to minimize their electric energy consumption; and
- Information on Compact Florescent Lights (CFL) and demonstrations of their energy efficiency and effective lighting are shared with Citizens and customers at community outreach events.

Electric CIP:

Electric projects in the CIP are identified in the System Master Planning process. Those projects that have positive impacts on more than one of the desired outcomes are the highest priority. A project that enhances the safety and reliability of the electric system will be prioritized over a project that positively impacts reliability alone. The planning and design processes are implemented to identify opportunities to find such synergies. Other factors that enter into the planning process include visual impacts and aesthetics, costs, schedule needs, increased capacity to serve expanding and new customers, quality of service. Opportunities to integrate projects in the CIP with other departments' CIP projects are identified and, where feasible and likely to enhance aesthetics and reduce environmental impacts, jointly are pursued.

Electric Solar Energy:

Energy Resources has developed and implemented a variety of innovative and creative solar energy programs for utility customers.

One award winning program was the installation of solar powered “dusk to dawn” lights in a multi-family community. The community was experiencing a significant increase in criminal activity and desired additional public area lighting to hopefully curb the activity. The costs to install traditional underground electric systems to the individual poles was prohibitive given the existing concrete sidewalks, asphalt trees and the remoteness of the desired locations of the new poles. Using technology similar to that to supply solar power to street lights and transportation information devices, Energy Resources designed and installed solar powered “dusk to dawn” lights at a substantial savings to the customers.

Mesa's electric utility customers are offered up-front incentives to install solar photovoltaic panels at the residences and businesses. Customers also are offered “net metering” of the electric energy generated by their solar photovoltaic equipment which results in the customer getting credit for or paid at the full retail rate for their production. For a more complete discussion of energy conservation and renewable energy generation, see Chapter 9, page 9-5.

Electric Vehicles:

Electric vehicles are very efficient compared to conventional gasoline and hybrid vehicles with an equivalent of up to 100 miles per gallon (MPG).

Energy Resources has installed electric vehicle charging stations at four locations in the downtown Mesa area. The network of “blink” charging stations are part of a U.S. Department of Energy grant program to install such stations in select regions. The charging stations are at the Convention Center, Mesa Arts Center, Central Main Library and a City parking facility on Pepper Street. Promotion of the stations was begun in 2013 and the number of “charging events” is beginning to increase.

Underground Conversion of Electric Lines and Equipment:

Approximately 46% of Mesa's electric utility lines are overhead, proving opportunities to develop an underground conversion program. The Mesa Drive and Southern Avenue project provided Energy Resources its first opportunity to convert overhead electric lines to underground in coordination with street, irrigation water, water, wastewater, natural gas modifications. This project provides real-world cost information and engineering data necessary to support the development of an Underground Conversion Program. Draft criteria has been developed to determine when and where underground conversion projects should be considered.

Programs – Natural Gas

Natural Gas Supplies:

Requests for Proposals are scheduled for issue in accordance with the expiration dates of previous agreements so as to ensure a continuous, reliable and cost effective supply of natural gas to utility customers. Opportunities for Mesa to meet some of its natural gas supply

requirements with “Tax-Exempt Pre-pay” agreements are identified and thoroughly assessed. Significant legal and financial due diligence is necessary to ensure that customers are not exposed to inordinate risks with such transactions. Mesa has not been able to enter into such a transaction but is diligent in identifying and analyzing such opportunities.

Natural Gas CIP:

Natural Gas projects in the CIP are identified in the System Master Planning process. Those projects that have positive impacts on more than one of the desired outcomes are the highest priority. A project that enhances the safety and reliability of our natural gas system are prioritized over a project that positively impacts a single outcome. The Natural Gas System Master Planning and design processes are implemented to identify opportunities to find such synergies. Other factors that enter into the planning process include costs, schedule needs, increased capacity to serve expanding and new customers, quality of service and coordination with projects in other departments.

Safety:

Ensuring and continually enhancing the safety of the natural gas system is one of the highest priorities. Detailed policies, procedures and practices are critical to ensuring safety. Energy Resources employees are thoroughly trained and evaluated on their proficiency in working safely and maintaining the system in a safe operating condition. Energy Resources also performs the location of the City's underground facilities in accordance with federal

and state laws and regulations to minimize damage to such infrastructure from construction and excavation activities.

Natural Gas Business Development:

Energy Resources has developed a marketing program to facilitate the planning processes to determine expansions to the capacity of the Natural Gas system and extensions of service to new or expanding customers. Natural gas is not a “necessity of life” as water and electricity are and the marketing program provides information and tools to customers to understand the advantages of using natural gas for certain appliances and processes. The financial results of expanding the system and extending services are diligently analyzed and agreements are entered into to ensure that service to new customers is financially prudent.

Natural Gas Vehicles:

Natural gas vehicles using Compressed Natural Gas (CNG) emit significantly less emissions compared to gasoline and diesel vehicles and natural gas is a domestic source of energy that is much lower in costs and is much less volatile than petroleum based fuels such as gasoline, propane and diesel. Mesa’s low rates for CNG service and the ability to expedite the installation of necessary gas infrastructure helped secure the conversion of Waste Management Corporation’s diesel fleet to CNG at their Regional Transfer Station in Southeast Mesa. Energy Resources is coordinating with Fleet and Solid Waste a conversion of Sold Waste’s refuse truck fleet from diesel to natural gas. Energy Resources is also developing a

CNG station that will be located and designed to serve fleet vehicles for multiple private and public organizations as well as the general public in Mesa. A partnership with the East Valley Institute of Technology (EVIT) has been formed to develop plans for a training program for the maintenance and repair of CNG vehicles and the equipment in CNG stations. The EVIT campus provides an ideal location for the CNG station with its proximity to multiple organizations’ fleets. Well-trained CNG vehicle and CNG Station technicians will be well compensated positions.

CHAPTER 9. ENVIRONMENTAL PLANNING, PRESERVATION AND CONSERVATION

A. Introduction

To have a livable city with great neighborhoods, stable jobs, and rich public spaces, we need a clean and healthy environment. Mesa is located in the Sonoran Desert, a unique environment that is not only a valuable asset to the community, but also a fragile life system that presents great challenges to protect.

Mesa has a responsibility to value sustainability and act as a steward of the environment. For instance, the City can lead by example in the operation of its facilities by evaluating the environmental, economic and social impacts of decisions and by delivering services in an environmentally sustainable manner. However, individual citizens and businesses must work with government to achieve overall goals.



As the City grows in population and experiences urban expansion, it will be essential to find creative solutions for sustainable development, to preserve

our distinctive landscapes and topography, to reduce pollutants, capture more carbon emissions and to conserve our natural resources. Healthy natural systems contribute to the quality of life, a community’s economic vitality and provide places where people can recreate and enjoy the natural beauty of our desert environment.

This chapter of the plan addresses issues of preservation and conservation for Mesa utilities. For information on operational needs see Chapter 8. Energy Resources and Chapter 13. Water Resources.

B. Programs

Air Quality Management Strategies

Air quality continues to be one of the more serious concerns in the Phoenix Metropolitan Area. Air pollution affects public health, quality of life and the economic potential for our region. The Environmental Protection Agency (EPA) has established health-based standards for many air pollutants for our region and pollutants of primary concern are carbon monoxide, ozone and particulate pollution.

One of our major sources of carbon monoxide and ozone pollution is the exhaust from gasoline and diesel powered vehicles. To help solve this problem, Mesa has worked with the

Maricopa Association of Governments (MAG) to develop regional plans and goals to meet or exceed the EPA air quality standards. Elements of these plans include encouraging employees to ride share, designing intelligent transportation systems, maximize access to alternative regional public transportation options (Light Rail, Bike-Sharing and Bus Rapid Transit) and educating our residents on the importance of adopting air pollution prevention behaviors.



Earthmoving activities associated with construction and agricultural activities are major sources of particulate pollution. Mesa was the first municipality in the region to adopt its own air quality ordinance and has worked with MAG and other cities to standardize air quality ordinances across the region. Mesa also continues to implement a plan to stabilize unpaved roads, shoulders and alleys throughout the City and has significantly reduced particulate emissions from these sources.

Promoting Improvements to Air Quality:

Mesa will promote improvements to air quality both locally and in the region by:

1. Taking a leadership role in the regional air quality planning process and implementation of effective pollution mitigation strategies to meet local, State, and Federal air quality standards.
2. Reviewing development proposals to ensure projects incorporate feasible measures to reduce construction and operational emissions for reactive organic gases, nitrogen oxides, and particulate matter (PM10 and PM2.5) through project design.
3. Continuing efforts to control dust from streets, alleys, and vacant lots.
4. Reducing dependence on automobiles and reduce emissions through alternative modes of transportation, transportation planning to support smooth flowing traffic conditions, and a variety of public transit types to meet the needs of residents, workers and visitors.
5. Providing sufficient and convenient infrastructure and parking facilities in residential developments and employment centers to support low- and zero-emission vehicles, bicycles, and other non-motorized vehicles, and car-sharing programs.
6. Reducing emissions from city fleet vehicles.
7. Encouraging energy efficiency improvements in existing developments, incorporation of energy efficiency practices in new development, and the development of renewable energy generators, resulting

in reduced pollutant emissions from electricity generation plants.

8. Encouraging an urban forest managed as an environmental, economic, and aesthetic resource to improve the air quality by planting new trees, ensuring new developments have sufficient right-of-way width for tree planting, and working to retain healthy trees by managing and caring for all publicly owned trees.



Conserving Water and Water Efficiency Strategies

Water conservation plays an important role in reducing overall water consumption. Making more efficient use of water through conservation has proven to be both economical and environmentally responsible. The City of Mesa began its water conservation program in 1982 as a means of complying with the terms of the Arizona Groundwater Code and balancing its water supply and demand equation. Now and into the future Mesa will need to continue progressive water conservation programs that provide a broad range of customers with the

information and inspiration needed to save water.

Mesa has been able to achieve significant reductions in per capita water use through the passage of low-flow plumbing fixture codes, the implementation of public education programs and media campaigns, by providing Xeriscape incentive programs, by supporting school curriculum and by offering water efficiency technical assistance. Overall, data is showing that demand for water has declined steadily in recent years thanks to these educational efforts, water efficient technologies and stricter building codes.

The Water – Use It Wisely community awareness campaign originated in Mesa and the city continues to be a regional leader as a member of the steering committee. The campaign demonstrates how changing a few simple habits can have a significant impact on water consumption and communicates the theme that water conservation is the responsibility of every individual.

Water conservation is also a key component to Mesa's long-range water resources plan that helps to ensure the availability of a reliable supply of high quality water. Conservation components include aggressive monitoring of water system leaks, the reuse of treated wastewater and water rate strategies that encourage a reduction in water use. A description of the City's management of water resources and water quality efforts and facilities is provided in Chapter 13.0, Water Resources, of this General Plan.



Promoting Water Conservation

Mesa will promote improvements to water conservation both locally and in the region by:

1. Minimizing the amount of water loss by effectively monitoring and maintaining the water distribution system.
2. Reviewing future development impacts on water use and encourage development design that fosters water conservation.
3. Promoting and educate Mesa residents and students about water conservation at public events, in newsletters, on the City's website and through school programs.
4. Promoting the use of drought tolerant landscapes including the use of low-water-use and climate appropriate trees, shrubs, and ground cover plants in public facilities and private development.

5. Encouraging the use of renewable or reclaimed water for irrigating golf courses, greenbelts, freeway lands, and community parks.
6. Considering new technologies and programs to further the City's conservation efforts.
7. Actively participating and provide leadership in cooperative regional efforts that address water efficiency, outreach and conservation.
8. Promoting water conservation through projects and programs that encourage businesses and residents to conserve water.
9. Promoting a compact, urban pattern of development that results in a more efficient use of water resources.
10. Pursuing innovative and environmentally-conscious practices to capture and beneficially reuse stormwater, urban runoff, and wastewater.
11. Explore the development of water conservation ordinances and water rate structures that encourage greater water use reductions.



Energy Conservation and Renewable Energy Generation Strategies:

Energy conservation reduces utility bills, fuel costs, carbon dioxide and other

emissions. Mesa's ability to promote energy conservation encompasses a wide range of areas and disciplines. Land use designations incorporate several basic planning concepts relating to energy consumption. An example would be to locate higher density residential neighborhoods near employment centers reducing the distance and amount of energy needed to move between the uses during a daily commute.



The City also promotes Transportation Demand Management and Transportation System Management strategies that makes travel more efficient and less energy consumptive. Energy conservation is also addressed through the promotion of recycling efforts, solar-conscious design or the use of other renewable energy sources, and educational campaigns informing residents about the importance and need to be energy conscious.

As population growth increases so will the total demand for energy. Energy goals and policies are needed to address climate change, the balance of consumer needs with the sustainability of our energy sources, encourage renewable energy production and efficient energy use.

Promoting Energy Conservation and Renewable Energy Generation

Mesa will promote energy conservation and renewable energy generation both locally and in the region by:

1. Encourage the configuration and design of sites, subdivisions, landscaping, and buildings that optimizes natural means of climate control, allows incorporation of renewable energy generators and results in improved energy efficiency.
2. Promote the use of energy efficient strategies in buildings including energy efficient lighting, additional insulation, window glazing, and weather stripping, prior to incorporating renewable energy sources.
3. Develop all new City buildings to meet or exceed industry standards for "green" building design and encourage new private development to develop to "green" building standards.
4. Encourage energy efficiency retrofits to City buildings that incorporate measures related to building operating systems and building envelopes. Encourage existing, and explore new and innovative energy efficiency retrofit assistance programs for private buildings.
5. Encourage the use of distributed renewable energy generation – smaller-scale onsite production – to avoid transmission loss and lessen environmental impact.
6. Continue development and expansion of the City's renewable energy portfolio.



7. Support research, university partnerships, business development, and pilot projects that further the development of a green economy.
8. Support a public urban forestry program that results in energy conservation through natural solutions that cool buildings through shade.
9. Promote and encourage the continuation of the energy efficiency and renewable energy rebate programs offered by energy providers outside of the City of Mesa utility service area.
10. Promote and encourage energy efficiency and renewable energy rebate programs within the City of Mesa utility service area.

Stormwater Quality and Management Strategies

The purpose of storm drain systems is to protect against flooding and dangerous conditions by quickly removing rain water from our streets. However, stormwater runoff from impervious surfaces is now recognized as a leading cause of water quality impairment to our natural water systems.

The proper management of stormwater becomes increasingly important with urbanization and development. Mesa has a comprehensive Municipal Stormwater Permit and Storm Water Management Plan that involves the control of runoff from precipitation while assisting with the reduction and prevention of many different sources of pollution from entering local waterways. The City also has implemented their Storm Water Pollution Control code to regulate non-stormwater discharges to the City's storm sewer system.



Managing Stormwater Quality

In managing Stormwater Quality, Mesa will employ the following measures to manage the quality of the stormwater system:

1. Develop Low-Impact Development (LID) design guidelines and standards that improve the quality of stormwater through the beneficial reuse of stormwater and reduction of stormwater flows.

2. Implement strategies to reduce/reuse nuisance/non-stormwater flows through the City's stormwater system.
3. Enforce the City's Municipal Stormwater Permit and Storm Water Management Plan to control and eliminate pollutants at the source.



4. Continue monitoring of stormwater quality.
5. Periodically review and amend the City's Storm Water Pollution Control Code.
6. Protect Mesa's local waterways from pollution associated with construction activity.

Community Sustainability and Environmental Protection

Be it cleanliness, air quality, walkability, or green spaces, sustainability is intimately tied to quality of life. Increased population

growth and growing economies have created escalating demands on our natural, human and social resources on a local, regional and global scale. These demands can negatively impact the natural environment, our communities and the quality of our lives.

Mesa is committed to preserving and/or restoring the natural environment and our economic resources while taking into account the needs for future generations, and to consider a balance with new urban development.

Achieving Sustainability and Environmental Protection

1. Continue efforts for active environmental pollution monitoring, prevention, and elimination.
2. Continue expansion of the City's Household Hazardous Waste collection and disposal program.
3. Maintain asbestos testing, abatement, and remediation efforts.
4. Actively identify and assess remediation of brownfields and infill redevelopment of greyfields within the City.
5. Implement environmentally conscious City purchasing and material disposal policies.
6. Continue efforts to reduce solid waste from residences and businesses as well as construction waste through recycling and other strategies.
7. Implement integrated pest management practices that reduce the use of pesticides and include alternative

ways to prevent or eliminate infestations.

Natural Habitat Preservation

A diversity of plant and wildlife species plays a critical role in preserving the quality and function of the natural environment. To this end, it is imperative that land that supports diverse wildlife and plant communities be preserved and protected from fragmentation. The impacts from development and other human activities can be significant. An activity that disrupts a segment of the ecosystem may have ripple effects upon the rest of the system. Therefore, responsible planning principles would promote the protection of significant native plant and wildlife communities.



An objective within this element promotes the preservation and maintenance of connections between wildlife habitats by identifying open space corridors for unimpeded movement. These corridors can also function as trails linking pedestrians, bicyclists, and equestrian users to open spaces. The Salt River and the City's numerous canals are ideal opportunities for these corridors.

Land Utilization and Protection

The natural and manmade features of Mesa's land present relatively few significant obstacles to development. Nonetheless, the City recognizes that there

are some important principles to be followed in permitting new development.

This is particularly true in the Desert Uplands section of the Planning Area, where natural topographical and geological conditions constrain development. These constraints are recognized in the Desert Uplands Development Standards, which the City adopted in 1999 to ensure protection of the natural qualities of the area, as well as to protect new development against naturally hazardous conditions. This element outlines several

basic policies for the use of land in the Planning Area, including several derived from the Desert Upland Development Standards.

These policies, combined with those included in the Open Space/Recreation and Safety Elements,

ensure that new development in Mesa is consistent with the natural features of the community.

C. Plan Elements

Goal: The City of Mesa will be a steward of the environment that promotes sustainable land use and economic development, the use of renewable resources and resource conservation. Thoughtful environmental planning and resource conservation will ensure a safe, healthy, and enjoyable environment for Mesa residents well into the future.

General Policies and Strategies

Environment and Conservation P1:

Take a lead position regionally to identify and implement innovative and effective pollution mitigation strategies.

Environment and Conservation P2: Support engagement of residents and businesses regarding air and water quality, water and energy efficiency, and development practices that will benefit future generations.

Environment and Conservation P3: Continue to be innovative in City operations and services to be environmentally and fiscally beneficial for existing and future residents and businesses.

Environment and Conservation P4: Promote efficient water use and reduced water demand by: Requiring water-conserving design and equipment in new construction; encouraging water-conserving landscaping and other conservation measures; encouraging retrofitting existing development with water-conserving devices; and Encouraging water-conserving agricultural irrigation practices.

Environment and Conservation S1: Explore and develop design standards, regulations, policy directives that promote land use patterns, building design, and transportation infrastructure that create clean and healthy neighborhood environments and maximize resource efficiency.

Environment and Conservation S2: Engage the community through print, multimedia, social networking, personal interaction, and demonstration projects, while exploring new and innovative methods of educational outreach, evaluation, and assistance.

Environment and Conservation S3: Actively administer the implementation of current land use and environmental quality regulations to protect air and water quality, and explore new and innovative guidelines, codes, and ordinances to ensure a clean, healthy, and livable environment in the future.

Plan Programs

The following programs with their associated policies and strategies will be used to help ensure quality environment and resource conservation.

Technology and Innovation:

With a projected population increase of over 170,000 residents by 2040, maintaining environmental quality will continue to be a challenge to which the City must respond. This response will require a commitment to technological innovation. In Arizona's desert climate maintaining sufficient water resources will be a primary challenge to accommodating this projected growth. A long-range vision regarding the use, conservation, and protection of water quality and supply will be a key element necessary to conscientiously grow in the future. Increasing population will also place additional pressure on maintaining air quality. In 2014, the Phoenix Metropolitan Area faces serious air quality

concerns, largely as a result of construction activities, suburban development, and vehicle emissions.

In recent years, the City has embraced technological solutions to improve energy efficiency with retrofits to City buildings and facilities and have increased the use of renewable energy sources with the use of solar technologies at several City facilities. Before 2010, the City's use of solar technology was very limited, however, by the end of 2013 the renewable energy portfolio increased to 841 kW (the equivalent of powering 85 households for a year) providing energy cost savings for City operations. In recent history, the City has become an innovator in the reuse of water resources, with robust programs for the beneficial reuse of reclaimed water. This innovation has also *extended* to regional cooperation efforts, such as a water exchange agreement with the Gila

River Indian Community and a water banking partnership at the Granite Reef Underground Storage Project.

Needs and Opportunities:

In the future this commitment will need continued exploration of regional cooperation opportunities, innovative practices, and technological solutions for cost effective renewable energy sources, ways to conserve water and increase awareness of the value of water reuse.

General Policies and Strategies

Technology and Innovation P1:

Continual evaluation of model codes, such as the International Energy Conservation Code for City adoption.

Regulatory Framework P2:

Utilize recycled products where appropriate in City operations and encourage a "buy recycled" campaign to help create markets for recycled materials.

Regulatory Framework P3:

Encourage development plans that will incorporate energy conservation through: use of strategies such as Travel Demand Management (TDM) to optimize traffic flow, use of active and passive solar energy systems, appropriate building orientation, site planning and landscape shading.

Regulatory Framework P4:

Continue to apply energy conservation techniques in the development and operation of municipal facilities.



Regulatory Framework P5:

Utilize energy conservation techniques and operating procedures at municipal facilities.

Regulatory Framework S1:

Encourage the use of recycled products whenever possible.

Regulatory Framework S2:

Encourage residents, developers, and employers to utilize recycled products and recycle those products that can be reused.

Regulatory Framework S3:

Maintain and enhance programs for recycling, including separate trash and recycle containers for residential residents.



Regulatory Framework S4:

Encourage architecture that considers solar energy systems, orientation, and site development.

Regulatory Framework S5:

Encourage landscape design and plantings that incorporate energy conservation by providing shade in summer and solar access in winter months.

Regulatory Framework S6:

Encourage the use of transit and the extension of bus service to reduce the amount of fuel consumption and traffic congestion.

Regulatory Framework:

The City of Mesa is responsible for the application and enforcement of several environmental and land use regulations that directly relate to environmental quality and resource conservation. The City's Environmental Protection code is intended to limit the amount of particulate matter (PM₁₀ or less) entrained into the ambient air as a result of the impact of human activities. Mesa adopted the 2009 International Energy Conservation Code with Mesa specific amendments intended to improve the energy efficiency of new residential, commercial, and industrial



development. The City's Sanitary Sewer Regulations and Storm Water Pollution Control code are intended to protect the quality of water and stormwater that is released to our natural water systems. The Nuisance Code is intended to promote the health, safety, and welfare and includes regulation of nuisances that directly impact air and water quality. The Zoning Ordinance is intended to implement the General Plan and promote the public health, safety, and general welfare by encouraging development patterns that improve air quality, improve energy conservation and renewable energy production, integrate land use and mobility, allow housing diversity, improve community health and safety, increase water conservation, and mitigate stormwater pollution.



In addition to ordinances and regulations, the City also has adopted broader policy documents that support improved environmental quality and resource conservation in the form sub-area plans and recommended desert landscaping. The City encourages conservation through policies that encourage conservation in

purchasing practices, such as goods with recycled content and energy efficient equipment, and management policies that support environmentally and economically conscious practice by employees, such as recycling, printing, car pooling, and trip reduction programs.

Needs and Opportunities:

In the future, environmental quality and resource conservation will continue to be important issues. Due to the increased demand for limited resources that will result from the projected population growth, the City will need to continually consider the regulatory framework and policy directions that impact the environment and resource use. Opportunities exist to accommodate new population growth in a compact, efficient pattern of development adjacent to high capacity transit and enhancing existing neighborhoods with infill development that encourages fewer vehicle trips.

General Policies and Strategies

Regulatory Framework P1:

Minimize energy consumption for municipal services without affecting the quality and quantity of services.

Regulatory Framework P2:

Evaluate model Codes, such as the International Energy Conservation Code for City adoption.

Regulatory Framework P3:

Consider air quality impacts as part of project-level development review. Coordinate with project proponents and other agencies in ensuring the

implementation of and monitoring the results of mitigation strategies.

Regulatory Framework P4:

Perform energy audits to assess energy use of municipal facilities, projects, and programs.

Regulatory Framework P5:

Promote the use and design of energy-efficient street lighting systems and continue to convert street lights to be more energy-efficient.

Regulatory Framework P6:

Support regional efforts to increase the supply of energy from renewable sources, distributed generation, and cogeneration.

Regulatory Framework P7:

Develop alternative energy sources which are compatible with environmental quality and diversify the City's energy supply sources with emphasis on cost-effective, efficient, clean, renewable, reliable, and secure energy sources.

Regulatory Framework S1:

Develop strategies to lower utility costs and reinvest savings into energy efficiency measures.

Regulatory Framework S2:

Review and consider of adoption of new regulatory framework for energy conservation, such as the International Energy Conservation Code.

Regulatory Framework S3:

Consider alternatives or amendments that reduce emissions of air pollutants in

reviewing project applications with potential for creating air quality impacts.

Regulatory Framework S4:

Encourage the paving of dirt and gravel roads and discourage the creation of new unimproved roads.

Regulatory Framework S5:

Provide information to developers and contractors on methods to reduce construction-related pollution sources.

Regulatory Framework S6:

Integrate air quality planning with land use and transportation planning processes.

Education and Outreach:

The City of Mesa has made significant efforts through the past several years to increase awareness, provide educational opportunities, and reach out to residents and businesses about environmental protection and resource conservation. These efforts have included participation in regional campaigns, such as Water Use it Wisely and the Sustainable Cities Network; Mesa specific campaigns, such as a robust web presence with environmental conservation information, a household hazardous waste program, a grass to Xeriscape program, Living Green Workshops, and Mesa Urban Garden. These efforts are based on the premise that the smallest efforts by residents and businesses towards sustainability, green ideas and protecting the natural environment will create better neighborhoods, boost economic growth, and promote a vibrant social network.

Needs and Opportunities: In the future, an increasing and potentially more environmentally conscious population will need access to more information and education related to environmental protection and resource conservation. The City has an unparalleled opportunity and responsibility to help employees, residents and businesses understand their role in sustainability through the improvement and the development of new and innovative education and outreach efforts.

General Policies and Strategies

Education and Outreach P1:

Continually explore new education and outreach opportunities that advance understanding, acceptance, and adoption of air and water quality protection efforts, water and energy conservation measures, and renewable energy generation by residents and businesses.

Education and Outreach P2:

Provide value through a commitment to informed land use and policy decisions made in an equitable fashion in order to protect residents and businesses, regardless of age, culture, ethnicity, gender, race, socioeconomic status, or geographic location, from the health effects of air and water pollution, provide access to energy efficiency retrofits and renewable energy generators.

Education and Outreach S1:

Continue involvement with regional programs such as the Sustainable Cities

Network to educate City employees in best management practices for municipal operations.

Education and Outreach S2:

Continue involvement with regional outreach programs such as Water – Use It Wisely that provide a consistent regional message while providing better buying power.

Education and Outreach S3:

Promote individual water conservation through education of youth and adults that will encourage the use of low-flow plumbing fixtures and the use of Xeriscape landscaping principles, including the installation of low water use plant materials and efficient irrigation systems (drip/low-flow).



CHAPTER 10. PUBLIC FACILITIES

A. Introduction

Municipal buildings and facilities can play a big role in creating a recognizable city. Municipal buildings and facilities are part of neighborhoods and provide the infrastructure needed to allow for economic growth. Many municipal buildings are open to the public and/or contain public areas that can address the need for community space. This section of the Plan describes current public facilities, projects the need for additional facilities that will be needed to serve a growing and changing population, and describes how these facilities can be used to help achieve the 3 Guiding Principles established in this Plan.

B. Review of Public Facilities

City Center

The City's main administration offices are located at Center and Main in downtown Mesa. The buildings and facilities located here include the Mesa City Plaza, the Municipal Building, the Council Chambers, and an Information Technology building. Together these buildings occupy an almost 9 acre tract at the heart of the downtown area that can also serve as a place for community events. There are nearly 3,300 employees that manage and serve the municipal needs for the entire incorporated area.

Law Enforcement

The Mesa Police Department, with its headquarters at 130 North Robson Street, is comprised of more than 1,200

employees. Five satellite offices are located throughout the City. The Department is organizationally structured into three primary bureaus: Operations Bureau, Investigations Bureau, and Executive Officer Bureau. Joint cooperative agreements with law enforcement agencies from neighboring jurisdictions complement the existing level of law enforcement.

The Maricopa County Sheriff's Office provides for the safety and security of residents and businesses located within the unincorporated portion of the Planning Area. The Arizona Department of Public Safety (DPS) patrols the freeway and state highway system that extends through the Planning Area.

Fire Protection

The Mesa Fire Department, with its headquarters at 40 N. Center #115, is comprised of 420 employees. Sixteen fire stations are strategically located throughout the City to provide neighborhoods and businesses with education, prevention, and emergency services. The fire department is operational structured into five Divisions; Administration (includes City Emergency Management, Departmental Communications & Management Services) Emergency Services, Community Services, Human & Medical Services, and Support Services. The fire department is an accredited fire agency from the Commission on Fire Accreditation International. Seven additional fire stations are planned for construction in the next ten years.

Rural Metro Corporation provides fire protection service in the unincorporated portion of the Planning Area.

All East Valley fire departments operate under regional automatic aid or cooperative agreements, that provides emergency response to fires or medical emergencies regardless of the jurisdictional location of the originating call for assistance.



Health Care Facilities

While the City is not directly responsible for the provision of health care, the Proximity of hospital and emergency care facilities enhances the quality of

life for the residents of the City of Mesa. Comprehensive health care services are provided in Mesa by eight hospitals as listed below:

Hospitals Located within the City of Mesa

HOSPITAL	LOCATION	TYPE SERVICE	#
Banner Desert Medical	1400 S. Dobson	General	549
Cardon Children's Medical	1400 S. Dobson	Pediatric Care	206
Banner Baywood	6644 E. Baywood	General Care	342
Mountain Vista Medical	1301 S. Crismon	General Care	178
Restora Hospital of Mesa	215 S. Power Road	Long-term Acute	120
Banner Heart Hospital	6750 E. Baywood	Cardiac Care	111
Promise Hospital of Phoenix	433 E. 6 th Street	Long-term Acute	60
Arizona Spine and Joint	4620 E. Baseline	Ortho, Spine, Podiatry	23
TOTAL			1,589

Educational Facilities

Although not directly responsible for public education, the City of Mesa supports a wide range of educational opportunities. Many primary, secondary, post-secondary programs, and other higher education institutions serve residents within the Planning Area.

Primary/Elementary and Secondary Education. The Planning Area is primarily served by the Mesa Unified School District (MUSD), the largest district in Arizona. Gilbert, Tempe, Higley, and Queen Creek school districts also serve small portions of the City. In addition, there are 43 charter schools within Mesa's boundaries. With the exception of a very small area on the western boundary that is served by the Tempe School District, the Mesa Unified School District generally serves the area north of Baseline Road. Gilbert, Higley and Queen Creek serve students south of Baseline between Power and Meridian roads.

Post-Secondary Education

Mesa Community College

Mesa Community College (MCC) offers university-parallel coursework covering more than 158 associate degree programs and 53 certificate programs. MCC has an enrollment of approximately 23,789 (Spring 2013). The planned Red Mountain Campus located at the corner of Power and McKellips Roads addresses educational needs in the northeastern portion of Mesa.

The enrollment for Mesa Public Schools for the 2012-13 academic year was approximately 63,133 students from an estimated 112,182 family households within the 200-square-mile school district. The Mesa Unified School District's 71 neighborhood schools include 55 elementary schools, 10 junior high schools, and six comprehensive high schools. The district also has 10 special program school sites. MUSD generally located schools within residential areas and they serve as a gathering place and anchor for many Mesa neighborhoods.

The MUSD student population is 48% white, 40% Hispanic, 5% African-American, 4% Native American and 2% Asian/Pacific Islander. Almost two-thirds of families (66%) are at 185% or less of the federal poverty level, an indicator of poverty. Most families live in single family dwellings (65%), speak English as their primary language (75%), and are headed by two adults (78%).

Arizona State University

Arizona State University (ASU) is an internationally recognized university with a number of campus and research facilities in the Phoenix metropolitan area. The ASU Polytechnic Campus is located in at Phoenix-Mesa Gateway Airport. The ASU Polytechnic campus has over 6,000 students, with 3,334 being enrolled in the College of Technology of Innovation which offers degrees in computer engineering technology, business administration, and aviation related studies. Aviation related education and research activities

administered by the Embry-Riddle Aeronautical University and the University of North Dakota Flight Training Center are also located at the airport.

A.T. Still University

A.T. Still offers certificate, masters, and doctoral programs in a variety of healthcare disciplines from athletic training to osteopathic medicine.

Mesa Center for Higher Education

This new higher education facility opened in downtown Mesa in the former City courts building at 245 W. 2nd Street in the August 2013. Initial colleges and universities operating out of this facility include Albright College, offering degrees in business administration, information science, and applied psychology; Westminster University, offering degrees in transnational studies, international business, environmental sciences/studies, and English; and Wilkes University, offering master's degrees in creative writing, engineering management, mechanical engineering, education, and business administration.

Benedictine University

Benedictine University has located a campus in downtown Mesa at 225 E. Main Street. Benedictine is providing bachelor degree programs in fine arts, criminal justice, communication arts, psychology, theology, nutrition, and management and organizational behavior. They also offer a minor in religious studies.

East Valley Institute of Technology

The East Valley Institute of Technology (EVIT) is located on Main Street just west of downtown Mesa. EVIT offers classes in a variety of vocational programs to serve special needs for students in the East Valley and accepts full-time or part-time students from ten area school districts.

Upper Iowa University

Upper Iowa University began offering classes in Mesa in 2013. They offer degree programs in accounting, business administration, criminal justice, human resource management, human services, management, nursing, psychology, public administration, social science, and teacher education.

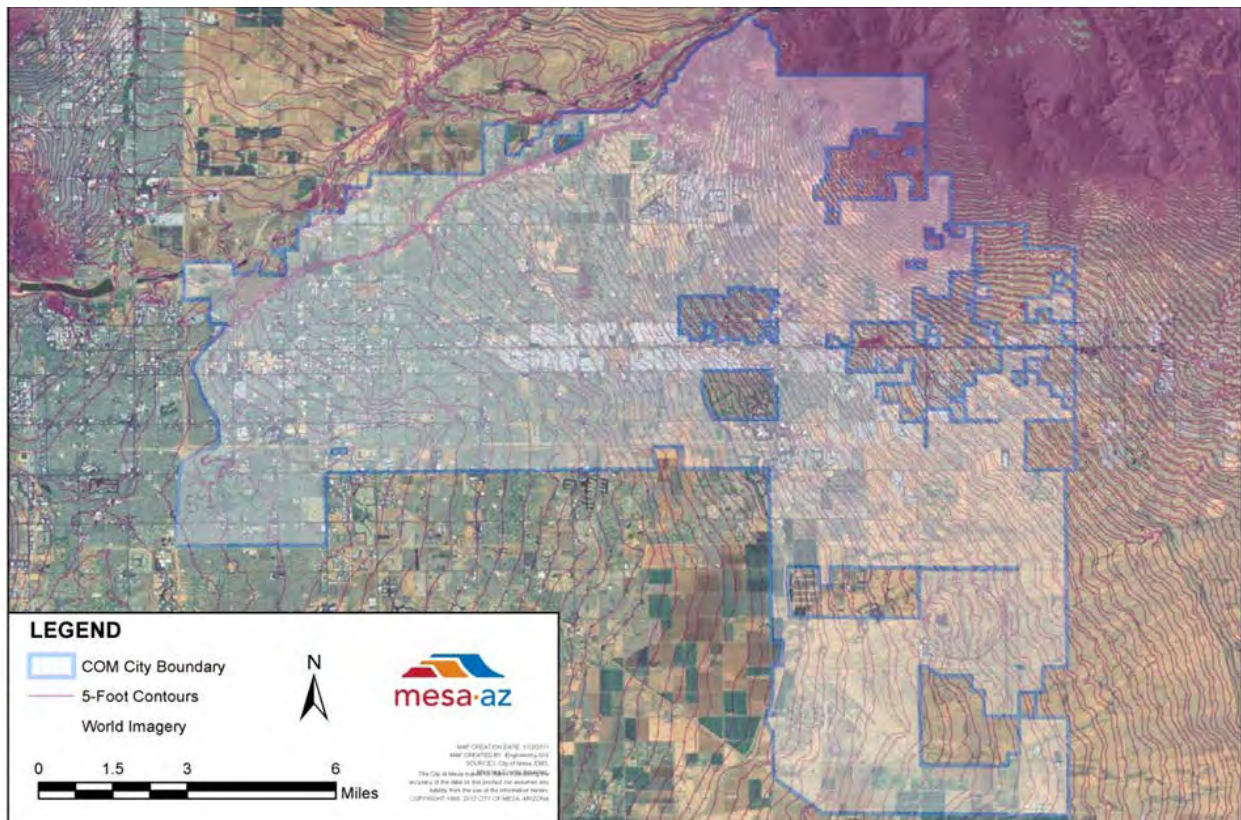
Stormwater Drainage

The City of Mesa's watersheds originate in the foothills and mountains of the Utery Mountains. In general, the slope of the City falls to the west and southwest and gradually flattens moving towards west Mesa. Historic flow patterns in the City generally fall into one of three categories: First, directly to the Salt River (northeast and northwest portions of the City of Mesa); second,

west to the East Maricopa Floodway (EMF) which intercepts and collects stormwater south of Brown Road and east of the EMF, or third; to the southwest (central Mesa) which is collected ultimately in regional retention basins and regional channels along the Superstition Freeway (US 60). See Figure 10-1 which illustrates the fall of the land within the City with 5-foot contours.

Historic Flow Patterns

Figure 10-1

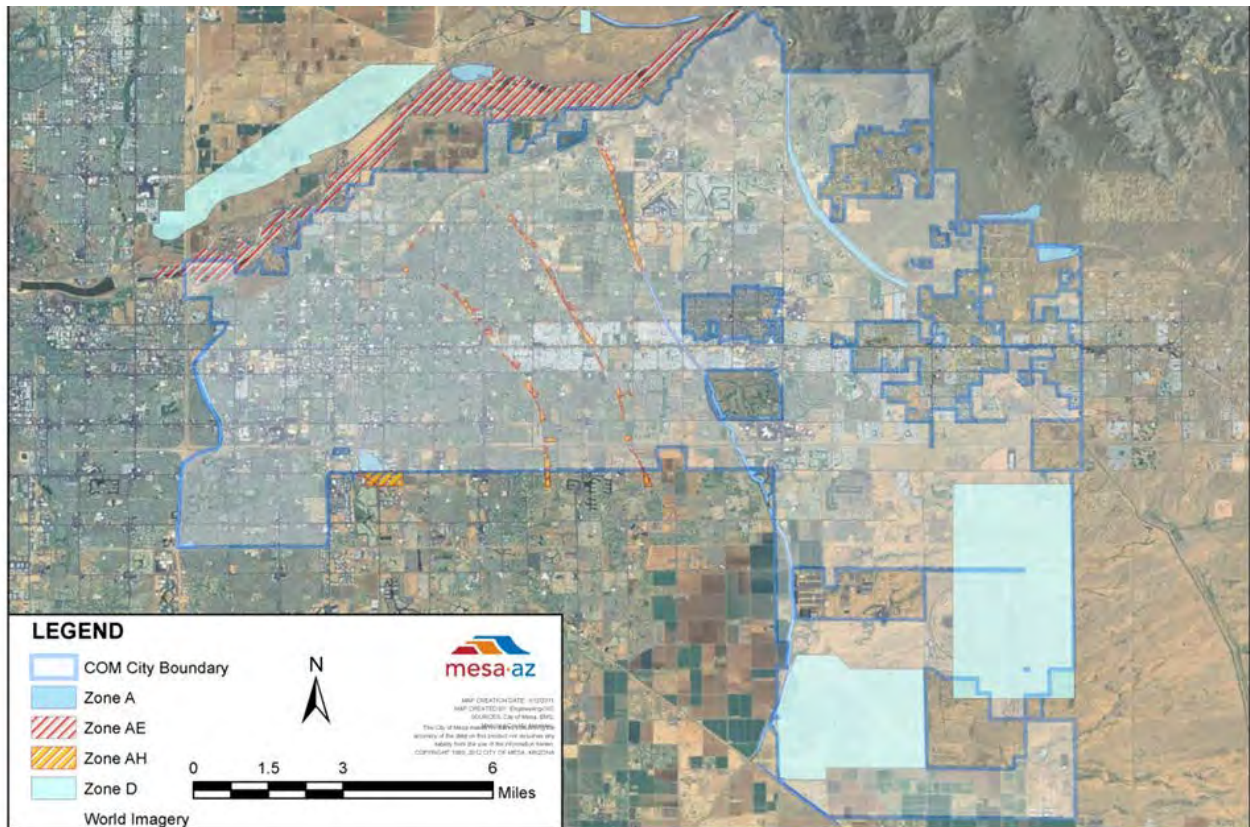


FEMA Delineated Flood Zones

Generally speaking, flood zones are primarily delineated in the City of Mesa at Central Arizona Project (CAP) Canal crossings and at the Salt River. The CAP acts as an obstruction to natural stormwater flow as it falls to the west-southwest. These canal obstructions have created shallow ponding along the eastern edges of the CAP, as indicated in Figure 10-2 below. The areas obstructed by the CAP canals have either been delineated as Zone

AH or Zone A. Zone AH indicates areas subject to inundation by 1-percent-annual-chance shallow flooding (usually areas of ponding) where average depths are between 1 and 3 feet. Zone A indicates areas of inundation by 1-percent-annual-chance that have been delineated and determined by approximate methods – methods not specific to determine flooding elevations or specific limits.

Figure 10-2



Stormwater Facilities

The City operates and maintains local stormwater collection, conveyance, and retention/detention facilities throughout the City. In general, stormwater collection mains run west and south in the City along arterials which then drain directly to either regional retention facilities, or regional stormwater channels which collect runoff and then drain to regional retention facilities. Bleed-off and overflow from these retention facilities are then pumped to the Arizona Department of Transportation (ADOT) channel, part of the Superstition Freeway infrastructure built to handle regional runoff.

Where private facilities call for private operation, ownership, and maintenance, stormwater is treated on private facilities which then bleed-off,

drain to, or are pumped to city owned storm drain lines and facilities.

The Flood Control District of Maricopa County (FCDMC) operates and maintains several regional drainage facilities within the City. The primary collection facility, the East Maricopa Floodway (EMF), is designed to collect stormwater south of Brown Road and east of the EMF and falls to the south east, ultimately tying into the Gila River.

A Storm Drain Master Plan was completed for the City in 2010 which evaluated existing stormwater networks and identified both areas of sufficient capacity and deficient areas. The purpose of this study was to identify necessary improvements needed and developed a phased approach to developing the recommended improvements.

Solid Waste Collection and Disposal/Recycling

The City of Mesa provides solid waste collection and disposal for the incorporated areas of the City and is responsible for the collection, disposal, and recycling of the City's municipal solid waste. Mesa currently disposes or recycles over 269,000 tons annually (FY 12-13) of commercial and residential waste. This includes approximately 34,000 tons of recycling and nearly 20,000 tons of green waste that are collected as curbside recycling, composting and source reduction.

Numerous programs are offered to meet a variety of solid waste service options including garbage disposal, hazardous household waste, and

recycling needs. These include disposal/recycling of appliance/electronic items, green waste (for composting, ground coverage and mulch), and household hazardous materials such as paints, pesticides, and automotive products. Residents are also able to dispose of their solid waste through a Resident Landfill program at Salt River Landfill (Beeline Highway and Gilbert Road).

An Intergovernmental Agreement was executed in October 2012, between Mesa, Gilbert and Tempe with the purpose of evaluating disposal and recycling opportunities on a regional basis. This project will take advantage of



economies of scale by leveraging Mesa's tonnage with an expectation of substantial cost savings (disposal), and increased revenue (recyclables). Each city will select the options and services most advantageous to their respective communities.

In an effort to maintain Mesa's great neighborhoods, the Solid Waste Management Department offers a Clean Sweep/Green Sweep Program to Mesa residents. This program provides

residents interested in hosting a community clean-up event in their neighborhood, large trash and green waste recycling containers to clean their yards, remove litter from the neighborhood and haul off old furniture, mattresses and other unsightly debris. In FY 12-13 the program supported 238 community clean-up events and collected 1,979 tons of trash and 134 tons of green waste for a total of 2,113 tons

C. Plan Elements

Goal: Provide the public facilities needed to help create and maintain a variety of great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high quality public spaces and cultural resources.

General Policies and Strategies

Public Facilities P1:

To the degree possible, the location and design of public facilities will integrate into and help support the creation and maintenance of neighborhoods, support the expansion of stable and diverse jobs, and create opportunities for dynamic public spaces.

Public Facilities P2:

Provide public/municipal buildings, facilities, and services that offer maximum usefulness and affordability to the residents and businesses of Mesa.

Public Facilities P3:

Provide public facilities and services that will serve existing residents and businesses and encourage future residents and businesses to locate in Mesa.



Program Policies and Strategies

Law Enforcement P1:

Ensure that law enforcement resources (including training, continuing education, appropriate staffing levels, facilities, and equipment) are provided to serve the City's projected population growth.

Law Enforcement S1:

Develop and implement programs, partnerships, and volunteer opportunities that help develop strong neighborhoods, promote business development, and uphold the mission of the Mesa Police Department.

Health Care P1:

Support the development and maintenance of high quality health care services for Mesa residents, businesses and visitors.

Education P1:

Support the school districts located within the boundaries of the City of Mesa in their efforts to provide excellent schools and educational opportunities.

Education P2:

Coordinate with the placement and development of school sites to ensure schools are safe and accessible to students.

Stormwater P1:

Continue to implement the City's Storm Drain Master Plan and update as needed.

Solid Waste P1:

Continue to support innovation and education regarding managing solid

waste and developing opportunities for recycling and re-use.

Solid Waste S1:

Explore efforts to maintain a clean and sustainable environment by partnering with an Energy from Waste (EfW) facility and increasing our landfill diversion efforts to near-zero waste principles.

Solid Waste S2:

Work with adjacent communities to form regional partnerships to combine resource planning with service providers to move trash and recycle materials.

CHAPTER 11. PUBLIC SAFETY

A. Introduction

One of the primary keys to being able to provide quality neighborhoods, a stable and diverse economy, and rich public spaces is for people to feel safe in these environments. It is essential for the City to ensure that residents and visitors alike find Mesa to be a place that is safe. In the event of a natural disaster or man-made emergency, the City is prepared to respond immediately to protect citizens, property, and businesses in the best manner possible. The Safety section addresses the requirements for the City to implement in order to provide the environment that will allow us to be successful in creating a complete, recognizable community.

B. Review of Public Safety Program

The City provides the services needed to meet the needs of its citizens for daily law enforcement and fire and medical services, and also for large-scale natural or man-made disasters. This section of the Plan provides an overview of those services.

The City maintains an evacuation plan, emergency water supplies, communications for provision of emergency health care, law enforcement, disaster relief, roadway standards for emergency vehicles, building standards to facilitate emergency equipment and crews, and mapping to respond to and mitigate hazards that may be the result of a large-scale emergency or disaster.

Law Enforcement

The Mesa Police Department, with its headquarters at 130 North Robson Street, is comprised of more than 1,200 employees. Five satellite offices are located throughout the City. The Department is organizationally structured into three primary bureaus: Operations Bureau, Investigations Bureau, and Executive Officer Bureau. Joint cooperative agreements with law enforcement agencies from neighboring jurisdictions complement the existing level of law enforcement.

The Maricopa County Sheriff's Office provides for the safety and security of residents and businesses located within the unincorporated portion of the Planning Area. The Arizona Department of Public Safety (DPS) patrols the freeway and state highway system that extends through the Planning Area.

Fire and Medical Services

The Mesa Fire Department, with its headquarters at 40 N. Center #115, is comprised of 420 employees. Sixteen fire stations are strategically located throughout the City, to provide neighborhoods and businesses with education, prevention, and emergency services. The fire department is operational structured into five Divisions; Administration (includes City Emergency Management, Departmental Communications & Management Services) Emergency Services, Community Services, Human & Medical Services, and Support Services. The fire

department is an accredited fire agency from the Commission on Fire Accreditation International. Seven additional fire stations are planned for construction in the next ten years.

Rural Metro Corporation provides fire protection service in the unincorporated portion of the Mesa Planning Area.

All East Valley fire departments operate under regional automatic aid or cooperative agreements, that provide emergency response to fires or medical emergencies regardless of the jurisdictional location of the originating call for assistance.

Environmental Hazards

The City, both internally and in cooperation with the Flood Control District of Maricopa County, has carefully documented floodplain areas and has planned for future protective facilities. Eastern Maricopa County may be prone to severe weather and sudden heavy rainfall that often results in flash floods.

Other flooding conditions may occur in the vicinity of the Salt River, north of the City boundaries, which drains both the Salt and Verde watersheds. Flood control projects along with conservation activities in the floodplains, as designated by the Federal Emergency Management Agency (FEMA) and other flood control activities have greatly improved the safety of the environment along the Salt River north of Mesa, as well as within the City itself.

It is also important that the emergency planning activities address rare and unforeseen events that could be the result of other natural disasters such as

tornados, earthquakes, large brush fires and other potentially large-scale disasters.

Man Made Hazards

The Falcon Field Airport Land Use Guidelines (1994), the Williams Gateway Area Plan (1996), and the Williams Gateway Airport Part 150 Study (2000) each outline potential noise and safety considerations for these extremely important areas within the City. It is important to consider these plans and update them to assure that the City has an up-to-date guideline for addressing related issues. These plans identify noise contours for 60 and 65 decibel noise disturbances that may occur on a regular basis, which designate no or limited residential development. However, areas lying outside these zones, which are under the flight path of aircraft, require avigation easements on homebuyer notification documents regarding aircraft noise potential.

An increased awareness of the hazardous man-made industrial and other processes has led to a series of planning efforts to protect citizens from accidental releases of hazardous chemicals. These planning efforts may be traced to environmental and emergency planning laws based on the Federal Emergency Planning and Community Right to Know Law. This law also provides for information to be available to citizens in regard to hazardous chemicals that are in their community. According to this law, the City networks with the State and Local Emergency Planning Agencies and the Maricopa County Local Emergency Planning Committee to develop

emergency response plans for such disasters.

It is very important to be prepared for the results of a terrorist attack or act of war. Based on recent acts of terrorism relating to airports and governmental sites, we must again be prepared for the possibility of man-made emergencies. Therefore, any emergency planning needs to meet all federal, state and local laws in terms for this type of emergency, and have in place plans to guide us through evacuation, hazard identification, medical assistance, law enforcement, disaster relief and mitigation related to a community scale act of violence.

It is very important that the factors and policies in this element are included in the process of evaluating major land use issues. Future residents of Mesa should enjoy not only a quality, but also a safe urban environment.

Existing Emergency Preparedness Planning

Currently, the City works closely with the Flood Control District of Maricopa County, Maricopa County Department of Emergency Services, the State of Arizona Division of Emergency Management, FEMA and other agencies to provide emergency and disaster planning. Hazardous materials mapping and response is networked with all levels of government from the City Fire Department through the Maricopa County Local Emergency Planning Committee, and Arizona Emergency Response Commission. Through a network that is dedicated to

responding to emergencies, and a comprehensive emergency management program coordinated through the Mesa Fire Department, the City is ready to address disasters of any size to protect its population.

As urban development continues in Mesa, it becomes even more important to consider the potential impacts to existing and future residents by noise, floods, and other natural influences. Such factors are primarily negative impacts and are critical during the analysis of specific rezoning requests.



C. Plan Elements

Goal: Provide for a safe environment that supports the creation and maintenance of great neighborhoods, facilitates the growth of a diverse and stable job base, and allow enjoyment of rich and high quality public spaces and amenities.

General Policies and Strategies

Public Safety P1:

Dedicate the resources necessary to ensure, to the degree possible, a safe city with appropriate response times to emergencies.

Public Safety P2:

Work with neighborhoods and community groups to address changing community needs with issues of public safety.

Public Safety P3:

Develop and maintain the resources, communication capabilities, evacuation routes, etc. necessary to respond to large scale emergencies or disasters when they occur.

Public Safety S1:

Develop and maintain an Emergency Operation Plan in accordance with Arizona state law, develop and maintain the resources necessary to carry out the EOP, and provide regular training to staff in emergency operations. This strategy includes the coordination necessary with

surrounding jurisdictions as well as county, state, and federal agencies.

Public Safety S2:

Recognize and protect floodplain areas as identified by the Flood Control District of Maricopa County and implement their recommendations wherever possible.

Public Safety S3:

In response to a changing development form and population demographic, have the Crime Prevention and appropriate command level staff involved in the review of development projects.

Public Safety S4:

Protect citizens from the potential hazards created by close proximity to airports and protect the airports from encroachment from incompatible uses. This strategy includes implementing the Airport Overlay Area requirements to include notification to property owners of their proximity to an airport, recording aviation easements, increased noise attenuation in building construction, etc. in the areas of Falcon Field and Phoenix-Mesa Gateway Airports

CHAPTER 12. TRANSPORTATION

A. Introduction

The transportation system of a community provides dependable, efficient, safe, aesthetic, and economical choices of routes and modes of travel for residents and visitors to reach destinations. Transportation options are an important part of creating and maintaining great neighborhoods and an essential part of developing and maintaining diverse and stable jobs. Without the means to get to and from home and work safely, efficiently and economically, cities cannot grow and prosper. The transportation network also is a key part of a community's system of open spaces. Our public streets are our largest, most consistent public areas within the community and need to be designed to provide the opportunity for human interaction.

Proper land use and transportation planning are necessary for the efficient movement of goods and people. Mixed-use developments in particular with higher density residential maximize the opportunity for non-vehicular forms of transportation within the development maximizing the level of internalized activity and minimizing the impact on surrounding neighborhoods.

Part One – of the My Mesa 2040 Mesa Transportation Master Plan lays out the methodology used to create a new

set of goals and objectives for this plan update. It discusses Mesa's historic transportation network, the current network and the challenges and impacts that have been influential in the molding of the current circulation patterns that exist. Part One of the plan also discusses its direct relationship with land-use and the vision of the General Plan. This part of the plan culminates in the development of a vision statement and a list of goals and objectives.

Part Two – of the My Mesa 2040 Mesa Transportation Master Plan focuses on the individual elements that collectively make up the overall transportation network in Mesa. It discusses the interrelationship between modes and how each mode directly and indirectly impacts one another. Each of the elements described below in detail discusses how the evolution of the City and the influences of its residents have compelled Mesa to provide dependable, efficient, safe, aesthetic, and economical choices of routes and modes of travel.

Part Three – of the My Mesa 2040 Mesa Transportation Master Plan shifts its focus from existing facilities and practices and prescribes the direction and vision for the future. It discusses the challenges for the Mesa Transportation Department as it

continues to build and maintain a multi-modal transportation system supporting Mesa's economic potential. Part Three considers all available materials, budgetary issues, identified infrastructure and facility needs, as well as public input that has been gathered throughout the City to help achieve the goals and objectives that have been outlined in the plan for implementation through the planning horizon year.

B. Programs

Mesa's Transportation Network throughout the Years

In the years following WWII, Mesa experienced a major transformation, including the modernization of farming, the arrival of air conditioning units, and the arrival of Major League Baseball that made the economy begin to change from agriculture to one based on technology, tourism, and service industries. With this evolution of Mesa into a destination location for visitors from all across the country, came the need for increased infrastructure, which included roads to enable transport of goods, services and people. Today Mesa is thriving with a community population third only to Phoenix and Tucson in Arizona. It is the 38th largest City in the nation with nearly a half a million people calling Mesa home.

Mesa residents have evolved as the original farmer settlers have given way to young professionals and families who are striving to live in a community

that will serve as a center for working, playing, and living. Today's Mesa resident doesn't want to travel outside the City to go to work or run errands; they want to walk out of their house and have the latitude to walk, bicycle, or drive a short distance to a neighborhood commercial center that will offer all of the goods and services that are needed, when they are needed.

Today's Mesa residents and visitors are asserting their voices for amenities along City streets that offer seating, shade, and inviting atmospheres where they can mingle and visit with neighbors and family. Mesa residents still like and want their cars, but they are not requiring the wide auto-centric thoroughfares of the sprawling 1970s and 80s. A Complete Streets methodology, and a corresponding design guide, will help to create these streetscapes.

Mesa residents have challenged their public officials with developing a sense of place, including a new and multi-faceted approach to street planning and design, including the management of public right-of-way. Put simply, it involves looking at, listening to, and asking questions of the people who live, work and play in a particular space, to discover their needs and aspirations. Placemaking capitalizes on local community assets, inspiration, and potential, ultimately creating high-quality public spaces that promote people's health and well-being.

Mesa's Street Character

The prevalence of streets delineates the personality of Mesa's neighborhoods more than any other single public element. Mesa's never-ending commitment to excellence is expressed through landscape materials that influence temperature, street furnishings and hardscape treatments that inspire the southwestern heritage and style, and quality of design and maintenance. In addition, these elements of design, influenced through public input, project a neighborhood's identity and create that sense of place that is context sensitive to that particular area of the City. Key elements of streetscape include paving, hardscapes, public art, landscaping,



lighting, benches, and bike racks.

A streetscape that gradually transitions along major corridors is critical for connecting different areas and neighborhoods. Matching these streets and corridors to adjacent neighborhoods, employment centers and other land uses through context sensitive design eliminates islands of

different contexts and a sense of a fragmented community.

The needs of Mesa have evolved over time, and our streets should too by better serving the people who use them, whether commuters, walkers, bicyclists, young, or old. It is the focus of Mesa to rethink our streets to better accommodate safety and mobility of all modes and users. Let us picture a six-lane arterial like Country Club Drive or Dobson Road that was built 30 or 40 years ago. How different was the surrounding area? The community surrounding those areas has changed over those three or four decades. What was historically industrial and underdeveloped areas are now housing and shops, schools and gathering areas for the community. What now is an arterial thoroughfare is in need of updated and enhanced pedestrian facilities, maybe reducing the number of traffic lanes, adding on-street parking, or other measures that are sensitive to the area's context and the City's vision.

C. Plan Elements

The new Transportation Plan Update, referred to as the My Mesa 2040 Transportation Plan, includes a public participation process, an in-depth inventory and analysis, a project travel demand model, community transportation planning elements, and an implementation strategy. The Transportation Plan Update utilizes the existing framework of the City 2025

Transportation Plan, and includes the following elements:

- Complete Streets Element
- Roadway Element
- Transit Element
- Pedestrian Element
- Bicycle Element
- Aviation Element
- Travel Demand Management (TDM) Element
- Intelligent Transportation Systems Element (ITS)
- Future Plan

Complete Streets

Complete Streets as defined by the National Complete Street Coalition, is a transportation policy and design approach that requires streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation.

The Complete Streets Element within the Transportation Plan update is intended to work toward the implementation of a Complete Streets planning process. The Maricopa Association of Governments (MAG) is the regional planning agency and

they produced a *Complete Streets Guide* in 2011. The MAG Complete Streets Guide is a resource containing strategies and goals, and presents a planning process which can be utilized to implement Complete Streets within a community. While the City intends to pattern the development of future corridors upon the recommended planning methodology of the MAG Complete Streets Guide, the City specifically envisions a local process that is necessary in order to establish a long-term Complete Streets planning process. The development of an

overall process will ultimately lead to Complete Street Standards and Guidelines being considered in all future reconstruction projects and new street construction projects that occur in Mesa.

The City will work toward the development of Complete Streets design guidelines that accommodate and balance the needs of all users of the transportation network. The design guidelines will consider such features as street and intersection design, retrofitting existing roadways, accommodating people with disabilities, pedestrian access and crossings, transit accommodations, bikeway design and bicycle facilities, street furnishings, sidewalks and pedestrian walkways, striping, streetscapes and streetscape



ecosystems, lighting, and landscaping and the placement of street canopies. Other features for consideration within the framework of formal guidelines include traffic calming measures, connectivity between adjacent land uses, street networks and classifications, the interaction between light rail transit and other modes, and Context Sensitive Design as it pertains to Complete Streets.

Roadway

The arterial street system forms the backbone of the City's multi-modal transportation system. As illustrated in the Complete Streets element, a street is more than curb, gutter, and pavement built to serve the private automobile. The street right of way is often shared by several different transportation modes including automobiles, trucks, buses, bicycles and pedestrians. Improvements to the street system must balance the needs of all modes. The street system provides access to activity centers, supports new development, and provides for recreational travel. While widening streets adds capacity to the system, it cannot eliminate congestion. The modern street system provides a combination of integrated components that can work together to maximize mobility and manage congestion.

Also, as discussed in the Complete Streets element, a street is a

fundamental part of what makes up a neighborhood's culture. Streets can simply act as a conduit for vehicles in some contexts, or take on aspects of the surrounding place in others. The street cross-section includes the sidewalk and store frontage areas of the road edge as well. How this zone is developed impacts the feel of a community greatly. Therefore, the plan for future improvements of Mesa roadways must take the context of the adjacent area and the prime use of the road into consideration. Conversely, land development proposals must be integrated with the street.

The City has a street system comprised of section line and mid-section line streets that form a grid network that is the backbone of the transportation system. The grid system provides convenient square-mile units when considering design options for private developments or public improvements. This square-mile unit should be considered as a whole whenever planning and designing improvements anywhere within that unit. The network includes streets that have two, four, six or eight through lanes, a striped center two-way left turn lane, or raised medians, and various configurations at the major intersections.

The City Transportation Department maintains a very comprehensive traffic counting program on its major streets. Daily traffic counts are conducted on

half of the streets every year, which means that each street segment is counted once every two years. The 24-hour volumes are published in map form annually by the Transportation Department. Detailed 15-min count data is also available through an interactive map available on the Transportation website.

In the fall of 2006, the City began performing semi-annual travel time studies. The decision to perform travel time studies was a result of a performance measurement program initiated by the City. The specific goal was to keep the rate of travel time increases below the growth rate of traffic volumes. Since the beginning of the travel time studies in the fall of 2006 up to the spring of 2013, the average PM travel speeds vary from study to study. The average speeds vary from a low of 29 mph to a high of 34.4 mph. This can be attributed to the performance of the different arterials studied during each overall study, as well as the error deemed tolerable in the data collection (3 mph, 95% of the time).

The City also uses Level of Service (LOS) to analyze road conditions. LOS is a term used to describe traffic operations related to volume and capacity. Level of Service can be calculated for the various elements of a street system including road segments, signalized intersections, and unsignalized intersections. The various

levels of service range from A to F, with LOS A considered to be operating better, and LOS F operating worse. For the 2012 Transportation Plan update the City worked with the Maricopa Association of Governments (MAG) to conduct a Citywide LOS analysis. Based on methodology used by MAG, the majority of intersections in Mesa currently operate at LOS B or C. It needs to be understood that Level of Service is only one aspect of looking at streets and potential future improvements. Connecting gaps in the overall network is of primary importance, along with improving safety and travel times if possible. Additionally, improvements can be triggered by adjacent developments. Finally, improvements may be made due to a need to balance the travel modes by using Complete Streets Methods.

A street system can be defined by the function of individual streets both from an access and mobility standpoint. Generally, the higher the functional class, the higher the level of mobility and the less direct access. Conversely, the lower the functional class, the lower the level of mobility and the more direct access. A freeway is considered the highest functional class since it provides good regional mobility and only has access at traffic interchanges. Local streets are considered the lowest functional class because the primary purpose is

local access. Arterial streets primarily serve through traffic; however, they also have local access at driveways and intersecting streets. Collector streets fall between local and arterial streets. As the name suggests, they are meant to act as collecting conduits for local streets and provide a link to arterials.

Map 1 shows the proposed future circulation plan for the City based on the My Mesa 2040 Transportation Plan. This map includes street functional class and numbers of lanes, as well as some future bicycle and transit facilities. The map depicts a street system that completes the arterial street grid. The most active development of roadways, as well as land, continues to be in the southeastern portion of the City. Roads planned for the master planned communities of Eastmark and Pacific Proving are shown, as well as access to the planned new Phoenix-Mesa Gateway Airport terminal location. ADOT's SR24 freeway is also shown continuing east of Ellsworth Road into Pinal County. Finally, Warner Road is shown crossing the RWCD canal to connect to Power Road, while Sossaman Road extends to the south connecting to Ray Road. These improvements will improve access for the southeast portion of the City. Details on the process to develop the future circulation plan can be found in the My Mesa 2040 Transportation Plan.

Transit

In addition to being an element of the overall Transportation Plan, the City has a separate Transit Master Plan. The Transit Master Plan identifies the types of transit services, facilities and features that are needed to support a multi-modal transportation system in the City. The plan is needed to provide recommendations for transit improvement in the City in context of existing and future funding constraints.

The General Plan includes a flexible land use plan based on character types (Figure 7-1). These character types include “transit districts” that will be the focus of transit services in the Transit Master Plan.

The General Plan identifies nine character types that create and maintain a recognizable sense of place throughout the city. Two of these character types are specific to the goals, transit supportive policies and alternative transit plan scenarios in the Transit Master Plan. They are:

- Transit: character area that can develop around transit with a more intense, walkable urban environment.
- Mixed Use Activity: Character types of activity, generally larger than 25 acres, serve the larger community; primarily retail areas and entertainment centers, but often include offices, multi-residential and other supporting uses.

The Transit Master Plan includes five Alternative Transit Plan Scenarios:



- One **Short Term** scenario that correlates to the opening of the Gilbert Road light rail extension in 2018.
- Two **Mid Term** scenarios that correlate to a 15-20 year planning horizon (2030)
- Two **Long Term** scenarios that correlate to the build-out planning horizon for the City General Plan (2040)

The goal of the Alternative Transit Plan Scenarios is to develop an activity center-based transit plan that identifies transit priority corridors and multi-modal connections with the City. This effort considers various travel markets and transit technologies, including METRO light rail, LINK bus service, local and express bus service, future intercity and commuter rail and demand response service.

The existing and future High Capacity Transit (HCT) network dictate opportunities and constraints for transit service in Mesa. Therefore, the Alternative Transit Plan Scenarios are developed in context of what the future of the HCT network might look like. The primary difference in the

various Mid Term and Long Term transit plan scenarios are the assumptions related to future HCT service (bus rapid transit, light rail and passenger rail).

Overall, an objective is to establish higher density residential areas adjacent to or near side road and arterial roads and intersections to promote public transit, bicycle and walking access to nearby employment, retail, service and civic uses.

Pedestrian

The Pedestrian Element of the City Transportation Master Plan addresses residents' walking needs. The element also looks at the implementation of those needs by using Walk Friendly Communities designation as a model to strive toward. The incorporation of the strategies described in each toolbox category of engineering, education, encouragement and enforcement, evaluation, and funding in coordination with improving facilities, building the network, and finally, laying out a plan for continuous evaluation will create a more livable community that its residents will enjoy for many years.

The population of Maricopa County residents 60 and older is expected to rise from approximately 13% in 2011 to 26% by 2050. Pedestrian design standards that consider the special needs of the elderly will become increasingly important in the future. Clear, unobstructed walkways, longer crossing times at intersections, higher lighting levels, brighter lane markings,

and larger, brighter signs are just a few elements that are important in meeting the needs of the elderly population. Future pedestrian improvements should center on improving the accessibility and convenience of the overall pedestrian environment. This will require developing and implementing pedestrian-oriented design standards, both for capital roadway improvements and for the design of future development and redevelopment projects. The level to which the City is able to retrofit existing transportation facilities will vary according to existing site conditions, financial resources, and community support.

In developing new pedestrian design standards, the City should consider the following elements:

- Development of an interconnected, local street network
- Integration of the pedestrian system with other modes of travel
- Community design principles that provide balanced approach for all modes of transportation
- Integration of land uses through neo-traditional design principles
- Integration of appropriate pedestrian amenities into the pedestrian realm
- Building setback and orientation requirements that help create active, pedestrian frontages
- Parking design requirements that enhance pedestrian access
- Identification and elimination of barriers to pedestrian travel

- Changing design needs associated with the projected increase of elderly residents in Mesa
- Traffic calming practices for both new and existing development
- Specific design requirements associated with Mesa's desert environment

Bicycle

The 2012 City Bicycle Master Plan defines a set of goals, objectives, and strategic performance measures to be completed within the life of the plan. While this plan is visionary, it has constructed a framework that is practical and functional. The plan proposes a bicycle network and supporting facilities and programs necessary to make bicycling a viable choice for a wide variety of trip types.



This plan is designed to increase social interaction on streets, offer alternatives to driving, reduce pollution, and promote education and awareness, propelling Mesa towards achieving a Bicycle Friendly Community “Platinum” status. The Mesa Bicycle Master Plan weaves a plan for progression to Bicycle Friendly Community Platinum status by recommending expansion of

network on-street facilities from 274 centerline miles to 394 centerline miles and off-street facilities from six miles to 93 miles during the life of the plan. In addition to the planned facilities, the plan proposes to incorporate programs that will:

1. Increase mode share and reduce vehicular trips.
2. Improve safety and reduce bicycle related crashes through education.
3. Improve the existing Safe Routes to School Program within the Mesa Public Schools.
4. Reduce bicycle related citations through traffic diversion classes.
5. Establish a media campaign to effectively deliver bicycle related information to the public.
6. Establish a tourism campaign that will promote Mesa as a bicycling destination and encourage travel to Mesa for bicycling.

More details pertaining to the Bicycle element can be found within the Bicycle Master Plan, which is on the City website; mesaaz.gov

Aviation

Both commercial and general aviation make distinct contributions to the City transportation system and have particular impacts on the roadway network and the environment. Airports in the U.S. are critical infrastructure assets that are vital components of the nation's transportation network. They improve the movement of individuals, goods and services, and personal

property throughout the country and around the world, allowing the economy to function more effectively and efficiently.

The Aviation Element of the City Transportation Plan gives an overview of Mesa's two airports, their current status and the future role of aviation in the City and the State of Arizona.

Travel Demand Management

The goal of the City's Transportation Demand Management (TDM) program is to improve mobility, reduce congestion and air pollution, and provide options for employees and residents to commute to and from work.

Transportation demand management or travel demand management (both TDM) is the application of strategies, policies and programs that manage and reduce traffic congestion by encouraging the use of transportation alternatives. The Maricopa Association of Governments (MAG) coordinates a number of programs that are increasing the number of commuters who carpool, vanpool, use transit, bike, walk, and telework.

TDM also emphasizes the movement of people and goods, rather than vehicles, by providing convenient transportation alternatives to driving alone. This benefits the community by maximizing the efficiency of existing infrastructure and limiting impacts of excessive traffic.

In an effort to reduce congestion on highways and local streets, the Arizona Department of Transportation (ADOT) supports programs that lower the number of cars, particularly those with one occupant, on the roads during peak travel periods.

Intelligent Transportation Systems

This element reviews previous ITS planning efforts, provides an overview of the ITS communication system, and addresses the existing ITS infrastructure. This infrastructure consists of the Mesa Traffic Management Center (TMC) and field devices such as traffic signals, closed-circuit television cameras (CCTV), dynamic message signs, video image detection, in-ground detection loops, and driver speed feedback signs. Information is provided on Mesa's recent efforts pertaining to real time adaptive control systems. This chapter also addresses the future ITS network through 2040, including future ITS needs, upgrades to Mesa's TMC, the communication network and future field devices. Finally, this element identifies current and future capital ITS project needs.

General Policies and Strategies

The following vision, goals, objectives, policies and strategies are taken from the Transportation Master Plan and the Transit Master Plan. As such, they use a slightly different format than other chapters of the General Plan.

Vision: Mesa will develop an integrated transportation system that supports shorter trips, sustainable mode choices, a high quality of life, economic development and the creation of high-quality jobs.

Transportation Goal 1:

Develop a safe and efficient transportation system that provides access to all public places by multiple modes of travel and by various users.

Objective 1 – Build the future transportation network to fill gaps and address needs as outlined in this plan while coordinating with adjacent communities and regional agencies.

Objective 2 – In addition to complying with the Americans with Disabilities Act (ADA), provide facilities that allow all users, including disabled, children and elderly, to access community places with ease and comfort.

Objective 3 – Develop a set of comprehensive design standards and guidelines that promote vibrant and interesting streets and public places using best national and international practices.

Objective 4 - Allow access and easy integration between all modes of transportation at activity centers.

Objective 5 - Develop a comprehensive pedestrian plan that

provides a network of pedestrian paths and sidewalks with access to all major destinations and transportation facilities.

Objective 6 – Continue developing bicycle facilities and programs as recommended in the City Bicycle Master plan.

Transportation Goal 2:

Develop inviting streets that identify with the context of the surrounding neighborhood and help to create a sense of community and vibrant public space.

Objective 1 – Promote streets that are inviting and comfortable for people to gather and interact within.

Objective 2 – Make walking safe, convenient and enjoyable while encouraging social interaction in public places.

Objective 3 – Seek opportunities to apply complete streets principles to new and existing areas.

Objective 4 – Use specific urban design elements and principles for Special Character and Planning areas as defined in the City General Plan update.

Objective 5 – Use the square mile neighborhood as the fundamental building block for the transportation system.

Objective 6 – Make downtown Mesa the most special of all the square mile neighborhoods.

Transportation Goal 3:

Develop a transportation network concentrated around activity centers that encourages dense, diverse public places and fosters economic growth.

Objective 1 – Develop a methodology to locate and prioritize activity centers, such as near freeways, schools, and large job providers.

Objective 2 – Connect activity centers to mixed-use and high density land-use areas.

Objective 3 – Build the future transportation network to fill gaps between activity centers and square mile neighborhoods.

Objective 4 – Connect all modes to each activity center throughout the transportation network.

Objective 5 – Each square mile neighborhood should be able to connect to an activity center by multiple modes of transportation.

Objective 6 – Coordinate public right-of-way and private land to create places where people want to congregate and spend time socializing.

Transit Goal 1:

Develop an activity center-based transit system that is based on transit priority corridors in the City.

Transit P1:

Connect activity centers using transit.

Transit P2:

Identify transit priority corridors.

Transit P3:

Emphasize transit service frequency over coverage.

Transit P4:

Develop transit service to match character types.

Transit P5:

Ensure compatibility with the regional transit system.

Transit P6:

Integrate transit into the multi-modal transportation network.

Transit P7:

Create a transit system that is sustainable over the long term.

Transit S1:

Review planned and programmed transit improvements.

Transit S2:

Identify key outcomes from community outreach to guide the development of transit alternatives.

Transit S3:

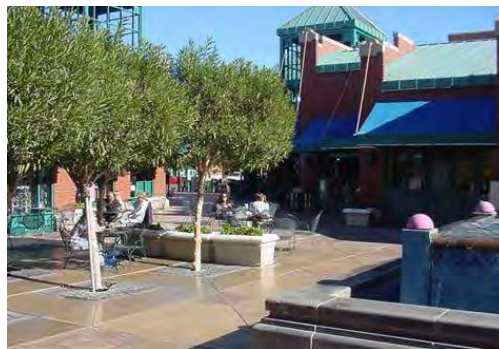
Identify transit priority corridors that serve activity centers.

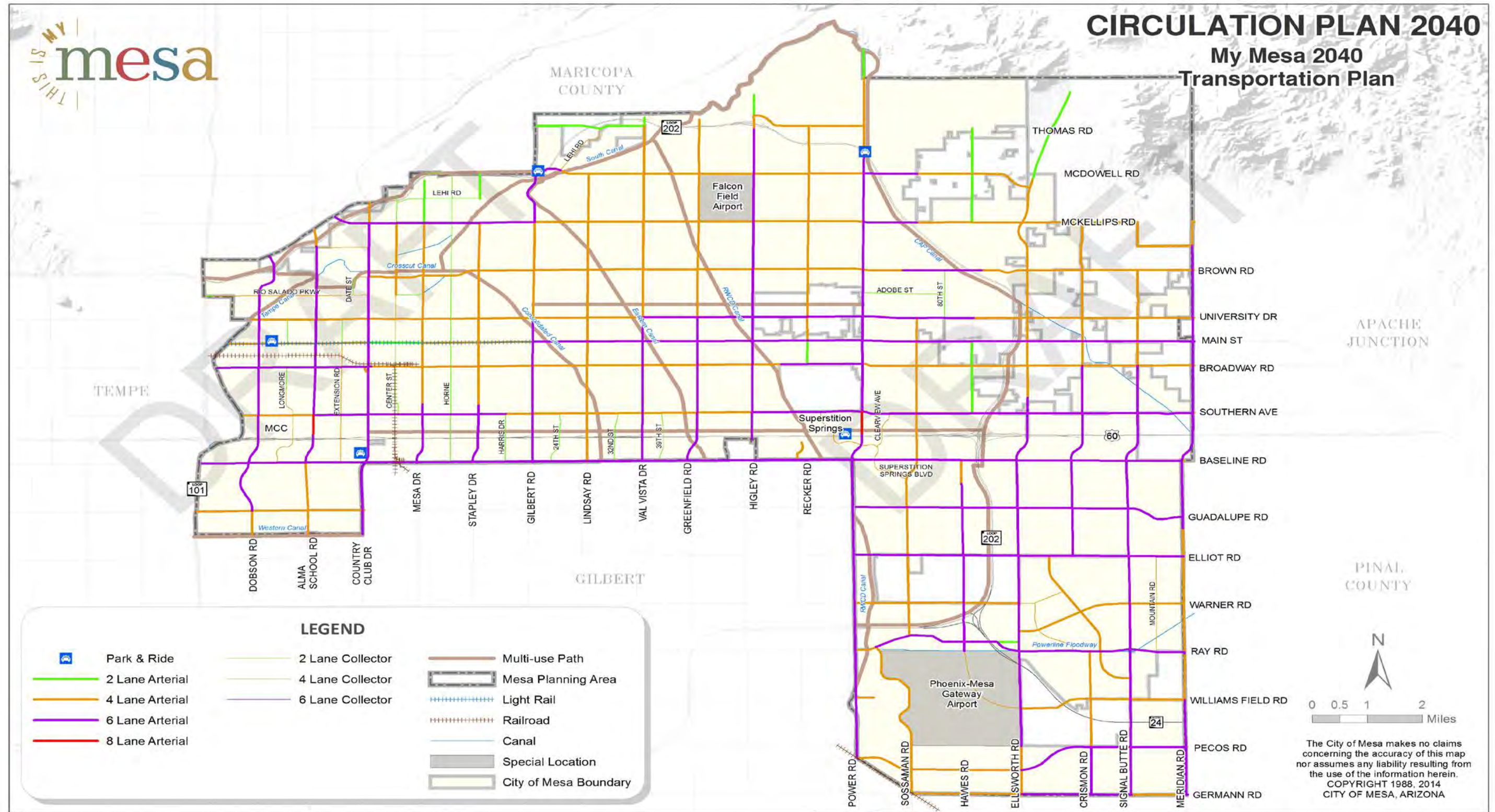
Transit S4:

Develop short, mid and long term transit plans including recommendations for implementation of transit service options.

Transit S5:

Identify implementation strategies based on potential costs and funding availability.





CHAPTER 13. WATER RESOURCES

A. Introduction

The Water Resources Chapter addresses the current supplies physically and legally available to serve water demands within the City of Mesa water service area. It also assesses the adequacy of additional planned supplies to serve the future growth projected in the General Plan.

The mission of the Water Resources Department is to plan, maintain, and protect the City's water supplies in the most efficient and effective manner possible to ensure superior water services to its current and future customers, to improve the quality of life for residents and visitors, and to ensure economic stability and prosperity for Mesa's businesses and industries.

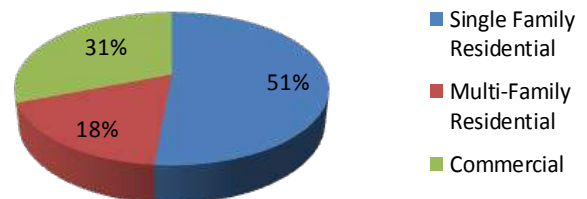
The Water Resources Department through annual updates to the Master Water Plan consistently improves the efficient use and reuse of current water supplies, secures new and diverse water supplies, and enhances the protection of its water supplies. Over the past few decades the Department has developed water sustainability policies that were supported by the City Councils that allowed the City to not only diversify its water resources portfolio but become increasingly drought proof. Such endeavors span from expanding the use of reclaimed water to working with other departments and cities to better ensure local and regional

sustainable water use. The Department endeavors to manage the City's water resources in the most efficient and sustainable manner.

B. Existing Water Resources Program

Mesa used 87,827 acre-feet of water in 2011 to serve approximately 430,000 people in its water service area. At present, residential uses constitute approximately 69 percent of Mesa's demand. The remaining 31 percent is commercial uses. *Figure 13-1 illustrates*

Figure 13-1: City of Mesa Water Use Characteristics 2011



these water use characteristics.

Arizona's Groundwater Management Act (GMA) requires cities and other water users within Active Management Areas (AMA) to transition from the use of mined groundwater to the use of renewable supplies by the year 2025. As part of the GMA, cities in an AMA that wish to grow must demonstrate a one hundred year assured water supply. Mesa currently demonstrates a one hundred year supply through a

designation of assured water supplies.

In addition to the City of Mesa having legal title to a specific amount of water, it is just as important that water be made available to the customer at a particular time and in a particular location. Infrastructure provides the connection between a water resource that is available in a specific time and place and water delivery to the customer at a different time and location.

On-Project versus Off-Project

The most useful method of describing Mesa's water resources portfolio is distinguishing between "On-Project" and "Off-Project" resources. The term On-Project describes the lands within the boundaries of the Salt River Project (SRP), while the term Off-Project describes the lands outside of these boundaries. The principal difference between the two lands is important to understand because water available through SRP is tied to specific lands and can only be used on those specific lands.

Currently, On-Project demand is just under fifty percent of the total demand in the City of Mesa. The historic difference between On-Project and Off-Project demand is shown in Figure 13-2 below. While Off-Project demand has increased and leveled off over the last ten years, On-Project demand has slowly decreased.

On-Project water demand is split between approximately 71 percent residential use and 29 percent commercial use. Meanwhile, Off-Project water use is divided between a 68 percent residential demand and a 32 percent commercial demand. Despite minor fluctuations, these demand characteristics have remained relatively stable over the last ten years.

Figure 13-2: City of Mesa Historic Demand On and Off Project

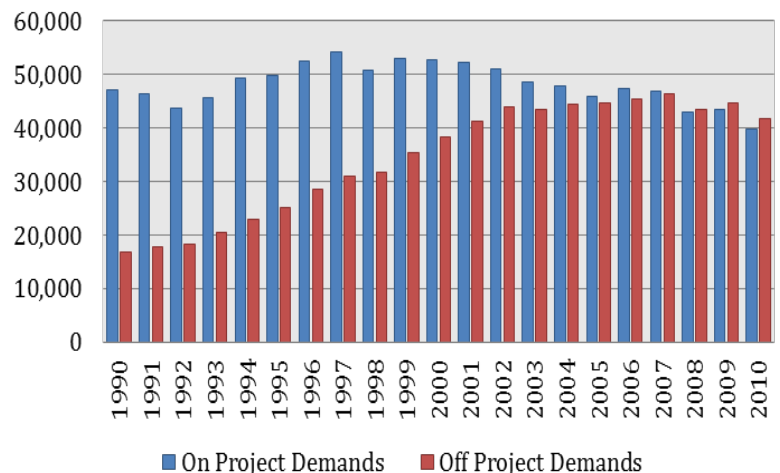


Figure 13-3: On-Project Water Demands



Figure 13-4: Off-Project Water Demands



Existing Facilities

The City operates a variety of water treatment, production, and transportation facilities including water treatment plants, wells, and wastewater reclamation plants (see Figure 10.1).

Water Treatment Plants

The City owns the Brown Road Water Treatment Plant (WTP) and owns capacity at the Val Vista WTP. The City's current capacity at the Val Vista WTP is 101,000 acre-feet per year. The Brown Road WTP has a capacity of 81,000 acre-feet per year.

Wells

The City has 33 active wells for water production netting approximately

90,000 acre-feet per year of pumping capacity.

Water Reclamation Plants

The City owns and operates the Southeast Water Reclamation Plant (WRP) and the Northwest WRP (near Baseline Road and Power Road and near Loop 101 and Loop 202, Mesa, respectively). The Southeast WRP currently has an approximate treatment capacity of 9,000 acre-feet per year, while the Northwest WRP has an approximate treatment capacity of 20,000 acre-feet per year. Mesa is also a partial owner of the 91st Avenue WRP (91st Avenue near Southern Avenue alignment, Tolleson) with 32,000 acre-feet per year of capacity and part owner and operator at the Greenfield WRP with another 4,500 acre-feet per year.

Recharge Facilities

The City owns 24.86% of recharge capacity at the Granite Reef Underground Storage Project (GRUSP). This project was re-permitted in 2012 at 93,000 acre-feet per year.

Current Supplies

The City of Mesa has numerous legally distinct sources of water, which can be grouped together based on the source of water.

Water from the Salt River Project

Mesa has a significant amount of land within the Salt River Valley Water Users Association service area with rights to water from the Salt and Verde Rivers.

The majority of Salt and Verde River water delivered by SRP to Mesa is treated to drinking-water standards at the Val Vista Water Treatment Plant located at Lindsay and McDowell roads.

Rights to Salt and Verde River water are appurtenant to certain lands within the Salt River Valley Water Users' Association (SRVWUA). The term "appurtenant" means that, with few exceptions, the rights to the water stays with the land that it is attached to, and cannot be moved to or used on other land. Therefore, while there are approximately 26,000 acres of land within Mesa's water service area that carries with it rights to SRP water, this water cannot be used anywhere but on the land to which the rights are appurtenant. In most years, Mesa is entitled to more SRP water than it can use on the lands with SRP water rights.

The amount of SRP water to which municipalities are entitled is difficult to quantify because the amount changes each year based on the entitlement to Normal Flows, quantity of water stored in SRP reservoirs, and the current and projected flows of the Salt and Verde Rivers. In recent years, however, a SRP Shareholder has been entitled to three acre-feet per acre, most of which is surface water. Demand for on-project lands that Mesa serves was 42,000 acre-feet in 2011.

Colorado River Water from the Central Arizona Project

Mesa's second-largest source of surface water is delivered through the Central Arizona Project (CAP). The Central Arizona Project is operated by the Central Arizona Water Conservation District (CAWCD). The CAWCD pumps water from the Colorado River at Lake Havasu to Maricopa, Pinal, and Pima Counties.

While all water currently delivered through the CAP is physically the same — Colorado River Water —, the water that Mesa receives through the CAP differs in price, legal title, and priority. Currently, Mesa has access to Subcontract water, Gila River Indian Community Contract water, Wellton-Mohawk water, Hohokam water, Salt River Pima-Maricopa Indian Community (SRPMIC) Lease water and SRPMIC settlement water through the CAP system. Most water received through the CAP system is treated to drinking water standards at Mesa's Brown Road Water Treatment Plant, and can be used anywhere in the Mesa water service area.

Subcontract Water

In 1984, Mesa entered into a Subcontract with the Bureau of Reclamation and the CAWCD to receive what is called Municipal and Industrial (M&I) Priority water. Currently, Mesa is entitled to 43,503 acre-feet of M&I Priority water.



Wellton-Mohawk Water

Mesa owns rights to 2,761 acre-feet per year of Wellton-Mohawk Irrigation District water. The Wellton-Mohawk Irrigation District is located on the Colorado River near Yuma.

Hohokam Water

In December of 1993, Mesa signed another Subcontract with the Bureau of Reclamation and the CAWCD for delivery of a water supply referred to as Hohokam Water. Hohokam Water is CAP Agricultural Priority that was transferred by the Secretary of the Interior to the Cities of Chandler, Mesa, Phoenix, and Scottsdale as replacement water for a dam that was scheduled to be built but never completed.

The amount of Hohokam water available to Mesa was quantified as part of the Arizona Water Settlement Agreement at 4,290 acre-feet of CAP Non-Indian Agricultural Priority Water until 2043, at which time this amount will convert to M&I Priority.

SRPMIC Lease Water

As part of the Salt River Pima-Maricopa Indian Community (SRPMIC) water settlement, Mesa leases 1,669 acre-feet per year of SRPMIC Indian Priority Water. The lease expires in 2098.

SRPMIC Assignment Water

In accordance with the SRPMIC water settlement agreement, Mesa was assigned 627 acre-feet per year of

Roosevelt Water Conservation District (RWCD) Agricultural Priority water.

Gila River Indian Community CAP Water

The City also has access to CAP water equivalent to M&I priority through the Gila River Indian Community's Contract for CAP water. This water is available to Mesa through an exchange with the Community, discussed in more detail below.

Salt River Water from New Roosevelt Conservation Space

In 1986, the United States, the CAWCD, Maricopa County Flood Control District, SRP, Chandler, Mesa, Phoenix, Scottsdale, Tempe, and the State of Arizona, reached agreement on funding for an increase in capacity to Roosevelt Dam. In exchange for its monetary contribution, Mesa is entitled to 15% of the capacity in New Roosevelt Conservation Space, with a permit to appropriate up to a maximum of just over 67,958 acre-feet per year.

As of 2011, Mesa had approximately 32,000 acre-feet of NCS water stored at Roosevelt Dam. NCS water is treated at the Val Vista Water Treatment Plant or delivered to the Granite Reef Underground Storage Project (GRUSP) for recharge. This water can be used anywhere in Mesa's water service area meaning either On-Project or Off-Project.

Reclaimed Water

Mesa currently produces approximately 40,000 acre-feet of reclaimed water every year. In recent years, public interest in reclaimed water has grown substantially as reclamation and wastewater treatment technologies have continually improved. Mesa's reclaimed water reuse has evolved from only providing direct water supplies to water intensive turf facilities and filling artificial lakes, to now providing cooling water during the power generation process at the Palo Verde Nuclear Power generating station and providing stored supplies for indirect potable reuse.



One way stored water supplies are created is when reclaimed water is recharged artificially into the aquifer and recovered as groundwater for later use. This use of reclaimed water is called a “recharge and recovery” strategy. By this method, reclaimed water is recharged either directly into the aquifer or is delivered to a Groundwater Savings Facility partner. In either case, Long Term Storage Credits are created. Later,

groundwater is pumped from a permitted recovery well, and the Long Term Storage Credits are recovered. Mesa has approximately 92,000 acre-feet of Reclaimed Water Long Term Storage Credits.

Mesa also has a water exchange agreement with the Gila River Indian Community (GRIC) through which Mesa will ultimately deliver 29,400 acre-feet per year of reclaimed water to the GRIC and receive in exchange 23,530 acre-feet per year of the Community's CAP water. Through this agreement Mesa sends treated effluent to the Gila River Indian Community for use on non-agricultural crops. In exchange, Mesa gets four gallons of GRIC's raw CAP water allocation for every five gallons of treated effluent we provide to GRIC. Mesa treats this additional allocation of raw water at the Brown Road Water Treatment Plant to drinking water standards to help meet the public water demands. This agreement allows Mesa to exchange what is essentially a non-potable water supply for a potable supply that can be used for domestic purposes.

Groundwater in the Mesa Service Area

The Phoenix Active Management Area (AMA) is working towards a goal called “Safe Yield.” Safe Yield is defined as a balance between groundwater withdrawals and natural and artificial recharge. Arizona

Department of Water Resources (ADWR) policies dictate that Mesa must curtail groundwater use in order to continue its designation as having a 100-year assured water supply.

However, groundwater use that is consistent with the safe yield goal is permitted. The recovery of Long Term Storage Credits by pumping stored water underground is permitted because the credits represent either surface water or effluent that has been stored in the aquifer. In addition, cities are credited for incidental recharge. Natural and incidental recharge is the amount of water that percolates into the aquifer after the water has already been used for things like irrigation, watering lawns or controlling dust. Mesa is credited with approximately 5,100 acre-feet of incidental recharge each year. In addition, Mesa is credited with a groundwater allowance account of 6,408 acre-feet per year for the next one hundred years. Groundwater can be withdrawn from any permitted well in the Mesa water service area.

C. Plan Elements

Goal: Maintain a water resources program that ensures an adequate, reliable supply of water delivered efficiently to customers to help create and maintain great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high quality public spaces and

cultural amenities.

General Policies and Strategies

Water Resources P1:

Develop and maintain the physical and legal availability of sufficient supply sources to meet water demands.

Water Resources P2:

Develop and maintain a diverse portfolio of water supplies that can meet current, committed, and future demands through prolonged drought conditions.

Water Resources P3:

Maximize renewable water supply development for use and reuse for the benefit of Mesa's residents, businesses, and industries.

Water Resources P4:

Ensure lost and unaccounted for water is reduced to the lowest possible amount and exceed regulatory requirements.

Water Resources S1:

Meet and exceed the federal, state, and local regulatory water quality requirements.

Water Resources S2:

Provide education and incentives to encourage water conservation.

Programs

The City of Mesa has examined water needs for the community through build out. Planning to meet the future water needs includes planning for drought. For more information regarding Mesa's

plans for water conservation see Chapter 9. Environmental Planning and Conservation.

The City has extensive plans for meeting existing and future water demands, which are summarized in the following sections. For a more thorough discussion of the City's water plans, please refer to the Water Resources Master Plan update 2011.

Meeting Demand

On Project

Currently, On-Project demand is around fifty percent of total demand in the City of Mesa, or approximately 40,000 acre-feet per year. Demand On-Project is ultimately expected to reach approximately 65,000 acre-feet per year. Little growth in demand is expected because the SRP region encompasses Mesa's traditional city center, in which there is limited vacant land or room for major development.

Current On-Project supplies are available at more than 70,000 acre-feet of water per year. The City of Mesa has enough water supplies in the SRP region to support current, committed, and future demands at build out levels.

Off Project

Off-Project demand is projected to increase from approximately 42,000 acre-feet to nearly 110,000 acre-feet. Also, it is predicted that the mix of this demand will change from predominantly single-family residential

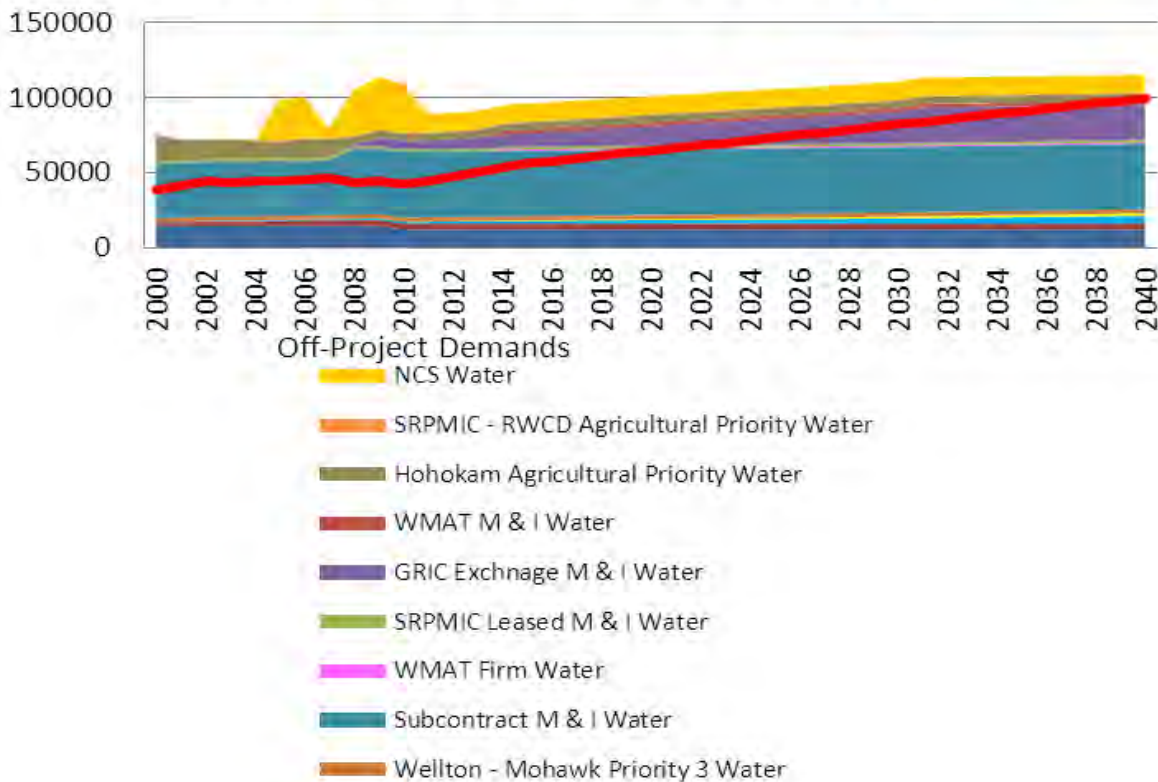
to a more even split between commercial and residential uses.

Off-Project supplies that are currently physically and legally available to the City of Mesa are more than 80,000 acre-feet. However, Mesa anticipates having ample supplies and the necessary infrastructure to meet Off-Project demand of nearly 110,000 acre-feet. To meet this demand, Mesa intends to:

- Increase the amount of GRIC exchange CAP water available through increased effluent deliveries to the Community;
- Acquire additional CAP water through ongoing Indian Settlements and other supplies as they become available;
- Develop infrastructure that is compatible with the available water resources and location and timing of water demands;
- Create additional Long-Term Storage Credits through direct recharge facilities;
- Continue to drill the wells necessary to recover stored water credits; and
- Develop the infrastructure necessary to make beneficial use of reclaimed water through exchange, storage underground for Long-Term Storage Credits and direct delivery to turf facilities.

The supplies that are anticipated to be legally and physically available in the future are shown in Figure 13-5.

Figure 13-6: City of Mesa Projected Supplies and Demand Off Project



As is clearly illustrated on the chart, Mesa anticipates having ample supplies to meet future demand OffProject. However, the actual mix of the supplies acquired, developed, and used may change over time as regulatory, physical, political, and other circumstances change.

Drought Planning

Surface water supplies, namely Colorado River, Salt and Verde River water, may be reduced during droughts. Shortage on the Colorado River system is not expected to occur

until after the year 2030, when the upper Colorado River basin states may be making full use of their allocation of Colorado River water. During a prolonged severe drought on the Colorado River, it is projected that the

CAP supplies could be reduced by up to thirty (30%) percent. Eighty percent (80%) or more of this shortage could be made up for through recovery of surface water stored underground by the Arizona Water Banking Authority (AWBA). However, Mesa would be responsible for making up any percent supply reduction not covered by the AWBA. Mesa would also be responsible for covering any supply reduction caused by drought on the Salt and Verde River water systems.

For these reasons, Mesa has accumulated nearly 500,000 acre-feet of Long-Term Storage Credits that can be pumped by any well in Mesa's service area and used as an augmentation supply during times of shortage. In addition, it is the Water Resources Department intent to drill new wells to keep up with demand requirements and drought pumping. Therefore, it is expected that Mesa will have both the water and the infrastructure necessary to meet all future demands even during severe drought conditions.

Wellhead Protection Planning

The City of Mesa has established a Wellhead Protection Plan. This plan is designed to protect underground water resources through proactive contamination monitoring, prevention, and management. The plan monitors "Wellhead Protection Areas", which encompass the surface and subsurface areas around the City's water supply

wells. These areas are important to monitor because contaminants can be transported to these areas and ultimately reach the source water for the wells. By tracking contamination in the Wellhead Protection Areas, the City can better assure a reliable resource of clean water and better wellhead placement.

Aquifer Management

The City of Mesa relies on groundwater from the East Salt River Valley (ESRV) Sub-basin, which encompasses the eastern part of the AMA. The cities of Phoenix, Scottsdale, Tempe, and Chandler, and the towns of Superior, Apache Junction, Gilbert, and Queen Creek also share the ESRV sub-basin with Mesa. Though water providers across these cities and towns have varied access to water supplies beyond the groundwater in the ESRV sub-basin, all of the providers view the sub-basin as a critical source of water.

In 2001 Mesa played an instrumental role in the creation of the East Valley Water Forum. The Forum is a voluntary partnership of Federal and State water agencies, Indian communities, Municipalities, irrigation districts, and interested stakeholders involved in water resource management within the ESRV groundwater sub-basin. Since its inception, the Forum has worked to ensure that groundwater remains a long-term viable source of water. To that end, the Forum's members share ideas, identify common interests, and

discuss and explore water infrastructure development and groundwater resource management strategies. Ultimately, the Forum provides an important organizational framework for the development and implementation of innovative water management solutions.

Water Reuse Planning

Several decades ago reclaimed water was considered nuisance water and the public's interest in reclaimed water and reuse was not what it is today. Today reclamation and wastewater treatment technology is continually providing some of the highest quality water supplies for reuse, while also providing new benefits for power generation at the Palo Verde Nuclear Power Generating Station. The City of Mesa is currently pursuing opportunities to maximize reclaimed water supply usage and reliability through a comprehensive study of reclaimed water. This study will help the City ensure that current and future water demands are met and that the opportunities for reclaimed water reuse are safe, economically viable, and provide the greatest benefit to the City.

Potable Water Service and Facilities

The City of Mesa is the certified provider of water service for the majority of the Mesa Planning Area. It serves more than 435,000 people within the water service area. In addition, the Arizona Water Company provides service to an approximate four square mile area in

the eastern region of the planning area.

The City Zone serves the western region of the City, receiving an average of 50 million gallons of water daily from the Salt and Verde Rivers, which is treated at the Val Vista Water Treatment Plant.

The majority of the City's customers are located within East Zone. The East Zone provides water to the eastern region of the City and receives an average of 30 million gallons of water daily from the Colorado River via the Central Arizona Project (CAP) Canal to the City's CAP Water Treatment Plant. An approximate network of 2,300 miles of potable water transmission lines and distribution lines provide service to all developed areas of the City. Additional water is provided through the City's network of 33 wells that provide groundwater from depths ranging from 800 to 1,200 feet.

In terms of supply, the Eastern Canal is the boundary for on and off-project water delivery by the Salt River Project (SRP). This boundary is important because it denotes areas to the east that will be provided water supplied by the City. In the past, new development in the majority of this area was served by underground wells.

Due to the fact that two-thirds of the City was served by SRP, the City in the mid-1980s purchased the water rights to an approximate 37,000 acre area in Pinal County for its water rights. It also began the process of investing in needed infrastructure improvements to tap its supply of CAP water for potable



use. In 1993, the City evaluated its existing and future water resources in the form of a strategic plan to ensure the adequate timing and delivery of water for its residents and businesses.

Wastewater/Sewage Collection and Treatment

The City of Mesa is the certified provider of sewage collection and treatment for the incorporated area of the City. It has invested in the implementation of trunk, collection, main, and lateral lines to serve the residents and businesses.

The City has two sewage treatment plants:

- The Northwest Water Reclamation Plant located north of Rio Salado Parkway and west of Dobson Road.
- The Southeast Water Reclamation Plant located north of Baseline Road and east of the RWCD canal.



Section IV. Administration and Implementation

The previous sections of the General Plan describe the vision, goals, policies, and strategies for furthering the evolution of Mesa into a more recognizable, complete city. These efforts will be successful only if the Plan is properly administered and implemented. This section of the Plan

describes the actions that will be used to implement the approved Plan. This section includes discussion of Financing a Maturing City (Chapter 14), Development Review (Chapter 15), and Plan Implementation and Amendment (Chapter 16).

CHAPTER 14. FINANCING A MATURING CITY

A. Introduction

This chapter of the Plan describes the funding mechanisms available to fund the continuing operation and maintenance of the City as well as those methods available to fund new development. A purpose of this chapter is to assure that new development pays its “fair share” of the cost of additional public services necessary to serve that development, with exceptions allowed when in the public interest. This chapter also includes information regarding potential funding sources for providing public services and infrastructure as the existing systems mature during the next 25 years. As with the other chapters, a primary objective is to identify tools available to help the city evolve over time into a more complete, recognizable city and address the three guiding principles.

The City of Mesa provides a wide range of infrastructure, facilities, and services to its residents and businesses. These services, including such things as streets, public utilities, public safety (police and fire), housing assistance, solid waste, libraries, parks and recreation, redevelopment and transit, have been provided through a variety of funding methods.

The City of Mesa uses two major tools to fund the services it provides, a Budget (Operating) Plan and a Capital Improvements Program (CIP), both of which are updated annually and are closely linked to the General Plan. Due to the City's tremendous population growth over the past decades, the

City's Budget Plan and Capital Improvements Program have grown rapidly, thereby allowing the City to continue to provide required infrastructure, facilities, and services.

The City of Mesa has grown at a fast pace over the last 30 years and has become the 38th largest city in the nation. The impact of development on the provision of municipal services in Mesa during this time was tremendous. In order to support services to the existing population and pay for future services to serve new development, it is important to first consider a number of issues regarding cost of development and maintenance of the city.

These issues may be summarized as follows:

- How will new development pay for their fair share of providing new public services needed?
- How will the City improve public services to existing development when needed?
- How will the City operate and maintain public services to new development and to upgrade existing public services?
- How will the City pay for the cost of providing public services through available funding mechanisms given the challenges of the future, such as improving deteriorating infrastructure and providing improved services based on new technology?

In order to address these issues, it is important to consider a number of existing and potential revenue sources. Revenue sources and funding mechanisms can be considered in two categories: General Funding Mechanisms and New Development Revenue Sources. Both are described below, as follows:

B. Review of Funding Tools and Mechanisms

General Funding Mechanisms

A wide variety of funding mechanisms are available to Arizona municipalities to meet the cost of public services through both the Budget Plan and the Capital Improvements Program. Facilities and services that are provided to all citizens as a benefit of living in the City are paid for by a number of revenue sources. Examples of specified revenue sources are secondary property taxes for General Obligation bonds, Highway User Revenue Funds for roadways and public utility payments for water, sewer, and gas service. Following is a complete list and description of available general funding sources:

Sales and Use Taxes

A sales tax generates revenues by imposing a tax on retail and other sales activities. A use tax is imposed on items used within a business on which a sales tax has not been charged. Municipalities in Arizona may impose sales and use taxes on sales and use activities within their boundaries.

The City of Mesa charter requires a vote of the people for the establishment of a

sales tax greater than 1.0%. The City of Mesa's current local sales tax rate is 1.75%. In March of 1998 the voters of Mesa approved a Quality-of-Life Sales Tax of 0.50%. Half of the rate (0.25%) was allocated to capital and infrastructure improvements within the Public Safety, Culture, Parks, Streets and Aquatics programs. The remaining half (0.25%) was allocated to fund the operations and maintenance of the new facilities. The capital portion of the sales tax was adopted for a ten-year time period and was discontinued as scheduled as of July 1, 2006. The operations portion of the rate was adopted as an on-going tax rate.

In May of 2006, the voters of Mesa approved an increase of the general sales tax rate by 0.20% and instituted a new sales tax of 0.30% allocated to the streets program. These new rates became effective on July 1, 2006.

Specialty Industry Tax

Municipalities in Arizona may impose specialty industry taxes, such as hotel bed taxes and rental car taxes. These taxes are typically paid for by visitors to the municipality (i.e., non-residents) and are used to fund specific services, such as tourism, cultural or sports related facilities. Specialty industry taxes may be used to fund both operating and capital expenditures. The advantage of a specialty industry tax is their payment by non-residents and the application of their revenues for specific purposes.

Most municipalities have adopted a bed tax in addition to their local sales tax. A bed tax is a special excise tax on hotel and motel room rentals. The proceeds from the bed tax are used

primarily for the promotion of tourism either directly by the City or by a nonprofit organization that promotes tourism. The City of Mesa currently imposes a 5% hotel bed tax. In March of 2004, City of Mesa voters approved an increase of 0.5% in the bed tax, which at that time increased the percentage rate to 3% effective July 1, 2004. In November 2010, the voters approved an increase of 2% in the hotel bed tax which became effective January 1, 2011.

General Obligation (GO) Bonds

The City may issue general obligation bonds to provide funding for certain capital improvement purposes. The issuance by the City of general obligation bonds is subject to prior voter approval, and to certain constitutional and statutory limitations in regard to the amount and purposes for which the City may issue such debt. The annual debt service requirements of such bonds are secured and payable from a continuing, direct, annual, ad valorem tax to be levied against all of the taxable property located within the boundaries of the City without limit as to rate or amount.

Revenue Bonds

The City may issue revenue bonds to provide funding for specific types of capital improvement projects. Revenue bonds generally are issued as (1) utility systems revenue bonds, (2) street and highway user revenue bonds or (3) excise tax revenue bonds. Utility systems revenue bonds require voter authorization for issuance, and are special obligations of the City secured and payable solely from the net

revenues generated by the City's utility systems (i.e., water, wastewater, natural gas, electric and solid waste systems). Street and highway user revenue bonds require voter authorization for issuance, and are limited obligations of the City secured and payable solely from certain highway user taxes and motor vehicle fuel tax revenues collected by the State and returned to the City for street improvement purposes. Excise tax revenue bonds do not require voter approval for issuance, but may indirectly be put to a vote should approval of additional City excise taxes be required for their payment (i.e., the City's "quality of life" issue in 1998). While utility systems revenue bonds and street and highway user revenue bonds may be issued to finance only utility systems or street improvement projects, respectively, excise tax revenue bonds may be issued to finance virtually any capital improvement project that may be legally undertaken by the City.

User Charges

User charges recover costs for services provided under a municipality's authority to protect and promote the health, safety, and general welfare of its citizens and businesses. Services for which user charges may be leveled include utilities (electricity, gas, water, wastewater), solid waste collection, and recreation. Charges may be structured in varying manners, such as flat monthly fee (e.g., solid waste collection) or on a unit basis (e.g., kilowatt hours of electricity), and may also include fixed one-time or monthly connection charges.

User charges have a variety of advantages, including flexibility in terms of use, a direct relationship between use and charges, enabling capital expenditures outside tax or spending limits, generation of revenues that are bondable (e.g., revenue bonds), administrative efficiency, and ability for use in a variety of development types (e.g., existing, emerging and new).

The City of Mesa operates the following eight enterprise funds that levy user charges: electric, gas, water, wastewater, solid waste management, airport, golf course, and community center. In addition, the City of Mesa levies charges for the use of a wide variety of facilities and/or activities, such as general government, culture, parks and recreation.

Property Tax

Arizona property taxes are composed of a primary and a secondary component, with the primary component used to fund operating expenses and the secondary component used to fund special obligations, such as the repayment of bonds and budget overrides. Primary property taxes are subject to limits imposed by the State, while secondary property taxes are not subject to limits. Unlike most other cities in Arizona, Mesa only imposes a secondary property tax based on the assessed value of property in the community.

A property tax may provide an advantage for the City in that they are a potentially large and stable source of revenue; they are familiar to citizens/businesses; they have limited risk

of taxpayer avoidance; they have flexibility in terms of the expenditure of tax revenues; and they are deductible from income taxes.

Funding Mechanisms Specific to New Development

In order to determine cost of public services specific to new development, the associated impact of the project on the City's infrastructure must be determined. The impact may be seen as the necessary expense for meeting established City standards for properly serving the new development. For instance, roadway improvements, police and fire service, and utility linkages will be required to assure that City standards are met. Certain services are paid through the Budget and CIP Plans, however, new development must also pay their fair share of providing such improvements to offset impacts that they have created. Public service or infrastructure improvements required by the impact of new development may be either on-site or off-site. On-site includes streets, infrastructure, and other amenities within the boundaries of the platted area of the new development. Off-site improvements are those that are beyond the boundaries of the new development based on impacts at a greater scale than on-site (e.g. additional impact on a water treatment facility, additional fire stations needed, etc.).

On-site improvements are required by the City as the developers' cost of development as part of their subdivision improvements, zoning and other City Code standards. Further requirements may be the result of development

agreements or stipulations associated with the City Council approval of the new development. The cost of constructing on-site improvements are most often born by the developer, although operation and maintenance of these roads, utilities and other services are often given to the City through dedications.

Off-site improvements that may be proportionally assigned to the new development by the City may be funded according to specific mechanisms, such as special assessments or improvement districts. For new commercial developments, mechanisms such as user fees and sales taxes may be used.

Following is a complete list of the funding mechanisms available for new development activities:

Special Assessment Financing

Under the provisions of Title 48, Arizona Revised Statutes, the City may create certain types of special districts within the boundaries of the City for the purpose of providing financing for (1) construction of capital improvement projects, (2) the annual maintenance costs associated with certain types of capital improvement projects, and/or (3) the delivery of certain “enhanced municipal services”, all or any of which must be of a “local benefit” to properties located within such districts. Annual assessments are levied by the City upon the properties located within such districts for these purposes according to the proportionate benefits derived by such properties, as calculated by the City pursuant to statute. The City may establish

traditional improvement districts for financing the cost of specific capital improvement projects through the creation of special assessments payable by property owners “up-front” in cash, or over time through the issuance of improvement district bonds. The City may establish special districts for the purpose of levying annual assessments for the payment of certain project maintenance costs. Or the City may establish special districts, such as community facilities districts, which may legally accomplish both capital project construction and project maintenance purposes.

Development (Impact) Fees

Impact or development fees are one-time fees imposed on developers to fund the “fair share” proportion of additional public infrastructure and facilities required for new development. Impact fees are subject to strict legal tests that focus on a logical, proportional and beneficial relationship existing between the fees imposed and the benefits received by the new development. Development fees have numerous advantages, including requiring new development to pay for the costs it imposes, increased coordination between growth and public services, reduced need to raise taxes to pay for growth, and cost transparency for developers (in comparison with exactions which tend to be highly variable).

Due to changes in state law, the City of Mesa discontinued the collection of General Government and Cultural Development (Impact) Fees on January 2, 2012. In accordance with the new

statute, the City of Mesa will continue to assess current development fees adopted in 2007 and use them solely for principal and interest payments on existing eligible debt. This includes new development for water, wastewater, storm water, parks, libraries, fire, and police services. These fees vary by type of land use and density/intensity of new development.

Dedications and Exactions

Dedications are the transfer of on-site land and/or facilities from a private entity to a municipality at no cost. Municipalities generally require the dedication of on-site land necessary for roadways, utilities, drainage, and large public facilities (e.g., parks, recreation, cultural facilities), and may also require the dedication of related facilities at municipally specified standards (e.g., arterial roads, storm sewers, neighborhood parks).

Exactions are negotiated contributions of off-site land or facilities by a developer in return for approval of the proposed project. Exactions are typically negotiated on a case-by-case basis for provision of major off-site infrastructure facilities (e.g., pump-lift station, sewage treatment plan) for large subdivisions or annexations. Linkage programs are a related funding mechanism that can be used to require off-site facilities (e.g., low-income housing) in return for development approval.

The City of Mesa requires various dedications, including roadway rights-of-way, roadways and related facilities (pavement, curbs, sidewalks, water and

sewer lines, fire hydrants, sewer lines, street lights, signage, alleys, etc.).

Development Agreements

Municipalities may enter into voluntary agreements with property owners to protect or reserve land for public purposes, protect environmentally sensitive land, and/or to preserve historic structures. Such agreements may regulate property use, density, height, and other characteristics. While strictly voluntary in nature, development agreements may be used to attain goals such as the preservation of open space, the provision of land for public facilities, and the preservation or redevelopment of historic buildings. These agreements may also provide mechanisms for funding of various improvements contained in the development.

Privatization or Public-Private Partnerships

The private provision of facilities and/or infrastructure may take a number of forms, including contracting out (e.g., vehicles or machinery), franchise agreements (e.g., the right to provide utility service to specified area), and specific projects (e.g., convention center, major sports facility). Similarly, public-private partnerships involve a sharing of the cost of facilities or infrastructure between the public and private sectors. These forms of financing must be beneficial to both parties and guarantees should exist such that community security and equity will not be compromised.

Alternative Funding Sources

Where available, Mesa is taking advantage of alternative public and public-private means to raise funds for capital improvements and associated operating costs for new projects. Some examples include but are not limited to:

- WIFA (Water Infrastructure Finance Authority) Loans
- Partnerships with non-profits which coordinate endowments and donations for recreational uses
- Zoning incentives, in conjunction with development agreements
- Economic development capital investment incentives
- Federal and state grants

C. Plan Elements

Goal: Provide funding for excellent public services and infrastructure in support of new and existing neighborhoods, business and industry, and public spaces and cultural resources in a manner that sustains the City's financial health.

General Policies and Strategies

Finance P1:

Maintain a broad-based financing structure that ensures the City has the resources available to provide the infrastructure and services needed to help Mesa evolve into a complete, recognizable City.

Finance S1:

Annually evaluate in a comprehensive manner the cost of providing public services in the City of Mesa.

Finance S2:

Periodically evaluate and update existing funding mechanisms to consider the cost of providing public services to new development.

Finance S3:

Integrate public service requirements due to new development into the annual City Budget Plan and Capital Improvement Program.

Finance S4:

Periodically prioritize and integrate selected public service improvements to existing development into the annual City Budget Plan and Capital Improvement Program.

Finance S5:

Periodically undertake comprehensive studies to evaluate the efficiency and legality of existing and potential funding mechanisms for the provision of public services to new and existing development.

Finance S6:

Annually prepare and distribute concise, easy to understand summaries in text, tabular and graphic form of the annual *Budget Plan*, *Capital Improvement Program*, cost of public services studies, level of service studies, funding mechanism studies, and related studies.

CHAPTER 15. DEVELOPMENT REVIEW

A. Introduction

One of the keys to implementing the 3 guiding principles of this Plan will be to review development proposals for consistency with these principles and the other goals and policies contained in this Plan. While there is a desire for flexibility and for the ability to respond quickly to high quality projects and changing market demands, there is also a responsibility to maintaining the focus on creating and maintaining a variety of great neighborhoods, growing and maintaining a stable and diverse job base, and providing rich, high quality public spaces and cultural resources. As projects are reviewed and competing issues arise, it will be the responsibility of the approving body to weigh and balance these needs in the best way possible to meet the three guiding principles and continue to move Mesa forward to becoming a more recognizable, complete city.

B. Criteria for review of development

State statutes require that all adopted zoning and rezoning ordinances be consistent with the adopted General Plan. Determining consistency with the General Plan requires a review of the proposal against the character area requirements and the other goals and policies of the Plan and any adopted sub-area plans. The following criteria have been developed for use during the review process to determine whether or not the proposed

development is achieving the vision and goals established in this Plan and thus meeting the statute requirements.

1. Is the proposed development consistent with furthering the intent and direction contained in the General Plan?
2. Is the proposed development consistent with adopted sub-area or neighborhood plans?
3. Is the proposed development consistent with the standards and guidelines established for the applicable character type(s)?
4. Will the proposed development serve to strengthen the character of the area by:
 - Providing appropriate infill development;
 - Removing development that is deteriorated and/or does not contribute to the quality of the surrounding area;
 - Adding to the mix of uses to further enhance the intended character of the area;
 - Improving the streetscape and connectivity within the area;
 - Improving safety within the area;
 - Adding to the sense of place; and,

- Meeting or exceeding the development quality of the surrounding area?
5. Does the proposed development provide appropriate transitions between uses? In more urban areas these transitions should generally be accomplished by design elements that allow adjacent buildings to be in close proximity to one another. In more suburban locations these transitions should be addressed through separation of uses and/or screening.
 6. Compliance with the character area is based on both the zoning being consistent with the range of zoning designations approved for each character type and on the development form, design, and quality being consistent with the standards and guidelines provided in this Plan, any adopted sub-area or neighborhood plans, and the context of the neighborhood surrounding the proposed development.



CHAPTER 16. PLAN IMPLEMENTATION AND AMENDMENT

A. Implementation Tools

The following tools will be used to assist in the implementation of the General Plan.

Zoning Ordinance

The zoning ordinance describes the permitted development on each parcel of property. The ordinance establishes permitted land uses and the appropriate location, size, and height of structures, among other factors. The intent of the ordinance is to provide minimum requirements in support of the General Plan. The zoning ordinance is the primary tool available to turn the goals and policies of the General Plan into specific development requirements.

The City of Mesa has utilized a typical zoning ordinance, known as a Euclidean Code, which strives to group like uses together and separate uses that might be considered incompatible. In the latest update to the zoning ordinance adopted July 2013, and through the addition of a form-based code, greater efforts are being made to focus on the form the development takes and allow the integration of uses to create a more mixed-use environment where appropriate.

Subdivision Regulations

Subdivision Regulations govern the procedures and requirements under which property may be subdivided for development. They include design standards, engineering requirements,

and utility provisions. These regulations provide that property offered for sale has all of the provisions for quality development. They also help ensure that future public costs are minimized by requiring the installation of high-quality improvements.

Capital Improvements Plan

The Capital Improvements Plan (CIP) provides a significant opportunity to implement the General Plan. The CIP describes the location and timing of needed public facilities. It sets the priorities and funding for these projects over a five-year period. In addition to providing the needed public infrastructure, the Capital Improvements Plan can guide the location of new private development by controlling the timing and placement of the required public improvements. The General Plan should be a guide for the annual updating of the CIP.

Design Guidelines

Design Guidelines provide a framework for evaluating new development proposals on the basis of design, architecture, compatibility, landscaping, and other factors.

Annual Budget

The Municipal Budget directs the expenditures of the City each year. Operating under State spending limitations and the available tax revenues,



the budget sets priorities for activities and projects. These funding decisions have a significant impact on the future development of Mesa.

Annexation and Utility Service Guidelines

The City's annexation policies describe the location and timing of the inclusion of additional property within its corporate limits. Annexation provides the advantages of city services to the property owner. In combination with policies regarding the provision of utilities, annexation decisions can be an effective growth management tool.

Utility service policies govern the location and conditions for the provision of utility extensions and hookups to municipal systems beyond City limits. By regulating the placement of utilities, these policies can measurably affect the location and timing of development.

B. Neighborhood and Functional Plans

In addition to this General Plan, the City also creates and utilizes sub-area, neighborhood, and functional plans to address more specific needs of the community, and city operations. These plans provide details related to the general direction and policies contained in this Plan. They include actions, cost analyses, and other provisions that will assist in the implementation of the provisions of this Plan. While the General Plan sets the direction, these plans provide the methods and means for realizing the goals, policies, and strategies.

Neighborhood and functional plans that will assist in the implementation of the

General Plan includes those summarized below. These plans will be updated from time to time as necessary to respond to changing conditions. Further, additional plans will be developed over time to meet the needs of the community. These plans must be approved by the City Council prior to implementation. Sub-area and neighborhood area plans will be considered and adopted following the requirements for minor plan amendments and, when adopted, become part of the General Plan.

Transportation Master Plan

The 2040 Transportation Master Plan provides the details for implementing the goal, policies, and strategies of the Transportation chapter of the General Plan. It describes the existing and future transportation conditions in the Mesa. Detailed descriptions of needs and costs are provided for the street system, public transportation, bicycles, pedestrians, the downtown area, and transportation demand management. The Transportation Master Plan also describes the current and potential funding sources to meet the capital, operations, and maintenance needs of the City.

Parks, Recreation and Commercial Facilities Strategic Plan

The Parks, Recreation and Commercial Facilities Strategic Plan, Gold Medal 2025, was approved by the City Council in February 2011. This plan provides the details for implementing the Parks and Recreation portion of the goal to provide rich, high-quality public spaces and cultural resources. It describes how the PRCF Department will provide



the amenities, resources, activities, and programs needed to help promote healthy lifestyles, build a sense of community, and provide safe places for people to recreate and celebrate. The implementation of this plan includes the need to continue to develop additional planning documents, the use of an annually updated five-year implementation plan, and an annual budget.

Water Resources Master Plan

The Water Resources Master Plan 2011 is a strategic plan that sets the City's plan to provide a safe, reliable, and affordable water supply to all residential, commercial, and industrial sectors of Mesa. The plan includes information on the current water supplies and water supply development as well as the latest projections for water supply and demand. It also includes recommendations for the actions needed to provide adequate, reliable and economical water supplies into the future.

Neighborhood Area Plans

Sub-area and neighborhood plans provides a framework for future decision-making for selected small geographic areas within the community. Developed through a public participation process, these plans contain statements of principles to be followed, recommendations for strategies to achieve desired goals and objectives, and a plan of action to guide future development. It is anticipated that, in time, all areas of the community will be covered by a sub-area or neighborhood area plan. Current plans that have been adopted by Council include:

- Citrus Sub-area Plan adopted April 2003
- Lehi Sub-area Plan adopted January 2006
- Falcon Field Sub-area Plan adopted April 2007
- West Main Street Area Plan adopted December 2007
- Mesa Gateway Strategic Development Plan adopted December 2008
- Central Main Street Plan adopted January 2012

C. Goals, Policies, and Strategies

Implementation

Many chapters of the Plan include a goal and several supporting policies and strategies to help achieve the goal. Implementation of the policies and strategies depend upon the efforts of various City departments and divisions. Following is a list of all of the goals, policies, and strategies with the primary and support departments assigned to implementation of each one.



Chapter 4. Neighborhoods

Goal: Create and maintain a variety of great neighborhoods.

Policy/Strategy	Responsibility	
	Primary	Secondary
Neighborhood P1: Encourage the appropriate mix of uses that will bring life and energy to neighborhoods while protecting them from encroachment by incompatible development.	Planning	
Neighborhood P2: Review new development for the mix of uses and form of development needed to establish lasting neighborhoods.	Planning	
Neighborhood P3: Continue positive working relationship with local schools to provide parks, meeting locations, and support for neighborhoods.	Neighborhood Outreach/ Diversity Parks and Recreation	
Neighborhoods S1: Utilize grants and other funding sources to target projects and programs that will implement the goal to create and maintain great neighborhoods. Cease use of federal CDBG grants when the only development they can be used to fund will create an over-concentration of conditional use permit services/residences in a neighborhood.	Housing & Community Development	Planning
Neighborhoods S2: Enhance the neighborhood outreach program to improve development of neighborhood leaders, educate neighborhood residents regarding property maintenance responsibilities, and provide a better forum for citizen engagement and communication with the City, with businesses and with each other.	Neighborhood Outreach/ Diversity	
Neighborhoods S3: Review and update design standards and guidelines.	Planning	Engineering, Transportation



Neighborhoods S4: Establish and maintain ongoing process for improving connections and walkability in existing neighborhoods by installing sidewalks where needed and improving the amount of shade and other amenities along sidewalks.	Transportation	Engineering, Planning
Neighborhoods S5: Investigate strategies and incentives to encourage appropriate infill consistent with neighborhood goals and values.	Planning	Neighborhood Outreach/ Diversity
Housing P1: Encourage a range of housing options in all areas of the City in order to allow people to stay in their neighborhood as their housing needs change.	Planning	Housing & Community Development
Housing S1: Update the City's Housing Master Plan.	Housing & Community Development	Planning
Redevelopment P1: All new developments will be evaluated for consistency with the character area form standards for their area and with criteria listed above for creating great neighborhoods.	Planning	
Redevelopment P2: Encourage and facilitate infill development that improves the quality of the neighborhood.	Planning	Neighborhood Outreach/ Diversity
Redevelopment S1: Develop tools and processes to assist property owners and developers with redevelopment and retrofitting of existing shopping centers into Village Neighborhood Centers.	Planning	Engineering
Redevelopment S2: Continue to implement a code compliance program that provides education on standards, actively monitors the conditions in neighborhoods, and works with neighborhood residents to maintain a high level of property maintenance, including where necessary swift enforcement and timely penalties for intentional disregard of the City's property maintenance ordinances.	Code Compliance	Neighborhood Outreach/ Diversity



Redevelopment S3: Continue to maintain and develop neighborhood plans as an extension of the General Plan.	Planning	Multiple Departments
Redevelopment S4: Establish and maintain programs designed to assist in the organization and maintenance of neighborhoods.	Neighborhood Outreach/ Diversity	
Historic Preservation P1: Continue to support the Historic Preservation Program as an important tool to help maintain Mesa neighborhoods and preserve our past.	Historic Preservation Office	
Historic Preservation P2: Create conservation districts in qualified areas of Mesa, to preserve historic features or amenities and to serve as a lead-in to historic district creation where appropriate.	Historic Preservation Office	
Historic Preservation S1: Foster better connections between residents and their neighborhoods by recording neighborhood histories and making them available for public perusal.	Historic Preservation Office	Neighborhood Outreach/ Diversity
Historic Preservation S2: Consistently and fairly administer the Historic Preservation Program to ensure compliance with standards in adopted historic districts.	Historic Preservation Office	
Historic Preservation S3: Conduct educational outreach efforts that inform residents in both existing districts and potential new districts about the importance of preserving Mesa’s historic structures and neighborhoods as physical vestiges of the past.	Historic Preservation Office	Neighborhood Outreach/ Diversity



Chapter 5. Economic Development

Goal: Grow and maintain diverse and stable jobs.

Policy/Strategy	Responsibility	
	Primary	Secondary
Economic Development P1: Preserve designated commercial and industrial areas for future job growth. In the Economic Activity Areas, requests for changes from non-residential to residential will include review and comment by the Economic Development Office and could be referred to the Economic Development Board for recommendation.	Planning	Economic Development
Economic Development S1: Uphold a business service approach that facilitates the successful attraction, expansion, and retention of businesses in Mesa.	Economic Development	
Economic Development S2: Continue to develop the educational resources available in Mesa and work with education providers and industry leaders in an effort to provide skilled workers for Mesa businesses and to assist students in moving from the classroom to the workforce.	Economic Development	Mesa Counts on College
Economic Development S3: Create interesting and exciting neighborhoods and commercial, educational, and cultural amenities that attract and retain executives and professionals.	Planning	Economic Development
Economic Development S4: Continue to develop and enhance local regional, national, and international alliances and collaborations to advance Mesa’s economic development strategy.	Economic Development	
Economic Development S5: Continue to develop and expand our comprehensive transportation, communication, and infrastructure systems to ensure efficient movement of commerce and information.	Engineering (CIP Administration)	Affected Departments



Chapter 6. Public Spaces

Goal: Provide rich, high-quality public spaces and cultural resources.

Policy/Strategy	Responsibility	
	Primary	Secondary
Public Spaces P1: The design and redesign of public buildings and facilities will include consideration of how to provide dynamic public spaces where appropriate.	Engineering	Planning
Public Spaces P2: Design of neighborhoods, neighborhood village centers, mixed use activity districts, downtown, and transit districts should consider and include the development of public gathering places appropriate for the scale and location of the development.	Planning	
Public Spaces S1: Co-locate community facilities such as libraries, parks, fire stations, museums, etc. where feasible to increase the opportunities for social interaction and reduce costs.	Engineering	Affected Departments
Parks and Recreation S1: Implement the Gold Medal 2025 Plan.	Parks, Recreation & Community Facilities	
Mesa Arts Center & Museums S1: Develop and implement a community cultural plan.	Arts & Culture	
Libraries P1: Library services will be expanded to ensure residents in all areas of the city are no more than 5 miles from a library.	Library	
Libraries S1: Update the 2002 Master Library Facilities Plan and implement the recommendations.	Library	



Chapter 7. Character Areas

Goal: Foster a development pattern that creates and maintains a variety of great neighborhoods, grows a diverse and stable economy, and develops rich public spaces.

Policy/Strategy	Responsibility	
	Primary	Secondary
Character Areas P1: In areas with a Neighborhoods character, development will be reviewed for the impact on improving or maintaining the existing neighborhood and achieving the development and design standards for neighborhoods set forth in Chapter 4, and for compliance with any approved sub-area or neighborhood plan for the specific area.	Planning	Neighborhood Outreach/ Diversity
Character Areas P2: In areas with the Neighborhood Village Center character, development will be reviewed for the opportunity to: (i) provide needed services to the surrounding neighborhoods, (ii) increase connections with the surrounding neighborhoods, (iii) maintain the health and viability of the surrounding neighborhood, provide a greater sense of place and identity to the center and surrounding neighborhood, and (iv) improve the viability of businesses within the center, and will also be reviewed for compliance with any approved sub-area or neighborhood plan for the specific area.	Planning	Neighborhood Outreach/ Diversity
Character Areas P3: In the Downtown character area, development will be reviewed for the opportunity to continue to improve the mix and intensity of development consistent with the Central Main Street Plan or any subsequent plans for this area.	Planning	



<p>Character Areas P4: In areas with the Mixed Use Activity District, character development will be reviewed for the opportunity to enhance the vitality of these districts by providing the right mix of uses to meet community and regional needs, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P5: In areas with the Mixed Use Community character, development will be reviewed for conformance with any approved community plan or infill incentive plan for the area.</p>	<p>Planning</p>	
<p>Character Areas P6: In areas with the Employment District character, development will be reviewed for the opportunity to maintain and enhance employment options within the City of Mesa; areas with this character type are important to the long term vitality of the community and need to be protected from incompatible development types. Review shall also consider compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P7: In areas with the Specialty District character, development will be reviewed for the opportunity to maintain and enhance the nature of the particular special district, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P8: In areas with the Transit District character, development will be reviewed for the opportunity to further enhance the development and functioning of transit services by increasing the level of activity, mix of uses, and pedestrian environment within the District, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	



<p>Character Areas P4: In areas with the Mixed Use Activity District, character development will be reviewed for the opportunity to enhance the vitality of these districts by providing the right mix of uses to meet community and regional needs, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P5: In areas with the Mixed Use Community character, development will be reviewed for conformance with any approved community plan or infill incentive plan for the area.</p>	<p>Planning</p>	
<p>Character Areas P6: In areas with the Employment District character, development will be reviewed for the opportunity to maintain and enhance employment options within the City of Mesa; areas with this character type are important to the long term vitality of the community and need to be protected from incompatible development types. Review shall also consider compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P7: In areas with the Specialty District character, development will be reviewed for the opportunity to maintain and enhance the nature of the particular special district, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P8: In areas with the Transit District character, development will be reviewed for the opportunity to further enhance the development and functioning of transit services by increasing the level of activity, mix of uses, and pedestrian environment within the District, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	



<p>Character Areas P9: In areas with the Parks and Open Space character, development will be reviewed for the opportunity to further enhance the nature of the area and provide high-quality locations for public use and benefit, and for compliance with any approved sub-area or neighborhood plan for the specific area.</p>	<p>Planning</p>	
<p>Character Areas P10: This Plan continues to allow and provide for the broad range of land uses that exist within the community; however, the built form will transition over time to achieve the goals of creating a more recognizable city, improving air quality, and ensuring access to solar energy.</p>	<p>Planning</p>	
<p>Character Areas P11: Primary zoning districts and primary land uses will be mainly utilized to establish the character type and areas. Where appropriate, secondary zoning districts and land uses may be used as ancillary to contribute to a mixture of land uses to add to the vibrancy of an area.</p>	<p>Planning</p>	
<p>Land Use P1: Develop a land use pattern throughout the City that helps create and maintain diverse neighborhoods, maintains locations for employment uses, provides for dynamic and inviting locations for shopping and recreation, achieves compatibility with surrounding communities, and is consistent with other plans and programs of the City.</p>	<p>Planning</p>	
<p>Land Use P2: Support the diverse and dynamic sub-areas within the city by utilizing land use controls to help maintain their unique character or history.</p>	<p>Planning</p>	
<p>Land Use S1: Update and adjust land use tools as necessary to respond to changing community needs and implement the General Plan.</p>	<p>Planning</p>	
<p>Land Use P3: The City shall work with Falcon Field and Phoenix-Mesa Gateway Airports to coordinate planning and to address airspace protection and land use compatibility.</p>	<p>Planning, Falcon Field, Phoenix-Mesa Gateway</p>	<p>Engineering, Transportation, Economic Development</p>



Growth Area S1: As part of the annual update to the Capital Improvement Plan, review the needs of the designated growth areas for infrastructure improvements needed to provide for anticipated growth.	Engineering	Planning
Growth Area S2: Develop guidelines and ordinance provisions to provide a mechanism for allowing temporary uses in the Mesa Gateway area.	Planning	

Chapter 8. Energy

Goal: Electric and natural gas utility customers are provided very safe, reliable and efficient energy utility services by the City of Mesa in order to help create and maintain great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high-quality public spaces and cultural amenities.

Policy/Strategy	Responsibility	
	Primary	Secondary
Energy Resources P1: Plan and acquire a least-total-cost electric resource portfolio to reliably and efficiently meet customers' current and projected electric energy requirements.	Energy Resources	
Energy Resources P2: Human, physical and financial resources will be prioritized to enhance the safety, reliability and efficiency of Mesa's electric utility services.	Energy Resources	
Energy Resources P3: Opportunities to enhance the aesthetics impacts of facilities and infrastructure will be identified and implemented where technically and economically feasible.	Energy Resources	
Energy Resources P4: Opportunities to elevate the stewardship of the environment will be identified and implemented where technically and economically feasible, such as investments in renewable energy, energy efficiency, and reduction in emissions.	Energy Resources	



<p>Energy Resources S1: An Integrated Resources Planning (IRP) process will be used to identify the optimal mix of energy efficiency, energy conservation and electric generation resource options to meet customers' electric energy requirements.</p>	<p>Energy Resources</p>	
<p>Energy Resources S2: A System Master Planning process will be used to forecast the electric infrastructure and equipment needed to meet the estimated electric utility service requirements of utility customers.</p>	<p>Energy Resources</p>	
<p>Energy Resources P5: Natural gas supplies will be planned for and acquired in an effective and timely manner to ensure customers' current and projected natural gas supply requirements are reliably and efficiently met.</p>	<p>Energy Resources</p>	
<p>Energy Resources P6: Human, physical and financial resources will be prioritized to enhance the safety, reliability and efficiency of Mesa's natural gas utility services.</p>	<p>Energy Resources</p>	
<p>Energy Resources P7: Opportunities to elevate Mesa's stewardship of the environment through the expanded use of natural gas will be identified and implemented where technically and economically feasible.</p>	<p>Energy Resources</p>	
<p>Energy Resources S3: Competitive solicitations will be used to acquire all supplies of natural gas and, when feasible, opportunities to acquire "Tax Exempt Pre-Paid" supplies should be pursued.</p>	<p>Energy Resources</p>	
<p>Energy Resources S4: A System Master Planning process will be used to forecast the natural gas infrastructure and equipment needed to meet the estimated natural gas utility service requirements of customers.</p>	<p>Energy Resources</p>	



Chapter 9. Environmental Planning and Conservation

Goal: The City of Mesa will be a steward of the environment that promotes sustainable land use and economic development, the use of renewable resources and resource conservation. Thoughtful environmental planning and resource conservation will ensure that Mesa residents are provided with a clean, safe, and environmentally-sound community, which supports the maintenance of neighborhoods, development of businesses, and enjoyment of public spaces and cultural resources well into the future.

Policy/Strategy	Responsibility	
	Primary	Secondary
Environment and Conservation P1: Take a leadership role and join forces with other local, state, and regional agencies to identify and implement effective measures to ensure environmental quality and efficient use of resources.	Environmental & Sustainability	
Environment and Conservation P2: Support engagement of residents and businesses regarding air and water quality, water and energy efficiency, and development practices that will benefit future generations.	Environmental & Sustainability	
Environment and Conservation P3: The City of Mesa will continue to be innovative in City operations and services to be environmentally and fiscally beneficial for existing and future residents and businesses	Environmental & Sustainability	
Environment and Conservation S1: Explore and develop design standards, regulations, policy directives that promote land use patterns, building design, and transportation infrastructure that create clean and healthy neighborhood environments and maximizes resource efficiency.	Environmental & Sustainability	
Environment and Conservation S2: The City of Mesa will engage the community through print, multimedia, social networking, personal interaction, and demonstration projects, while exploring new and innovative methods of educational outreach, evaluation, and assistance.	Environmental & Sustainability	



<p>Environment and Conservation S3: The City of Mesa will actively administer the implementation of current land use and environmental quality regulations to protect air and water quality, and explore new and innovative guidelines, codes, and ordinances to ensure a clean, healthy, and livable environment in the future.</p>	<p>Environmental & Sustainability</p>	
<p>Regulatory Framework P1: Continual evaluation of model Codes, such as the International Energy Conservation Code for City adoption.</p>	<p>Environmental & Sustainability</p>	
<p>Regulatory Framework S1: Review and consideration of adoption of new regulatory framework for energy conservation, such as the International Energy Conservation Code.</p>	<p>Environmental & Sustainability</p>	
<p>Policies and Strategies Education and Outreach P1: The City of Mesa will continually explore new education and outreach opportunities that advance understanding, acceptance, and adoption of air and water quality protection efforts, water and energy conservation measures, and renewable energy generation by residents and businesses.</p>	<p>Environmental & Sustainability</p>	
<p>Education and Outreach P2: The City of Mesa will provide value through a commitment to informed land use and policy decisions made in an equitable fashion in order to protect residents and businesses, regardless of age, culture, ethnicity, gender, race, socioeconomic status, or geographic location, from the health effects of air and water pollution, provide access to energy efficiency retrofits and renewable energy generators.</p>	<p>Environmental & Sustainability</p>	



<p>Education and Outreach S1: Education and communication are powerful tools for fostering sustainable innovation and change. A progressive education and outreach program will help employees and residents understand their role in sustainability along with providing positive encouragement for their efforts.</p>	<p>Environmental & Sustainability</p>	
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Chapter 10. Public Facilities

Goal: Provide the public facilities needed to help create and maintain a variety of great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high-quality public spaces and cultural resources.

Policy/Strategy	Responsibility	
	Primary	Secondary
<p>Public Facilities P1: To the degree possible, the location and design of public facilities will integrate into and help support the creation and maintenance of neighborhoods, support the expansion of stable and diverse jobs, and create opportunities for dynamic public spaces.</p>	<p>Engineering</p>	<p>Planning, Affected Departments</p>
<p>Public Facilities P2: Provide public/municipal buildings, facilities, and services that offer maximum usefulness and affordability to the residents and businesses of Mesa.</p>	<p>Engineering</p>	<p>Affected Departments</p>
<p>Public Facilities P3: Provide public facilities and services that will serve existing residents and businesses and encourage future residents and businesses to locate in Mesa.</p>	<p>All Departments</p>	
<p>Law Enforcement P1: Ensure that law enforcement resources (including training, continuing education, appropriate staffing levels, facilities, and equipment) are provided to serve the City’s projected population growth.</p>	<p>Police</p>	



Law Enforcement S1: Develop and implement programs, partnerships, and volunteer opportunities that help develop strong neighborhoods, promote business development, and uphold the mission of the Mesa Police Department.	Police	Neighborhood Outreach/Diversity
Fire Protection P1: Ensure that all aspects of rescue, emergency medical services, fire prevention and suppression, and the control of hazardous situations are delivered through quality emergency services and proactive emphasis on public education, code enforcement, hazard investigation, innovative fire and life safety awareness, and community service.	Fire & Medical	
Health Care P1: Support the development and maintenance of high quality health care services for Mesa residents, businesses and visitors.	Planning	Economic Development
Education P1: Support the school districts located within the boundaries of the City of Mesa in their efforts to provide excellent schools and educational opportunities.	Planning	Public School Districts
Stormwater P1: Continue to implement the City’s Storm Drain Master Plan and update as needed.	Solid Waste	
Education P2: Coordinate with the placement and development of school sites to ensure schools are safe and accessible to students.	Planning	
Solid Waste S1: Explore efforts to maintain a clean and sustainable environment by partnering with an Energy from Waste (EFW) facility and increasing our landfill diversion efforts to near-zero waste principles.	Solid Waste	
Solid Waste S2: Work with adjacent communities to form regional partnerships to combine resource planning with service providers to move trash and recycle materials.	Solid Waste	



Chapter 11. Public Safety

Goal: Provide for a safe environment that supports the creation and maintenance of great neighborhoods, facilitates the growth of a diverse and stable job base, and allow enjoyment of rich and high-quality public spaces and amenities.

Policy/Strategy	Responsibility	
	Primary	Secondary
Public Safety P1: Dedicate the resources necessary to ensure, to the degree possible, a safe city with appropriate response times to emergencies.	Fire & Medical	Police
Public Safety P2: Work with neighborhoods and community groups to address changing community needs to with issues of public safety.	Neighborhood Outreach/Diversity	Police, Fire & Medical
Public Safety P3: Develop and maintain the resources, communication capabilities, evacuation routes, etc. necessary to respond to large scale emergencies or disasters when they occur.	Fire & Medical	Police, Communications
Public Safety S1: Develop and maintain an Emergency Operation Plan in accordance with Arizona state law, develop and maintain the resources necessary to carry out the EOP, and provide regular training to staff in emergency operations. This strategy includes the coordination necessary with surrounding jurisdictions as well as county, state, and federal agencies.	Fire & Medical	Police, Communications
Public Safety S2: Recognize and protect floodplain areas as identified by the Flood Control District of Maricopa County and implement their recommendations wherever possible.	Engineering	
Public Safety S3: In response to a changing development form and population demographic, have the Crime Prevention staff involved in the review of development projects.	Police	Planning



<p>Public Safety S4: Protect citizens from the potential hazards created by close proximity to airports and protect the airports from encroachment from incompatible uses. This strategy include implementing the Airport Overlay Area requirements to include notification to property owners of their proximity to an airport, recording avigation easements, increased noise attenuation in building construction, etc. in the areas of Falcon Field and Phoenix-Mesa Gateway Airports.</p>	<p>Planning, Falcon Field, Phoenix-Mesa Gateway</p>	
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Chapter 12. Transportation

Transportation Goal 1: Develop a safe and efficient transportation system that provides access to all public places by multiple modes of travel and by various users.

Policy/Strategy	Responsibility	
	Primary	Secondary
<p>Objective 1 – Build the future transportation network to fill gaps and address needs as outlined in this plan while coordinating with adjacent communities and regional agencies.</p>	<p>Transportation</p>	<p>Engineering</p>
<p>Objective 2 – In addition to complying with the Americans with Disabilities Act (ADA), provide facilities that allow all users, including disabled, children and elderly, to access community places with ease and comfort.</p>	<p>Transportation</p>	<p>Engineering</p>
<p>Objective 3 – Develop a set of comprehensive design standards and guidelines that promote vibrant and interesting streets and public places using best national and international practices.</p>	<p>Transportation</p>	<p>Engineering, Planning</p>
<p>Objective 4 - Allow access and easy integration between all modes of transportation at activity centers.</p>	<p>Transportation</p>	<p>Transit</p>
<p>Objective 5 - Develop a comprehensive pedestrian plan that provides a network of pedestrian paths and sidewalks with access to all major destinations and transportation facilities.</p>	<p>Transportation</p>	<p>Planning</p>



Objective 6 – Continue developing bicycle facilities and programs as recommended in the City of Mesa Bicycle Master plan.	Transportation	Engineering
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Transportation Goal 2: Develop inviting streets that identify with the context of the surrounding neighborhood and help to create a sense of community and vibrant public space.

Policy/Strategy	Responsibility	
	Primary	Secondary
Objective 1 – Promote streets that are inviting and comfortable for people to gather and interact within.	Transportation	Engineering, Planning
Objective 2 – Make walking safe, convenient and enjoyable while encouraging social interaction in public places.	Transportation	Planning
Objective 3 – Seek opportunities to apply complete streets principles to new and existing areas.	Transportation	Planning
Objective 4 – Use specific urban design elements and principles for Special Character and Planning areas as defined in this plan and the City of Mesa General Plan update.	Transportation	Engineering, Planning
Objective 5 – Use the square mile neighborhood as the fundamental building block for the transportation system.	Transportation	Planning
Objective 6 – Make downtown Mesa the most special of all the square mile neighborhoods.	Transportation Planning	

Transportation Goal 3: Develop a transportation network concentrated around activity centers that encourages dense, diverse public places and foster economic growth.

Policy/Strategy	Responsibility	
	Primary	Secondary
Objective 1 – Develop a methodology to locate and prioritize activity centers, such as near freeways, schools, and large job providers.	Transportation, Planning	



Objective 2 – Connect activity centers to mixed-use and high-density land-use areas.	Transportation, Planning	Engineering
Objective 3 – Build the future transportation network to fill gaps between activity centers and square mile neighborhoods.	Transportation	Engineering
Objective 4 – Connect all modes to each activity center throughout the transportation network.	Transportation	Planning
Objective 5 – Each square mile neighborhood should be able to connect to an activity center by multiple modes of transportation.	Transportation	Planning
Objective 6 – Coordinate public right-of-way and private land to create places where people want to congregate and spend time socializing.	Transportation	Engineering, Planning

Transit Goal 1: Develop an activity center-based transit system that is based on transit priority corridors in the City of Mesa.

Policy/Strategy	Responsibility	
	Primary	Secondary
Transit P1: Connect activity centers using transit.	Transit	
Transit P2: Identify transit priority corridors.	Transit	Transportation, Planning
Transit P3: Emphasize transit service frequency over coverage.	Transit	
Transit P4: Develop transit service to match character areas.	Transit	Planning
Transit P5: Ensure compatibility with the regional transit system.	Transit	
Transit P6: Integrate transit into the multi-modal transportation network.	Transit, Transportation	
Transit P7: Create a transit system that is sustainable over the long term.	Transit	
Transit S1: Review planned and programmed transit improvements	Transit	



Transit S2: Identify key outcomes from community outreach to guide the development of transit alternatives.	Transit	
Transit S3: Identify transit priority corridors that serve activity centers.	Transit	Planning
Transit S4: Develop short, mid- and long-term transit plans including recommendations for implementation of transit service options.	Transit	
Transit S5: Identify implementation strategies based on potential costs and funding availability.	Transit	

Chapter 13. Water Resources

Goal: Maintain a water resources program that ensures an adequate, reliable supply of water delivered efficiently to customers to help create and maintain great neighborhoods, grow and maintain diverse and stable jobs, and provide rich, high-quality public spaces and cultural amenities.

Policy/Strategy	Responsibility	
	Primary	Secondary
Water Resources P1: Develop and maintain the physical and legal availability of sufficient supply sources to meet water demands.	Water Resources	
Water Resources P2: Develop and maintain a diverse portfolio of water supplies that can meet current, committed, and future demands through prolonged drought conditions.	Water Resources	
Water Resources P3: Maximize renewable water supply development for use and reuse for the benefit of Mesa’s residents, businesses, and industries.	Water Resources	
Water Resources P4: Ensure lost and unaccounted for water is reduced to the lowest possible amount and exceed regulatory requirements.	Water Resources	
Water Resources S1: Meet and exceed the federal, state, and local regulatory water quality requirements.	Water Resources	
Water Resources S2: Provide education and incentives to encourage water conservation.	Water Resources	Environmental & Sustainability



Chapter 14. Financing a Maturing City

Goal: Provide funding for excellent public services and infrastructure in support of new and existing neighborhoods, business and industry, and public spaces and cultural resources in a manner that sustains the City's financial health.

Policy/Strategy	Responsibility	
	Primary	Secondary
Finance P1: Maintain a broad-based financing structure that ensures the City has the resources available to provide the infrastructure and services needed to help Mesa evolve into a complete, recognizable City.	Office of Management and Budget	
Finance S1: Annually evaluate in a comprehensive manner the cost of providing public services in the City of Mesa.	Office of Management and Budget	
Finance S2: Periodically evaluate and update existing funding mechanisms to consider the cost of providing public services to new development.	Office of Management and Budget	
Finance S3: Integrate public service requirements due to new development into the annual City Budget Plan and Capital Improvement Program.	Office of Management and Budget	
Finance S4: Periodically prioritize and integrate selected public service improvements to existing development into the annual City Budget Plan and Capital Improvement Program.	Office of Management and Budget	
Finance S5: Periodically undertake comprehensive studies to evaluate the efficiency and legality of existing and potential funding mechanisms for the provision of public services to new and existing development.	Office of Management and Budget	



Review and Updating

As required by state statute, there shall be an annual review of the efforts to implement the Plan. This review shall be provided to the City Council.

In addition to the annual review, every three years there shall be a comprehensive review of the policies and strategies provided in the Plan. Modifications to the stated policies and strategies shall be presented to the Planning and Zoning Board for review and recommendation. The recommendation of the Planning and Zoning Board shall be forwarded to the City Council in the form of a minor plan amendment to update the Plan document.

D. Plan Amendments

Text Amendments

Text amendments to the Plan may be initiated only by the City under direction from the City Manager, the Planning and Zoning Board, or the Mayor and City Council. Text amendments shall be considered minor amendments. These will include the periodic updating of policies and strategies and the addition of updated or new sub-area or neighborhood plans.

Character Area Map Amendments

For a development to be considered consistent with the adopted Plan, the resulting development must be consistent with the character area and sub-type designation for the area. This includes consistency with the development form and standards and the allowed zoning districts.

The development must also conform to the goals of the Plan, such as contributing to the City's vision for high-quality development that is attractive and consists of durable materials, providing attractive architectural designs, site planning that integrates with the surrounding neighborhoods, and creates and maintains a variety of great neighborhoods, public spaces, and employment areas.

If the City Council approves a rezoning request for a proposed development, then the City Council has determined the rezoning is consistent with and conforms to the General Plan and no character area map amendment (major or minor), separate determination or other action is required.

A development proposal that is not consistent with the character designated for the area (such as sub-type designation, development forms and standards or zoning districts) requires either a major or minor character area map amendment as follows:

Major Amendments

Downtown and Transit Districts Character Areas:

- A development proposal that contains 10 acres or more that is not consistent with the planned character area.

All Other Character Areas:

- A development proposal that contains 160 acres or more that is not consistent with the planned character area.



Minor Amendments

All other character area map amendments are minor.

Amendment Approval Criteria

In determining whether to approve a proposed major or minor character area nmap amendment, the City Council may consider the following factors:

1. Whether the proposed amendment to the General Plan character area will result in a shortage of land for other planned uses. For example, whether the change will result in a substantial and undesirable reduction in the amount of available land for employment or higher density housing development.
2. Whether events subsequent to the adoption of the Plan have changed the character or condition of the area making the proposed amendment appropriate.
3. The degree to which the proposed amendment will impact the whole community or a portion of the community by:
 - a. Altering acceptable existing land use patterns in a significant way that is contrary to the goals, policies, and strategies identified in the Plan.
 - b. Requiring larger or more extensive improvements to roads, sewer, or water systems than are necessary to support the prevailing land uses which may negatively impact development of other lands.
 - c. Adversely impacting existing uses due to increased traffic congestion that is not accommodated by planned roadway improvements or other planned transportation improvements such as non-motorized transportation alternatives and transit.
4. Consistency of the proposed amendment with the vision, goals, policies, and strategies of the Plan.
5. Does the proposed amendment constitute an overall improvement to the General Plan and the City of Mesa.
6. The extent to which the benefits of the proposed amendment outweigh any of the impacts identified in this subsection.