



General Plan 2040

GENERAL PLAN

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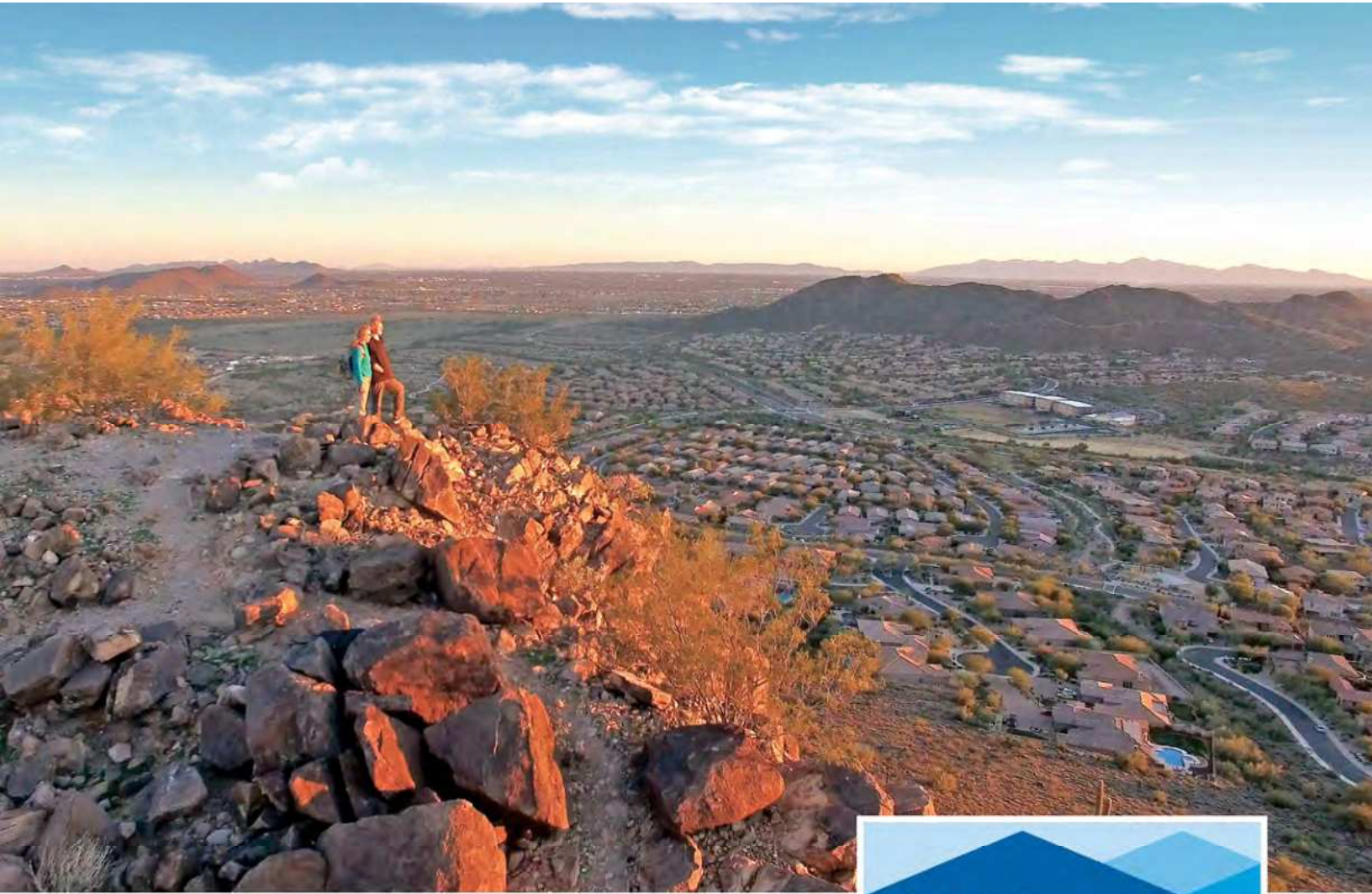


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Introduction

Peoria was established in 1886 as a humble agricultural community. Since incorporating on June 7, 1954, Peoria has blossomed as a rapidly-growing, modern city that offers a high quality of living in the natural beauty of the Sonoran Desert. Many diverse and positive characteristics contribute to make Peoria the special place it is today. The stunning natural environment, safe and clean neighborhoods, diversified employment opportunities, strong educational facilities, numerous quality outdoor recreation areas, and vibrant arts and culture venues are just some of the valued community attributes in Peoria.

This **PlanPeoriaAz 2040 General Plan** document (also referred to as “PlanPeoria 2040” or simply the “General Plan”) reflects the aspirational vision and goals of the community and builds on, celebrates, and advances these positive aspects of Peoria. The General Plan will be used by the City to guide Peoria’s future decisions relative to land use, public services, infrastructure and resource management, and provides a clear and defined program for implementation to achieve the shared community vision for Peoria’s future.

1.1 A GENERAL PLAN'S ROLE

A General Plan is a state-mandated document required of all cities and counties in Arizona. It is a visionary document that serves as the jurisdiction's roadmap, helping to guide all aspects of development and resource management. It typically has a time horizon of about 20 years, giving the city an opportunity to think long-term about what it wishes to preserve and what it wishes to change. Locally, General Plans have been in existence since the 1970s, and State law requires such plans to be periodically updated in response to changing conditions.

The Peoria General Plan is a comprehensive, long-range vision of Peoria's future development and preservation encompassing the built and natural environments as well as the community and economy. The Plan addresses all geographic areas within the City's jurisdictional limits, along with its sphere of influence known as its municipal planning area. The document includes both State law mandated elements, and optional elements designed to address high priority topics of City interest. The General Plan is kept up to date with current issues, trends, and community needs through periodic amendments. When an amendment occurs, special attention is given to make sure that all components work in harmony and the plan maintains its internal consistency as required by State law.

A general plan is not to be confused with zoning. Although both the general plan and the zoning ordinance designate how land may be developed, they do so in different ways. A general plan has a broad, long-term outlook. It identifies the types of development that will be allowed, the spatial relationships among land uses, and the general pattern of future development. A zoning ordinance regulates development through specific standards such as lot size, building setbacks, height, and allowable uses. However, the land uses shown on the general plan diagrams will typically be reflected in the local zoning maps as well and changes to the zoning map are required to be consistent with the adopted general plan map. Development must not only meet the specific requirements of the zoning ordinance but also the broader policies set forth in the general plan.

1.2 WHO USES THE PLAN?

The City Council and Planning Commission use the goals and policies of the General Plan as a basis upon which to make both long-term and short-term land use decisions. The City Council will also use the goals and policies of the General Plan to determine long-term objectives, generate and evaluate budgets, plan capital improvements, and prioritize tasks.

City staff throughout all of its departments will also reference the General Plan when considering development applications, capital improvements, service programming, and departmental budgeting. Individual residents, existing and prospective business owners, and the development community can also seek guidance for preserving and enhancing the community through the General Plan. Finally, other local and regional agencies will refer to the General Plan when projecting future needs and services. The General Plan is truly the City's collective guide to the future.



1.3 WHAT HAS CHANGED?

Although many of the positive and valued attributes of Peoria remain the same, many community conditions have changed in the decade since the adoption of the 2009 General Plan. Since the last substantive update in 2009, which was ratified by Peoria voters in 2010, the city has experienced an evolving economic landscape, along with meaningful growth and physical development. Additionally, advancements in technologies, and efforts in the areas of sustainability, diversification of the workforce, and quality of life are now topics at the forefront of the conversation, which impacts land use and other growth-related decisions.

Other core issues and opportunities facing Peoria have changed and evolved, which were not reflected in the 2010 plan. For example, demographics, such as population age and composition of households have changed, and an updated long-range plan and vision is necessary to reflect changes in community characteristics. Additionally, local, regional and national economic changes have occurred over the past decade, which necessitate an updated economic development strategy to remain competitive with other jurisdictions for business sector development and expansion. The resulting PlanPeoriaAZ 2040 General Plan establishes goals, policies and strategies to define a targeted approach addressing what has changed within Peoria.

1.4 HOW WAS THE GENERAL PLAN PREPARED?

One of the primary factors in creating a relevant and effective General Plan is the involvement of community members and representatives. The PlanPeoriaAZ 2040 General Plan has been a community effort from the very beginning.

To guide community engagement, a Public Participation Program was prepared with the intent of providing multiple and diverse methods for community members to be involved and have a real voice in forming the plan. The goal of the process was to bring many voices together and provide opportunities to discuss, debate and listen to one another to appreciate all viewpoints, identify shared values and gain common understanding. Thus, residents, property owners, business owners and other interested parties were engaged in meaningful ways at multiple points in the process as the plan evolved from a broad vision statement to goals, policies and detailed implementation strategies. Outreach efforts include:

- **Project Website.** A website was created and maintained during the development of the plan update. The website allowed residents and other interested parties to download project documents and meeting materials, learn about upcoming events, and take online surveys.
- **Public Open Houses.** Four sets of public open houses were conducted during the process to gain public input and to provide for opportunities to review the draft plan.



- **Public Workshops.** Two sets of public workshops were held during which the public was invited to engage in activities that influenced the development of the General Plan.
- **Stakeholder Interviews.** Interviews were held with city staff members and key community leaders to garner input on trends and ideas for the future of the city.
- **In Person Events.** Staff attended various city events to answer questions and gather comments from the public.
- **Informational Brochures.** Several informational brochures were created to give the public relevant information regarding the process of updating the existing general plan.
- **Social Media and News Article Distribution.** News of upcoming outreach events were distributed through social media, email blasts, newsletters and print media.
- **City Council Updates.** During the preparation of the General Plan, several sessions were held to review and gain insight on developing ideas.
- **Board and Commission Updates.** During the preparation of the General Plan, several sessions were held to review and gain insight on developing ideas.



Plan Guidance

The PlanPeoriaAZ 2040 General Plan was also developed under the direction of the Mayor and City Council, along with these stakeholder groups who played a significant and vital role in guiding development of the plan:

STAKEHOLDER GROUP	COMPOSITION
City Leadership	Mayor and City Council, City Leadership, and City Departments
General Plan Advisory Committee	Comprised of various Board and Commission members, as well as school district representatives
Technical Advisory Committee	City of Peoria technical staff from all City Departments
The Public	Peoria residents, property owners, business community, development community, public and all others



1.5 HOW IS THIS PLAN DIFFERENT?

The last General Plan was approved by the voters in 2010. Even before then, the elements of the existing General Plan have not been reorganized or comprehensively changed. Accordingly, one of the goals from the very beginning of the PlanPeoriaAZ project was to develop a General Plan that was much more user friendly than the current version. Additionally, between now and 2040, the City of Peoria is expected to grow by approximately 100,000 residents and 26,600 jobs.

The 2040 General Plan seeks to retain the character and values that make Peoria special, while accommodating population growth in a better way than simply continuing to expand the city outward. This is accomplished by incorporating the principles of Smart Growth and healthy community design, and also involves reinvesting in areas to create vibrant centers, providing housing close to jobs, promoting transit use and walking, conservation of natural resources, and minimizing traffic congestion.

Document Organization

The State of Arizona requires municipalities address 17 different elements, or topics, in their general plans. PlanPeoriaAZ addresses those required elements, as well as five additional ones. All elements are interrelated and should be considered in tandem during the decision-making process. The 22 elements are organized in terms of six over-arching themes to highlight the relationships among topics, which also serve as plan chapters as shown in **Table 1** below. Each chapter includes introductory information related to the element and then details recommended goals and policies.

Table 1 ARS Compliance

Theme	State Law Required Topic	Optional Topic
 Economic Prosperity	Rehabilitation & Redevelopment	Economic Development
 Smart Growth	- Land Use - Housing - Growth	Cost of Development
 Integrated Transportation	- Circulation - Bicycling	
 Healthy Neighborhoods	- Neighborhood Preservation - Open Space - Environmental Planning	Community Wellness
 Arts, Cultural and Recreational Enrichment	- Historic Preservation - Recreation	- Arts and Culture - Education - Library
 Superior Public Services	- Public Safety & Facilities - Public Buildings - Safety	- Water Resources - Energy

1.6 A VISION FOR PEORIA'S FUTURE

At present, the City of Peoria is a dynamic growing community of more than 170,000 residents, with a reputation as a friendly, safe and stable place to live, educate and raise a family, invest, establish and grow a business, pursue a career and retire.

Looking towards the year 2040, the community developed a vision statement that describes a future ideal state and articulates shared aspirations for the future. It answers the question "What should Peoria be like in 2040?". This vision statement will serve as the foundational principle which guides the construction and overall direction and content of this General Plan. Likewise, the goals, policies and implementation strategies were developed to support realization of this envisioned future for Peoria.

*In 2040, Peoria is a safe, connected, engaged, vibrant, and livable community
that emphasizes fiscal responsibility and thoughtful growth
to ensure a healthy city for all citizens.*

1.7 A READER'S GUIDE

While the narrative frames the key concepts and proposals of the Peoria General Plan, the essence of the Plan lies in its goals, policies, and implementation program. These declarative statements set forth the City's approach to various issues. Goals, policies, and implementation programs are described below.

Goals

A goal is a concise statement that describes the desired future condition or "end" state to be achieved. A goal is not quantifiable, time dependent or suggestive of specific actions for achievement.

Policies

A policy is a clear statement that guides a specific course of action for decision-makers to achieve a desired goal. Information about the intent of the policy is described in the text preceeding the policy.

Implementation Program

In the General Plan, the proposed implementation program is located in Chapter 8. An implementation program is a proposed action, procedure, program, or technique that may be utilized to further progress the City towards the ultimate vision of the General Plan. Decisions to implement specific programs are discretionary and governed by program cost, available funding, staffing, feasibility and similar considerations.



Peoria was established in the 1880s when William J. Murphy's vision of fertile farm lands fed by water from the Salt River became reality with the completion of the Arizona Canal in 1885. Once this canal was completed, Murphy went East to interest people in settling in this new community. Mr. Murphy was successful in catching people's attention - over 5,000 acres of land in the new district was purchased by citizens from Peoria, Illinois. Four families from Peoria, Illinois were among the first to move to Arizona to occupy and work their land.

Residences in the new community sprang up and a school and Post Office were established by 1889. More people followed the original families and Peoria continued to grow as a farming community. The farmlands were fertile and the people made a good living, despite having to battle swarms of red ants and the occasional rattlesnake in the kitchen.

The modern-day City of Peoria began near the current intersection of Peoria Avenue and Grand Avenue. The original town site was officially platted in 1897, and the early center of Peoria would begin to form on the south side of Grand Avenue where some of the earliest businesses and residences were constructed. However, most of Peoria's early settlers actually lived outside of the town, spread out on large tracts of agricultural land. The young town was well served by its location along Grand Avenue, as a railroad line soon paralleled this major roadway, allowing for goods and people to flow into the town, and for the agricultural products of the area to make their way to larger markets.

Peoria was incorporated in 1954, with boundaries covering one square mile of land. The warm climate and small-town atmosphere of Peoria continued to attract people, and still do today. The dramatic vistas and scenic backdrop of the Sonoran Desert, Hieroglyphic Mountains, Lake Pleasant and the mountain ranges beyond, attract people seeking access to pristine natural areas for relaxation, recreation and enjoyment and contributes to the high-quality active lifestyle enjoyed by Peoria residents and visitors. Major League Spring Training, performing arts, cultural venues, first-rate educational facilities and numerous community parks provide for the recreation, enjoyment and enrichment of community residents and visitors.

1.8 REGIONAL SETTING

Peoria is located in the Phoenix Metropolitan area, about 20 miles northwest of central Phoenix, as shown on Figure 1. The one time farming community was founded by settlers from Peoria, Illinois, and was one of the nation's fastest growing cities during the last growth boom.

Founded in 1886 and officially incorporated in 1954, the City of Peoria has grown from the original one square mile in Old Town to a city covering more than 179 square miles and a sphere of influence area covering over 233 square miles. Within the region, the City has the unique distinction of falling within both Maricopa and Yavapai Counties. While Peoria is considered a major suburb of Phoenix, it is technically the largest incorporated city in Yavapai County even though almost all of Peoria's current population resides on the Maricopa County side of the City.

Regional access to and from Peoria is provided by Loop 101, Loop 303, US 60, Interstate 10 (I-10), and Interstate 17 (I-17). Peoria is approximately 45 minutes from the Phoenix Sky Harbor International Airport and within driving distance to several other major cities in the region as shown in **Table 2**.

Local Setting

Peoria is situated on flat gently sloping desert terrain in the Salt River Valley, and extends into the foothills of the mountains to the north. The city covers some of the most beautiful and biologically diverse natural desert lands in Maricopa and Yavapai counties and is considered the "Gateway to Lake Pleasant", one of the finest water recreation areas and the second largest lake in Arizona.

The city also extends into the foothills of the Hieroglyphic Mountains and is surrounded by some of the last vestiges of the Sonoran Desert in the Phoenix metropolitan area. The region is distinctive from the standpoint that two major water courses, the Agua Fria River and New River, run through the northern portions of the City. Along and between the river basins is a rich reserve of cultural resources.

Table 2 Driving Distances from Peoria

Destination	Highway	Approximate Driving Time
Albuquerque, NM	464	6 Hrs, 38 Mins
Denver, CO	817	12 Hrs, 42
El Paso, TX	444	6 Hrs, 30 Mins
Flagstaff, AZ	141	2 Hrs, 11 Mins
Las Vegas, NV	272	4 Hrs, 47 Mins
Los Angeles, CA	371	5 Hrs, 30 Mins
Phoenix, AZ	14	31 Mins
San Diego, CA	352	5 Hrs, 30 Mins
San Francisco, CA	750	11 Hrs
Tucson, AZ	131	2 Hrs, 11 Mins

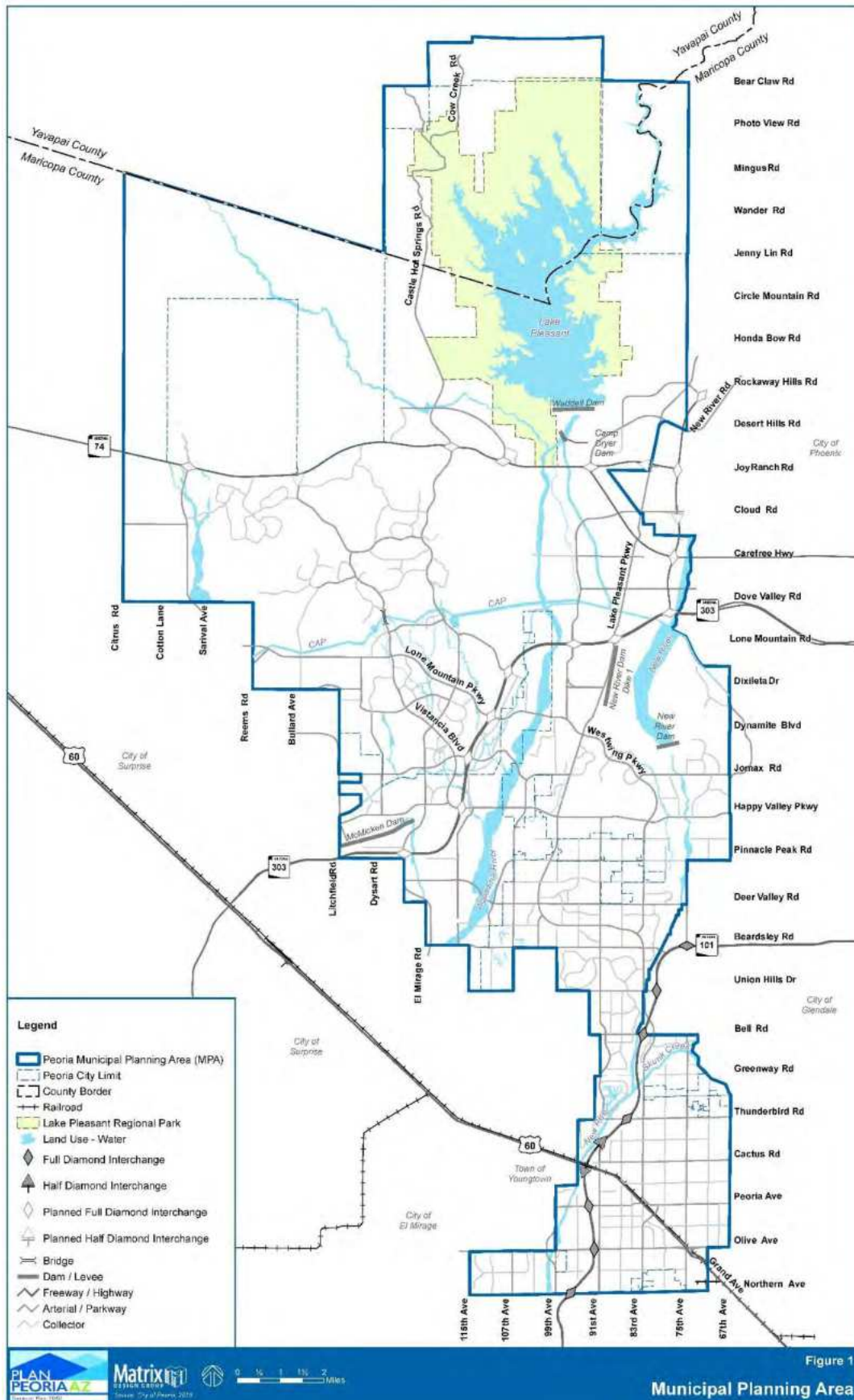
Source: www.distancebetweencities.net



Municipal Planning Area

The Municipal Planning Area (MPA) is the area of planning influence, which helps to plan for growth in areas adjacent to the city. The MPA covers approximately 233 square miles, 179 of which are within the Peoria city limits, as shown in **Figure 1**.

The City's MPA is bounded on the north by Yavapai County and on the east by the City of Phoenix and City of Glendale. To the south is also the City of Glendale, and to the west are Sun City, Sun City West, City of Surprise and Maricopa County. The City of Peoria MPA is inclusive of the county islands located within the city, as well as other unincorporated property directly adjacent to the city but under Maricopa County or Yavapai County jurisdiction. County islands are unincorporated properties under county jurisdiction; however, they are often surrounded on multiple sides by the City of Peoria incorporated area.





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Photo by Michael J.; Baseball on St. Patrick's Day; CC BY NC 2.0, Flickr.com



Economic Prosperity

A prosperous economy supports a growing, attractive, and desirable community, translating to a high quality of life for all residents and thriving businesses. Peoria has positioned itself to become a leading economic engine within the valley, featuring the second largest population base in the west valley and several major assets that have yet to reach their full potential.

The City is also proactive in positioning the community for increased economic prosperity through innovative economic development initiatives that support entrepreneurs, grow local businesses, and attract high-quality jobs, including strategic redevelopment.

PURPOSE

To increase the wealth and quality of living for all with policies that supports a diverse, innovative, competitive, entrepreneurial, and sustainable economy. Peoria recognizes that the economic health of the City influences the physical development and the quality of life of the community, along with determining its capacity to fund essential services.

2.1 PROSPERITY

The structure of Peoria's economy influences both the community's physical development, along with determining its capacity to fund municipal operations and provide programming and services. In looking back over the last several decades, there has been a dramatic evolution of the city's economic structure to one that is now based increasingly on creativity, innovation, and a global perspective. In looking towards the next twenty years and beyond, this trend will likely continue, and it requires the City to maintain a business culture and economic infrastructure that is nimble and adaptable in order to remain competitive. Additionally, the City of Peoria recognizes that it operates within a larger context of a regional, national, and global economic setting. In recognizing and understanding these dynamics, the City intends to improve its prosperity by leveraging its existing strengths and taking advantage of key opportunities by directing resources to critical areas while proactively engaging emerging industry trends.

Peoria has the ability and the desire to continue cultivating a world-class, sustainable and future ready economy. Thus, Peoria is committed to growing its economy in ways that strengthens diversity of industries, retains and creates good jobs with self-sufficient wages, and stimulates investment into our community. This approach goes beyond economic growth to encompass employment creation, the quality of the public realm, capacity of transportation and infrastructure, safety and security, education, arts and culture, and social and environmental sustainability. By addressing these key areas both individually and collectively, it will generate the wealth that allows Peoria to support the high-level of public facilities and services, and quality of life residents enjoy, and businesses seek.

Through its continued strategic planning efforts, the City will continue to develop opportunities that promote a thriving, diverse and dynamic economy, which capitalizes on the City's strengths and supports local job growth and economic expansion. As updates to strategic plans occur, the City will evaluate how best to achieve the following objectives into the resulting action plans:

- Growing a regionally and internationally competitive economy,
- Strengthening the relationship between workforce requirements and educational programs,
- Identifying an adequate supply of land for workforce housing and businesses,
- Maintaining our business-friendly environment and monitoring our progress, and
- Identifying and adopting technology to retain and attract key industries.



The goals and policies within the Economic Prosperity chapter establish the framework for these strategic efforts by providing direction for Peoria in attracting, growing, and enhancing the City's workforce, industries, and opportunities. Although redevelopment and rehabilitation are state mandated elements within the General Plan, the city has expanded the traditional focus of this document to include a variety of economic development policies that have a less direct effect on land use, but are designed to achieve a rising standard of living and economic health of the overall community. These include goals and policies aimed at supporting existing and new businesses that reflect the changing nature of industry, creating the types of jobs most beneficial to our local economy, and further improving our educated workforce to compete for these jobs in the regional and global marketplace. Accordingly, the City has identified the following economic strategies to grow Peoria's economy and create opportunities for all existing and future residents:

Strategies

- Remove the barriers to achieving economic stability
- Support more jobs that pay a self-supporting living wage
- Support small businesses and cultivate entrepreneurship
- Continue to close the educational opportunity gap
- Ensure adequate supply of land for a wide variety of employers to operate and grow
- Retain existing employers and attract new employers to ensure residents have access to jobs

These strategies are threaded throughout this chapter and the General Plan to position the City for a competitive advantage and a prosperous community.

2.2 ECONOMIC VITALITY

The economic vitality of a community is often a measure of factors well beyond the tax revenues generated. The reach extends to questions of livability and the ability to sustain a quality of life that provides opportunities for the entire spectrum of an organization; ranging from an entry-level employee to the CEO. A proactive and holistic approach to addressing the needs of the individuals that drive the economic engines of the City creates a sustainable economic platform to grow efforts and programs that maintain the viability of a thriving community.

Strategic Relationships

Peoria has always seen value in developing relationships for the betterment of the organization and its citizens. The focus on creating community and strategic ties can be seen throughout the City of Peoria General Plan and is detailed in the Economic Prosperity chapter. The focus of those relationships serve as bridges to new opportunities, not only locally but regionally and globally. Those partnership opportunities may range from City partnered events that draw crowds to a shopping center to international business attraction efforts that provide the jobs of tomorrow to the citizens of today.

Enhancing Marketability and Image

The City of Peoria recognizes that business owners and operators consider the image and reputation of the community when deciding where to locate or expand their business. More particularly, they are looking for communities with a good reputation, and a desirable place to live, work and raise a family. Peoria has increasingly taken a more proactive approach in its efforts to attract desirable businesses to the community. Going forward, conveying a progressive and positive image is important as Peoria continues to attract and recruit businesses whose owners and employees demand a high-quality working and living environment.

Economy Linked to Land Uses

One of the most important roles the Peoria city government has in economic development is to ensure there is an adequate supply of land and buildings to accommodate the needs of existing and future business. In addition to providing jobs that support the community's citizens, employment provides a fiscal benefit to the City. For example, they generally produce more in tax revenue than it costs to provide them with city services. As Peoria continues to grow, pressures to utilize land for purposes other than employment can make it difficult for local businesses to remain in their current locations or expand within the city. Consequently, reserving commercial and employment locations can help maintain an overall balance between employment and residential uses in the city, and ensure there are conveniently accessible employment opportunities throughout Peoria. Thus, the achievement of Peoria's economic prosperity goals and policies are dependent with its land use distribution and infrastructure policies. Consequently, all of the goals and policies within this General Plan play an important role and must work seamlessly in the City's economic prosperity strategy.



1886
Founded



172,259
Est. Population



12,060
Companies



38.6
Median Age



\$68,598
Median
Household
Income



31.1%
Bachelor's or
Higher



2.73
People per
Household



\$1,159
Median Gross
Rent



179
Sq. Miles in
City Limits



2.3 ENTREPRENEURSHIP

The economic vitality of a community is often a measure of factors well beyond the tax revenues. Most businesses start out as the vision of one person, or a small group of people, willing to strike out on their own and venture into areas or practices where others shy away. Entrepreneurs create a cascading effect through their innovation and development that benefits more than just their business; it benefits the economy as a whole. Cultivating that intrepid spirit is a critical component in diversifying and invigorating the local economy. The City recognizes and understands the significance of startups to Peoria's economic growth and will develop long-term strategies that provide strong support for these types of businesses. More specifically, the City of Peoria will build the connective tissue to create an entrepreneurial infrastructure that supports, encourages and sustains the elements that make up a healthy entrepreneurial ecosystem.

Innovative Impact

While most of the goals and policies within this section could relate to any businesses in general, the City desires to create a strategic focus on entrepreneurship and the innovations that comes with it. As such, this section seeks to identify opportunities to engage entrepreneurs and help them grow. This focus will also aid in the utilization of the local workforce to meet the needs of these new businesses. Accordingly, the City of Peoria will utilize the following strategies to cultivate its culture of entrepreneurship:

- **Activate all of Peoria** by including diverse stakeholders in powerful roles to take the lead on unique projects, opportunities and specific deliverables. The City Economic Development Services Department should support them in positions of visibility and shared power so that Peoria's decision-makers reflect the demographics of the community.
- **Amplify** by internally reflecting the values we ask the entrepreneurship ecosystem to foster. The city's internal organizational culture and external messaging that values entrepreneurs in Peoria and work with them to help navigate startup processes and growth.
- **Initiate Innovation Clusters** by engaging existing high-growth firms and people in those firms in the development of the entrepreneurial ecosystem. These "pilots" become inspiration for other entrepreneurs and provide the high-growth firms with specific resources like human capital, customized workforce development training programs and innovation through hackathons and other means, which are needed for future-ready industries.
- **Work with Strategic Partners who Accelerate Connectivity Through Action** by combining community assets with entrepreneurs, resource partners and residents through action-based pilot programs to support high-growth firms, community connection and entrepreneurial development.
- **Create a Place** by engaging diverse Peoria entrepreneurs to design and lead the implementation of infrastructure to connect with other entrepreneurs, learn from them and grow.

2.4 WORKFORCE

The same way that a community is shaped by its citizens, their skills and education shape the community's economic health and business environment. The City recognizes the need for a well-qualified, well-trained, skill-specific labor force as a critical factor in maintaining its competitive position locally, regionally and nationally. In order for Peoria to incubate growth and investment into the community, it needs to provide the necessary skilled and educated workforce that meets industry's needs. Accordingly, the City of Peoria will continue to provide life-long skills and learning opportunities by collaborating, partnering and investing in continuous education and training.

Education

Educational attainment is often a critical factor in improving the marketability of an individual within the workforce. The percent of high school graduates in Peoria sits above the averages of Maricopa County, Arizona, and the United States. Additionally, the percentage of Peoria residents who have attained a Bachelor's degree continues to increase. This focus on educational achievement within the community demonstrates to employers that Peoria contains a population that is focused on excellence and achievement, and Peoria residents are able to make meaningful contributions to the ranks of any organization.



Peoria Unified School District has a robust Peoria Medical, Engineering & Technology (MET) program, which includes the MET Professional Academy. The MET Professional Academy is designed to motivate students by treating them as working professionals and preparing them for post-secondary education and careers in high demand STEM fields.

Skills Training

Basing workforce development solely on formalized collegiate education courses would ignore entire market segments that depend on skills training and technical education to be competitive. That is why Peoria continues to develop partnerships and maintains open dialogues with training organizations and technical schools that provide attendees the opportunity to hit the ground running in service industries. Providing this balance within the workforce allows Peoria citizens to fulfill employment needs that form a synergistic economy that can build upon itself.

Implications of Workforce Development

As higher education or specialized skill sets are developed, wages often increase at a commiserate rate, allowing for socio-economic advancement and the lowering of housing affordability burdens that plague many communities throughout the country.



2.5 BUSINESS RETENTION, EXPANSION AND ATTRACTION

Employers, in all forms and sizes, are considered the lifeblood of the city's economy. Peoria has long been a community of distinction that emphasizes attracting select industries that meet the employment and service needs of its citizenry while positioning the City for the future. Outside of drawing in new business, organic growth and retention of existing businesses provides continuity for the community and demonstrates the business-friendly environment that has been cultivated over the years. Peoria seeks to continue this direction by implementing measures and policies that create a customer service-oriented organization, which offers ease of access to businesses within the community resulting in a competitive advantage for those businesses. That attention to detail and facilitating opportunities within the community is maintained with an eye to job creation for Peoria citizens.

Business Retention & Expansion (BRE)

The City of Peoria, like many communities, has a wide variety of employers, from decades old companies to recent start-ups. Typically, many cities will focus their economic development efforts on recruiting existing businesses from other communities and convincing them to relocate. This approach can result in limited success over time as the employment gains garnered can be offset by existing local businesses relocating to other jurisdictions. That is why the approach of 'economic gardening' has become so important to the economic well-being of a community and a tenant of Peoria's strategic plans. Sowing the seeds for homegrown success ensures that attrition of successful businesses is limited and those businesses that are created locally attain information and resources that position them for a bright and stable future. Going forward, Peoria will continue to ensure existing businesses find support in their efforts to remain and success in their endeavors to expand within the city.

Business Attraction

More so than financial incentives and specific economic measures, when organizations are looking for locations that could be their new home, they look at what that location offers in terms of livability for the employees of the organization. That is why Peoria continues to be so well positioned for business attraction. Peoria is full of engaging opportunities that capture a wide variety of interests from outdoor activities such as water sports on the lake, or hiking and biking on the 74+ miles of trails, to theater performances, to spring training and concert events at the sports complex, to the P83 shopping, dining, and entertainment epicenter; and everything in between. Peoria's ability to give citizens the outlet to enjoy life beyond the workplace is what creates such a captivating City. The Peoria tradition of maintaining a robust and diverse community that appeals to all aspects of life is a part of the core of the economic positioning of the City.

Targeted Industries

The driving force for the City's economic development strategic plans is the development of a well-balanced sustainable economy. That balanced sustainable economy is achieved through continual evolution that keeps pace with new advancements. To enhance Peoria's position as a community of distinction, business development and attraction strategies will focus on cultivating or drawing in businesses that continue to evolve with changing technologies or market conditions. Doing so will allow the community to outpace others in the region. Future strategic plans will continue to map out the specific targeted industries dependent on economic climate, technological advancements, and the long-term viability of that industry for the community.





2.6 GOALS AND POLICIES

GOALS

1. **A Robust and Sustainable Economy:** Cultivation of a diverse range of enterprises and ventures that support a robust, stable, and sustainable economy that offer a range of employment, shopping, and cultural opportunities for residents and visitors.
2. **A Business-Friendly City:** A progressive development and regulatory environment that makes Peoria a desirable and business-friendly place to locate and conduct business.
3. **Investing in Image:** Encourage economic investment by enhancing the image and reputation of all who come to experience the beauty and attractions of Peoria.
4. **Culture of Entrepreneurship:** Embracing a culture of entrepreneurship to encourage and support local business start-ups.
5. **Workforce:** Pursue educational opportunities that address skills and training needs that are vital in the creation of a future-ready workforce.
6. **Industry Targets:** Bring economic enrichment to Peoria through strategic decision-making and leveraging of investment programs to attract and promote growth within targeted industries.
7. **Business Expansion and Retention:** Grow the economy and employment base by supporting efforts to expand, scale and retain local businesses.
8. **Future Ready:** Adopt smart technology and dedicate resources to continually improve infrastructure to maintain a future ready environment that attracts world class and sustainable industries to the City.

POLICIES

- EP-1** Regularly evaluate and update Economic Development strategic or master plans to ensure that implementation measures remain relevant and the City adapts to changing environments.
- EP-2** Map departmental coordination opportunities that facilitate speed to market for targeted employers or industries.
- EP-3** Proactively engage in partnerships that would allow the City to position land or resources for sustainable development that will culminate in high-wage future ready job growth.
- EP-4** Expand recruitment efforts to include businesses that fulfill tangential needs of major employers that do not exist in the City.
- EP-5** Work with regional partners to provide opportunities for the labor force to improve its skills and education.
- EP-6** Balance the City's residents to employment ratio by attracting growth in jobs suited to the skills and education of current and future residents with the target of a 1 to 1 ratio.
- EP-7** Develop a business outreach program that regularly communicates with the business community to assess and improve services for existing and prospective businesses and entrepreneurs.
- EP-8** Work with education providers, as well as skills and business training resource providers to connect students to local jobs and enhance the education, skills, and qualifications of the regional and local labor force.
- EP-9** Leverage strategic partnerships that will engage targeted startups to establish a business incubator program that provides a range of resources to entrepreneurs and business start-ups, fulfilling strategic needs within the City.
- EP-10** Adapt land use policies or development regulations as necessary to create agility in the evaluation of key development sites.
- EP-11** Deploy incentives, as appropriate, to attract desired uses where doing so is related to strategic policies and creates permanent high-wage jobs. Inducements can include items such as expedited permit approvals, dedicated project managers, permit fee reimbursement, infrastructure assistance, and other forms of inducements.
- EP-12** Conduct regular reviews of development codes, related regulatory documents, or business practices to address enhancements that will accommodate truncated timelines for business operations.
- EP-13** When needs arise, seek out opportunities and sources for cost reduction while improving service delivery through elements such as integrated or unified software systems across the organization, or asset sharing across departments.



- EP-14** Maintain key reserve funds that provide a safety net in difficult economic times.
- EP-15** Study areas that are underserved with infrastructure, such as fiber optic or reclaimed water, and prioritize future capital investments as appropriate to assist in attracting new businesses within focal industries.
- EP-16** Invest in infrastructure enhancements to ensure that key areas can support expansion or redevelopment in response to changing market conditions in concert with smart growth policies.
- EP-17** Establish financing mechanisms for the Old Town area to help fund infrastructure enhancements, pedestrian amenities, landscaping, and to leverage future redevelopment.
- EP-18** Develop a marketing strategy for the community that addresses the relevance of Peoria as a tourism draw and creates awareness for targeted locations that would likely capture prospective tourists.
- EP-19** Emphasize synergies between various community assets and strategically devote resources to enhancements that uniquely position Peoria for a competitive advantage in the tourism space (such as public transit or green infrastructure networks leading to regional community amenities – i.e. Rio Vista Recreation Center or Lake Pleasant).
- EP-20** Identify opportunities that balance the seasonality of tourism prospects within the City.
- EP-21** Protect the City's primary commercial corridors and mixed-use activity centers from conversion to uses that would limit employment or active uses, such as single-family residential, warehousing, storage, and auto-oriented uses.
- EP-22** Develop strategies to evaluate and reuse big box stores as they become vacant.
- EP-23** Work with area partners and businesses within P83 to reduce the amount of parking surface area to open up new retail, office, and residential development opportunities.
- EP-24** Develop a long-range strategy for P83 to foster new urban development patterns that are conducive to walkable, active, live-work-play lifestyles, including mixed-use development, and pedestrian amenities.
- EP-25** Establish partnerships with the appropriate agencies to grow recreation and business opportunities associated with Lake Pleasant Regional Park.



Smart Growth

Smart growth is a broad movement that promotes efficient and sustainable land development and development patterns that optimize prior infrastructure investment and consume less land. Smart growth communities are based on historic village concepts and are walkable, attractive, and livable. The smart growth movement emerged in response to the negative impacts of decades of post-World War II suburbanization including traffic congestion, higher energy consumption, accelerated loss of natural resources and deterioration of the natural environment.

Smart growth principles favor compact, walkable, friendly developments served by multi-modal transportation, and discourage dispersed, automobile-dependent development at or beyond the urban fringes. These principles result in communities that have a built in sense of place and that are environmentally, economically and socially sustainable into the future.

PURPOSE

To guide future growth and development into a sustainable citywide development pattern, while maintaining or enhancing the quality of life in our communities. Growth should be at a desired scale and character that is consistent with the social, economic and aesthetic values of the City.

3.1 SETTING THE FRAMEWORK

Many defining elements of great communities are established through land use patterns, design and other aspects related to the built environment. Within this General Plan, Peoria's enhanced development strategy focuses on providing greater opportunities for mixed-use development along transportation corridors and in key nodes throughout the City. It also promotes more sustainable development patterns that expand mobility options, supports a diverse workforce and multi-generational community, protects the natural environment, and recognizes its historical and cultural resources.

While Arizona state law requires all cities to include a land use element within its General Plan, Peoria is going further by guiding decisions about where and how growth and development occur. In this manner, the City intends to realign its land use and development pattern to reflect the community's values, distinct culture and history, active neighborhoods, and sense of place. This is accomplished by establishing a development framework that describes the City's overarching strategies, along with inclusion of smart growth principles into its decision-making processes.

With the exception of the Old Town area and a few residential areas, the majority of Peoria neighborhoods were developed during the post-World War II housing boom and more particularly as low-cost air-conditioning became widely available. As a result, the city's land use patterns and urban design features are generally characterized by low-density housing, auto-oriented commercial centers, and street networks. In the 1990s and 2000s, the City of Peoria began a new era of land use planning and urban design based on "growing smarter" legislation aimed at addressing rapid growth within the Valley. Because Peoria is still a relatively young city with a large amount of vacant land available, the city will need to accommodate a significant amount of future population and employment growth over the next 20 years and beyond. The Smart Growth chapter of the General Plan establishes the goals and policies to strategically accommodate future growth and change while preserving and enhancing the quality and characteristics that make Peoria a desirable place to live.





3.2 DEVELOPMENT FRAMEWORK

This chapter identifies a framework for decisions about land use and development patterns. It then goes beyond the community's physical development pattern to include goals and policies on community placemaking, connecting people and places, growth areas, housing, and the cost of development. Additionally, this chapter seeks to stimulate social connectivity and economic activity, while achieving a more sustainable environment for existing and future generations. Through these goals and policies, the City seeks to encourage maximization of development opportunities that respect established neighborhoods and protect significant cultural and historic assets. The guiding framework is defined by these areas:

- **Context:** New development should respect and respond to the surrounding context. Projects should utilize responsive, place-based design that creates distinctive places that are compatible within the area.
- **Sense of Identity:** Development and redevelopment should build on and enhance the identity and character of the community. Both public and privately-owned areas should be designed to maximize available opportunities to promote a sense of identity.
- **"Community" by Design:** Pursue innovative and progressive design that balances priorities without compromising quality.
- **Connectivity:** Look for ways to enhance connectivity throughout the community and beyond, making it easier for residents and visitors to access nearby goods and services, community amenities, and key destinations.
- **Walkability:** Create walkable neighborhoods, commercial corridors and mixed-use districts that stimulate increased pedestrian activity and make alternative transportation more viable.
- **Sustainability:** Use best practices to reduce environmental impacts.

Community Placemaking

Placemaking is a multi-faceted approach that capitalizes on a community's assets, and inspiration to create spaces that promote people's health, happiness and well-being. This hands-on approach helps bring residents and visitors together to form deep connections with places in their community; however, placemaking is more than just creating a nicely designed landscape. These spaces are where people want to be and to interact. Quality design and aesthetics are also important.



According, these efforts need to be representative of Peoria's values. Through the goals and policies within this chapter, Peoria seeks to maintain its high quality of life through careful attention to community placemaking.

Activity Centers

Activity Centers are vibrant community hubs that attract people for activities such as shopping, work, recreation and socializing. Peoria has identified four *Activity Centers* (defined below), each having its own unique identity. As there is no 'one size fits all' approach to activities centers, they can vary greatly in size and intensity. Additional strategic planning of these areas should occur on how best to direct resources and focus investments to best serve the community, while ensuring these centers become and remain attractive, vibrant places to live, work and shop.



Old Town

The Old Town Activity Center area encompasses the historic townsite area at 83rd and Peoria Avenues and is the heart of the City of Peoria. This original residential, commercial and civic area of the community contains many historic structures and is the current location of the civic operations of municipal government including City Hall, Police Station, Main Library, Community Center, Performing Arts Center and other municipal uses and services. The envisioned character of this area is a vibrant, walkable, mixed use area for civic, historic, residential, commercial and employment uses. Based on the existing and planned transit improvements, transit-oriented development would be appropriate in this area.



Lake Pleasant

The Lake Pleasant Activity Center is a regional and national attraction for many outdoor activities including boating, fishing, watercrafts, swimming, hiking and wildlife viewing. The character of this area includes possible destination resort and related uses and outdoor active and passive recreation focused uses.



Loop 303

This important future employment growth area straddles the Loop 303 corridor with strategic focus areas at Happy Valley Parkway, Vistancia Commercial Core and at Lake Pleasant Parkway. Loop 303 is important to the northwest portion of the city as it connects to Interstate 17 to the east and Interstate 10 to the south and the city has sought to leverage this prime location for future employment growth and development. The community consistently identified the area as the future employment core area for Peoria.



P83 (“Peoria 83rd Avenue”)

Located near the Loop 101 and Bell Road, this area has emerged as the retail and entertainment hub of the city. With 83rd Avenue as a signature spine road, the Peoria Sports Complex is the anchor for the area, providing a venue for Major League baseball, major concerts and other community events. The adjacent areas augment the Complex with restaurants, residential housing, and major retailers, which contribute to an active mixed-use area. The community envisions future opportunities for this area to be intensified and enhanced as a vibrant, mixed-use employment, entertainment and retail area.



3.3 LAND USE

This section establishes land use descriptions and land use mapping reflecting the unique and defining elements of Peoria including quality neighborhoods, vibrant entertainment areas, commerce, employment and open space areas. The land use categories established herein identify the desired community attributes in terms of type, form, design and density/intensity, and are intended to inform decision making relative to future development proposals. The Future Land Use Map provides the location and distribution of land uses and establishes a balanced plan for the future growth and development of the city. The land use map, descriptions, guidelines and typical uses identified within this section are intended to generally characterize the envisioned type and scale of future development within Peoria.

Land Use Categories

This section establishes the generalized land use categories reflecting the envisioned future for Peoria. The land use categories were developed based on significant input from residents, business and property owners and other stakeholders regarding the desired character of the neighborhoods, stores, places of employment and other community uses within Peoria. Land use categories describe the community’s desired community attributes by establishing type, form, design, density and intensity, and interaction between land uses. Each land use category identifies the following:

- Character - Broad description of key characteristics of the defined land use
- Zoning Districts - Comprehensive list of correlating zoning districts
- Example Communities - Representative neighborhoods or developments
- Typical Uses – Summary of typical intended uses

The zoning district(s) identified for each land use category illustrates the general correlation between zoning districts and the General Plan Land Use Designations. The City uses this correlation information as a general guide when determining the consistency of rezoning proposal with the Land Use Map. Other factors such as conformity to the community character, land use compatibility, availability and capacity of public services and facilities, and preservation of environmental features may also be considered in determining if a zoning district is appropriate.

Future Land Use Map (FLUM)

The overarching goal of a Future Land Use Map (FLUM) is to establish and define the appropriate balance and relationship of residential, commercial, employment and open spaces to serve the community. The FLUM is intended to graphically represent Peoria's strategic development philosophy relating to future land uses and is not intended to be a parcel-by-parcel land use allocation. More specifically, the FLUM depicts the desired location, relationship and distribution of land uses and is a representation of the build out vision for Peoria. **(Figure 2)**

It is important to note that the FLUM does not represent zoning classifications. Current zoning classifications of all property in Peoria are reflected on the Official Zoning Map, available at the office of the City Clerk and the City's Planning Department. Property owners must go through a rezoning process if there is a desire to make changes to specific zoning on their property before development. Those zoning changes are required to conform to the General Plan, including compliance with the adopted FLUM, pursuant to Arizona state law. Lastly, it should be acknowledged that the FLUM applies to *future* decision making relative to rezoning of property, and is not applicable to existing zoning entitlements. Many properties have developed utilizing existing zoning which may or may not conform with the FLUM. For this reason, no land purchases or contemplated future construction should be based solely on the FLUM.

The land use category boundaries shown on the FLUM are generally delineated through one or more of the following features: property lines, drainage corridors, canals, streets and municipal boundaries. In addition to defining the land use boundaries, the FLUM includes the below described general boundaries.

Municipal Planning Area Boundary

The FLUM designates land within the Municipal Planning Area (MPA) Boundary for the city, according to the land use designations summarized further in this section. The MPA includes the City Limits and adjacent areas the city intends to either annex in the future and or exercise a level of input to guide development under county jurisdiction consistent with the FLUM.

City Limits

The incorporated municipal city limits of Peoria are included on the FLUM. The incorporated area of the City is smaller than the overall Planning Area Boundary. Areas within the city limits are subject to municipal jurisdiction and subject to city regulations. Areas outside city limits are under the jurisdiction of Maricopa County or Yavapai County.

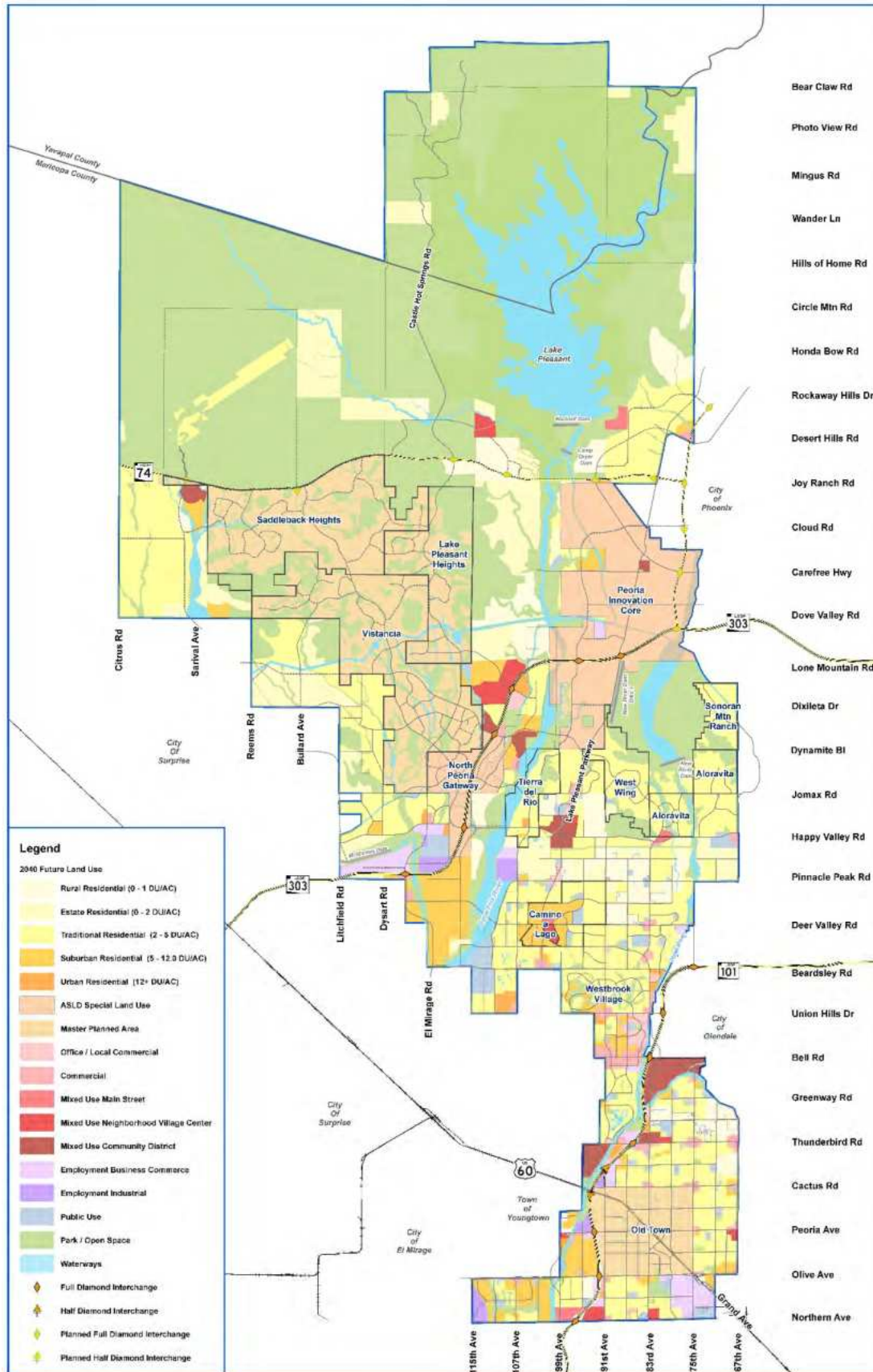


Figure 2 – 2040 Future Land Use

3.4 LAND OWNERSHIP

Throughout the City, there are large areas of publicly held properties that have specified land use designations on them. These properties are comprised of Federal, State, or other public lands. Federal lands in Peoria are managed by the Bureau of Land Management (BLM), or the Bureau of Reclamation (BOR). State Lands in Peoria are managed by the Arizona State Land Department (ASLD) or the Arizona Game and Fish Department. Other public lands include County and City owned properties.

Arizona State Land Department

The Arizona State Land Department (ASLD) was established in 1915 to manage the Trust lands granted to Arizona by the Federal government at the time of statehood. The ASLD manages the land and resources of approximately 9.2 million acres of Trust land across the state. All uses of the land must benefit the Trust, a fact that distinguishes State Trust land from the way other public land may be used, such as land managed by the BLM or BOR. While public use of Trust land is not prohibited, it is regulated to ensure protection of the land and compensation to the beneficiaries for its use. Beneficiaries of the Trust include public schools, correctional facilities, and other publicly funded services. The schools (K-12) are the largest beneficiary, owning approximately 87% of the land and receiving close to 90% of the revenue.

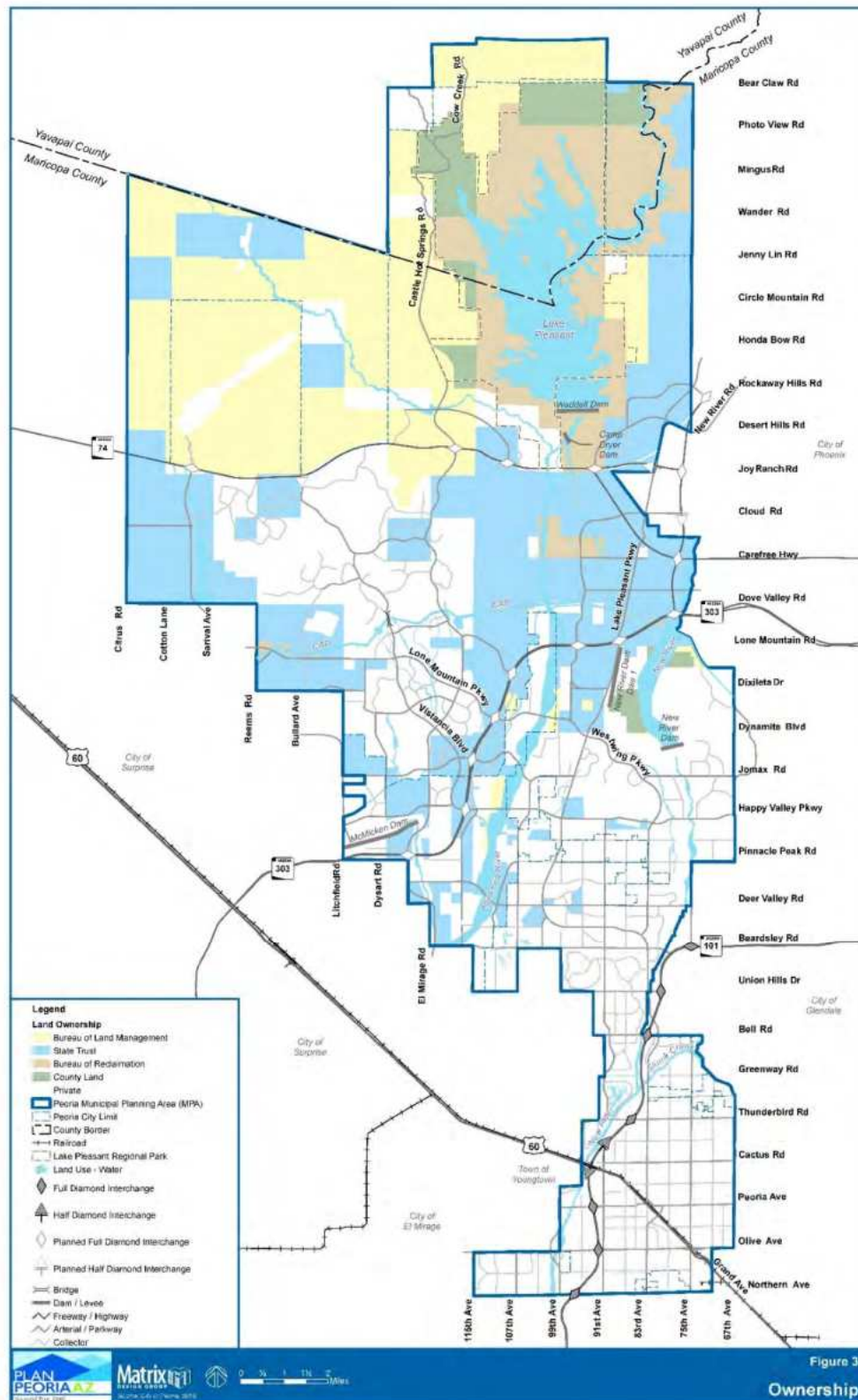
Importantly, State Land parcels may eventually transfer to private interests through sale or lease for residential, commercial, or employment development, or for agricultural or natural resource extraction uses. As noted above, the lease and/or disposition of State Trust Lands is governed by the Arizona Enabling Act, Constitution, and strict statutory regulations. More specifically, Arizona Revised Statutes (ARS) require cities such as Peoria to coordinate with the Arizona State Land Department (ASLD) to ensure for the harmonious integration of Trust Lands into the City's Future Land Use Map (FLUM) within the General Plan. Therefore, for planning purposes, State Land property should be viewed as developable property, in much the same way as private land. Currently, ASLD manages approximately 44 square miles (close to 28,000 acres) of land in Peoria. The City of Peoria actively pursues the planning of State Trust Lands located within the planning area and will continue to work closely with the ASLD.

Bureau of Land Management

The Bureau of Land Management (BLM) is a federal agency that manages the nation's public land and resources to provide for a wide variety of users without compromising the long-term health and diversity of the land. The BLM also focuses on preserving the natural, cultural and historical resources. The agency uses the best scientific information to make decisions, in collaboration with other agencies, states, tribal governments and the public. The Bureau of Land Management (BLM) owns approximately 26 square miles (over 16,500 acres) of land in the Peoria MPA, the majority of which is located in northern Peoria above State Route 74.

Bureau of Reclamation

The Bureau of Reclamation (BOR) is a Federal agency whose mission is to "manage, develop, and protect water and related resources in an environmentally and economically sound manner in the interest of the American public." The BOR property manages approximately 22 square miles (over 14,000 acres) of land in Peoria, primarily located around Lake Pleasant.



Maricopa County Islands

County Islands create unique challenges for cities. County zoning ordinances allow for some uses not allowed within Peoria and provide for different development standards. Although the uses can no longer expand if annexed into the city, they may have a long economic life whether in the county or the city. These uses and their different development standards can create negative impacts on adjacent uses and cause a discontinuous visual image. In some cases opposite sides of the street will develop under different streetscape, landscaping and setback standards.

In this manner, the city shall work with Maricopa County to ensure land uses and development standards for unincorporated land adjacent to or surrounded by the city be consistent with adopted city plans where applicable.

Sources of Aggregates

Growth requires building materials, no matter what form it takes. Ensuring that Arizona has adequate resources to provide the necessary materials was one of the primary reasons behind regulations that require cities begin to incorporate planning for sources of aggregate into their general Plan. The passage of the Aggregate Protection Act (Senate Bill 1598) added a provision in the Arizona Revised Statutes (9-461.05.C.1.g) that requires cities to address sources of currently identified aggregates. In addition, cities are to provide policies to help preserve currently identified aggregates sufficient for future development, and policies to avoid incompatible land uses in their General Plan. The goals and policies within this section address these requirements within the General Plan.

The most common aggregates that are mined in Peoria are sand and gravel. Although mining contributes to the Peoria economy, it can impact the environment during extraction and after mining is complete. After a mine is closed, there is a need to ensure effective reclamation of the mine. The reclamation of mines is pursuant with Arizona Revised Statute (ARS) 9-461.05, which states that General Plans in Arizona should seek to preserve existing identified aggregates that are “sufficient for future development”. Maps are available on the website for the Arizona Geological Survey, which identify sources for aggregate materials. It is anticipated that current existing aggregate land uses are sufficient to meet future development needs.



3.5 HOUSING

Having a diverse stock of housing – new and old, big and small – is instrumental in offering choice and providing for the individual needs of all households, regardless of economic status. Overall, housing is an important factor in making a city a desirable place to live, so it is crucial that the City’s policies reflect support for the needs of all citizens, both current and future. Addressing major issues like upkeep of existing housing stock and planning for the housing needs of future residents is paramount to the success of the City. The General Plan promotes the long-term health of the City’s housing stock and its availability to all. The Healthy Neighborhoods chapter will address goals and policies related to the social implications of housing, and within Smart Growth, the General Plan will address the physical characteristics of or needs for housing within the community.

Housing Need

Housing options within the City of Peoria have and will continue represent more than just single-family detached housing. Providing a full array of housing options accommodates a variety of lifestyles and needs. Addressing opportunities for a range of housing options from single-family detached to high-density multi-family also addresses two issues that are plaguing the nation; affordability and supply.

Year Built	Peoria	
	Number	Percent
2014 or Later	1,726	2.6%
2010-2013	2,320	3.5%
2000-2009	19,738	29.6%
1990-1999	21,307	31.9%
1980-1989	13,071	19.6%
1970-1979	4,962	7.4%
1960-1969	1,132	1.7%
1950-1959	318	0.5%
1940-1949	162	0.2%
1939 or Earlier	126	0.2%
Total	64,862	100%

Affordability

While allowances for increased supply can help address affordability, providing the ability to develop more units is not the only solution. Sometimes a community is in need of a different housing options that allow citizens to have the freedom choose if they would like to have the privacy and maintenance costs / responsibilities of a single family home or the freedom of the ‘lock and leave’ lifestyle afforded by multi-family housing. These diverse housing options enable residents to choose the desired housing type without being forced into responsibilities or costs that don’t fit their needs.

Supply

A common misconception is that the City builds residential or non-residential developments. That may be the case in some rare instances of public private partnerships; however, by and large, the City sets a policy framework in which development must occur. Housing supply can address affordability by providing a sufficient number of housing units to meet demand; however, it also has a dramatic impact on the growth of a community far beyond just the cost of housing. Providing appropriate locations of increased density allows sustainable land use patterns, and enhanced viability of neighboring commercial centers. Areas of increased density also deliver the concentration necessary to make mass transit options viable; thereby aiding in the reduction of roadway congestion and deploying an effective workforce throughout the City.

3.6 FOCUSED GROWTH

An economically sustainable community is the result of sound and fiscally responsible decisions regarding infrastructure and municipal service expansions. Peoria has experienced significant growth through its history from a small suburban community to a major city within the Metro Phoenix area. As previously discussed in Section 3.5, there remains a significant amount of undeveloped area; therefore, guiding the location of growth enables the city to plan in a sustainable manner. Identifying areas for future growth helps to focus and prioritize City resources in a sustainable manner and in locations where growth is most appropriate. This section is intended to:

- Provide for the organic and natural growth of the city through the encouragement of infill development and the incremental and logical infrastructure expansion into undeveloped areas.
- Promote timely and fiscally sound infrastructure expansion through the use of growth policies, infrastructure funding, and financial planning that is coordinated with areas suitable for development.
- Provide for the responsible use of funding for infrastructure and services through the application of growth policies in land use decision-making.

Growth Areas

According to Arizona state law, growth areas “are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements designed to support a planned concentration of a variety of uses, such as residential, office, commercial, tourism and industrial uses.” A tiered system of growth is contemplated within the General Plan to provide for the incremental and logical extension of infrastructure and services, resulting in a sustainable, efficient and fiscally responsible use of resources. It is important to emphasize that growth areas are not restrictive, and development can be proposed and approved regardless of growth area designation. Additionally, a growth area designation should not be the sole determinant in land use decision making, but rather intended to inform consideration of a land use request balanced against other economic and community factors in making a determination. Proposed development within Tier 3 Growth Areas signal the need for careful consideration of the long-term infrastructure and service delivery impacts resulting from a planned development.

The Growth Areas are divided into the following tiers as shown on **Figure 4** and described as follows:

Tier 1 Growth Areas

Tier 1 Growth Areas include locations in Peoria that are anticipated to develop in the short and mid-term planning horizon. These areas are available and appropriate to accommodate immediate infill development and related infrastructure and municipal service expansion. Tier 1 Growth Areas include locations within the City that are adjacent or within near proximity to existing infrastructure and services and require minimal infrastructure or service expansion. New development is served by existing infrastructure and parks, trails, and all other municipal services.



Tier 2 Growth Areas

Tier 2 Growth Areas include locations within Peoria that are anticipated to develop in the current or near-term planning horizon, or approximately within 1 mile of existing infrastructure service limits. These areas are intended to accommodate the logical extension of infrastructure and services in the next phase of the development of the community. Development in Tier 2 Growth Areas should be carefully considered relative to infrastructure and service extension impacts and costs associated with the proposed development. Infrastructure improvements are primarily provided by the developer, and the project can adequately address the provision of all municipal services to the development.

Tier 3 Growth Areas

Tier 3 Growth Areas are generally located beyond one-mile of existing infrastructure service limits and/or in remote locations. Development in these areas may promote scattered development patterns and strain the efficient delivery or maintenance of city services. The city does not expect to extend infrastructure to support development in these areas for the foreseeable future. New entitlements within these areas should only be approved after careful consideration of the anticipated infrastructure and service delivery impacts and costs associated with the development, and should be based on a finding that the development advances a key economic development goal or otherwise provides an equivalent public benefit to offset the early extension of infrastructure and services. This does not preclude the associated amendment or development of existing Tier 3 entitlements.



What is Smart Growth?

Broadly stated, smart growth community design is based on the following principles:

Human-scale / Compatibility. A fundamental component of smart growth communities is design focus on human-scale and the resulting compatibility between land uses. By design, human-scale mixed-use centers minimize traditional compatibility impacts associated with suburban development. Thoughtful and effective transitions in land use address visual and other impacts associated with land uses of a different intensity or character.

Mixture of Use. Locating residential, commercial, employment and open space uses in proximity to one another results in alternatives to driving such as walking and bicycling becoming viable transportation options. Mixed-use developments create higher concentrations of people, increasing economic development and supporting public transit. Mixed-use developments enhance the sense of community by making streets, public spaces and walkable shopping districts places where people meet for community interaction.

Compact Development. Smart growth principles support development designs that concentrate building and development areas, resulting in the preservation of natural and unique aspects of an area. Compact development designs make more efficient use of land and resources and result in a reduced service delivery cost for core municipal services such as water, sewer, and public safety.

Walkable Neighborhoods. A key component of smart growth communities is walkable neighborhoods. Goods, services and employment are located within a walkable distance from housing. Walkable communities provide alternatives to driving a car, resulting in reductions to traffic congestion and air pollution.

Sense of Place. Smart growth communities preserve natural resources and other unique aspects of an area, contributing to the sense of place for the community. Smart growth principles enhance residents' sense of place and community through the creation of interesting, vibrant and unique streets and public spaces.

Infill Development. Infill development and increased densities in developed areas result in the efficient utilization of land, more compact areas and more efficient delivery of municipal services. Guiding new development to existing developed areas of the community also preserves and enhances the vitality of existing areas through economic development and additional goods, services and jobs to support existing developed neighborhoods.

Increasing Transportation Choice. Smart growth communities implement new approaches to transportation planning including integrated transportation / planning coordination, creation of redundant, resilient and connected road networks and ensuring connectivity between pedestrian, bicycle, transit nodes and streets.



3.7 COST OF DEVELOPMENT

A core function of government is the provision of services to maintain and enhance public health and safety within a community. The provision of municipal services also supports economic development efforts and maintains the quality of life of residents. The City of Peoria provides for high-quality public facilities and services including water, wastewater, stormwater management, streets, police, fire, and parks. Public infrastructure and the provision of municipal services represent a significant investment for the City of Peoria. This investment is comprised of the cost of the initial construction or deployment of resources, as well as the long-term operating and maintenance costs associated with the infrastructure and municipal service; which represents a significant financial commitment by the City

Smart Growth includes a myriad of principles that address growth and development within a City. A key component of those principals is financial sustainability. With regard to the provision of municipal infrastructure and services, financial sustainability involves consideration of the complete financial cost, including capital costs (initial cost of infrastructure), and operating costs (on-going services and maintenance of the facility or service). This principle of smart growth is intended to ensure that growth and development are sustainable and are not subsidized over the long-term by current residents and businesses. This section is intended to identify primary resources, standards, and policies the City of Peoria utilizes to achieve the broad objective of financial sustainability. This section also establishes goals and policies to guide future decision-making and ensure equitable and sustainable funding for the construction, operation and maintenance of infrastructure and municipal services.

City of Peoria Principles of Sound Financial Management

The City has long embraced the fiduciary responsibility for accounting for and managing public funds and planning for municipal facilities and services to serve residents. The City of Peoria Principles of Sound Financial Management (2016) expresses the City's overall financial goals:

- To deliver quality services in an affordable, efficient, and cost-effective basis, providing full value for every dollar.
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the City of Peoria.
- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements for our community, and to respond to changes in Federal and State priorities and funding as they affect the City's residents.
- To maintain a high bond credit rating to ensure the City's access to the bond markets and to provide assurance to the City's taxpayers that the City government is well-managed and financially sound.

The City achieves these goals through strict management policies, including the Principles of Sound Financial Management, providing financial guidance for fiscal planning, identifying policies that avoid leapfrog development, and management of public funds for growth-related infrastructure and services



Funding Growth Impacts

As a steward of public funds, the City's overall policy regarding funding for growth related impacts, is that to the extent reasonable, growth should pay for itself. There are a variety of methods and funding sources used by the City to provide infrastructure and services that address the infrastructure needs of growth without laying the financial responsibility at the feet of existing residents and businesses. Those methods include developer exactions / constructed infrastructure, development impact fees, the City's Capital Improvement Program (CIP), the Annual Operating budget, Utility Enterprise Funds, Community Facilities Districts, General Obligation Bonds, Highway Use Revenue Funds, and other state and federal funds. The primary methods and funding sources utilized by the City to provide for infrastructure and services to serve future growth are summarized as follows:

Developer Exactions / Constructed Infrastructure

Developer exactions and constructed infrastructure are one piece of the two most direct funding sources to ensure that development pays for itself as the City continues to grow. Developer exactions allow the City to obtain the necessary dedications to accommodate the requirements associated with growth such as right-of-way, or park dedications that prevent the City from having to go back later after development has occurred and acquire property for right-of-way from fractured ownership. The construction of infrastructure calls for developers to provide the infrastructure necessary to service their development. This often includes adjacent half-street construction (street, curb, gutter, sidewalk, etc.), and the continuation of water and sewer connections that will serve future residents and businesses. Due to the complex nature of larger developments, development agreements are an important mechanism aid in formalizing developer and city obligations related in part to infrastructure and services and the timing associated with those required improvements.



Development Impact Fees

A significant portion of the initial costs to provide infrastructure associated to growth is paid by the development community at the time of building permit issuance through development impact fees. Impact fees may only be used by the City to expand infrastructure, or pay down bonds issued by the City that covered infrastructure expansion prior to the assessment of the impact fee. Although development fees cannot be used to fund operation and maintenance costs associated with infrastructure and municipal services, they provide a vital offset to ensure that residents and businesses are not subsidizing the initial cost of growth. Development Impact Fees are assessed for parks, police, fire, and streets.

The City previously contained a broader array of impact fee categories in an effort to appropriately allocate funds for the initial costs associated with development; however, state statute has since identified limitations in those categories resulting in the aforementioned list. The City completes a review of the development impact fee program periodically, and adjusts the required impact fees to ensure that the overarching policy of development paying for itself is accommodated.

Capital Improvement Program

The City utilizes a Capital Improvement Program (CIP) to fund the construction of core infrastructure for streets, water, sewer, parks, public safety and other municipal buildings and infrastructure. The improvements identified within this program can have a cascading effect on all kinds of City priorities, from parks to business attraction. To provide clear direction for all of the implications of the Capital Improvement Program, the City strategically drafts it to provide a schedule of planned infrastructure improvements over a ten-year planning horizon. To maintain its strategic position, the City of Peoria maintains a ten (10) year Capital Improvement Program. The purpose of the Capital Improvement Program is to systematically identify, plan, finance, and monitor capital projects to ensure cost-effectiveness and conformance to the City's financial goals.

The City adopts a financially balanced, multi-year Capital Improvement Program each year in conjunction with the annual operating budget. In adopting the CIP, the City assesses the operating impacts associated with a capital project to ensure necessary operating revenues are available to support maintenance and operation of infrastructure and services into the future.

Annual Operating Budget

The City utilizes the annual operating budget to fund ongoing maintenance and operating costs associated with infrastructure and services. That annual operating budget includes the City's forecasts for the long-term operation and maintenance costs of capital construction such as a roads, trails, or parks. This fundamental principle of fiscal sustainability involves consideration of the complete impact of growth over the long-term and provides guidance for future decision-making to ensure current residents and businesses are not subsidizing future growth. A variety of sources fund the City's annual budget, including Primary and Secondary Property Taxes, Transaction Privilege Tax (Sales Tax), Specialty Industry Tax (Hotel bed Tax), and Excise Tax.

Utility Enterprise Funds

Once infrastructure systems are developed, services must be provided to the customers within the newly developed areas in addition to existing residents and businesses. Utility enterprise funds allow for revenue generating services to cover the cost of the City to provide those services. Revenue to recover the cost of providing water, wastewater, and solid water services is generated by the City billing customers for those services. User fees are established at appropriate levels to recover the direct and indirect costs, including operations, capital outlay, cash reserve requirements, debt service and debt coverage requirements for services to residents. As with any other service these rates are reviewed periodically to verify that service and fee levels are sustainable.

Community Facilities Districts (CFD)

In some cases, larger developments finance costly infrastructure improvement requirements through what is called a Community Facilities District (CFD). A CFD is a special taxing district, which provides tax revenues from a geographic area for the repayment of bonds used to construct the original development infrastructure. A CFD can be established upon petition by the developer and approval by the City. Community Facility debt is not a liability of the City, but rather is assessed against the real property that specifically benefits from the improvement. The Vistancia Community Facilities District is an example of this method of providing for infrastructure to serve growth within a particular area. The use of CFD financing for public infrastructure should be limited and consistent with the policies of this document.





Land Use Categories

Rural Residential

The Rural Residential designation identifies areas of large-lot residential development in areas with a semi-rural or agricultural character. Most rural residential areas were developed prior to annexation into the city, or during the early years of city development and expansion starting in the late 1980s. These areas developed organically in smaller tracts of land. They highlight the City's growth over the years and are a reminder of our agricultural past. They may have alternative or reduced streetscape standards in recognition of the desired character. In some areas, the land uses are predominantly agricultural and occupy large areas for the raising of crops, fowl and/or livestock.

Character

- The density ranges from 0 to 1.0 dwelling units per acre with lot sizes typically above 1 acre in size.
- Some lots have irrigation rights for landscaping or agriculture, and may be framed by irrigation ditches at property lines
- Substantial setbacks from the street and between homes emphasizes the semi-rural character of these areas
- Accessory uses such as barns, stables, and other outbuildings are common, and are agricultural in form and function
- Architectural styles are diverse, ranging from Sante Fe architecture to single-story ranch
- Agricultural animals such as livestock or horses are common
- Rural Residential areas enjoy mature landscaping due to the age of many of these areas
- Streets in these areas are rural in design, with gravel shoulders, and often do not have sidewalks

Zoning Districts

AG, SR-43, and SR-35

Example Communities

- Southwest Corner of Calle Lejos Road and 83rd Avenue
- Acoma Drive and 83rd Avenue





Estate Residential

Estate Residential areas are low-density developments or areas that feature large lot single-family neighborhoods. These areas may be gated and/or include custom home lots. Residences are typically large, detached estate or executive-type homes which are one or two stories. In addition to the residential homes, these areas often feature accessory structures such as casitas and architecturally compatible RV garages.



Character

- The density ranges between 0 – 2.0 dwelling units per acre with lot sizes typically ranging between 18,000 square feet and above.
- Residences are moderately set back from the street to accommodate ample landscaping and grand entryways or circular driveways
- Lots often feature large rear yards to accommodate a variety of accessory uses such as pools, casitas, RV garages, or outdoor living spaces
- Architectural styles are diverse but are predominantly contemporary in style
- Development entries are often gated and characterized by monumentation or a sense of arrival through thematic elements
- Streets in these areas are local only, with sidewalks on one or both sides of the right-of-way
- The street network is curvilinear to create visual interest along longer block lengths or to accommodate topographical constraints of the site
- Neighborhoods are bounded by a collector street network



Zoning Districts

R1-43, R1-35, R1-18, and PAD

Example Communities

- Melton Ranch
- Copper Creek Estates
- Estates at Happy Valley

Traditional Residential

Traditional Residential areas encompass a diversity of neighborhood types, from older subdivisions to newer master planned areas. These areas feature moderately-sized lots with detached single-family homes. Traditional Residential supports a suburban lifestyle with increased density while maintaining a detached single-family character.

Character

- The density range is between 2.0 to 5.0 dwelling units per acre with lot sizes typically ranging between 7,000 square feet and 18,000 square feet.
- Neighborhoods include a diversity of one and two-story housing types. Homes are moderately set back from the street and may feature side-entry garages
- Driveways and entries are more constrained than Estate Residential and may not accommodate tandem parking on the driveway
- Residences are accessed by the local streets and feature on-street parking
- Side yards between homes are moderate and residences often share privacy walls
- Internal and external connectivity is provided by sidewalks and open space trails throughout the area
- Ample open space is provided with amenities such as tot lots, dog runs, and ramadas interspersed or centralized within the community

Zoning Districts

R1-18, R1-12, R1-10, R1-8, and PAD

Example Communities

- The Meadows Parcels 1 & 3
- Querencia
- Happy Valley 40





Suburban Residential

Suburban Residential areas are intended to provide a range of residential uses from small lot attached and detached single-family to multi-family residences. This category supports a suburban lifestyle and provides an appropriate transition between less intense residential areas or non-residential areas. These areas of the City are a more intense residential land use, and residences may have limited private outdoor space, thereby relying on common open space amenities for recreation and connections with nature.

Character

- The density range is between 5.0 to 12.0 dwelling units per acre with housing options ranging from small-lot single-family residential (attached or detached), townhomes, casitas and other multi-family residential types.
- Three story multi-family buildings are appropriate along arterial roadways and create a sense of arrival, with a context appropriate transition to surrounding residential
- Suburban residential areas are bounded by collector or arterial roadways, but boast good internal connectivity
- Roads are curvilinear in single-family neighborhoods, with sidewalks on both sides
- Architectural styles are diverse but often share Southwestern vernacular and theming
- Communities feature higher concentrations of neighborhood parks and other common open space amenities such as tot lots or trails
- These areas often connect to regional parks or open spaces that serve multiple neighborhoods

Zoning Districts

R1-8, R1-6, RM-1 and PAD

Example Communities

- The Meadows Parcel 12A
- Westcreek Villas
- Lakeside Terrace at Westbrook Village
- The Bungalows on Olive



Urban Residential

Urban Residential areas enjoy a high level of access, and are located near services, employment centers and transportation corridors. Multi-family residential development is desirable within these areas. Urban Residential is where the highest multi-family residential density development is appropriate. The density range is intended to provide for multi-story apartments, condominiums, and townhouses which are close to employment and service areas. This category is traditionally located along transportation corridors and serves to buffer Suburban Residential areas from non-residential areas or Mixed Use areas. Substantial common open space, recreational amenities and on-site support facilities serve the residents.

Character

- Density exceeds 12 dwelling units per acre and are typified with a range of ownership and rental housing options including townhomes, casitas and other traditional multi-family residential types.
- Residences enjoy shared common open space and amenities such as clubhouses, pools, outdoor kitchens, fitness rooms, and gaming areas
- Internal connectivity is supplemented with external connectivity to adjacent open spaces, sidewalks, and non-residential.
- Community theming creates a cohesive architectural form, and a varied color and material palette to maximize neighborhood interest.
- These areas present a variety of contemporary-inspired architectural forms and materials with unified theming

Zoning Districts

RM-1 and PAD

Example Communities

- Fairway Ridge at Westbrook Village
- Pillar @ Bella Vista
- Peoria Estates





Master Planned Area

The Master Planned Area category is for large-scale developments that go beyond standard community design to gain greater flexibility for land uses and layout. These areas comprise a minimum of 1300 acres, or any area containing a Specific Area Plan (SAP). This land use category conforms with and enhances the policies and programs contained within the Peoria General Plan. The Master Planned Areas within the City include the Vistancia Planned Community District, Lake Pleasant Heights SAP, Saddleback Heights SAP, Verlago Planned Community District, and the Old Town SAP.

These areas go through a separate entitlement process and have unique development standards specific to the community that establish the land uses, densities and intensities of development, and the character of the area. Master Planned Areas are designed as a cohesive development with common infrastructure, open space, and coordination of different land uses throughout the development. Master Planned Areas typically provide for a mixture of residential, commercial and support uses. Cohesively planning for a balance of residential and non-residential uses ensures each Master Planned Area has abundant open space and amenities, a cohesive street and pedestrian network, and unique community identity that is showcased on wayfinding signage.



Zoning Districts

CCM, CRM, PAD, and PCD

Office and Local Commercial

The Office and Local Commercial category supports low-intensity commercial development consisting of a variety of small to moderate in scale professional offices, medical and legal services, and ancillary retail uses. Office buildings and complexes are characteristic of this category, providing services and employment to the larger community area. Office and Local Commercial areas provide convenient access to goods and services such as office and locally-oriented neighborhood uses. For example, medical offices, financial institutions, convenience stores, pharmacies, personal services such as dry cleaners, and restaurants.

Future changes to the Retail and Local Commercial areas are building and landscape improvements that enhance the pedestrian environment.

Character

- Building heights typically are one to two stories due to proximity with residential neighborhoods
- Building architecture and scale are compatible with adjacent residential areas
- Lighting is low level and pedestrian-oriented
- Internal and external connectivity with adjacent development is encouraged
- Edge treatments include enhanced landscaping and transitional setbacks, walls and building orientations to enhance compatibility
- To provide shade and encourage pedestrian use, parking areas are broken up through landscaping islands and public spaces that provide refuge and gathering spaces
- All sides of buildings are given architectural treatment to increase street-level activity
- Overhangs, awnings, and arcades are used to create shadow patterns on large buildings, while protecting pedestrians

Zoning Districts

O-1, PC-1, PC-2, C-1, and PAD

Typical Uses

- Administrative and professional offices, clinics, neighborhood-scale retail, dining and services
- Retail, office and service uses serving the neighborhood within two miles





Typical Uses *(continued)*

- Office and commercial uses are typically under 50,000 square feet in floor area on property ranging from 2 to 5 acres
- No residential uses are permitted

Example Centers

- Pinnacle Peak and Lake Pleasant Parkway
- Thunderbird Wellness Centre
- Greenway Medical and Professional Condominium
- Desert Harbor Professional Plaza

Commercial

Commercial areas typically include large-scale retail uses, grocery stores, specialty stores, and hospitality or entertainment uses. These areas have a wider variety of goods and services than neighborhood shopping areas located in Office and Local Commercial areas. Located along arterial streets for ease of access, Commercial areas are typically auto-oriented developments that often feature internal circulation to get to anchor buildings or pad sites. Due to the regional draw of these areas, the land uses are more intensive, and therefore may not be suited to be adjacent to lower density residential.

Character

- Each development is characterized with design solutions to promote a “sense-of-arrival”, reduce large parking fields and provide shaded public gathering areas.
- Development is typically comprised of one or more anchor buildings, associated shops and pad sites
- Architectural style is often consistent throughout a center, although pad sites may differ from anchor buildings in colors and materials
- Internal and external connectivity with adjacent development is emphasized for the efficient movement of visitors and employees
- Shaded sidewalks throughout the center should be protected from vehicle-conflicts
- All sides of buildings are given architectural treatment to increase street-level activity and ensure rear elevations do not become dead spaces
- To increase pedestrian activity, building fronts feature large windows
- Overhangs, awnings, and arcades are used to create shadow effects and provide pedestrian refuge
- Multistory buildings have well defined bottom, middle, and top building masses to provide visual variety
- Buildings with large footprints, or with multiple suites, break the primary building façade into distinctive fronts connected by public spaces or pedestrian gathering areas

Zoning Districts

C-2, C-3, C-4, C-5, and PAD





Typical Uses

- Community Commercial uses are typically 50,000+ on property ranging from 10 to 50 acres
- Hotels and Convention facilities
- Restaurants, including fast food
- Major office buildings and complexes
- Automobile dealerships
- Hospitals and related medical uses

Example Centers

- Marketplace at Thunderbird
(Thunderbird Road and 83rd Avenue)
- Ventana Lakes Village Center
- Fry's at 83rd Avenue and Deer Valley Road



Mixed-Use

The Mixed-Use land use categories are intended to provide a wide range of commercial, office, employment, and compatible residential uses integrated into a single development. The catalyst behind these categories is walkable development that blends non-residential land uses with compact and more intense residential uses. Rather than having discrete separation of non-residential from residential neighborhoods, the City is encouraging a fine-grained mix of residential and supporting commercial, office, and employment. These areas are intended to minimize the impacts traditionally associated with growth by providing housing, shopping, and employment in the same area. The compact nature of mixed-use areas makes them prime for multi-modal connections with other developments.

Mixed-use developments are more compact than conventional developments and can therefore accommodate efficient future growth by using less land and facilitating complementary activities such as shared parking, access, and multi-modal facilities to create an integrated transportation system throughout the city. Mixed-use developments can also serve as key areas for placemaking, as there is an emphasis on the pedestrian realm and creating a lively atmosphere with the spaces active with residents and visitors throughout the day thanks in part to the variety of uses and services in a given area.

The functional, physical and thematic integration of uses with a pedestrian-oriented lens distinguishes mixed-use development from other more conventional projects. Mixed-use developments occur in both vertical (floor area-intensive) and horizontally (land area-intensive) integrated formats. Three subtypes are established within the Mixed-Use category: Main Street District, Neighborhood Village Center and Community District, provided in the following subsections.



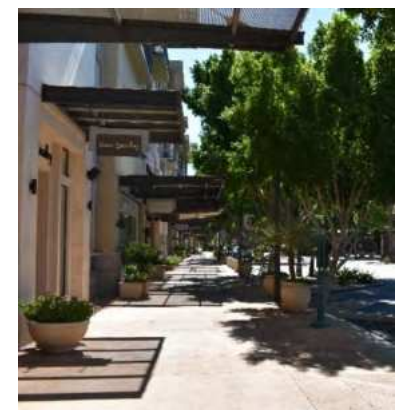


Main Street

The Main Street captures the traditional downtown development pattern of storefront commercial on the street level with residential or office on the second floor historically seen in America. These areas are meant to be a unique blend of housing, shopping, employment, and civic uses that serve as the social and commercial hub for the surrounding neighborhoods. Also serving as the cultural center of the City, Main Street will require market sensitive infill developments and selective replacement of existing developments to achieve a sustainable design approach. These areas should coordinate development to contain public gathering spaces with civic uses, such as schools, libraries, and parks. Main Street districts should have a distinct identity and theme and may be achieved through horizontal or vertical integration of land uses. While land uses within these areas are more intense, the Main Street designation can provide an appropriate transition between lower-density residential areas and high intensity commercial uses.

Character

- Building heights typically range between one and three stories
- Buildings typically maintain a zero-lot line setback on the street edge, creating an urban, pedestrian focused environment
- Parking is typically provided as angled or parallel on-street parking or to the side and rear of buildings
- Outdoor uses of the street frontage are typical and encouraged, such as areas with outdoor dining
- Internal and external connectivity with adjacent development is critical to the walkable environment
- Street and drive aisle widths discourage high speeds while promoting pedestrian activity
- Context sensitive infill development should be built to suit the scale of architecture present
- Residential density should be in excess of 12-20 units per acre and is encouraged above first-floor commercial and office uses
- Main Street should include public gathering spaces such as plazas, parklets, water features or splash pads, and public art installations
- The streetscape is heightened with elements such as pavers, wide sidewalks, larger landscape islands, street furniture, and pedestrian scale lighting
- Signage and wayfinding are themed for the development and add to the distinctive sense of place for each development
- Residential buildings often have ground floor retail or shared gathering spaces on the ground floor to increase activity at the street level



- Main Street encourages diverse and compatible architectural styles throughout the development to avoid a dated “strip mall” effect

Zoning Districts

PAD and PCD

Typical Uses

- Multi-family residential, attached single-family, and detached single-family based on context
- Employment
- Ground floor office and retail
- Bars, nightclubs and entertainment venues
- Pedestrian-oriented restaurants and service establishments
- Hotels
- Educational Institutions
- Museums
- Centers for performing arts
- Civic Uses
- Mixed-use with commercial and residential integrated vertically or horizontally
- Central public gathering spaces





Neighborhood Village Center

Neighborhood Village Centers are higher intensity locations along transit corridors, either existing or future planned expansions, and are a cluster of commercial, office, high density residential, civic and institutional uses, and employment. The Neighborhood Village Center development pattern offers a more sustainable land use strategy as buildings are pulled to the sidewalk, often with zero lot lines, and parking is provided either on-street or as structures which are screened from the street, allowing for a more efficient and fine-grained use of the land. The intensive mix of uses allows for the integration of public and private spaces anchored in a walkable environment. Neighborhood Village Centers are stop and stay developments where employment is supported by contiguous residential units that are conveniently accessible by walking or biking. Residents and visitors are able to walk to retail, entertainment, public gathering spaces, and other office or commercial services. These areas easily cater to residents who cannot or prefer not to drive as a primary means of transportation, such as empty nesters or young professionals.

The Neighborhood Village Center category is meant to provide opportunities for people to live, work, and play without relying solely on a private vehicle. As the name implies, these “villages” within the City are meant to be relatively self-contained districts that have a unique sense of place. Larger in height and the number of uses, Neighborhood Village Centers feature taller buildings and a greater mix of residential uses than the Mixed-Use Main Street category. Vertical mixed-use is highly encouraged, though horizontal mixed-use may be appropriate in areas as well.

Character

- Context sensitive architecture that responds to the area should be utilized instead of corporate templates which do not blend with our unique community
- Located with direct access to arterial and collector streets, access to transit or future expansions is fundamental to Neighborhood Village Centers
- Residential components typically contain a density between 12-20 units per acre
- Residential densities below the typical range may be appropriate when used as a transition with adjacent lower intensity residential neighborhoods
- Building heights range from one to six stories, should vary throughout the development, and be appropriate to adjacent land uses
- Zero lot-line setbacks should be utilized to create a definable “outdoor space” and a sense of place
- Restaurant uses should not be auto-oriented in scale or access



- To avoid a towering effect from taller buildings, upper stories should employ setbacks for vertical differentiation
- Internal and external connectivity with adjacent development is required and “midblock” connections for pedestrians are highly encouraged
- Neighborhood Village Centers offer multiple types of open spaces or common areas which serve different user needs, such as public art installations, splash pads, or a plaza
- Design of these areas should address multimodal transportation incorporating transit stops and multiuse sidewalks which can accommodate bikes or scooters
- Retail and commercial should be located on ground floors to activate the street level, with office and residential uses on upper floors of multistory buildings
- The streetscape is heightened with elements such as pavers, wide sidewalks, larger landscape islands, street furniture, and pedestrian scale lighting

Zoning Districts

PAD and PCD

Typical Uses

- Multi-family and attached single-family residential
- Suburban (5-12 du/ac) density may be appropriate as a transition on the perimeter of the project abutting adjacent neighborhoods
- Residential over ground floor office and retail
- Ground floor office and retail
- Limited automotive oriented uses may be suitable if sited appropriately
- Bars, nightclubs and entertainment venues
- Pedestrian oriented restaurants and service establishments
- Hotels
- Educational institutions
- Employment and Civic uses
- Central public gathering spaces



Community District

Community Districts are high-intensity centers supporting a variety of commercial activity serving the needs of the region and multifamily housing. Due to the regional draw and concentration of uses, Community Districts should be located adjacent to freeways. Occasionally, Community Districts may be located along transit corridors served by multiple arterials when their size exceeds 50 acres. As a regional destination for employment, shopping, and entertainment, these areas should be well connected with adjoining projects and be transit-oriented in design. Community Districts provide an urban environment that offers a pedestrian-focused internal street network, tall buildings pulled to the street, multiple outdoor amenities such as greens, plazas, and water features, and pedestrian-scaled detailing such as benches, uplighting, and decorative paving. Parking within Community Districts should be located behind buildings, in wrapped parking structures, or otherwise screened from the street and on-street parking is encouraged to help buffer sidewalks.

The urban design of Community Districts frames the streetscape creating “outdoor rooms” for residents and visitors to enjoy an indoor-outdoor lifestyle. As a regional destination, these areas may include prominent and unique entertainment uses as well. Uses within Community Districts may be mixed both vertically and horizontally; however, the core activity of the center should be mixed vertically to achieve the densities needed to create the desired character of a Community District.

Character

- Community Districts typically have a market radius of more than 5 miles
- Typical “big-box” commercial center design is excluded (e.g. monolithic buildings with expansive parking fields)
- These areas are sited with access to freeways, or large sites served by multiple arterial streets
- Residential density is typically in excess of 20 units per acre
- Buildings are mid-rise in character to create necessary densities and mixes of uses
- Buildings should be sited to create a definable “outdoor space” and a sense of place
- Restaurants should feature outdoor dining where appropriate
- To avoid a towering effect from taller buildings, upper stories should employ setbacks for vertical differentiation



- Internal and external connectivity with adjacent development is required in addition to “midblock” connections for pedestrians
- Commercial Districts offer multiple types of open spaces or common areas which serve different user needs, such as public squares, water features, light installations, or parks
- Design of these areas should address multimodal transportation incorporating transit stops and multiuse sidewalks which can accommodate bikes or scooters
- Retail and commercial should be located on ground floors to activate the street level, with office and residential uses on upper floors of multistory buildings
- To achieve necessary densities, parking should be structured and wrapped parking structures are highly encouraged
- Architecture for national brands should be context sensitive

Zoning Districts

PAD and PCD

Typical Uses

- Multi-family residential
- Residential over ground floor office and retail
- Ground floor office and retail
- Bars, nightclubs and entertainment venues
- Restaurants excluding drive-throughs
- Hotels
- Educational institutions
- Employment
- Centers for performing arts
- Civic uses
- Central public gathering spaces



Employment

These areas provide employment opportunities that contribute to the overall local and regional economy. Employment areas are classified into two separate sub-types, Business Commerce and Industrial. Peoria strives to be a community that supports a culture of entrepreneurship. By allocating land within the city that allows for business expansion dedicated solely to employment uses, supportive or complimentary uses may be collocated near each other for synergy in sharing of technology infrastructure and information.

Business Commerce

Business Commerce areas contain business offices, corporate headquarters, incubator space, research and development, and light industrial uses within a campus format that features common landscaping and centralized access points. These areas are typically low intensity in scale and land use intensive. Site planning should balance siting of the building for visibility with appropriate screening of loading bays, truck access, screened storage areas, and employee parking.

Character

- Business Commerce areas range in size from 20-50 acres
- Building heights are typically multi-story
- Increased building heights are encouraged at the entrance of developments to lend a sense of arrival
- Architectural treatment of the facades visible to the street should include vertical and horizontal articulation, varied roof lines, and appropriately varied building massing and materials
- Rich landscaping should be utilized as a visual transition zone at the base of buildings to lessens the visual impact of long horizontal stretches of building
- Appropriate landscape buffers and screen walls should be utilized to create a transition with adjacent residential uses
- Open space and developed outdoor areas should provide appropriate amenities to serve employees, including ample shade

Zoning Districts

C-4, C-5, and BPI

Typical Uses

- Office, warehousing, incubator space, ~~mini-storage~~, research and development, and light industrial uses
- Commercial uses which are complementary or supportive may be appropriate



Industrial

Industrial areas are specific to heavy industrial activities including warehouse uses, manufacturing, processing, repairing and packaging of goods, and distribution. Industrial uses typically require easy access to regional highways and freeways and/or locations convenient to rail service given the delivery and shipping of goods. Industrial uses shall be designed such that building facades where visibility from the street is possible should be given higher architectural treatment in addition to landscaped areas. Appropriate screen walls and outdoor storage of goods should be utilized, both to protect goods and to act as a transition to adjacent land uses.

Character

- Industrial areas are land intensive and feature large areas of impervious area for storage yards and the maneuvering of large vehicles
- To reduce incompatibilities, these areas typically have minimal connections to adjacent land uses
- Open space is provided within industrial areas to provide visual relief and to serve as a buffer with adjoining land uses
- Building heights are typically multi-story to accommodate industrial activities
- Building facades which are visible to public right-of-ways should be designed to incorporate vertical and horizontal articulation, varied roof lines, and appropriately varied building massing and materials
- Surface parking should utilize ample parking islands to provide relief from heat island effects

Zoning Districts

PI-1, I-1 and I-2

Typical Uses

- Industrial and manufacturing uses
- Warehousing
- Screened outdoor storage
- Office, warehousing, incubator space, research and development, and light and heavy industrial uses
- Commercial uses which are complementary or supportive may be appropriate





ASLD Special Land Use

The ASLD Special Land Use classification provides flexibility on State Trust Land to promote new development needed to accommodate economic growth and new businesses so that residents can find jobs in Peoria. The category also provides opportunity for new housing to accommodate the City of Peoria's expanding population, and encourages carefully planned, deliberately designed mixing of compatible uses within the same development area or unit, including residential, retail, employment, public/quasi-public, and open space / recreation, with a range of densities and formats depending on the intended zoning.

While this ASLD Special Land Use category may be designated on Trust Lands only, the general intent is to apply the designation to State Trust Land that is of regional significance and/or the State Land Commissioner has determined is well suited for disposition.

Zoning Districts

PAD and PCD

Character

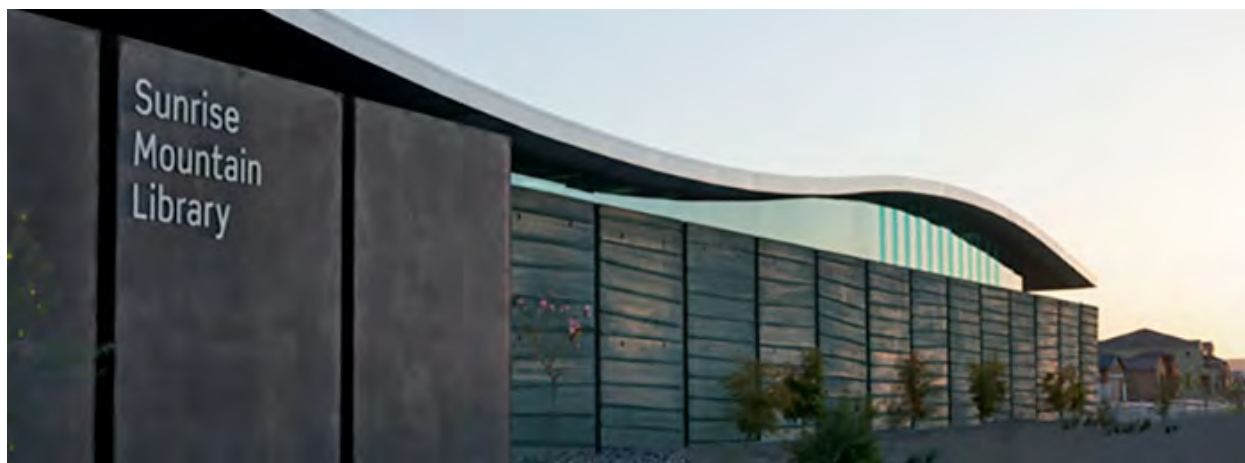
Trust Lands can be found in both developed and undeveloped portions of the city, resulting in areas that have their own distinct character, preservation opportunities, development potential, and demand timeline.



Public Uses

These areas are primarily utilized for civic uses, educational uses, and transportation and utilities, and suitable for all zoning districts. Public Uses include land uses primarily related to conducting civic business, providing municipal services, or advancing recreational or cultural activities. This category is reflective of the land uses rather than being determined on the basis of land ownership as there may be instances where government-owned properties are utilized for recreation or retail, and likewise, government services provided from leased private property.

The buildings may be city owned, or operated by quasi-public or non-profit entities. Civic business includes City government facilities, police, and fire stations. Municipal services include, but are not limited to, water, wastewater and reclamation facilities, well sites, substations, and other public facilities. Public Uses also encompasses recreational land uses where land is primarily used for active or passive recreation or cultural activities; however, it does not necessarily qualify as open space due to significant site infrastructure. For example, this would include City libraries, the Center for the Performing Arts, museums and similar uses. Educational uses includes lands utilized for primary, secondary or graduate education, including public and private facilities and their associated uses, such as playgrounds, ball-fields, gymnasiums, etc.





Park and Open Space

The Park/Open Space category accommodates the full range of public, private and semi-private passive and/or active park and open space and recreational opportunities. There are generally two types of Park/Open Space land uses: Useable Open Space and Natural Open Space.

Developed Open Space includes public or private recreation areas including, but not limited to, parks, playfields, paths, plazas, retention basins and golf courses. Developed Open Space areas should be integrated into the community and are intended to provide connectivity between neighborhoods and employment centers. Recreational amenities within this type of Park/Open Space serve both residents and visitors and enhance the community's quality of life and overall public health.

Natural Open Space applies to locations set aside to preserve natural, scenic and/or significant environmental or cultural sites. It is intended that lands within this category remain as permanent open space and often are the result of actions to conserve part of a property in return for placing developable intensity in a less environmentally sensitive area. Low-impact recreational activities, such as hiking, equestrian riding, or mountain bicycling trails may be suitable for these sensitive areas.



Waterways

Water areas identified on the land use map can be used for outdoor recreation, events, preservation of natural resources, or for quality of life and public health. This category includes private and public lakes and canals, floodways, the Agua Fria River and New River.



3.8 GOALS AND POLICIES

GOALS

1. **Balanced Land Uses:** Promote a balanced mix of land uses that support a broad range of housing and lifestyle choices, business and employment opportunities and cultural and entertainment spaces.
2. **Focused Growth:** Strategically focus new growth into areas of Peoria that enable the achievement of City goals for economic growth, fiscal sustainability, and environmental stewardship, and support the development of new, attractive neighborhoods.
3. **Ensure Compatibility.** Provide equal protection for residential development and aggregate mining operations by promoting compatible land uses in areas of close proximity to existing or planned aggregate and mineral mining operations.
4. **Sustainable Development:** Promote local growth patterns and sustainable development practices that improve quality of life, celebrate culture, protect open space and natural resources, and reduce traffic congestion.
5. **Complete Neighborhoods:** Offer a range of neighborhoods that offer distinctive, special places to live that are safe and well served by community amenities and gathering spaces.
6. **Array of Housing Options:** Provide an array of high-quality housing types and price points that are built in a sustainable manner and meet the varied needs of segments of the community.
7. **Preserving Housing Stock:** Maintain and improve the quality of existing housing and residential neighborhoods.
8. **Placemaking:** Foster distinctive destinations and gathering spaces that promote health, happiness, and the well-being of residents, employees and visitors.
9. **“Community” by Design:** Advance design and development standards that improve aesthetic quality, form, and functionality of the built environment, and enhance the quality of life for current and future generations.
10. **Streetscapes for People:** Promote the ongoing development of signature streetscapes to foster community identity and walkability, recognizing that they serve as important connectors for retail/commercial businesses and other activities within neighborhood areas.
11. **Connected Corridors:** Provide a continuous system of trails and open space corridors that connect parks, regional open space areas, and other destination points within and beyond the city limits of Peoria.
12. **Fiscal Sustainability:** Operate the city in a fiscally responsible and sustainable manner identifying the resources needed to effectively govern, to provide services at a level consistent with community expectations, and to advance programs and initiatives that further the City’s Vision.
13. **Cost of Development:** Ensure funding availability for growth and maintenance of all planned development, both public and private by equitably assessing and managing fiscal and capital impacts resulting from new development.



POLICIES

Balanced Land Uses

- LUC-1** Promote sustainable planning concepts for growth, new development, areas in transition through active citizen participation.
- LUC-2** Explore refining the community's goals for new public and private developments in strategic areas by developing master plans or character areas plans that identify specific principles and design guidelines that capture the distinctive, diverse local character of that area.
- LUC-3** Integrate a variety of compatible land uses into new and established neighborhoods to provide residents with convenient access to goods, services, and other community amenities.
- LUC-4** Encourage infill and redevelopment opportunities that place residential, work, and retail land uses in proximity to each other to maximize walking, bicycling, and transit opportunities.
- LUC-5** Encourage residential developments that provide a mix of housing types and densities within a development project. Individual parcels within the development may be developed at higher or lower densities than allowed by the General Plan, provided that the net density of the entire development is within the allowed density range.
- LUC-6** Locate commercial and employment uses in proximity to adequate transportation and utility infrastructure.
- LUC-7** Protect Peoria's natural resources and environmental systems by limiting land use and transportation development in sensitive environmental areas.
- LUC-8** Use the principles of sound water management to inform and shape the land use patterns within the community.
- LUC-9** Promote regional planning and increased coordination between local, state and federal agencies to address major land use and transportation challenges.
- LUC-10** Continue the long-standing relationship with Luke Air Force Base by evaluating and coordinating development proposals within the Air Force Base Vicinity with Luke to ensure compatibility with the mission of the Base.
- LUC-11** Maintain and regularly update development regulations and design standards to be clear and predictable, and support the intent and the goals within the Peoria General Plan.
- LUC-12** Discourage new residential zoning where future residences would be adjacent to an existing or planned aggregate /mineral mining operation.
- LUC-13** Discourage new mining operations adjacent to or in close proximity to existing residential development, schools or existing or planned city recreation areas.
- LUC-14** Promote non-residential development such as business park and industrial uses adjacent to existing mining operations.

Complete Neighborhoods

- CN-1** Promote efforts to make complete neighborhoods by encouraging the development of a mix of complementary uses and amenities that meet the daily needs of residents.
- CN-2** Elevate design standards that require the development of neighborhood amenities and complimentary uses in convenient, central locations of the neighborhood whenever feasible.
- CN-3** Protect the pattern and character of existing neighborhoods by requiring new infill developments to have complimentary building forms and site features.
- CN-4** Encourage residential developments to incorporate design features that encourage walking within neighborhoods by:
- Creating a highly connected block and street network.
 - Designing new streets with wide sidewalks, planting strips, street trees, and pedestrian-scaled lighting.
 - Orienting homes, townhomes, and apartment and condominium buildings toward streets or public spaces.
 - Locating garages for homes and townhomes along rear alleys (if available) or behind or to the side of the front facade of the home.
 - Locating parking facilities below or behind apartment and condominium buildings.
 - Enhancing the front facade of homes, townhomes, and apartment and condominium buildings with porches, stoops, balconies, and/or front patios.
 - Ensuring that windows are provided on facades that front streets or public spaces.
- CN-5** Require new commercial and mixed-use developments to have a pedestrian-scale and orientation by:
- Placing the building and outdoor gathering spaces along or near the sidewalk.
 - Locating parking to the rear of the building or internal to the property.
 - Designing the building with ground floor retail frontages or storefronts that front the street.
 - Enhancing the property with landscaping, lighting, seating areas, bike racks, planters, and other amenities that encourage walking and biking.

Growth and Sustainable Development

- GS-1** Devise evaluation criteria and methodology to establish priority development areas within the community, and promote effective management and mitigation of growth impacts.
- GS-2** Direct dwelling unit density, and employment growth toward infill development sites within the city, especially catalyst and opportunity sites identified within Economic Development related strategic plans or programs.
- GS-3** Seek the revitalization or redevelopment of strategically sited abandoned, obsolete, or underutilized properties through collaboration and incentive programs or if necessary enforcement action to accommodate transition.



- GS-4** Ensure that adequate infrastructure capacities are available to accommodate planned growth throughout the city.
- GS-5** Consider the annexation of adjoining unincorporated properties if the annexation would improve the fiscal health of the City, provide a more efficient delivery of City services to the area, and/or create a more logical City boundary.
- GS-6** Extend reclaimed water services through appropriate CIP efforts especially when in association with adjacent infrastructure improvements, and require development projects to extend services across their frontage.
- GS-7** Accommodate land use proposals that target growth in the area of existing or planned infrastructure and services.
- GS-8** Continually evaluate and make needed revisions to parking regulations to ensure they balance the needs of various transportation options.
- GS-9** Evaluate use of reclaimed water for irrigation of roadside landscaping and parks. Extend reclaimed water systems according to developed master planning to minimize the amount of potable water used for irrigation.

Housing Stock

- HS-1** Distribute a variety of housing types throughout the City to expand the choices available to meet the financial and lifestyle needs of Peoria's diverse population.
- HS-2** Focus high density residential developments and the residential component of mixed use developments in areas of higher employment to provide workforce housing opportunities near employment nodes.
- HS-3** Provide design flexibility within form of each development so that multiple unit types may be provided so long as the overall density of the project complies with land use standards and context sensitive design.
- HS-4** Require variety in architecture and form that allows for the organic design of neighborhoods with cohesive yet distinctive features.
- HS-5** Evaluate methods to reinvigorate existing housing stock.
 - Renovate the existing housing stock to reduce utility and maintenance costs for owners and occupants, conserve energy, and reduce greenhouse gas emissions.
 - Identify and assess the infrastructure needs of older neighborhoods and provide for improvements needed to maintain their sustainability.
 - Provide new pedestrian or transit opportunities where possible in the immediate area.
 - Regularly review and update amenities within neighborhood parks.
 - Coordinate with neighborhood or community leaders to direct them to services that will help address neighborhood vibrancy.
- HS-6** Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy-efficient homes.

Placemaking & Community

- PC-1** Protect and enhance the unique qualities of Peoria's notable public spaces and places such as parks, plazas, and streetscapes; and, where needed, enrich those areas lacking distinctive visual character or where the character has faded.
- PC-2** Conduct a needs assessment that identifies areas that may be underserved by placemaking efforts and evaluate opportunities for enhancement.
- PC-3** Plan opportunities for community gathering space as a part of development proposals where appropriate.
- PC-4** Seek out opportunities to activate passive space through programing or physical placemaking installations that facilitate social interaction.
- PC-5** Regularly evaluate design guidelines and ordinances to address opportunities for enhancements that will elevate the design of the built environment.
- PC-6** Provide developers and citizens the ability to make recommendations to enhance community standards.
- PC-7** Implement design standards that address varying design forms and product type to enable the community to provide a sense of place without creating uniformity.
- PC-8** Conduct regular evaluations of design guidelines and ordinances to address opportunities for enhancements that will elevate the design of the built environment.
- PC-9** Implement design standards that address varying design forms and product type to enable the community to provide a sense of place without creating uniformity.

Streetscapes & Corridors for People

- SC-1** Accommodate streetscape design processes that provide for a multi-departmental review of design proposals to ensure active pedestrian streetscapes.
- SC-2** Identify and prioritize key thoroughfares within the City that are ripe for improvement and will maximize opportunities for creating a signature pedestrian experience that acts as a conduit to various points of interest within the City.
- SC-3** Require development to design their frontage so that it focuses on the pedestrian experience and continues any streetscape theming design in place for the area.
- SC-4** Maximize opportunities for shade and appropriate pedestrian refuge while minimizing the potential for nuisance activity.
- SC-5** Coordinate with adjacent jurisdictions to develop plans and policies that provide for logical connection points to existing trails and corridors that create components of a larger regional system to facilitate a green infrastructure network.



- SC-6** Plan future public and direct private open space areas and connections to act as links and nodes for a larger network of open space connectivity.
- SC-7** Provide opportunities for open space connections to integrate with adjacent land uses.

Fiscal Sustainability

- FS-1** Continue to provide services that exhibit an optimal experience for the community while maintaining sound financial management of City resources.
- FS-2** Program reserve or contingency funds that will allow the deployment of assets where necessary to fulfill service needs or obligations of the City.
- FS-3** Regularly evaluate opportunities for efficiency improvements or cost reductions that maintain levels of service as the City grows.
- FS-4** The City shall continue to maintain necessary levels of service with adequate and timely funding of public facility and municipal utility improvements to meet the demands of existing and future residents and businesses.
- FS-5** Development exactions and fees shall focus on addressing the needs placed on the community by new development and requiring those needs to be funded by the developer.



Integrated Transportation

Integrated Transportation intends to create a range of mobility options that are safe and efficient for all types of users. This theme provides policy guidance for the development, enhancement, beautification, and expansion of all current transportation options and explores yet-to-be-identified emerging technologies. Peoria's system includes the on-street network, transit services, pedestrian and bicycle facilities (active transportation), and mobility-as-a-service (MaaS).

The goal of Integrated Transportation section is to provide a balanced approach for a variety of modes of travel that further broadens the system away from single-occupant, self-driven cars. Peoria aims to provide mobility solutions to schools, businesses, and services at the pedestrian, cyclist, mass transit, and automobile level. In order to address comfort levels for these users and the importance of regional connections, different implementations will be utilized in specific areas of Peoria. Pedestrian-focused areas, like P83 at 83rd Avenue and Bell Road, and Old Town, at 83rd Avenue and Peoria Avenue will provide enhanced streetscape, placemaking, shading, and expansive sidewalk and cyclist facilities. Automobile-focused corridors, like Bell Road, Lake Pleasant Parkway, and Happy Valley Road will provide Intelligent Transportation Systems (ITS) for efficient travel times, fixed and circulator bus options, and key connections to regional roadways and destinations.

PURPOSE

To holistically create a seamless network of mobility choices, through acknowledgement and dedication to continuing to foster and grow the on-street roadways, off-street shared use paths, transit options, and plan for advancing technologies. Transportation should be considered for all modes of travel and universally accessibility.

4.1 ON-STREET NETWORK

The roadway network provides facilities for vehicles, the transit network, and pedestrian and bicycle options through the connected sidewalks and bicycle lanes. This section provides background on these modes of transportation, which provide the basis for goals and policies to expand or improve the networks to accommodate future growth.

Peoria utilizes a robust system of Intelligent Transportation Systems (ITS) in order to monitor traffic congestion and how efficiently vehicles are travelling on the roadway network. ITS allows the City to make improvements and corrections to better move all forms of transportation through the City. This extra refinement improves safety around schools by allowing left-turn movements freely during off-peak times and during a protected phase when students are using active transportation (cycling and walking) to get to school. This limits the exposure and reduces conflict between users. Recently, Bell Road has been upgraded to provide an adaptive camera system. This has reduced congestion times by coordinating traffic signals through multiple local, county, and state-level jurisdictions. This level of coordination can be utilized on other regional roadways such as Happy Valley Road and Lake Pleasant Parkway. Ensuring that the roadway network can operate efficiently helps create a better semblance of quality of life that makes travel enjoyable within Peoria.

Roadway Network

The Peoria roadway network is fully interconnected into the Phoenix street-grid system. The Peoria roadways from 67th Avenue to 91st Avenue and from Northern Avenue to Happy Valley Road maintains alignment and regional connections with the adjacent cities of Glendale, Phoenix, Surprise, and portions of unincorporated Maricopa County. This area is consistent with other areas of the Phoenix metropolitan area with arterial roadways at one-mile intervals, and collector and local streets providing robust connections to existing shopping and services.





North of Happy Valley Road and west of 91st Avenue in the less developed portions of Peoria, the street grid alignment adjusts to the topographic characteristics of the area. River and wash corridors, as well as mountainous terrain create challenges for local and regional connections at the same frequency and spacing. Arterial roadway spacing can vary from one-mile intervals to several miles apart. The northern portion of Peoria must address all forms of transportation through the roadway network to include facilities for transit and active transportation.

Peoria has access to four major transportation corridors: Arizona State Route 101 (Loop 101), Arizona State Route 303 (Loop 303), US Route 60 (US 60 or Grand Avenue), and Arizona State Route 74 (SR 74). These state routes along with Peoria's extensive network of parkways, arterials, and collectors provide both intracity and intercity travel options.

Functional Classification

Streets in the roadway network are given classifications based on function within the network. In general, these classifications are used to establish a logical, integrated roadway network throughout the community, and define the relationship between accessibility and mobility. Generally, as mobility increases, access decreases and vice-versa. State Routes, Parkway, and arterials prioritize mobility over access, while collector and local streets prioritize access over mobility.

The functional classifications are based on the services performed, typical trip lengths, access spacing, and continuity of the Peoria roadway system. The following are the functional categories in Peoria, which describes the hierarchy of streets:

- **Freeway.** Freeways provide high-speed travel, similar to an interstate. The four freeways in Peoria are SR 101 (Loop 101), SR 303 (Loop 303), and State Route 74 (SR 74). US 60 (Grand Avenue) operates as a quasi-highway, which has similar characteristics as a Freeway. All roadways classified as Freeway (including Grand Avenue) are under the jurisdiction of the Arizona Department of Transportation (ADOT) and access control is addressed via interchanges.
- **Parkway.** Parkways are major roadways that provide connectivity between adjacent communities by moving large volumes of traffic though maintained access control measures. Parkways should be designated as a limited access road by controlling the spacing between intersections, driveways, crossings, and other conflict points to improve efficiency and safety. Generally, major intersections are located at mile intervals, with half-mile intersections if the demand exists. Examples of Parkways include Lake Pleasant Parkway and Happy Valley Parkway.
- **Arterial.** Arterials move large volumes of traffic from one part of Peoria to another and are spaced based on land use density and not distance. Arterials connect areas that are major access points for commercial uses, as well as residential areas that are served from side streets. Access studies may be needed for future arterials.
- **Collector.** Collectors allow neighborhood traffic to travel from local to arterial streets. Collectors provide for the movement of neighborhood traffic, but not as connections for non-neighborhood through traffic, with a secondary benefit of providing direct property access. Bicycle routes are typically located on collector streets and may require additional right-of-way and street width.

- **Local.** Local Streets provide direct property access. They bring local neighborhood traffic to collectors, which then feed into arterials. Local streets are designed to preserve privacy and encourage livable residential neighborhoods.
- **Rural.** Rural Streets are the same functional classification as a local street when located in a rural setting.

Peoria's transportation network can be seen on **Figure 5**. The northern areas of the Municipal Planning Area (MPA) have been characterized as having the most potential for growth. These areas are serviced by Loop 303 and SR-74 and while development is currently sparse, much of the northern MPA has been master planned for future development. The City will need to position itself to ensure as these areas continue to build out considerations are made for the future developments adjacent to these communities. Topographical challenges and constraints will further define the ability to serve local and regional destinations.





Signature Streets

Peoria recognizes the need to continue to be distinctive as a leader in the Valley. One of the techniques to do so is by establishing a number of Signature Streets that embraces the City's identity by incorporating placemaking, shade, transit and multi-modal facilities. There are many examples of roadways within Peoria that are known as primary routes within the city, including 83rd Avenue, Peoria Avenue, and Lake Pleasant Parkway. Some roadways have started progressing from asphalt alone to include shade elements through landscaped medians, wider sidewalks to accommodate multiple transportation methods, and specific branding elements. These should be refined through master planning efforts, and molded through continued private development partnerships.

Circulation Plan

The Circulation Plan shown on **Figure 5** depicts the future roadway network for the City to be implemented with new growth opportunities. This map also shows the existing roadway network that has been built or entitled through private development. As the City continues to build to the north and west of the major population and employment centers, a more thorough investigation of constraints due to mountains ranges, river and wash corridors, and significant archeological areas will need to be done.

This effort provides an opportunity to develop a Transportation Master Plan. The plan would be used to guide the City's transportation needs and refine the Circulation Plan based on the northern Peoria challenges, future development corridors, and community's buildout condition. The plan would also provide recommended improvements to the existing transportation network to accommodate growth and provide for a comprehensive, multi-modal network. Once adopted, the future Transportation Master Plan would become part of the General Plan by reference.



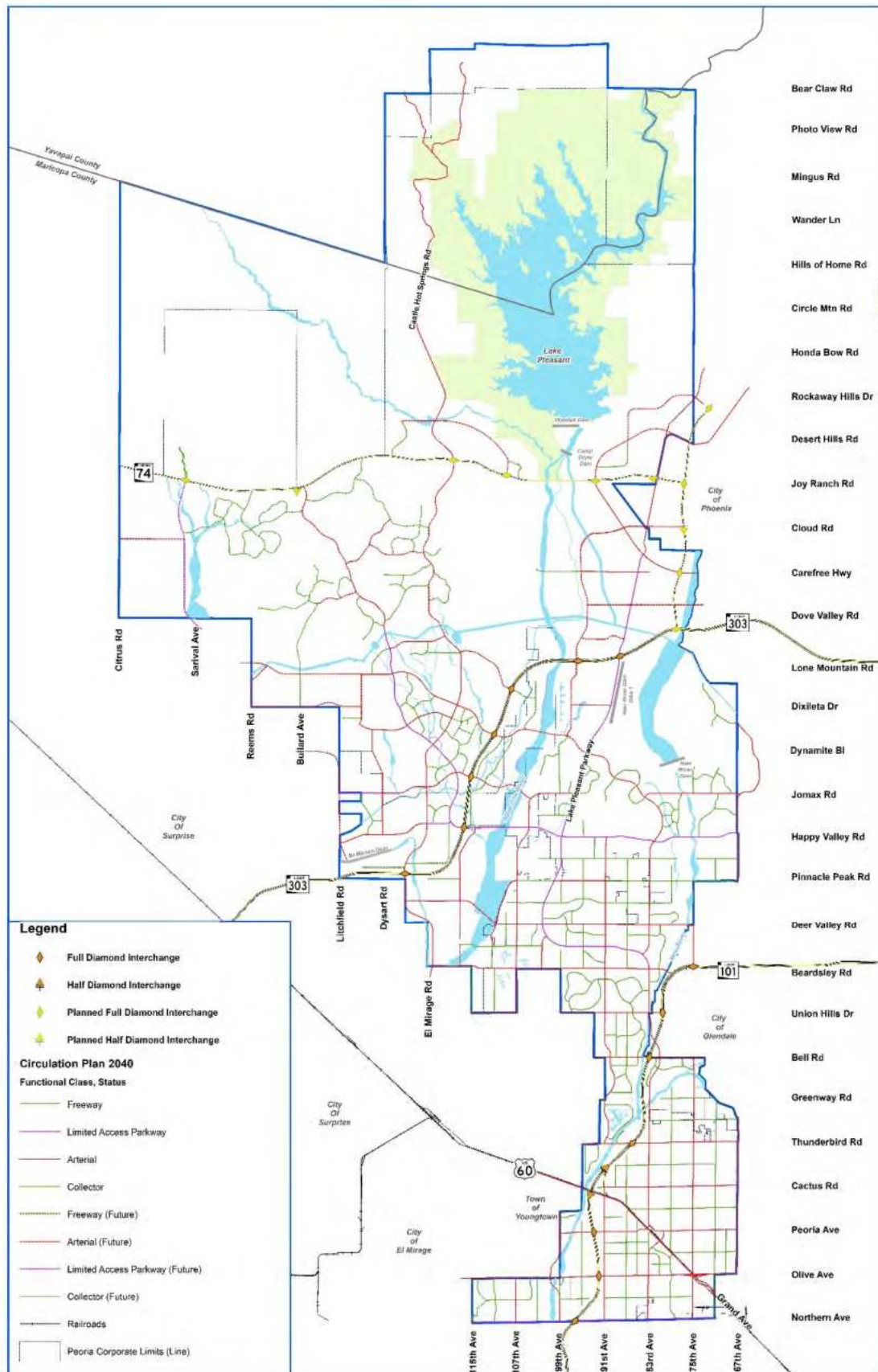


Figure 5 – Circulation Plan



4.2 TRANSIT

Public transportation is a vital component of any multi-modal network as it provides mobility along major transportation corridors throughout southern and central Peoria connecting riders throughout the larger region. Currently, public transit services build on the existing roadway network and consist of several Fixed Route Bus Service, Dial-a-Ride (DAR) and Para-transit Service, and the Peoria On The Go (POGO) circulator in central and northern Peoria. This section also discusses future transit opportunities.

The 2011 Multi-Modal Transportation Plan has served as the guiding document for transit services within the City. This plan has been applied to implement the new 83rd Avenue fixed-route bus service option, the POGO circulator, and the first phase of the Old Town Transit Center by moving the downtown Peoria Park-and-Ride facility to a more visible, centralized location. As transit continues to evolve and compete against MaaS, the City will need to update this plan with a new Transit Master Plan.

Fixed Route Bus Services

Fixed route bus services in Peoria is provided by Valley Metro. There are currently five local routes, and one limited route in the City that are within the Valley Metro super-grid, which extends transit services throughout the region:

- **Peoria Avenue (Route #106).** The Peoria Avenue (#106) route travels from 105th Avenue at Santa Fe in Sun City, east to the Sunnyslope Transit Center at 3rd Street and Dunlap Avenue.
- **67th Avenue (Route #67).** The 67th Avenue (#67) route travels north to south from Buckeye Road to Arrowhead Towne Center at 75th Avenue and Bell Road. Route 67 runs along the City limit with Glendale.
- **Bell Road (Route #170).** The Bell Road (#170) route travels from Arrowhead Towne Center east to Raintree Drive and Northsight Boulevard in Scottsdale.
- **Thunderbird Road (Route #138).** The Thunderbird Road (#138) route travels from 105th Avenue and Santa Fe Drive to 32nd Street and Thunderbird Road.
- **83rd Avenue (Route #83).** The newly extended 83rd Avenue route provides a north-south transit option for Peoria residents. Route 83 travels from Arrowhead Towne Center south to Van Buren Street in Phoenix.
- **Grand Avenue Limited (GAL).** The Grand Avenue Limited travels from the Peoria Park & Ride facility at 83rd Avenue and Peoria Avenue, southeast to Phoenix's Central Station at Central Avenue and Van Buren Street. GAL operates as a quasi-limited service bus with only two inbound morning trips and two evening outbound trips.



Dial-A-Ride and Regional Para-Transit Service

Dial-A-Ride (DAR) and Para-transit services mixes elements of traditional bus service with characteristics of MaaS. The City offers DAR Monday through Friday within City limits. In addition to Peoria's regular service, a special program called Dial-A-Ride Plus (DAR+) for seniors and disabled persons allows the City to transport Peoria residents to the neighboring medical campuses of Sun City and Glendale. Travel beyond these areas is also available through Valley Metro Regional ADA service.

Transit Stops

The City recognizes the need to provide transit stops and shelters that create safe, shaded environments. If bus stops provide a comfortable waiting environment, people traveling to and from that area will be more likely to use transit. Conversely, if bus stops do not provide a comfortable environment, people will be less likely to use transit. Peoria will continue to evaluate and enhance all transit stops along fixed-route and POGO locations. This may include shelters, additional natural shading through trees and trellises, or constructed shade panels and sails. The existing ADA conditions will also be reviewed and improved to current standards.



The new centralized Park-and-Ride facility at 83rd Avenue and Peoria Avenue provides shaded parking for over 50 vehicles and serves as overflow parking for events in Old Town Peoria. The facility is utilized for the GAL route, and is additionally served by Route 106 and Route 83, running on Peoria Avenue and 83rd Avenue, respectively.

Future Transit Opportunities

Peoria will continue to plan and implement facilities towards the transit evolution. The existing regional funding through Proposition 400 will sunset in 2025. Peoria will need to be in a competitive position if Maricopa County residents fund a new Prop 500 initiative. A Transit Master Plan can refine near to long-term goals for fixed route and circulator busing, and possible high capacity transit options.

Fixed Route and Circulator Bus

Peoria will continue to coordinate with adjacent cities and the regional bus operator, Valley Metro for expansions of the super-grid system. Numerous local routes along many of Peoria's streets have not yet come into City limits, including Northern Avenue (Route #80), Olive Avenue (Route #90), Union Hills Drive (Route #186), and 75th Avenue (Route #75). Bell Road (Route #170) is only in Peoria for a very short distance and can be expanded much further to the west than the current end-of-line at the Arrowhead Transit Center. These routes should be explored to determine when extensions are feasible.

Additional new routes can be explored along such roadways as Happy Valley Road, which can make connections with the city of Phoenix and an existing Valley Metro Park-and-Ride facility at Interstate 17 (I-17) and Happy Valley Road. Route #90 along Olive Avenue presents a unique opportunity for expansion as the current end-of-line for Valley Metro Light Rail is located at 19th Avenue and Dunlap (renamed from Olive Avenue) approximately six miles east of the City limits.



High Capacity Transit

The 2011 Multi-Modal Transportation Plan determined that none of the Light Rail Transit (LRT) scenarios were feasible for the near future due to low projected ridership, diminishing return, and high costs of installation. Additionally, the City of Glendale has determined not to move forward with a LRT spur extension, which makes the closest planned connection over six miles away from Peoria city limits in the city of Phoenix. This creates an opportunity to evaluate Bus Rapid Transit (BRT) through this corridor to connect to the light rail network. This would act as an express route bridging gaps in the mass transit network, providing residents with another alternative to single-occupant driving to major employment corridors in central and downtown Phoenix.

Commuter Rail

The Maricopa County Association of Governments (MAG) is studying the potential of a regional commuter rail system utilizing the existing Burlington Northern Santa Fe (BNSF) rail line along Grand Avenue. This system would connect the cities of Wickenburg, Surprise, Sun City, Peoria, and Glendale to downtown Phoenix. Peoria has positioned the Old Town Park-and-Ride facility to expand to a mass transit hub for bus and rail transit should commuter rail move forward in the region.

4.3 ACTIVE TRANSPORTATION

Providing convenient, safe, and comfortable bicycle and pedestrian paths is an important component of a multi-modal transportation network. Peoria is a bicycle-friendly city containing over 121 miles of dedicated bicycle lanes, which includes over 70 percent of all Peoria arterial and parkway roads. The off-street network contains over 20 miles of shared-use paths on the river networks for all forms of non-motorized travel. To provide enhanced connectivity, the bicycle network extends past Loop 303 to State Route 74 through an expanded bicycle route paved shoulder. The off-street network additionally extends to an established unpaved trail constructed by Maricopa County that ultimately connects to Lake Pleasant as part of the Maricopa Trail.

On-Street Network

Peoria has strived towards a holistic approach for transportation goals that go beyond the single-occupant vehicle. The sidewalk network extends throughout nearly all Peoria roadways through connected or landscape-separated paths. In more established sections of Peoria the sidewalk is typically four feet wide, while more recent developments have utilized five feet on local streets, and eight to ten feet wide on arterial and parkway roads. The City distinguishes the importance of expanded widths for universal accessibility and future planning with shade canopy goals, transit implementation, and MaaS options, discussed in the next section.

Through updates to the Peoria Engineering Standards Manual, all parkway, arterial, and collector roadway sections include dedicated bicycle lanes. Peoria's robust network allows riders to continuously travel throughout the City and connect with transit facilities, adjacent jurisdictions, and a majority of neighborhoods and services. The City recognizes the growing desire to use cycling as an alternative to driving by continuing to retrofit existing arterial roads in Peoria with new dedicated bicycle lanes. These installations consequently improve safety distance for pedestrians on the connected sidewalk network and

reduce conflict points. Peoria will need to continue to evaluate access management to better control the interaction between driver and non-vehicular travel modes.

Off-Street Network

The City contains a regional pathway network along its three major waterways: New River, Agua Fria River, and Skunk Creek.

- **New River Trail.** The New River Trail (NRT) traverses Peoria from beyond its southern border with Glendale uninterrupted for over thirteen miles. This shared-use path does not interact with any roadway by providing underpasses or low-flow crossings at every mile. The route parallels Loop 101 for a majority of that distance and reiterates the City's stance on providing alternatives to the car-centric model.
- **Agua Fria River Trail.** The Agua Fria River Trail (AFRT) has been partially constructed through private development along a small portion of northern Peoria. Extensions of this path will be difficult due to a number of jurisdictions that are adjacent to Agua Fria River and the numerous sand and gravel operations that continue to operate; however, steps should be taken whenever possible to ensure connectivity of this trail throughout the corridor.



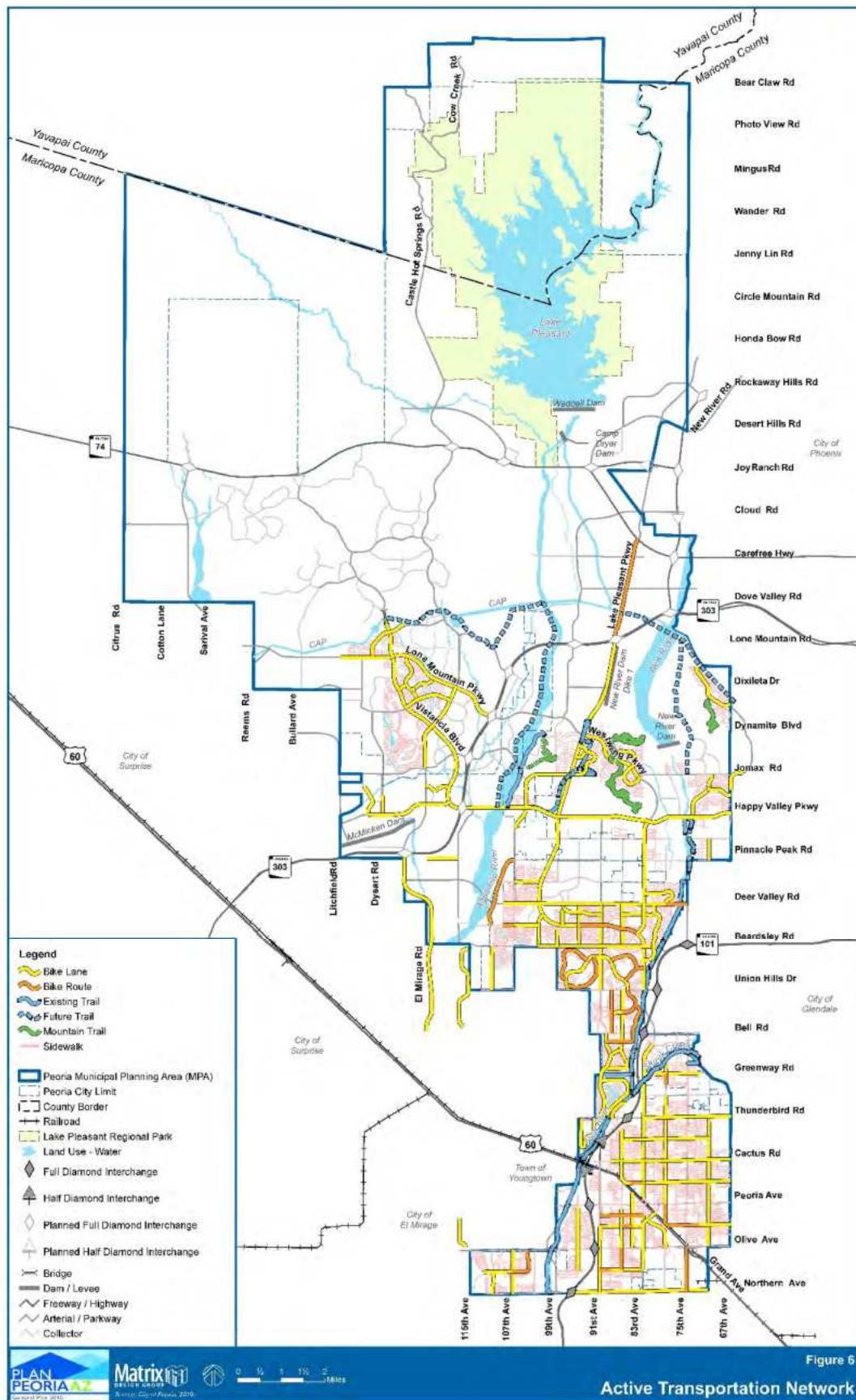
- **Skunk Creek Trail.** Skunk Creek Trail (SCT) is located behind the P83 Entertainment District in central Peoria and acts as a regional hub for many different trail networks. Skunk Creek Trail confluent with New River Trail to the west at Peoria's first community park, Rio Vista. The trail also continues east from P83 through City limits into Glendale and continues for an additional three miles. SCT also shifts onto the Arizona Canal Diversion Channel (ACDC), which is a far-reaching shared-use path that provides unimpeded travel through the cities of Glendale, Phoenix, and Scottsdale.



Future Active Transportation Opportunities

New development in Peoria will continue to provide additional active transportation infrastructure opportunities through sidewalks, bicycle lanes, trail extensions and shared-use paths. The Peoria Engineering Standards Manual provides the design and construction standards and specifics in order to create a seamless connection to the existing network and the City's master plans outline the same information for the off-street network. When possible, the City will collaborate with developers to create harmonious neighborhood connections to the City's active transportation network and design appropriate travel paths with commercial and office developments to broaden the ability to utilize active transportation as an alternate to driving. The active transportation network is shown in **Figure 6**.

To expand upon future on-street bicycle and pedestrian needs in the city, an Active Transportation Plan should be developed. An Active Transportation Plan is a master plan for pedestrian and bicycle facilities that identify gaps, recommendations, priorities, and funding mechanisms for implementing future improvements. This plan should also consider future technologies (MaaS) for the bicycle and pedestrian realm and plan accordingly for them. While the plan will focus on the roadway and built environment, the off-street network should be acknowledged and build upon existing plans. For example, the City continues to plan for and extend shared use paths to ensure connectivity between existing trails, and existing and future development. These extensions are then regularly updated on the city's interactive trail map available online. Looking ahead, continued master planning efforts contemplate numerous miles to be added to the system in the form of shared use paths, hiking trails, and equestrian-specific routes. Additional trailheads are proposed along these networks to provide additional amenities to users, such as expanded parking, restrooms and picnic areas. These efforts will help ensure residents and visitors continue to enjoy access to a robust active transportation network within Peoria in the years to come.





4.4 MOBILITY-AS-A-SERVICE (MAAS)

Mobility-as-a-Service (MaaS) is an emerging opportunity to move further away from single-occupant self-driven vehicles. When planning for growth and the transportation system that will accommodate this growth, there is a need to look ahead at the impacts of MaaS and how it can affect roadway cross-sections and on-site design to ensure interactions between multiple travel means are symbiotic. Additionally, further exploration of the various forms of active transportation facilities and what kind of mobility options should interact is needed, specifically with regard to motorized and non-motorized options.

Emerging Technology

The transportation industry is beginning to see its first real shift away from personally owned cars into new technologies with the autonomous car, ride-hailing options, such as Uber and Lyft, and micro-mobility concepts with bicycle and scooter rental companies. In short, a MaaS user could arrange transportation options for short or long distance travel through this new technology. Integrated data sharing and route planning can help cities better plan and design the roadway network and include appropriate amenities in the right places.

Autonomous Vehicles

Arizona is a leader of autonomous vehicle testing with several companies operating and testing various aspects of a human driver or human monitoring. The Society of Automotive Engineers (SAE) defines five levels of autonomy:

- **0: No Automation** – Full-time human driver of all aspects of the driving.
- **1: Driver Assistance** – Full-time human driver with either steering or acceleration/deceleration assistance.
- **2: Partial Automation** - Full-time human driver with both steering and acceleration/deceleration assistance. This is the first level of a “hands-off” method.
- **3: Conditional Automation** – Self-driven with assistance by human driver at controls if requested to intervene. This allows the driver to not fully engage in their surroundings.
- **4: High Automation** - Self-driven with ability to correct if human does not intervene or in a position to manage controls. This allows all occupants to act as passengers.
- **5: Full Automation** – Self-driven with all abilities and inventions as human driver. No steering wheel or pedals required.

A majority of new vehicles sold fall somewhere between Level 2 and Level 3 automation, with a majority committed to obtaining Level 3 or Level 4 in the next ten years. These improvements will improve efficiency in the existing network that will lend itself to reevaluation of the roadway classifications. In some instances, a downgrade of an existing or planned roadway may be appropriate due to the reduced delays and conflicts through this technology.

Ridesharing

Ridesharing services have become a possible alternative transportation method in some cities. Due to the nature of rideshares and the continued use of these services, an increased amount of congestion and “deadheading” (as in driving without fare between destination and next origin) has been seen. There should be some consideration of rideshare accommodations, such as appropriate drop-off locations when planning for future development. These services are also competing with City transit options. Dependent upon location and cost, a user may lean towards a rideshare option, instead of mass transit. This further congests the existing roadway network and reduces the efficiency of existing transit options. The City has created some positive initial steps by keeping the Peoria On The Go (POGO) circulator bus free of charge and extending Route 83 through central and southern Peoria. Expansion of transit options can help keep rideshare from overburdening the network and ensure available options are numerous.

Micro-mobility

Micro-mobility options have been around for some time in the form of bicycles, electric bicycles (or e-bicycles) and gas-powered scooters. The current widespread trend in micro-mobility is towards electric scooters (or e-scooters). Because of the growing popularity of e-scooters and rentable bicycles, the dynamics between pedestrian and vehicle travel are evolving. An emergence of dockless e-scooters have started to utilize existing city right-of-way to place these mobility options. Dockless e-scooters are placed along the sidewalk network or at transit stops as a means to provide an alternate to ever stepping in a vehicle. This option is a way to provide first-mile / last-mile travel that bridges the gap between the front door of a home and the entry point into the transit or ridesharing network.

Arizona state law was recently expanded to include e-scooters as a new category of mobility. Due to the new legislation, cities like Peoria are in the process of determining if additional allowances or restrictions are needed to address operation specifics. More particularly, Peoria will need to determine if these micro-mobility options are appropriate to mix with the vehicle traffic within bicycle lanes or on sidewalks with pedestrian traffic. Once the determination is made, the city’s applicable regulations will need to be updated accordingly.





4.5 GOALS AND POLICIES

GOALS

1. **Contiguous Transit.** Build and expand the public transit system to facilitate contiguous travel throughout the City to connect the community locally and regionally.
2. **Complete Streets.** Reconfigure existing roadways into Complete Streets, prioritizing improvements on roadways that provide access to services, schools, parks, civic uses, and mixed-use districts.
3. **Convenient Access.** Provide active transportation improvements that provide comfortable, safe, and convenient access throughout the City.
4. **Regional Coordination.** Facilitate coordination with regional partners to develop active transportation and recreational trail networks throughout natural areas and parks.
5. **Transportation Awareness.** Provide education to increase community awareness for all transportation options in the City for drivers, bicyclists, pedestrians, and transit riders.
6. **Quality Designed Transportation.** Ensure that City design standards reflect the best available design guidelines to effectively implement all modes of transportation.
7. **Signature Streets.** Provide Signature Streets that identify our City's uniqueness and incorporate placemaking and identity creation.
8. **Well Maintained.** Provide transportation infrastructure that is well-maintained and safe, preserving past investments for the future.
9. **Technology Advancements.** Implement technology advancements for the on-street roadway network, providing effective and safe travel corridors.

POLICIES

On-Street Network

- OSN-1** Expand the right-of-way beautification projects along the arterial roadway network to provide enhanced design and landscape treatment.
- OSN-2** Protect existing and planned bridges through ongoing annual maintenance.
- OSN-3** Provide signature arrivals in Peoria through monumentation and placemaking efforts.
- OSN-4** Expand master planning efforts for various modes of travel to provide a safe, connected, integrated, and efficient transportation system.
- OSN-5** Monitor and continue implementation of the City's Pavement Management Program to keep streets in good condition, maintain vehicle safety and driver comfort, minimize the adverse effects of deteriorating roadways, and provide expansions of the City's cycling network through bicycle lane additions and transit network improvements through additional pull-out stops.
- OSN-6** Require enhanced safety measures for bicyclists and pedestrians across freeway interchanges, such as buffered bike lanes, wide sidewalks, pedestrian refuge islands, and reduced right turn lane angles.
- OSN-7** Ensure private developments provide cross-access opportunities to prevent isolated unconnected neighborhoods or commercial centers.

Transit Network

- TN-1** Seek to develop higher density Transit-Oriented Development around future transit centers and regional roads to create a strong nexus for ridership.
- TN-2** Extend fixed-route service along existing Valley Metro routes into Peoria.
- TN-3** Promote the use of Dial-A-Ride and Regional Para-Transit Service through additional outreach with local businesses, offices, and City media services.
- TN-4** Ensure future roads and private developments provide adequate transit facilities at key locations.
- TN-5** Secure a major role in the coordination with all neighboring cities on regional transit programs and projects.
- TN-6** Implement regional Bus Rapid Transit (BRT) corridors with regional partners.
- TN-7** Explore future park-and-ride or transit center locations in the northern portion of Peoria.



Active Transportation

- AT-1** Promote the use of green bicycle lanes implementations to provide enhanced notification to driver and cyclist.
- AT-2** Continue to provide a safe, connected, integrated and efficient active transportation network through improved design standards, increased shade, and proper separation from vehicular travel.
- AT-3** Identify areas with pedestrian and bicycle conflicts concerns and prioritize improvements of these areas to use as a baseline for future improvements.
- AT-4** Identify gaps in the existing on-street and off-street network active transportation network and direct improvements through private development and the Capital Improvement Program.
- AT-5** Explore the use of pedestrian overpasses along freeway corridors to improve access from the trail network to key areas of Peoria, such as P83, Park West, Rio Vista and Pioneer Community Park.
- AT-6** Consider incorporating pedestrian plazas, promenades, and paseos to divide large blocks in future redevelopment within existing neighborhoods.
- AT-7** Identify and develop additional trailheads where trails intersect with Peoria's bicycle and pedestrian network. Such trailheads should include a variety of amenities, including parking, restrooms, and shade.

Mobility-as-a-Service

- MS-1** Expand the use of adaptive traffic cameras for heavily travelled and regional corridors.
- MS-2** Monitor emerging modes of travel, such as autonomous vehicles, and evaluate the suitability of such travel on the City's roadway network and existing or planned infrastructure improvements.
- MS-3** Update City infrastructure guidelines to ensure that new transportation technologies are accommodated within the City's infrastructure.
- MS-4** Study the feasibility of developing a network of charging stations for hybrid, electric, or other alternatively fueled vehicles.
- MS-5** Study parking and loading zone requirements to consider special accommodations for transit, micro-mobility, ridesharing services, and the autonomous car.
- MS-6** Consider integration of Intelligent Transportation Systems (ITS) into transit system services.
- MS-7** Create opportunities to implement micro-mobility through expanded policy and best practices.



Healthy Neighborhoods

Peoria, like other national cities, recognizes the importance of planning for the health of residents through community design. Designing a community that offers opportunities for a healthy lifestyle can include outdoor activities and spaces that are useable by various age groups, access to nutritious foods, opportunities for exercise, and community events that foster interactions between residents. Research has also shown that improved land use patterns and neighborhood design also have the potential to improve the overall health and quality of residents by incorporating uses and design features that encourage people to live active and healthy lifestyles.

Peoria strives to provide a quality physical and social environment for its residents and provides programs and services for the preservation and enhancement of neighborhoods. Peoria citizens stress the importance of neighborhoods and their desire to maintain quality standards that make Peoria's neighborhoods safe, vibrant, and connected. The goals and policies of this element recognize that the health of neighborhoods is directly linked to improving and enhancing resident health and quality of life.

PURPOSE

To protect and enhance the health, safety, and general welfare of Peoria’s citizens, workers, and visitors by integrating health-promoting design and development practices at the building or project scale. Elevating the vitality of the people by promoting health and wellness in the built environment enhances both property and community values.

5.1 COMMUNITY WELLNESS

Conventional wisdom would suggest that medical care and individual choices determine our level of health. However, the reality is that the *built environment*, where we live and work, also has a strong influence on our health and longevity. Understanding the link between the built environment and health has become a new area of focus for many communities confronting troubling health trends with the rise of chronic diseases, because those health problems in turn impact the economy and the future of the community.

One such economic impact is diminished productivity and reduced workforce availability due to time away from school and work because of the effects of chronic diseases. Some of the potential negative effects of behaviors and lifestyle choices are preventable with small changes to everyday routines by incorporating exercise and proper nutrition. However, people who live in communities that have increased opportunities for physical activity in daily life are generally more active, which in turn helps significantly reduce their risk and health concerns from leading chronic diseases. Additionally, as the link between the design of a community to one’s health continues to be well documented, businesses are now seeking out health-promoting places. More specifically, neighborhoods that offer a good “quality of life” for their residents attract investment and economic development. In turn, economic development can provide job opportunities that give the financial resources that can lead to better health. Thus, healthy communities are more economically vibrant communities.

To secure a bright future for our residents, the City of Peoria must lead the way to good health and community wellness. Through a new focus on public health from the perspective of the built environment and city services, Peoria will strive to achieve better health for its residents through its programs, policies, plans, budgeting, and community engagement.

Healthy Community Design

Healthy Community Design, as defined by the Environmental Protection Agency, is about planning and designing communities to enable and encourage small changes resulting in happier, healthier lifestyles. While healthy community design strategies can often be found in some state-mandated topics, typically general plans only address certain concerns relating primarily to the built environment. The City of Peoria seeks to go beyond what is typical, and elevate the vitality of its citizens, and thus its economic future by including a comprehensive element dedicated to health and wellness within this General Plan. The City believes that by including community wellness from a holistic perspective within the General Plan, it ensures that public health and wellness remain a top City priority.



Key aspects of healthy living environments include access to:

- Economic opportunities;
- High-quality and range of housing options;
- Healthy foods;
- Medical services;
- Parks and recreational facilities;
- Walking, bicycling and public transit;
- Walkable neighborhoods with access to services;
- Safe neighborhoods and public spaces;
- Environmental quality; and
- Sustainable development

By developing specific policies and implementing actions that relate to both physical and socioeconomic conditions, the City can work toward reducing critical health risks in the community and improving the health of all Peoria residents.

Health in All Themes

Due to the broad and wide-ranging nature of the topic of community health, Healthy Neighborhoods (HN) is not the only chapter that contains narrative, goals and policies related to health and quality of life. In this instance, the Healthy Neighborhoods chapter enhances the health and well-being of all Peoria residents by focusing on promoting active living, improved access to healthy food and medical services, housing and community stability, community engagement, and environmental sustainability.

5.2 INCREASING ACCESS TO HEALTH

Healthy Foods

A community's health is shaped by many factors related to food, including access to healthy food and sustainable food systems. Likewise, diet and exercise are one of the most effective means to preventing and treating significant chronic diseases. Thus, how our community promotes healthy eating, a range of healthy food choices, and physical activities is important in managing health care costs for Peoria and its residents. Additionally, consuming locally produced foods can reduce the need for long-distance transportation, which can reduce environmental impacts, and it supports the livelihoods of local producers and local businesses.





While there are several factors that determine what people choose to eat, access to food is a critical factor because people will buy what is readily available. Currently, in some areas of the community residents have more convenient access to fast food compared to a produce or grocery store. Without convenient access to healthy food, this results in a missed opportunity to improved nutrition, along with a loss of revenue for local food stores. While food is a personal choice, the City of Peoria recognizes the benefit in creating an environment in which all residents have access to affordable and healthy food.

The City of Peoria is promoting policies that elevate the health of the community by providing ample access to an affordable and abundant selection of fresh and healthy food throughout the city. Through implementation of these policies, the goal is to support a variety of healthy food outlets such as grocery stores, farmer's markets and community gardens within convenient distance to neighborhoods. Because a healthy diet means more than food, the City is also promoting enhanced access to drinking water in public facilities, businesses, and schools as another means to promote lifelong health of its residents.

Medical Services

Research has shown that people with healthy lifestyles and living in a healthy community typically need less medical care, have better long-term health outcomes, and suffer less chronic disease. However, personal health does not begin or end by visiting a doctor's office just one time. A healthy lifestyle is achieved by regularly receiving routine health and preventive care and having access to a comprehensive range of medical services as needed. This not only includes primary care, but a range of other medical and health-related services including specialty care, dental care, mental health services, home health care, emergency services, long-term care, and alternative care.



Using primary care as an example, having access to affordable and convenient primary care plays a prominent role in preserving good health and preventing hospitalizations from chronic and communicable diseases. Conversely, if there is a lack of access to affordable medical facilities and services in a timely manner, residents may forgo receiving care, which can exacerbate chronic health conditions such as diabetes or asthma. In these situations, the city's decision regarding land use and the transportation system can directly impact access and availability to any or all medical services. For example, if the city encourages health facilities to be located near public transit, ease of access is enhanced for those who do not drive or own cars, and thus the overall community health is improved.



The City of Peoria recognizes the importance of convenient access to a full range of health care facilities and medical services. Collectively, the goals and policies within this chapter and throughout the General Plan has been developed to promote the expansion of health care facilities and services in convenient locations to meet the health needs of all residents.

5.3 ACTIVE LIVING

“Active living” is a way of life that integrates physical activity into everyday routines, and there are many dimensions to active living that can be affected by the built environment. Evidence has shown that people who live in places with good pedestrian amenities, bicycle infrastructure, and access to trails have higher rates of physical activity and lower body weights. Additionally, park and playground access are also critical, since studies show that people who live within half a mile of a park tend to exercise more than people who lack park access.

The City of Peoria recognizes that offering improved access to parks and recreational facilities, recreation programming, and transit corridors provides both residents and visitors with an abundant number of opportunities to participate in physical activity. These four areas are an essential part of building a healthy, quality, and vibrant community. These aspects are briefly described herein, and also addressed within the Integrated Transportation chapter and the Art, Cultural, and Recreational Enrichment chapter as well.

Parks and Recreational Facilities

Whether for passive or active use, parks and recreation facilities are an important part of everyday, active living, providing critical health benefits for all ages. Peoria already has a great recreation and open space system that fosters a more livable and enjoyable community; however, the City is projected to continue to grow and mature by 2040. Because physical activity and active living is critical to health, the City is committed to continually looking to improve access within existing parks and open space, as well as prioritizing new parks and open space as one of its top priorities.

Recreational Programming

The City of Peoria already offers a wide range of recreational programs and services to the community that forms an important component of community identity. Not only is the recreational system important to health and fitness, but it also provides a variety of activity choices to residents and visitors of Peoria. However, the city is not the only provider of recreation programs and services. Acting on the goals and policies set forth in this General Plan, the City should regularly explore developing and updating programs, services, and facilities in order to provide the widest range of recreational opportunities for all ages and abilities.

Over time, the City's recreational programming has and will continue to evolve, as some programs are better suited to be provided by other organizations within the community. From a fiscally sustainable practice, it is important to strategically partner with some of these organizations to continue to provide those additive high-quality programs and services to the community as appropriate. In doing so, it would allow the city to maintain and improve upon core and desirable programs.





Walking, Bicycling and Public Transit

Healthy communities are designed to encourage walking, biking and use of public transit. Selection of land use, street design, site planning, availability of safe routes, and proximity to public transit can impact pedestrian use and outdoor activity. For example, walking or bicycling to school or work for daily errands and for recreation increases overall physical activity and contributes to physical health. Using public transportation also helps individuals meet minimum daily requirements for physical activity and curbs air pollution. Additionally, alternative modes of transportation contribute to a reduction in vehicle miles traveled, overall vehicle emissions and noise. Where homes, businesses and community destinations are conveniently located near transit, studies indicate that over a span of time, people will rely less on single car trips.



Walkable Neighborhoods

Walkable neighborhoods give residents, visitors and employees greater opportunities to connect while they work, shop and dine, and overall enhances their sense of community. It also creates a safer and more mobile community. Part of making a walking neighborhood viable and enjoyable is the creation of a comprehensive bike and path trail system, which along with sidewalks and connected streets are an integral part of any transit system. It also enables safer and easier travel by residents with limited mobility, and makes walking or biking to and from school safer and easier for children. Accordingly, the city will continue to integrate pedestrian and bicycle safety improvements and amenities into new and reconstructed streets, along with ensuring new developments incorporate the City's planned shared-use path system.



5.4 SOCIALLY CONNECTED

A “socially connected” community is a place where everyone feels like they belong. It is a place where people know their neighbors and feel motivated to get involved. Bringing people together in social settings not only can improve mental and physical health of individuals, but benefits extend to the community as well. These benefits can include increased neighborhood safety, resilience during emergency events, increased volunteering, and a stronger sense of community pride. Accordingly, social connectedness is an important factor in creating happy, healthy and safe places to live.

Positive social interactions can be facilitated by the built environment. For example, well-designed gathering spaces within neighborhoods or commercial centers, and recreational facilities and parks are all powerful tools to bring people together. Additionally, programs and events are good strategies for strengthening community identity, increasing social interaction, and supporting a variety of goals related to health and well-being. Even still, going beyond satisfying our basic human need for social networks and relationships, participation in civic life is also an essential need and is a critical component of healthy communities.

Civic engagement through volunteerism allows residents to take an active role in addressing local challenges. Citizens involved in local decision-making are more likely to understand and better appreciate the needs of all members of the community. Civic engagement includes volunteering in the community, and participating on committees, boards, or commissions. Without our numerous and dedicated volunteers, Peoria would not be able to continue to provide the exceptional level of service that it does today into our future. Hence, the goals and policies within this chapter and others within the General Plan foster an increased social connectedness in Peoria.





“A home has a unique place in our everyday lives. Homes are where we start and end our day, where are children live and play, where friends and family gather to celebrate, and where we seek refuge and safety.”

Housing and Urban Development’s Advancing Healthy Housing A Strategy for Action

5.5 HEALTHY HOUSING

Housing can have a significant and sustained impact not only on a person’s health, but the community’s health as well. Evidence shows that individuals and families increasingly value health when making housing decisions. That is why an all-inclusive approach to health across the housing marketplace spectrum is paramount to creating a thriving community. In this section, the primary factors that influence healthy housing are explored, along with their impact to the community’s overall health and desirableness.

Housing Affordability

Housing affordability is determined by how much of a person or family’s income is used for housing costs. Homeowners and renters are considered “cost burdened” if they spend more than 30% of their income on housing. The impact of higher housing costs reduces disposable income, leaving less available for preventive medical treatment, food, and other necessities. Higher costs may also require residents to maintain multiple jobs, live in unsafe conditions, and pay higher transportation costs. Housing affordability not only influences the overall community health, it also can significantly impact the city’s economic vitality.

Workforce housing is one of the many factors considered when a business looks to remain, expand or relocate to another location. As Peoria continues to grow, having a diverse range of housing options to meet lifestyle needs is an essential element in attracting and maintaining our existing and future workforce. The City of Peoria recognizes the impact that housing affordability has on the city’s health and prosperity, and seeks to expand housing options throughout the community to offer lifestyle housing options for all residents.

Aging in Place

The City of Peoria primarily follows larger national trends in that the overall age of the community continues to increase. Accordingly, Peoria’s senior population is expected to continue to grow in the coming years as the current population ages. Rather than move, many residents prefer to stay in their homes and their community. “Aging in place” is the ability for residents to live safely, independently, and comfortably in their community as they age and preserves self-esteem and valuable social networks that support a higher level of life for seniors.

Development of a range of affordable housing types, including multi-generational housing, independent living, and assisted living throughout the community are needed for Peoria seniors. Additionally, housing should be located conveniently to transit, and near entertainment and recreational amenities. Supportive services are also essential, such as senior focused programs that provide opportunities for volunteer and paid work, and encourage elderly residents to fully engage in their community.

Fair Housing Practices

The need to protect against housing discrimination and provide equal housing opportunities has been formalized by state and federal fair housing laws. Additionally, fair housing benefits everyone by expanding access to opportunity. Accordingly, the policies and programs implemented by the City will promote fair housing practices and accessibility among residents, community stakeholders and those involved in the production, preservation and operation of housing.

Housing Quality

With Americans spending more time in their residences, the condition of their home is a factor in their health and quality of life. Typical poor housing conditions include, but are not limited to items such as: roofing problems; heating, plumbing, and electrical deficiencies; water leaks; damaged paint and so on. These unsafe conditions can have a physical toll on the residents, while also imposing a considerable economic burden to them. These conditions are often associated with a wide range of health conditions, including injuries, respiratory illness, asthma, lead poisoning, and cancer as an example. For many of these problems, straightforward fixes may be available. A number of factors can cause homes to become unsafe or unhealthy to live in. Preventing these problems from occurring and addressing them when they do occur protects the safety and welfare of residents and assists in meeting housing needs throughout Peoria.

5.6 COMMUNITY DESIGN AND STABILITY

Ensuring quality within new neighborhoods and preserving older neighborhoods offers many important advantages to the city, including resiliency and community stability. The continuity of existing and new neighborhoods also provides a sense of permanence and well-being, as well as enhances our understanding of community identity, history, and future possibilities. This section of the General Plan addresses the desire for quality of development in new neighborhoods, and provides the foundation to preserving our character and community within existing neighborhoods.

Complete Neighborhoods

The term “complete neighborhood” refers to a neighborhood where residents have safe and convenient access to the goods and services needed in daily life. An important aspect of a complete neighborhood are design elements that incorporate human scale principles, which meet the needs of people of all ages and abilities. Providing complete neighborhoods also provides a setting for residents to develop a strong sense of belonging, which is promoted by their interactions with one another.



The form and quality of development in new neighborhoods can enhance the image and identity of Peoria as well as for each of its unique neighborhood areas. As new neighborhoods are developed, it is important that the City safeguard the existing overall identity and character of the community by ensuring high quality design standards and zoning regulations for both commercial and residential development. This includes high quality construction standards at initial development and inclusion of quality neighborhood design features, including a focal point, such as a park or school, a variety of dwelling types, equal importance of vehicular and pedestrian circulation, an effective street layout with easy access to daily conveniences, appealing streetscapes, and respect for historic sites and structures. Accordingly, the City of Peoria will continually refine its enhanced development and design standards and other programs to preserve and enhance the neighborhoods.

Neighborhood Preservation

Neighborhood preservation efforts help protect the health, safety and wellbeing of Peoria residents from deteriorating neighborhoods. The goals and policies in this chapter and throughout the General Plan build on the strength of Peoria's neighborhoods by providing appropriate measures to help neighborhoods remain strong. This approach is designed to help expand neighborhood confidence, increase community pride, protect housing values and strengthen civic involvement. For example, conserving and improving the housing stock helps maintains investment in the community and keeps existing housing affordable. Additionally, rehabilitating an older building can cost less and take less time to complete than constructing a new building of the same size for the same use. Rehabilitation also uses less energy and a smaller amount of building materials. Furthermore, older buildings often have spaces that are especially suited to small companies and start-ups.



The City recognizes the health and economic benefits of ensuring the long-term success of its neighborhoods, and will take the following steps to assist in preserving them in a well-maintained state:

- Ensure housing be maintained in a decent, safe, healthy and clean condition.
- Encourage home improvements and exterior upgrades through educational means.
- Encourage neighborhood pride and neighborliness through involvement of residents and volunteers in neighborhood promotion and pride projects.
- Promote collaboration between the City, neighborhood groups, and other interested parties.
- Maintain and enhance programs, policies and strategies that will ensure that Peoria's neighborhoods continue to be a safe and pleasant place to live.

5.7 SUSTAINABLE DEVELOPMENT

Cities who are focused on improving the health of their community promote sustainable development, wise use of their resources, and environmental stewardship of the land. Sustainable development can be generally defined as an approach to land development that meets the needs of the current population without compromising the ability of future generations to meet their own needs. In this manner, sustainable development practices both focus on increasing the efficiency with which buildings use resources, while simultaneously reducing impacts on human health and the environment through better siting, design, construction, operation and maintenance.

The City has already made great strides to incorporate sustainable development practices within the construction and remodeling of its own buildings, and its operations and maintenance practices. As the City looks to guide future growth and redevelopment through a health lens, it seeks to promote these same sustainable principles and development practices on a larger scale throughout the community through the selected goals and policies within this chapter and throughout this General Plan.





5.8 GOALS AND POLICIES

GOALS

1. **Health and Well Being:** The City is committed to improving the quality of life of its residents and increasing their opportunities to make healthy lifestyle choices.
2. **Active Lifestyle Choices:** Creation and expansion of convenient and safe opportunities to incorporate physical activity into everyday activities of residents, employees, and visitors.
3. **Access to Healthy Foods:** Strive to ensure all residents have convenient access to healthy foods by supporting a variety of healthy food outlets within neighborhoods and communities.
4. **Access to Medical Services:** Promote access and maintenance of a full range of health care and medical services for all residents.
5. **Socially-Connected Neighborhoods:** Facilitate social interaction and foster a sense of security and community pride by assuring safety in neighborhoods and public spaces.
6. **Civic Engagement:** Promote civic engagement and volunteerism to allow residents to take an active role in addressing local challenges, which are important facets of a healthy community.
7. **Variety of Housing:** A diversity of housing types and prices that are high quality, built in a sustainable manner, and meet the varied housing needs of residents for all stages of life.
8. **Supportive Services:** Encourage and promote public and private sector education, training and wellness programs designed to improve health and wellness for all residents.
9. **Environmental Health:** Natural open space is preserved and activated in a manner that maintains the pristine environment while allowing for enjoyment of and interaction with nature.
10. **Parks, Open Space and Recreation:** Create and support a diverse recreational system, connecting trails, parks, and recreational facilities that are suited to the varied needs of residents and visitors.
11. **Recreation Programs:** Create development opportunities for, and support, both public and private multi-generational recreation programs suited to the broad needs and interests of all residents.
12. **Sustainability in Decision-Making:** Incorporation of sound, efficient, ecological policies and practices in decision-making processes and operational procedures.

POLICIES

Community Wellness

- CW-1** Foster educational opportunities that show a connection between “place” and health and promote an understanding of the connections between the built environment and health challenges in the City of Peoria.
- CW-2** Support partnerships with local health service providers, the public health agencies, schools, and other community-based organizations to promote health, wellness, and preventative care.
- CW-3** Offer education programs and services, which target the wellness of residents and families physically, mentally and financially.
- CW-4** Expand access to healthy food and nutrition choices by promoting expanded access to grocery stores, community gardens, urban agriculture and local markets.
- CW-5** Support and promote availability and accessibility of clean drinking water and water filling station in public facilities, businesses, and schools.
- CW-6** Promote improved access to comprehensive range of health care facilities and medical services for all residents, including hospitals, acute care facilities, neighborhood health portals/clinics, and mental health facilities.
- CW-7** Promote improved transit connections to service and healthcare providers for people who are transit-dependent.
- CW-8** Advocate for more complete, healthy communities that provide access to a range of daily goods and services, and recreational resources within comfortable walking distance of homes.
- CW-9** Support cohesive, well-designed and well-maintained neighborhoods that offer a variety of lifecycle housing options for all residents.
- CW-10** Facilitate social interaction and foster a sense of identity and community pride by providing attractive, safe walkways, and linked community gathering spaces.
- CW-11** Continue to improve access and expand recreation opportunities and facilities for maximum accessibility, allowing people of all ages and abilities to participate.
- CW-12** Ensure recreational opportunities are offered within comfortable walking distance of homes, schools, and businesses in order to encourage more physically and socially active lifestyles.
- CW-13** Support and promote development and redevelopment that reduces automobile dependency through more efficient and varied use of lands.
- CW-14** Support access to efficient and safe public transit and other active circulation options that increase physical activity, reduce air and noise pollution, and make streets safe for people of all ages.
- CW-15** Coordinate with regional transportation agencies and support enhanced and expanded public transit to improve mobility options for residents, employees, and visitors.



Neighborhood Preservation

- NP-1** Protect existing residential areas from incompatible land uses and activities through careful consideration of zoning amendments and enforcement of buffering requirements.
- NP-2** Promote the conservation and rehabilitation of existing residential areas and improve neighborhood appearance by requiring compliance with property maintenance codes.
- NP-3** Public and private infrastructure and amenities are designed, constructed, and maintained to maximize safety and security and reduce opportunities for criminal activity.
- NP-4** Increase safety and security in public places, such as parks, recreation facilities, sidewalks, transit stops and facilities, and trails by providing adequate lighting, maintaining landscaping to maximize visibility and reduce hiding places, removing graffiti and blight conditions from public areas; and conducting regular police and volunteer (crime watch) patrols.
- NP-5** Utilize existing or develop new programs which identify aging neighborhoods and prioritize efforts to revitalize housing and infrastructure.
- NP-6** Encourage landowners to maintain and upgrade their property in neighborhoods, commercial corridors and employment areas to protect viable neighborhoods and businesses.
- NP-7** Undertake a detailed housing needs assessment to define areas of need and an implementation plan to expand housing options.
- NP-8** Promote and provide incentives, such as reduced fees, expedited plan reviews, or increased allowable densities, to encourage the development of diverse workforce housing.
- NP-9** Encourage non-traditional housing types to expand housing options, such as habitable accessory dwelling units, along with adapted reuse of residential, commercial, and industrial structures.
- NP-10** Support the development of multigenerational housing or continuum of care facilities and special needs housing options within all neighborhoods.
- NP-11** Master Planned Communities shall include a range of housing densities and types that provide life-cycle housing opportunities in order to attract all ages of residents with a range of income levels and needs.

Open Space Conservation

- OS-1** Ensures connectivity and recreational opportunities for the public that are maintained by the adjacent development.
- OS-2** Curate access to natural features within developments containing hillside or wash elements for all residents.
- OS-3** Protect and preserve view sheds within open space areas wherever possible to enhance the resident and visitor's experience and provide a further visual connection with nature.
- OS-4** Coordinate the preservation and conservation of cultural resource areas with the State Historic and Preservation Office (SHPO), and current and future private development projects.

- OS-5** Develop management agreements with public and private entities to ensure appropriate use and preservation of cultural and historic resources for future generations.
- OS-6** Enhance community awareness and increase public support of local cultural opportunities through appropriate park and recreational programs and activities.
- OS-7** Create, preserve, and manage biologically rich, connected open space; wildlife and plant habitat; and wildlife corridors, including natural washes and pockets of native vegetation, while working to eradicate invasive species.
- OS-8** Rehabilitate and enhance natural drainage systems, water detention and retention basins, and other infiltration areas for multiple benefits, such as recreation, wildlife habitat, and stormwater management.

Environmental Sustainability

- ES-1** Work towards reducing the overall energy footprint from residential, employment, transportation and City operations.
- ES-2** Incorporate and expand sustainability into the City's communication and outreach efforts.
- ES-3** Support regional policies and efforts that improve air quality to protect human and environmental health
- ES-4** Reduce the urban heat island effect by minimizing heat generation and retention from the built environment using a range of strategies.
- ES-5** Expand and maintain a healthy, drought-tolerant, low-water use tree canopy and urban forest to improve the attractiveness of neighborhoods and the city as a whole.
- ES-6** Promote efficient use of energy and conservation of available resources in the design, construction, maintenance and operation of public and private facilities, infrastructure and equipment.
- ES-7** Create a landscaping maintenance guide identifying proper planting, care, and maintenance to protect, restore, enhance, and manage trees for their long-term health.
- ES-8** Increase energy efficiency in new and existing water, wastewater and reclaimed water systems.
- ES-9** Reduce and/or mitigate noise pollution for occupants by incorporating advanced technology and building materials that will help mitigate transportation related noise impacted on residential and sensitive uses within the community.
- ES-10** Protect the night skies from light pollution through building codes and design standards.



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Arts, Cultural, and Recreational Enrichment



The Arts, Cultural and Recreational Enrichment (ACRE) chapter of the General Plan recognizes that strong connections to the arts, culture, education and recreation are essential characteristics of a community that values everyone's quality of life. These aspects not only help define and express who we are as community, they also significantly contribute to a more livable city by stimulating our economy, enriching our built environment, and celebrating the natural environment.

Peoria has made great strides in infusing arts, culture and recreation within its community fabric and strives to expand its standing as a place of distinction. Residents and visitors of all ages continue to enjoy access to meaningful enrichment opportunities that draw on Peoria's artistic, cultural and recreational resources.

PURPOSE

This chapter is intended to enhance the availability and accessibility of the arts for all residents, preserve important historic and cultural elements that make Peoria unique, activate the human spirit through social and physical connections, and provide educational opportunities for lifelong learning.

6.1 INSPIRATION

The inspiration for the Arts, Cultural, and Recreational Enrichment (ACRE) chapter is the shared belief that the aspects of **arts**, **culture**, **education**, and **recreation** have a direct effect on the daily lives of Peoria residents. Currently though, *historic preservation* and *recreation* are the only state-required topics discussed within this chapter. Nevertheless, the City is committed to supporting and expanding its efforts in all four aspects in order to contribute and enhance Peoria's character and vitality. This chapter represents an important step towards recognizing these aspects as essential components of civic life that merit investment, consideration, and incorporation into the City's decision-making processes. Similar to the previous chapters, the ACRE chapter contains narrative, goals and policies that correlate with goals and policies presented in other chapters of the General Plan. In this instance, the ACRE chapter focuses on enhancing livability in Peoria, and frames the overall desired physical image of the city through infusing of art throughout the community, preserving cultural and historically significant elements, and conserving natural resources.

6.2 BRIEF HISTORY OF PEORIA

Peoria's cultural heritage is very diverse, ranging from Native American sites estimated to be over 1,000 years old to post-World War II-era buildings. It is important to understand the history of Peoria in order to establish the historic context and stories of the area, as they continue to provide guidance for identifying the places and things that are important to Peoria's culture and heritage.



Hohokam Village Rendering

Ancient Inhabitants

The prehistoric record of Peoria begins primarily with the Hohokam, the indigenous people who inhabited the Salt River Valley about AD 500 – 1450, although the area was inhabited as early as 10,000 B.C. The Hohokam created an elaborate irrigation system along the Salt River, the New River and the Agua Fria River before their population appears to have dwindled and disappeared. Hundreds of years later, it would again be irrigation and the promise of plentiful water for farming, this time from the Arizona Canal, which would draw settlers to the area.



Modern Peoria's Beginnings

Peoria was established in the 1880s when William J. Murphy's vision of fertile farmlands fed by water from the Salt River became reality with the completion of the Arizona Canal in 1885. Once this canal was completed, Murphy went east to interest people in settling in this new community. Mr. Murphy was successful in catching people's attention - over 5,000 acres of land in the new district was purchased by citizens from Peoria, Illinois. Four families from Peoria, Illinois were among the first to move to Arizona to occupy and work their land.

Residences in the new community sprang up and a school and Post Office were established by 1889. More people followed the original families and Peoria continued to grow as a farming community. The farmlands were fertile and the people made a good living, despite having to battle swarms of red ants and the occasional rattlesnake in the kitchen.

The modern-day City of Peoria began near the current intersection of Peoria Avenue and Grand Avenue. The original town site was officially platted in 1897, and the early center of Peoria would begin to form on the south side of Grand Avenue where some of the earliest businesses and residences were constructed. However, most of Peoria's early settlers actually lived outside of the town, spread out on large tracts of agricultural land. The young town was well served by its location along Grand Avenue, as a railroad line soon paralleled this major roadway, allowing for goods and people to flow into the town, and for the agricultural products of the area to make their way to larger markets.

Despite its location near Grand Avenue and the Santa Fe railroad spur line, day-to-day living conditions in the Peoria area were harsh and the little town grew slowly. There was not a lot of money to invest in elaborate, professionally designed homes and businesses. As a result, most of the buildings constructed in the area at the turn of the century did not have high architectural value or the durability to withstand years of harsh Arizona summers. The majority of the commercial buildings in Peoria that did survive the first decade of the twentieth century were destroyed by a fire in 1917 that consumed the business district along Washington Street, east of present-day 83rd Avenue.



Leading the Way by Ann LaRose



Original Town Plat



Early Entry into Peoria

Early Growth of the Town

Between 1891 and 1895, a spur line of the Santa, Prescott and Phoenix Railroad was placed in Peoria along with Phoenix, Glendale, Alhambra, Hesperla, and Marinette. A small depot was built on 83rd Avenue just off Grand Avenue. The depot was later sold to the city of Scottsdale in 1972, where it now resides at McCormick Stillman Railroad Park.

The Peoria Chamber of Commerce formed in 1919. It operated as the informal government body until Peoria was incorporated in 1954. The Peoria volunteer fire district formed in 1920 and remained a volunteer-based district until the mid-1950s. The three-story Edwards Hotel was built in 1918, followed by the Mabel Hood building in May 1920 at the southwest corner of Washington Street and 83rd Avenue. The John L. Meyer or “flatiron” building was completed in June 1920 and the O.O. Fuel’s Paramount Theatre, which served as Fire Station 1 from 1950-2004, was completed in July 1920. The town’s first newspaper, The Peoria Enterprise, was printed weekly from November 14, 1917, to April 1921.

Peoria’s first library was held at the Women’s Club in 1920 until it moved to the old Peoria City Hall in 1975 where the Peoria Center for the Performing Arts was constructed. The library eventually moved to the Peoria Municipal Complex. In May 1959, the Women’s Club gave the clubhouse to the City of Peoria.

Central School was built in 1906, and by 1910, three additional classroom buildings were built next to the central school. In 1918, another school building was opened, containing an auditorium and four classrooms. At this time, the attendance for Peoria schools was 190. School District Number Eleven was the regional elementary school district, while children going on to high school had to travel to Glendale High School. In 1919, the school board approved construction of Peoria High School.



Post-War Development

Increased economic activity, combined with the presence of Luke Air Force Base and tremendous growth throughout the entire Valley—coinciding with the mass-production of air conditioning in the early 1950s—led to an increase in residential housing in Peoria. A postwar construction boom set the stage for Peoria to become a suburb of Phoenix, providing housing for the capital city as growth moved west.

In 1954, Peoria was home to 1,925 residents, within an area of 1.13 square miles. Peoria incorporated on June 7, 1954. A seven-member city council formed and held its first organizational meeting on June 14. By 1966, Peoria grew to encompass 3.1 square miles with 36 miles of street. In 1968, the city passed a bond securing the money to build a sewer system, which was completed in 1969. In 1970, Peoria began to transition to paid firefighting staff. From a population of 4,792 in 1970, the city grew to 12,351 in 1980 and 50,675 in 1990. Construction of the \$30 million municipal complex began in 1988 at the edge of Peoria's Old Town. The Police Department opened in 1989, the main city hall building and courts in 1991, and the library in 1993. The warm climate and small-town atmosphere of Peoria continued to attract people, and still do today.



6.3 HISTORIC PRESERVATION

One of the major themes of this General Plan is “protecting natural resources and community character.” Historic preservation is one means to achieve this goal. The preservation of Peoria’s historic resources, which includes archaeological sites, enriches the lives of Peoria residents by creating connections to the past. That is because no community can hope to understand its present, or even try to forecast its future if it fails to recognize its past. Only through tracing and preserving its culture and heritage, Peoria can gain a clear sense of the process by which it achieved its present form, values and substance.



Palo Verde Ruin

Historic Preservation Program

In 2002, the Peoria City Council passed several ordinances that laid the foundation for the City to become more directly involved with the preservation of its local heritage. Through these ordinances, the Historic Preservation Commission was established and the Zoning Ordinance was updated to authorize the designation and protection of local historic landmarks and districts. Since its inception, the Commission has undertaken a variety of tasks including the adoption of the City’s first Historic Preservation Plan in 2005. The Commission has also recommended several buildings for designation as local landmarks, all of which have been approved by the City Council.

The City has also entered into an Intergovernmental Agreement with the State Parks Department to become a Certified Local Government (CLG). This action teams the City and the State on important historical and archaeological policies. It also entitles the City to apply for federal grant monies made available through the State Historical Preservation Office. In February 2010, Peoria was designated as a Preserve America Community. Preserve America is a federal program that encourages and supports community efforts to preserve and enjoy America’s cultural and natural heritage. The designation provided national recognition of Peoria’s commitment to promoting and preserving its heritage.



Peoria's historical and cultural resources include a variety of buildings, structures, objects, sites, landscapes, districts, archaeological sites, and traditional cultural properties that possess historical, scientific, architectural, aesthetic, or cultural significance. As the City continues to grow and new development flourishes, it is important to identify and conserve significant elements of our built environment in order to maintain a tangible connection to Peoria's history and identity. The goals and the policies within this General Plan are designed to help identify and protect Peoria's historic resources, and foster awareness and appreciation of Peoria's culture and heritage.

6.4 ARTS AND CULTURE

Peoria's offers a variety of arts and cultural events, institutions and programs aimed at promoting a sense of community identity and providing education and information about the city's heritage. Art and cultural activities, such as music, theater and dance provide alternatives to traditional outdoor recreational activities and create a positive social environment. These opportunities provide diverse cultural experiences to residents as well as visitors by celebrating local traditions and heritage in creative and inspiring ways by building connections. Additionally, arts and culture are also a competitive tool, strengthening many elements of civic life, including the economy, workforce development, education, youth development, neighborhood development, redevelopment projects, and sustainability.

Arts and culture are among a community's most powerful assets, as they assist residents in better understanding and celebrate the uniqueness of their lives. While the terms "arts" and "culture" and often interlinked, it is important to understand the differences between the two terms. For the purposes of the General Plan, art is a product of the culture that prevails within the community. In this setting, the "arts" includes items such as: high or fine arts, literary arts, as well as a range of visual and performing artists, craftspeople, designers, and educators. It also includes a range of cultural events, such as performances, exhibitions, festivals and celebrations. The arts enrich the quality of life for residents and visitors by creating spaces that invite contemplation while evoking a sense of community. The arts support cultural opportunities for both local artists and the general public through the acquisition and display of public art, art exhibitions, and performances and festivals.

"Culture" can be generally thought of as any form of human expression, traditions, historical resources, or any forms of expression that are valued, practiced, and preserved by a community. In this manner, culture shapes how we view the world and is integrated into all aspects of daily life. Thus, Peoria's culture comes alive through creativity, whether participating as an audience member, maker, creator, or patron.



Be Water by Tom and Jean Latka

Promoting Arts and Culture

In 2009, Peoria prepared and adopted the City's first *Arts and Culture Master Plan*. This document guided the development of the arts and cultural events in the city. Since that adoption, Peoria has developed a tremendous number of artistic and cultural assets, and each year the City of Peoria makes important investments in these resources for the benefit of its residents and visitors. With the city projected to continue to grow over the next 20 years, the City's next master plan will need to be updated to establish the recommend actions to achieve the City's long-term priorities. The updated plan will need to embrace the changing population dynamic and reflect the elevated role of the arts and culture within the community. Thus, the vision for the next master plan should be to foster an environment in which art and culture flourish for the sharing and benefit of all residents and visitors.

Public Art

Public art can serve as a key component of place-making by playing a significant role in defining the character of a community and contributing to the aesthetic quality of gathering spaces. These distinct visual elements can be either permanent or temporary, kinetic or stationary, stand-alone or integrated into the architecture and landscaping, and elevate a place into a destination, as well as serving as a wayfinding element. Public art in particular can serve as a point of reference and landmark, welcoming and orienting residents and visitors to Peoria. It accomplishes this by reinforcing gateways, signature streets, gathering areas and neighborhood centers. Public art also has the ability to strengthen critical pedestrian linkages and enliven the overall experience, and can take many forms including:



Blooming Spire

- **Signature Artwork.** Iconic artwork is significant, large-scale permanent artwork serving as defining landmarks at major gateways into Peoria, at civic centers, and on major boulevards and intersections.
- **Wayfinding Artwork.** Wayfinding artwork is permanent artwork located in active vehicular and pedestrian intersections, which serves to connect key locations, enhance pedestrian circulation, and guide passage to and from destinations.
- **Neighborhood Identity Artwork.** Neighborhood identity artwork are permanent artwork installations located within neighborhood centers and parks where people congregate and interact. It strengthens a sense of neighborhood identity and signals a community gathering place.
- **Temporary Artwork.** Temporary art installations are non-permanent artwork in a range of media and scale that are displayed for a limited amount of time. It serves to enliven and refresh the pedestrian experience, enhance tourism and pique awareness of the built environments.



Performing Arts

Performing arts are different from visual arts, which is when artists use paint, canvas or various materials to create physical or static art objects. Performing arts can include several disciplines, each performed in front of a live audience. The City of Peoria is home to two unique and special performing arts facilities:

Peoria Center for the Performing Arts

The Peoria Center for the Performing Arts (PCPA) opened its doors in 2007. Shortly thereafter the city entered into a joint venture with Theater Works to be the resident theater company to bring award-winning theater to the downtown area. As a destination, it features more than 200 events a year including: live theater, classical concerts, jazz, popular music, dance, comedy, cultural events, festivals, youth and adult education classes and much more. The Peoria Center for the Performing Arts has a 270-seat state-of-the-art Main Stage theater and an 80-seat Black Box theater, classrooms, set construction and costume shops and dressing rooms.

Arizona Broadway Theater

From the time construction began in 2004 to today, Arizona Broadway Theatre (ABT) has taken great care to create a beautiful, versatile performance space that allows for every type of theatrical production, special event, and musical extravaganza. ABT's main stage performance space includes a 6,300 square-foot house with table seating for 470 patrons, where every seat in the house has an unobstructed view of the stage. ABT's balcony section is also available for large party or private group rental, accommodating up to 40 patrons. There is tableside dining with a full menu that changes for each show, and themed towards the production itself.



Arizona Broadway Theatre

Old Town Arts and Culture Program

Peoria currently has an abundance of arts and cultural resources within Old Town. The Peoria Center for the Performing Arts, located in Old Town, was constructed in 2007 and is a joint venture between the City and the non-profit organization, Theater Works. The center brings award winning theater productions to downtown Peoria along with youth programming, summer camps, and special events. Additionally, there are two art galleries that are located nearby at the Main Library and at City Hall.

In addition to the Performing Arts Center and galleries being located in Old Town, there are also many historic and significant buildings that can be found in this area, including Fire Station No. 1, First Presbyterian Church, Peoria High School “Old Main”, the Edwards Hotel, and the Jail Building. Because this area is culturally enriched, there is an opportunity to create an Arts and Cultural Program for Old Town to capture these unique assets.

To foster arts and cultural facilities, the program should allow and encourage arts or cultural related uses, such as, but not limited to, studios, performance space, galleries, street performances, musical events, and festivals. The program should inform the desired scale of development, mixed-land uses, accessibility, and other factors that would be appropriate for arts-related uses. The potential for this program is described in the policies for arts in this chapter.



Artists: Charith and Michael Denson and Arnold Guerrero



Future Arts Opportunities

The lack of financial resources and financial stability is a constant and debilitating concern for the arts. The challenge continues to be identifying and developing new sources of funding and to strengthen existing sources of support for the arts. Peoria continues its legacy by financially contributing to the arts throughout the city each fiscal year. For example, the City has implemented the Percent for Arts Program to contribute 1% of costs for public projects towards public art. This program currently applies to capital improvement building projects funded by the City of Peoria. Art funded by this program is selected by the Arts Commission and approved by the City Council. Locations where public art has been funded through this program include the Peoria Art Gallery at City Hall, and the Library Art Gallery at the Main Library.

Future arts opportunities are also encouraged through the Art Grants Award, which is implemented through the Peoria Arts Commission. Through this program, non-profit organizations can apply for assistance in funding performing or visual arts installments, which could help fund programs, festivals, murals, or other projects that would contribute to the use of the space. As Peoria continues to grow, the City will continue to explore opportunities to increase public art in the community.

6.5 EDUCATION AND LIFELONG LEARNING

Improving schools, enriching the education of youth, and expanding the role of career training, higher education, and lifelong learning are major priorities for Peoria. As a city, Peoria recognizes that having access to quality education for our youth and being able to continue that education as adults is a key factor in sustaining and enhancing our quality of life. For example, having a high-quality educational system can attract and retain a dynamic workforce, along with attract and retain businesses that bring skilled, high-wage jobs, which in turn enhance the local economy.

While schools are completely separate and distinct entities with their own mission, governing bodies, and revenue sources, the City continually looks for strategic and innovative ways to partner with them and other educational institutions and agencies to offer residents a variety of services and programs related to education and learning. By leveraging these relationships, the City desires to improve the quality of its schools, enhance the education and job skills of its residents, and develop into a recognized center of quality education and lifelong learning. The objectives of this section also closely correlate both directly and indirectly with other chapters of the General Plan including Economic Prosperity, Smart Growth and Healthy Neighborhoods.

Early Childhood Development

Childcare and early childhood development is vital to the success of Peoria's families and youth. At its most basic level, childcare makes it possible for parents to work and financially support their families. In addition, quality childcare and childhood development programs provide early experiences that play a crucial role in the future success of children. Results of studies show that early childhood development programs, such as preschool, also significantly increases a child's chances of graduating from high school and college.



Public Schools

The majority of the urbanized area of Peoria is within the Peoria Unified School District (PUSD); however, there are actually six school districts that include some portion of Peoria within their respective boundaries: Peoria Unified, Deer Valley Unified, Dysart Unified, Morristown Elementary, Nadaburg Unified, and Wickenburg. Each of the six are briefly discussed below and shown in Figure 7.



Peoria Unified School District

PUSD encompasses the majority of the City of Peoria and also extends into Glendale, Surprise and Youngtown. Established in 1889, PUSD is one of the largest unified school districts in Arizona. There are 34 elementary schools, of which 22 are within the city's boundary, which are shown on **Figure 16**. Likewise, four of the seven PUSD comprehensive high schools, and the one non-traditional high school are located within Peoria. They are:

- Peoria High School – opened 1922
- Centennial High School – opened 1990
- Sunrise Mountain High School– opened 1996
- Liberty School – opened 2006
- Peoria Flex Academy – opened 2005

Deer Valley Unified School District

The Deer Valley Unified School District (DVUSD) boundary encompasses 367 square miles and extends into Phoenix, Glendale, Peoria, Anthem, New River, Cave Creek and unincorporated areas of Maricopa County. Of the 32 elementary and middle schools, only two are within Peoria city limits - Terramar School and West Wing Elementary. The residential communities of Pleasant Valley, West Wing, Rock Springs, Terramar, Sonoran Mountain Ranch, and Aloravita are within the DVUSD boundary.

Nadaburg Unified School District

Nadaburg Unified School District (NUSD) encompasses 154 square miles of northwest Maricopa County, which includes a portion of the northwestern portion of Peoria. Master planned communities such as Saddleback Heights and the western portion of Vistancia are within the Nadaburg school boundary; however, construction within these areas has not commenced to date.

Dysart Unified School District

A small portion of the 140 square miles served by the Dysart Unified School District (DUSD) boundaries extend into the City of Peoria. More specifically, the area between 115th Avenue and El Mirage Road, and from Beardsley Road to Harmony Lane is outside of the existing city limits; however, it is within the Peoria Municipal Planning Area boundary.

Morristown Elementary School District

The Morristown Elementary School District extends into the far northwestern portion of the city, outside of the existing city limits, but within the Peoria Municipal Planning Area.

Wickenburg Unified School District

The Wickenburg Unified School District (WUSD) spans from north of the Yavapai County line on the north end down to Bell Road within the City of Buckeye at its south border. Because the northern most portion of City of Peoria falls within Yavapai County, near Lake Pleasant, that area is within the WUSD school border

Other Schools

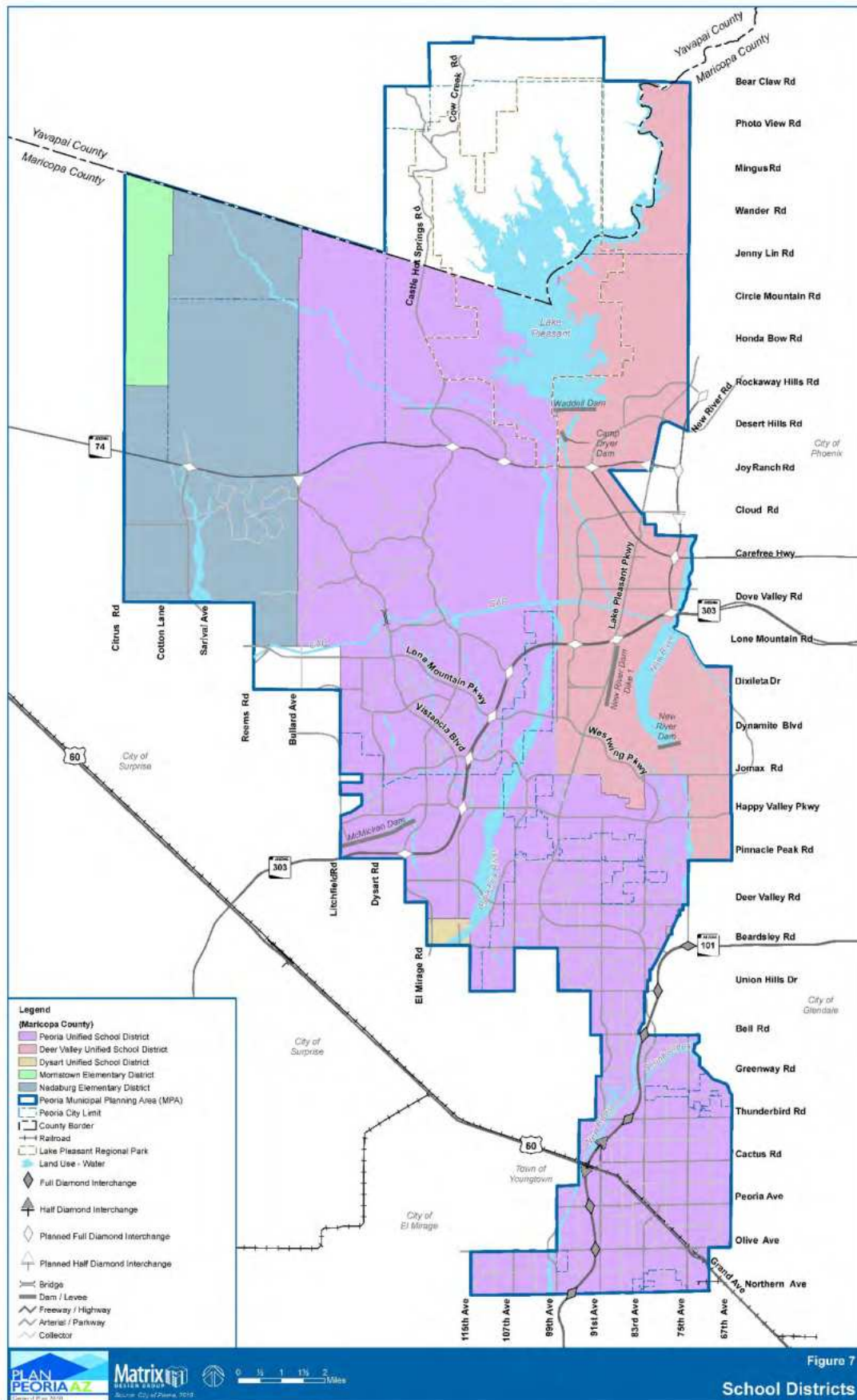
In addition to the traditional public schools, Peoria receives the benefit of other non-traditional schools, such as but not limited to charter schools, which are located throughout the city.

Higher Education

Higher education opportunities are vital for any community as they contribute to an educated workforce and can help with business attraction. In addition to the primary and secondary schools, Peoria is also home to Huntington University, which offers graduate and undergraduate programs in the emerging fields of digital media arts (DMA). DMA is a recognized Science, Technology, Engineering, and Mathematics (STEM) discipline that can impact all business and community organizations. As the City continues to grow, Peoria will continue to seek out opportunities to increase educational opportunities that correlate to the targeted growth industries. These higher education opportunities may include universities, community colleges, and career technical education (CTE).

Lifelong Learning

Peoria recognizes that learning is not confined to formal education and job training, but takes place throughout life and in a range of situations. “Lifelong learning” can then be defined as ongoing, voluntary, and self-motivated pursuit of knowledge, primarily for personal enjoyment and satisfaction. Given the numerous benefits of continuing education, our community has the desire to be a center for lifelong learning. Accordingly, the goals and policies within this General Plan strive to create a variety of lifelong learning opportunities that extend beyond an individual’s formal education and career training. These opportunities may be offered through local colleges, museums, libraries, self-directed learning circles, senior centers, and community organizations.



6.6 LIBRARY SYSTEM

Currently, the library system in Peoria comprises two public libraries, the Main Library and Sunrise Mountain Library. However, the library system goes beyond its traditional role of being a place where residents check out books. Peoria libraries play a number of important roles in the social fabric of the community, as they are the educational, informational and cultural heart of the community. They offer a gathering place, provide valuable meeting spaces, foster and support community involvement, and provide a safe and central public space. In addition, library services support literacy, allow for personal and professional development, and offer free and enriching programs for individuals of all backgrounds.

The City of Peoria recognizes and understands the critical role that libraries play within the community, and have development goals and policies within this chapter to advance the library system, using the following strategies outlined below.

The Peoria Library System will:

- Be a community hub for the City of Peoria, enriching lives by providing a means of social and cultural interaction.
- Provide a flexible and adaptable physical space that is accessible to all residents and adequately supports collections and services.
- Enhance existing collections and services.
- Improve marketing, outreach, and communications with patrons, media, and stakeholders.
- Provide the highest level of customer service to all residents.
- Develop new offerings to patrons, as community needs change.
- Adapt services as new technology becomes available.





6.7 RECREATIONAL ENRICHMENT

Peoria residents recognize the importance of high-quality parks, and recreation facilities. In this manner, the city's parks, natural areas and recreational programs are integral to creating a community that is socially and physically connected as discussed within the Healthy Neighborhood chapter. In this manner, the city's recreational facilities, along with programs and services provide valuable opportunities to engage and enrich residents and visitors alike. Parks, paths and trails provide a variety of opportunities for recreation, social interaction, community-building and visual respite.



The City's existing park system provides a solid foundation for creating a comprehensive and integrated network that strengthens neighborhoods, improves community image and supports a strong economy. A well-designed, quality and accessible park system contributes to the economic attractiveness of an area and helps to draw private sector investment into the community. Accordingly, the City of Peoria is committed to maintaining exceptional parks, plazas and recreational amenities for its residents.

Recreational Master Plans

Since 1996, the City of Peoria adopted of master plans to outline the need for future recreational facilities and services, and establish a framework for future parks, trails and community centers throughout the community. While a number of recommendations have been implemented and the result is an impressive and expansive comprehensive recreational network as of today, our community is still young and growing. As we look to the future, the City will need to continually review and refine its master plans to maintain and enhance our recreational trail systems today and into the horizon.

The five areas of focus for enhancing the Peoria's city-wide recreational system are:

- Park and Facility Development and Enhancement;
- Programs and Services Delivery;
- Partnerships and Collaborative Efforts;
- Internal Department Organization and Staffing Needs; and
- Funding Resources and Budget Allocations.

Park and Recreation Center Designation Guidelines

Overtime, the City of Peoria has developed and maintained park and recreation classification guidelines which establish minimum expectations in order to deliver amenities that meet the needs of the community. Currently, Peoria utilizes eight (8) classifications as below. Within this classification set, there is a range of both passive and active recreational activities and amenities that can occur within each designation. However, the designations generally do imply a type and size of facility and a level of service that corresponds to current public expectations.

Because recreational standards and best practices evolve to meet the changing needs of the community, the park and recreation designations identified below should be regularly reviewed and modified as needed to maintain relevancy and effectiveness.

- **Mini Park:** Typically these parks are under five (5) acres in size and serve users within 0.25 mile radius. Visitation will generally arrange between 30 minutes to 1 hour in length. Additionally, these parks are generally privately owned and operated by homeowner associations and provide needed recreational space and potential drainage areas for the neighborhoods.
- **Neighborhood Park:** Typically these parks are under twenty (20) acres in size and serve users within a one (1) mile radius. Visitation will generally arrange from one (1) to three (3) hours in length. These parks serve the residents of the immediate and adjacent neighborhoods and may serve a dual role in acting as stormwater retention for the area. Neighborhood parks are generally maintained by the City of Peoria. Amenities may include: Playgrounds, ramadas, multi-purpose courts, usable turf areas, fitness stations, path/trail connections, restrooms, and parking.
- **Community Park:** A 40-100 acre park that generally serve users within 3 to 5 miles; however, have a regional draw particularly during recreation tournaments. These parks include all the assets typical of neighborhood parks along with facilities to serve the larger area of the community. Peoria maintains three community parks—Pioneer Community Park, Rio Vista Community Park, and Paloma Community Park. Visitation will generally arrange from one (1) to five (5) hours in length. Amenities may include: Lighted baseball/softball fields, lighted multi-purpose fields and/or sport courts, shaded playgrounds, splash pads, skateboard park, concessions, path/trail connections, restrooms, and parking.
- **Regional Park:** A 100+ acre park serving users within a 30 to 60-minute drive time. A regional park typically offers primary recreational opportunities that have a broad appeal on a regional basis. Patrons of regional parks are generally willing to drive to the facility and have an expectation that they will pay for use of the facility. Peoria contains one regional park—the Lake Pleasant Regional Park. Visitation will generally arrange from two (2) hours to all day. Amenities may include: Marinas, lake/water features, nature centers, camping/camp grounds, restrooms, concessions, picnic areas, paths, trails, equestrian access, and open space.



- **Special Use Park:** Special Use Parks may be designed to be focused on a historic/cultural/social sites, or alternatively a specific function or an asset that meets a community or regional need and enjoyment. More specifically, these spaces do not fall within a typical park classification and will vary in size and service area depending on the amenities and recreational opportunities provided. It is possible for a special-use facility to be located either within or adjacent to another park. Alternatively, they may be located adjacent to another type of civic or institutional related facility. These parks can be provided or managed by the City, or through a partnership with not-for-profit or private entities with unique expertise directly related to the Specialty Park. Visitation time will vary based on the focus or specialty amenities of each park.

The Peoria Sports Complex is designated as a Special-Use Park, and there are up to two (2) future special use parks contemplated within the Vistancia Master Planned Community. Amenities may include: Multiple lighted baseball/softball fields, lighted multi-purpose fields and/or sport courts, shaded inclusive playgrounds, picnic areas with ramadas, restrooms, and regional path/trail connections. Community Recreation Center: Also known as Recreation Centers, these are indoor facilities of varying sizes and service areas which provide local and area residents with a place to gather, recreate, and acquire / share public information. These centers are typically located in or near Neighborhood, Community or Regional parks.

They may specialize in services for adults, seniors, or youths. Amenities may include a gymnasium, classrooms, game rooms, meeting rooms, restrooms, kitchen area, staff offices, and storage areas. Programs and activities offered at Community Recreation Centers vary and may include items such as but not limited to arts and crafts, martial arts, exercise and fitness, dance, after school programs, education planning, senior citizen programs, youth organizations, organized clubs, community meetings, and special and cultural events.

- **Open Space / Conservation Lands:** Open space/conservation lands are undeveloped but may include natural or paved trails. Open space/conservation lands contain natural resources that can be managed for recreation and natural resource conservation values, such as a desire to protect wildlife habitat, water quality, and endangered species. Open space/conservation lands also can provide opportunities for nature-based, unstructured, low-impact recreational opportunities, such as walking and nature viewing. Amenities may include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, and interpretation and education facilities.
- **Conservation Park:** Conservation parks are sites that preserve natural and/or cultural resources, including hillsides, areas containing native trees, areas containing native plants, grasslands, riparian areas, historic sites, and more. Typically, conservation parks are a minimum of five (5) acres in size in order to provide a habitat area of sufficient size to reasonably support native wildlife. Some conservation parks may be smaller and still retain this designation because of the unique natural or cultural resources located there. Conservation parks feature limited or no development and should provide a tranquil setting for experiences in the outdoors. Typical length of stay is two hours to all day. Amenities are limited or none, usually only trails



Paths and Trails

A comprehensive path and trail network will include a range of path and trail types. These vary from soft-surface trails in remote natural areas to shared use concrete paths adjacent to major roadways, river corridors and washes. It is preferential to have the paths and trails separated from vehicular roadways even if it is just a landscape buffer. These path corridors are enhanced when they include appropriate pedestrian amenities, aesthetic elements, enhanced landscaping and connections to desired destinations. The City should continue to seek pedestrian corridors that are separate from vehicles as a means to improve safety and the recreational experience as well as promoting functional alternative modes of transportation. For more information regarding this subject, refer to Section 4.3 within the Integrated Transportation chapter.



Recreational Centers

Large multi-purpose and multi-generational community recreation centers provide a “one-stop” facility with a wide variety of amenities to serve all ages. At present, the City of Peoria contains two recreation centers— Rio Vista Recreation Center and Peoria Community Center.

Rio Vista Recreation Center

The Rio Vista Recreation Center is designed to be a versatile, family-friendly facility. Its numerous amenities and programs are intended to engage residents and promote healthy lifestyles. The Recreation Center is home to a number of firsts in Peoria, including the first public gymnasium, the first indoor racquetball courts, the first climbing wall and so much more. The 52,000 square-foot facility was recognized by the Arizona Parks and Recreation Association as an Outstanding Facility of the Year in 2007 and in 2008.

Peoria Community Center

The Peoria Community Center is a 26,000 square foot, state-of-the-art facility located in the heart of downtown Peoria. The Center offers a broad range of activities and classes for all ages such as arts and crafts, dance, games, wellness, and more. It also serves as a multi-purpose space for community events, meetings, lectures, and activities. Designed by Gabor Lorant Architects of Phoenix, the building has been recognized with a LEED™ Gold certification for its environmentally responsible design.

Peoria Sports Complex

Spring training has a long history in Peoria starting in the 1970s when Peoria's Greenway Sports Complex served as a minor-league training facility for the Milwaukee Brewers baseball team. The facility was located at 83rd Avenue and Greenway Road. As major league spring training (the Cactus League) developed in the Phoenix area, the Peoria Sports Complex was constructed in 1994 and developed into the first Major League Baseball spring training facility in Arizona shared by two teams.

In 2014, both teams re-signed to train in Peoria for another 20 years, causing the facility to undergo extensive renovations over a multiyear period. The team clubhouses were updated in 2014, and the stadium followed during 2015-16 with improvements and construction of concourses, outdoor group areas, an enlarged team store, an expanded ticket office, an indoor event space, shaded seating, and a youth playground. The 12,518 seat stadium and 13 baseball fields host a number of community events as well as professional and amateur baseball events, while serving as the year-round player development home of both Major League Baseball (MLB) teams.





Natural Areas

Peoria covers some of the most beautiful and biologically diverse natural desert lands in Maricopa and Yavapai counties. The area contains Lake Pleasant, is located in the foothills of the Hieroglyphic Mountains and is surrounded by some of the last vestiges of the Sonoran Desert in the Phoenix metropolitan area. The region is also distinctive from the standpoint that two major water courses – the Agua Fria River and New River – run through the northern portions of the City. Along and between the river basins is a rich reserve of cultural resources. The region’s Sonoran Desert is also one of the most beautiful, unique and fragile environments on the planet. Although one of the hottest deserts in North America, it receives enough rainfall to support a diverse and lush environment including the distinctive Saguaro Cactus.

The distinctive beauty of the Sonoran Desert draws both residents and tourists to these rugged open spaces. This unique ecology and biodiversity, significant cultural sites, and beautiful, scenic landscapes that the City of Peoria desires to preserve for its citizens and future generations to enjoy and appreciate. Peoria residents and business leaders recognize the challenge and the importance of planning for an appropriate balance in conservation and preservation of significant desert lands in balance with future growth. Accordingly, the City will continue to take proactive steps to conserve and protect these natural and open spaces while allowing for their passive and active use.



6.8 GOALS AND POLICIES

GOALS

1. **Community Strengthen Through Enrichment:** Integration of art, culture, and education as vital aspects of community life, providing enrichment to residents and visitors.
2. **Accessibility to Art:** Improve livability by increasing accessibility to the Arts through a variety of avenues for expression and creativity.
3. **Enhanced Economic Opportunities:** Encourage and promote opportunities for the arts and artists to contribute to the economic development of Peoria.
4. **Arts and Culture Funding:** Establish a broad range of public and private funding sources to support the arts and cultural goals.
5. **Arts in Old Town:** Create a cultural and artistic center of interest within Old Town.
6. **Celebrate Culture:** Protect, promote, and celebrate the City's rich heritage and diverse culture.
7. **Historic Resources:** Foster protection and preservation of Peoria's historic and cultural resources, and educate residents and visitors about the city's history.
8. **Educational Facilities and Programming:** Educational facilities and programming in Peoria provide exceptional learning environments and opportunities that give all citizens a strong sense of community pride.
9. **Lifelong Learning:** Libraries act as a focal point of civic engagement and activity that encourages community interaction and life-long learning.
10. **An integrated recreational system:** Expand the network of open space and community facilities while linking them together along natural washes, pedestrian-friendly streets and multimodal corridors for multiple benefits.
11. **Diverse Recreational Programs:** Promote health, physical fitness, leisure, creativity and entertainment with programs and services for residents and visitors with a diverse range of abilities and interests.
12. **Safe and High-Quality Recreational Facilities:** Provide safe, high-quality, distinctive parks and community facilities that support secure places for social interaction, community identity, beauty and livability.



POLICIES

Arts and Culture

- AC-1** Regularly review and update the Arts and Cultural Master Plan to provide a framework that advances the arts as a key element in enhancing quality of life, promoting economic development, enhancing education, and celebrating our community.
- AC-2** Enhance public awareness of arts and culture in Peoria through education, communication, and marketing strategies.
- AC-3** Provide access to the arts and cultural resources for all neighborhoods and segments of the community so that all people may create and enjoy the arts.
- AC-4** Foster an environment of active participation in and attendance at artistic and educational programs and activities by residents and visitors.
- AC-5** Enhance cultural and social connections through opportunities for volunteerism and civic engagement; more public gathering places, family-friendly activities, and public art; and more events that connect residents to one another.
- AC-6** Develop guidelines to prioritize support for artists, institutions, programs or projects that increase awareness and visibility of diverse, relevant and historic arts in Peoria, and involve citizens in art form expressions related to social and cultural themes.
- AC-7** Promote cooperative arrangements with other public and private agencies that facilitate the temporary or permanent display of art within or upon public or private facilities and land.
- AC-8** Where possible, provide interim spaces within existing facilities or businesses for arts and arts education opportunities.
- AC-9** Support cultural tourism and the creative economy by investing in and expanding multi-cultural programs that enhance arts and cultural programs, services, organizations, and artists to ensure their long-term vitality and continued benefits to all residents.
- AC-10** Connect arts with science and technology as a catalyst for innovation.
- AC-11** Provide financial assistance through a variety of dedicated city and contributed sources to groups or individuals who provide public arts programming to residents.
- AC-12** Allocate funding for the acquisition, maintenance, and conservation of public art within or upon public or private facilities and land.
- AC-13** Explore opportunities and funding strategies for developing dedicated arts-oriented gathering places and venues that ensure wide availability and accessibility to arts and arts education opportunities.
- AC-14** Acknowledge and support local artists and creatives as a foundation for the expansion of the community's cultural development.

- AC-15** Cultural facilities such as theatres, museums, and galleries are a visible component of the community's cultural identity, and are elevated through thoughtful management and strategic investment.
- AC-16** Promote arts and culture as a key component of the revitalization effort within Old Town.
- AC-17** Identify site specific opportunities to develop, attract, and retain a *Creative Economy* within Old Town.
- AC-18** Build on previous improvements, such as upgraded streetscapes and public gathering areas to further enhance the Old Town environment.
- AC-19** Promote the creation of greater partnerships between the city, businesses and education to help develop additional arts programs for students.

Historic Preservation

- HP-1** Strengthen and enhance the historic, natural, and cultural character of Peoria while promoting long-term sustainable economic development.
- HP-2** Maintain and update the Historic Preservation Master Plan to guide preservation efforts.
- HP-3** Recognize opportunities to partner with non-profits and similar organizations to highlight the City's living history and enhance the historic preservation program.
- HP-4** Continue to manage the local Peoria Register of Historic Places.
- HP-5** Update and expand the City's Historic Resources Survey to inventory additional geographic areas where buildings are at least 50 years old or archaeological resources are present.
- HP-6** Maintain the City's designation as a Certified Local Government (CLG) by adhering to the responsibilities outlined in the CLG agreement with the State Historic Preservation Office (SHPO), in order to retain local control of historic preservation decisions as delegated by the SHPO.
- HP-7** Utilize the CLG program grant funding available from the SHPO to nominate buildings to the National Register of Historic Places, preserve Peoria heritage, and educate the community on Peoria's history.
- HP-8** Encourage the adaptive re-use of historically significant properties through incentive and education programs.
- HP-9** Encourage new development to be compatible with adjacent historical structures in scale, massing, building materials, and general architectural treatment.
- HP-10** Through the design review process, encourage the adaption of and compatible reuse of historic buildings in order to preserve the historic resources that are a part of Peoria's heritage.



- HP-11** Discourage the demolition of structures and buildings identified as historic resources on the City's Historic Resources Surveys.
- HP-12** Include historic properties in the City's programs and partnerships to develop an array of housing options.
- HP-13** Pursue designation as a Preserve America Community to support efforts to preserve Peoria's historic resources.
- HP-14** Enforce the standards and guidelines for signage intended to identify, describe, and commemorate Peoria's historic resources.
- HP-15** Continue to develop interpretive/informational materials to promote Peoria's heritage as well as general information pamphlets discussing the City's historic preservation program.
- HP-16** Create and distribute handouts and applications available for programs such as state and federal tax incentives, and any local incentives for residents and developers.
- HP-17** Provide information to developers and the public regarding preferred approaches for handling the historically significant buildings on their properties.
- HP-18** Encourage owners of properties deemed historically significant by Historic Resource Surveys to support the nomination of their properties to the City's Local Register of Historic Places.
- HP-19** Recognize individuals, groups or businesses that have made a significant effort or contribution to the preservation, protection or restoration of historical or cultural resources.
- HP-20** Work with educational institutions in preservation programs and activities.
- HP-21** Encourage active community involvement in preservation efforts through city supported initiatives such as resource sponsorship programs.

Education and Library

- EL-1** Continue coordination with school districts and charter schools through the exchange of information regarding upcoming and ongoing development proposals.
- EL-2** Continue to encourage communication between school districts, charter schools and developers of projects with residential components.
- EL-3** Collaborate with school representatives regarding expansion of existing facilities and future school placement within the community.
- EL-4** Encourage connectivity between schools and surrounding developments through the use of sidewalks, bicycle lanes, multi-use paths, and trails that minimize crossings of collector and arterial streets.
- EL-5** Coordinate with local school districts, charter schools, and other public facilities, such as local libraries, to explore opportunities for complementary educational programs such as literacy programs, language-learning programs, and computer and technology programs.

- EL-6** Provide educational services that identify and respond to changing demographics and the needs of the citizenry, which address elements such as workforce resources and outreach, business training, etc.
- EL-7** Conduct a needs assessment with existing and future higher education institutions to develop or expand undergraduate, graduate, and certification programs that meet community and employer base needs.
- EL-8** Explore performance-based incentives for attracting post-secondary institutions that align with the target growth sectors in Peoria.
- EL-9** Host regular education seminars with regional partners, such as the Peoria Chamber of Commerce, Small Business Development Center, etc.
- EL-10** Partner with local school districts and charter schools to conduct regular Career Fairs that inform high school students of the types of careers that are available to them in Peoria after high school and the necessary steps to help prepare for those careers.
- EL-11** Inventory educational and skills training programs, and engage the business community to help funnel local skilled labor to growing fields within Peoria to accommodate any gap in skills-to-employment needs.
- EL-12** Peoria libraries should partner with local schools to provide offerings that are in line with the established curriculum of the schools in the area.
- EL-13** The Community Services Master Plan shall establish review time frames and methods for assessing technology related needs and programming that provide modern technologies, and training for the community on the use of those technological elements.
- EL-14** Conduct annual assessments of the physical and programming needs of libraries to quantify capacity shortages in programming or physical space and work to adjust future budgetary needs as appropriate.
- EL-15** Identify opportunities for the expansion of library programs and events into parks and other community facilities to increase accessibility to these programs.
- EL-16** Expand the Friends of Peoria Public Libraries as well as other for-profit, and non-profit coordination as a means for programming activities and fundraising for the City's public libraries.
- EL-17** Expand library volunteer services programs to leverage volunteer expertise in supporting daily operations, programs, and engagement.
- EL-18** Design physical and environmental factors exterior to the library that draw people to communal gathering spaces such as exterior patio areas.
- EL-19** Ensure residents of all ages and physical- and learning- abilities have access to existing and new public libraries and programming.
- EL-20** Program additional library related facilities in the Capital Improvement Program based on needs assessments and programming specified within the Community Services Master Plan.



- EL-21** Build in flexibility to the programming and physical structure of libraries to accommodate a future array of uses such as makerspaces, meeting rooms, etc.
- EL-22** Accommodate makerspace with sufficient resources and bandwidth to address user needs.
- EL-23** Evaluate the feasibility of creating joint use facilities when planning for additional library locations or services. Joint uses can include school library media centers, academic libraries, and museums.
- EL-24** Coordinate with the elementary and higher education schools to increase the utilization of cultural and recreational opportunities available in the community by children and youth.

Recreational Enrichment

- RE-1** Develop strategies that will expand the system of large and small open spaces and community facilities linked together along natural washes, pedestrian-friendly streets and multimodal corridors.
- RE-2** Coordinate park development and upgrades with pedestrian and bicycle improvements to safely and comfortably connect residents to valuable recreational destinations.
- RE-3** Create a system of parks that equitably serves diverse community needs, offers a range of park types, facilities and activities and highlights natural features wherever possible.
- RE-4** Provide more transit opportunities to improve access to parks and recreation facilities.
- RE-5** Provide safe, high-quality, distinctive parks that support secure places for social interaction, community identity, beauty and livability.
- RE-6** Base park designs on the unique cultural, historic and environmental setting of an area so that each park is distinctive.
- RE-7** Promote safety and activate parks by programming for broad appeal, encouraging flexible spaces to accommodate a wide range of experiences and utilizing natural and technological surveillance measures.
- RE-8** Use efficient and sustainable design and maintenance practices to conserve natural resources and support environmental stewardship.
- RE-9** Where possible, highlight natural features, retrofit streets as “green streets”, expand urban greenery, utilize natural systems to manage stormwater, and improve pedestrian and bicycle connections to encourage non-vehicular modes of transit.
- RE-10** To enhance public enjoyment, provide public health benefits, and offer convenient opportunities for hands-on experiences in nature, provide appropriate access to natural environments with varying habitats.
- RE-11** Foster environmental stewardship and ongoing support for open space preservation through improved access and enjoyment of Peoria’s natural open spaces.

- RE-12** Increase opportunities for contact with nature on a smaller scale by designing urban parks and play areas to incorporate natural features.
- RE-13** Contribute to raising public awareness of natural and cultural resources and the value of connecting people to nature by encouraging interpretive features in the landscape.
- RE-14** Develop and expand recreational services and enrichment opportunities to best serve people of all incomes, cultural backgrounds, ages and levels of physical capability.
- RE-15** Provide a range of conveniently accessible, stimulating programs and services that meet the diverse needs of the community and improve the quality of life of all residents.



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Superior Public Services

Public services have a direct relation to the quality of life of a community. It is not only what is delivered, but how it is delivered that makes Peoria a community of distinction. Peoria delivers services in a responsive, reliable, safe, compassionate and strategic manner. Superior public services provide an increased sense of safety and security for residents, uncompromising integrity in core municipal services, as well as greater overall satisfaction for citizens, businesses, and visitors alike.

The City of Peoria continually strives to provide the highest quality public services to all its customers, regardless of where they are located within the community. The Superior Public Services Theme addresses the city's commitment to service, operational values and expectations, and the quality and distribution of public services throughout the City.

PURPOSE

To provide superior levels of public facilities and services in a responsible, reliable, safe, and compassionate manner. In order to sustain existing households and businesses and to accommodate future population and employment growth, public facilities and services will need to be strategically located, and regularly improved, expanded, and maintained.

7.1 COMMITMENT TO SERVICE

The city of Peoria is comprised of more than 1,100 full-time employees who are dedicated to providing the very best service to Peoria's citizens, businesses, and visitors in the most cost effective and efficient means possible. Our employees adhere to clearly articulated values and principles and strive to stay on top of the numerous professions that make up the disciplines of today's modern full-service city.

The men and women who make up the city's diverse workforce are proud to maintain the highest levels of honesty and integrity, and are focused on data driven service delivery to assure prompt, thorough, courteous service. City services are accredited by professional associations and agencies, which assures the highest level of management and technical competency and adherence to nationally recognized 'best practices.'

Fiscal Approach

The City has an important responsibility to its citizens to carefully account for public funds, to manage its finances wisely, and to plan for the adequate funding of services desired by the public. The City's financial goals are broad, fairly timeless statements of the financial position the City seeks to attain. The City's overall financial goals are:

- To deliver quality services in an affordable, efficient, and cost-effective basis, providing full value for each dollar.
- To maintain an adequate financial base to sustain a sufficient level of municipal services, thereby preserving the quality of life in the City of Peoria.
- To have the ability to withstand local and regional economic fluctuations, to adjust to changes in the service requirements of our community, and to respond to changes in Federal and State priorities and funding as they affect the City's residents.
- To maintain a high bond credit rating to ensure the City's access to the bond markets and to provide assurance to the City's taxpayers that the City government is well managed and financially sound.

Achieving these goals not only helps the City to enhance its financial health, it also enhances the image and credibility of the City with the public, bond rating agencies, and investors. The City achieves these goals through its strict adherence to fiscal management policies.



City of Peoria Core Values

"The City of Peoria team members share a commitment to provide quality service for our community."

P *Professional*

Continually reviewing my own behavior and questioning whether what I do is consistent with the City's and my profession's values. Maintaining the highest levels of confidentiality and honoring legal restrictions on political activity.

E *Ethical*

Being honest and objective in performing my duties and deciding all matters on the merits, free from improper influences. Being guided by principle and conscience and the desire to do the "right thing".

O *Open*

Communicating truthfully and completely with others, supporting diversity and treating others with respect. Participating positively in the community.

R *Responsive*

Responding to all internal and external customers in a prompt, efficient, friendly and patient manner.

I *Innovative*

Seeking out opportunities to contribute to the daily and future work of the City in ways that are new and creative.

A *Accountable*

Observing both the letter and the spirit of laws and rules. Engaging only in appropriate personal and professional conduct in all matters.

7.2 MUNICIPAL OPERATIONS AND FACILITIES



Public facilities and buildings support the day-to-day operations that keep the City running efficiently. Many of Peoria's public facilities and buildings are located within the Municipal Complex in Old Town, including:

- City Hall,
- City Council Chambers,
- Main Library,
- Development and Community Services Building,
- Public Safety Administration Building, and
- Municipal Court Building

Together, these comprise a majority of Peoria's departments and offices, such as the Mayor, City Council, and City Manager's offices; as well as the Clerk's Office, Human Resources, Economic Development Services, Development and Engineering, Planning and Community Development, Community Services, Public Works, and Police departments. In addition to the City offices located in the Municipal Complex, Peoria maintains the Municipal Operations Center (MOC) located near Pioneer Community Park.

The Municipal Operations Center provides space for several sections in the Public Works Department—Field Operations, Streets and Drainage, Solid Waste, Signs and Striping, Meter Services, Parks and Right-of-Way, Transit, and Fleet and Inventory Control.

Aside from municipal office, the City of Peoria also operates a number of community recreational facilities including:

- The Peoria Sports Complex,
- Peoria Community Center,
- Rio Vista Recreation Center,
- Sunrise Mountain Library,
- Peoria Center for the Performing Arts, and
- More than 30 parks



Lastly, the City owns and operates a number of other community and municipal facilities including:

- Pinnacle Peak Public Safety Complex
- Fire Stations
- Water Treatment Plants,
- Water Reclamation Facilities, along with
- Various wells, reservoirs, and booster stations.

Peoria has always sought to meet and exceed the needs and expectations of its citizens and visitors, which is reflected in the quality, attractiveness, and efficiency of these public buildings and facilities. Collectively, they represent the special qualities of the city and they play a vital role in shaping community life as well. As the city continues to grow, Peoria will seek to remain as a community of distinction, that provides exemplary community services to its residents, businesses and visitors in the most efficient and cost-effective manner.



7.3 UTILITIES

Public utilities are an essential function of daily life for both residents and businesses. Public utilities include potable water, wastewater, and solid waste services. Providing these services enhances the overall quality of life by offering cheaper, cleaner, and more efficient methods of delivering water and disposing of waste. In Peoria, the Water Services Department is responsible for managing water resources, as well as distributing and maintaining public utilities.



Water Resources

In a dry, arid environment, water is a limited resource. Water resources in Arizona are managed by the Arizona Department of Water Resources (ADWR), which divides the state into five Active Management Areas (AMAs). Peoria is within the Phoenix AMA, and as such, must comply with the Assured Water Supply Program to evaluate the availability of a 100-year water supply. The ADWR has approved the City's Designation of Assured Water Supply.





The City of Peoria maintains a diversified water portfolio, comprised of surface water from the Central Arizona Project (CAP) and Salt River Project (SRP), recovered ground water from approximately 30 wells, as well as reclaimed water from three wastewater treatment plants. The Principles of Sound Water Management is the City's guiding policy document for managing these water resources, meeting state standards, and effectively supplying water to residents and businesses. The City also adopted the Integrated Utility Master Plan in 2015 to guide utility infrastructure expansions as Peoria continues to grow.

Principles of Sound Water Management

The Principles of Sound Water Management was adopted by City Council, and contains guiding policies for long-term water resource management for the City. They are:

- **Regulatory Compliance.** Assures Peoria complies with federal, state, and local water regulations, including the Assured Water Supply Program.
- **Water Quality.** Establishes measures to supply safe drinking water for residents, including standards for water treatment facilities and measures for treated wastewater that is adequate for reclamation, including standards for water reclamation facilities.
- **Water Conservation.** Focuses on education and innovation to reduce water demand, which in turn provides flexibility in water supply.
- **Water Acquisition.** Ensures Peoria maintains a sustainable water supply to meet current and future demand. The policy requires the City to prepare a Water Resource Master Plan every five years that projects water demand over 30 years and identifies potential acquisition opportunities.
- **Water Reclamation.** Expands reclaimed water usage where appropriate to conserve quality drinking water for personal consumption.



- **Land Use Water Management.** Establishes measures to assess and evaluate major amendments to the General Plan that may impact Peoria's water resources.
- **Infrastructure.** Identifies the necessary infrastructure to use Peoria's water resources and maximize the benefit to residents and businesses. This infrastructure is planned across two master plans intended to be updated every five years. These include the Integrated Water Utilities Master Plan and Strategic Technology Master Plan.
- **Funding.** Manages the policies and fiscal resources required for effectively providing water services.
- **Central Arizona Project.** Provides the policy framework for partnering and working with the Central Arizona Project Conservation District.
- **Salt River Project.** Provides the policy framework for partnering and working with the Salt River Valley Water Users Association.
- **Central Arizona Groundwater Replenishment District.** Provides the policy framework for partnering and working with the Central Arizona Groundwater Replenishment District.
- **Private Water Companies.** Oversees that each private water company provides adequate, safe, and quality water to their customers and meets the City's standards.
- **Recharge and Recovery.** Identifies strategies for maximizing recharge and recovery of reclaimed water, including constructing or purchasing additional underground storage capacity.
- **Redundancy.** Requires a redundancy of both surface water and groundwater resources to mitigate issues with water quality, infrastructure failure, or other interruptions in service.
- **Drought Planning.** Peoria maintains a Drought Contingency Plan to establish policies that can be implemented to mitigate the effects of future drought or other instances of water deficiencies.
- **Regional influence of Water Policy.** Requires the City to participate and demonstrate leadership in regional and state-wide organizations.

Integrated Utility Master Plan

Peoria's Integrated Utility Master Plan is the City's guide for future utility infrastructure investments for projected buildout through the year 2040. This plan includes capital projects for potable water, wastewater, and reclaimed water infrastructure totaling over \$762 million through 2025. The Peoria General Plan is intended to support the recommendations and the securing of funding for the capital projects identified in the Integrated Utility Master Plan.

Potable Water

Potable water is derived from surface water and ground water that is treated for human consumption. The average U.S. resident consumes approximately 100 gallons of water per day through various activities, including running faucets, flushing toilets, taking showers, running dishwashers, and doing laundry. The City of Peoria maintains three water treatment plants that treat and deliver water to customers, with a total capacity of 27million gallons per day (MGD). These three water treatment plants are:

- Greenway Water Treatment Plant
- Pyramid Peak Water Treatment Plant (joint ownership with the City of Glendale)
- Quintero Water Treatment Plant

The Pyramid Peak Water Treatment Plant is currently under construction to expand treatment capacity, which will bring the total capacity of all of the treatment plants to 40 MGD. To serve future customers, the Integrated Utility Master Plan identifies an additional 7 MGD of potable water capacity from surface water and underground wells.

Wastewater

Wastewater is used water from households, businesses, and industries that drains into the sewer system. This includes water from sinks, showers, toilets, dishwashers, and washing machines, and may include debris, such as food scraps, human waste, soaps, chemicals, and other debris poured down drains. Dumping this water directly into the natural environment can be extremely harmful to both the ecosystem and human health. Therefore, wastewater is sent to treatment facilities where it is treated before it is released back into the natural environment. When treated properly, this water can be recharged in underground aquifers and reclaimed for a future non-potable use, such as irrigation and landscaping. This practice helps sustain the natural environment, as well as Peoria's assured water supply by conserving and reusing the City's water resources.

The City of Peoria owns and operates three wastewater reclamation facilities, with the total capacity to treat 16.25 MGD of wastewater. These facilities are:

- Butler Water Reclamation Facility
- Beardsley Water Reclamation Facility
- Jomax Water Reclamation Facility

To meet future demand, the Integrated Water Utility Master Plan recommends two new water reclamation facilities to increased capacity by 15 MGD.





7.4 STORMWATER MANAGEMENT

Stormwater is rainwater, runoff, and other drainage that discharges into a local body of water or onto the ground. Typically, stormwater is filtered back into the soil and replenishes underground aquifers or flows into streams and rivers as part of the natural hydrologic system. However, when rain falls on impervious surfaces in developed areas, such as streets, stormwater must be directed into storm drains and sewers to avoid flooding. This artificial conveyance of stormwater can have impacts on water quality as the water runoff collects debris and chemicals and can disturb the natural hydrologic system. The City of Peoria manages this stormwater runoff through the Stormwater Management Program.

Stormwater Management Program

The Stormwater Management Program satisfies federal and state requirements for an Arizona Pollutant Discharge Elimination System Permit. This permit is issued by the Arizona Department of Environmental Quality (ADEQ) to reduce pollutant discharge from small municipal separate storm sewer systems (MS4s) to the maximum extent practicable. Peoria's Stormwater Management Program is implemented by the six minimum control measures, each with associated best management practices that guide compliance with state and federal requirements for MS4s. The six minimum control measures are:

- **Public Education and Outreach.** Involves distributing public education and outreach on the impacts of stormwater discharge to increase public knowledge and awareness. The best management practices for this measure include producing educational materials, holding education events, and producing electronic resources.
- **Public Involvement and Participation.** Seeks and engages active participation from the public in events and programs with the opportunity to help shape implementation measures. The best management practices include organizing public participation opportunities, regional coordination, and an annual Stormwater Management Plan review.
- **Illicit Discharge Detection and Elimination Program.** Addresses illicit and non-stormwater discharges into Peoria's storm drain system by detecting and eliminating the source. The best management practices include stormwater system mapping, monitoring, inspections, and enforcement.
- **Construction Activity Stormwater Runoff Control.** Prevents or reduces pollutants in stormwater from construction. The best management practices include construction plan review and permitting, educational material for construction activity, and construction activity stormwater runoff control training.
- **Post-Construction Stormwater Management in New Development and Redevelopment.** Requires new development and redevelopment that discharge stormwater into Peoria's MS4 to design, install, and maintain stormwater controls that reduce or eliminate pollutants from the site. The best management practices include civil engineering inspection, post construction stormwater control inventory, as well as post construction management educational materials and training.
- **Pollution Prevention and Good Housekeeping.** Prevents or reduces pollutants in stormwater runoff from municipal buildings, facilities, and activities to protect water quality. The best management practices include education and training, inspection and maintenance, as well as individual practices for specific municipal facilities, such as the Municipal Operations Center, Greenway Water Treatment Plant, and the Peoria Sports Complex.

Floodplain Management

Various parts of Peoria are subject to flooding during major storm events, including areas along washes, rivers and drainage ways. The extent of local flood hazards is anticipated to increase as a result of climate change and extreme weather conditions. The goals and policies within this chapter are designed to minimize damage and risk associated with these conditions. Accordingly, Peoria will maintain a comprehensive floodplain management program that contains an overall strategy of programs, projects, and measures aimed at reducing the adverse impacts of flood hazards on the community.

7.5 SOLID WASTE AND RECYCLING

Maintaining solid waste services is critical to protecting life and safety for Peoria residents and ensuring the City is well kept as an attractive community. Solid waste includes the items from households, businesses, and industries that are disposed of on a daily basis, including both hazardous and non-hazardous materials, as well as recyclables. The City of Peoria collects this waste and delivers it to landfills and recycling centers outside the City. Purchasing items with recycled content and selecting products that last longer are common ways to reduce waste. As part of the Peoria's sustainability efforts to reduce the effect on the environment, recycling is offered citywide to Peoria residential homeowners within city limits.



7.6 STREET MAINTENANCE

The City takes pride in serving the community through preventative maintenance efforts on the paved and unpaved roadways, traffic signals, street lights, signs, storm drains, and pavement markings. In addition to these maintenance services, the city administers the Adopt-A-Street program, Street Light Infill Program and the Stormwater Pollution Prevention Program.



Street lights located on the public right-of-way and in neighborhoods are owned and operated by the City of Peoria. Our technicians repair and maintain approximately 16,000 street lights within the city, excluding lights within privately maintained neighborhoods.



7.7 PUBLIC SAFETY

A sense of safety and security is often one of the top quality-of-life indicators in a community. The City recognizes that safety concerns, both real and perceived, have a major impact on the health, economic viability, and quality of life of the community. Peoria is dedicated to creating a safe city for residents and visitors, which is achieved through exemplary fire, emergency medical, and law enforcement services. Refer to **Figure 8** for location of proposed and existing public safety facilities.

Police Department

The Peoria Police Department consists of approximately 300 employees, and is a member of the Commission on Accreditation for Law Enforcement. The department provides law enforcement personnel, investigates criminal incidents and traffic accidents, enforces traffic safety laws, and prevents crime. There are two police stations within the City, one at the Municipal Complex in Old Town Peoria and the other along Pinnacle Peak Road.

The Peoria Police Department consists of the following divisions:

- **Police Administration.** The Office of the Police Chief is responsible for the overall management direction and support of the Police Department.
- **Patrol Services.** Patrol Services is responsible for partnering with the community to provide professional, responsible and proactive law enforcement. Activities include responding to calls, crime analysis and strategic planning.
- **Criminal Investigations.** Criminal Investigations is responsible for investigating criminal offenses, following up with victims of crime and working with other agencies to address social and criminal offenses.
- **Community Relations.** The Community Relations division is focused on improving quality of life by creating safer neighborhoods. Activities include the animal control program, community referral services and crime prevention and educational activities.
- **Special Operations Support.** Special Operations Support is responsible for the School Resource Officer Program, traffic enforcement, accident investigation and reconstruction, special investigations related to gang and drug concerns and the Tactical Enforcement Unit (SWAT).
- **Personnel and Training Services.** Personnel and Training Services is responsible for recruitment and background investigations, firearms training and weapons inventory and Police personnel training.





- **Communications / 911 Call Center.** Communications/911 Call Center is responsible for answering and dispatching calls for service and processing warrants in the computer aided dispatch system.
- **Administrative Support Services.** Administrative Support Services is responsible for the department's payroll, budget/financial management, grant administration, fleet, equipment and technology, property and evidence standards and compliance and records management.

In addition to crime prevention efforts, the Police Department facilitates several community relations programs. Examples of these programs include the following:



- **Citizens Ride Along Program.** Allows citizens to ride with a Peoria patrol officer under controlled conditions to gain insight into the Department's day-to-day activities and functions.
- **Coffee with a Cop.** Provides an opportunity for community members to ask police officers questions and discuss community issues in a neutral, informal space to help build relationships.
- **Citizens Police Academy.** Is a twelve-week course for citizens to learn about the Police Department's responsibilities in keeping the City safe, including gang awareness, DUI investigation, and many other law enforcement tasks.



In addition to these services, the Police Department is taking steps in enhancing community policing through redeployment of a bike unit, homeless outreach events, and a Municipal Repeat Offender Program. These community relations programs create an important interaction between the Peoria Police Department and community members to educate the public and create a stronger relationship with residents.

Crime Prevention through Environmental Design



Crime Prevention through Environmental Design (CPTED) is a multi-disciplinary approach for reducing crime through urban and environmental design. Strategies for CPTED aim to reduce victimization, deter criminal activities, and build a sense of community among residents, thereby fostering a safe environment. The City will continue to include the Police Department in the review of development projects to promote the implementation of the CPTED principles.



Fire and Medical Services

The Peoria Fire-Medical Department provides fire protection and emergency services to residents. The department is staffed by 195 personnel and services 179 square miles within the city. Currently, there are eight fire stations located throughout the City that the department uses for operations. Because of the continued projected growth, the City will regularly review and update the Capital Improvement Program to fund new fire station locations to serve a growing and changing population, along with maintain service response times.

The Peoria Fire-Medical Department consists of four divisions:

- **Fire Administration Division.** Provides leadership, long-range planning, budget development, financial management, personnel, payroll, contracts administration, interdepartmental coordination, grants, project management, and general customer service, in order to ensure the efficient daily operations of the Fire Department.
- **Fire Prevention Division.** Provides inspection services, plan review, issuance of permits, fire code enforcement, fire cause investigations, internal safety investigations, citizen safety awareness programs, public fire education, public information services, and fire department community relations events.
- **Fire Training Division.** Maintains and ensures the safety of operational duties and members of department staff through quality training, education and experience. The EMS administration includes supply acquisition, EMS training, Paramedic certification, and ambulance transportation coordination.
- **Fire Operations Division.** Provides fire protection, emergency medical services, and technical rescue, as well as the delivery of continuing education in fire suppression and rescue, and supervisory and managerial development. The Operations Division currently staffs eight pumper trucks with paramedic capabilities and two ladder trucks with fire support and technical rescue capabilities (i.e. swift water, trench, confined space and high angle rescue).





Emergency Management

The City's is susceptible to a number of natural and man-made hazards. For example, wildfires can be ignited from lightning strikes during monsoon storms, and heavy flooding can occur from torrential rain. Preparing for disasters and having pre-planned policies to coordinate a strategic response is not only important for government agencies, but also for local residents and businesses. Preparedness ensures that government agencies, residents, and businesses have the necessary equipment and resources to stay safe during a disaster and to survive without regular services (such as water and electricity) during the following phase of recovery.

The goal and supporting policies within this chapter are designed to ensure that the City of Peoria is ready to respond to protect lives and property during an emergency.

Energy Resources

Peoria energy supply largely comes from nonrenewable resources owned and operated by utility suppliers. The electricity provided by these suppliers helps support the functions of the City and the everyday lives of the residents in Peoria and businesses in the City. Because they are primarily nonrenewable resources, there is a finite supply.

As Peoria's population is projected to significantly increase by 2040, the City's total energy demand will be increasing dramatically. It will be important for Peoria to look for opportunities to diversify its energy sources to include renewable energy sources to provide for a more resilient and stable energy system.

Technology

Technological innovations are continuously changing the way people communicate and live. With the rapidly pace of technological changes, it is nearly impossible to predict what may emerge over the next 10-20 years. Even still, Peoria strives to remain nimble enough to evaluate and adopt new technologies as appropriate to enhance communication with the community and provide more convenient and cost-effective services.



One avenue for exploration is for the City of Peoria to explore new ways to give everyone the chance to stay informed and provide feedback. Being transparent and accountable is essential for maintaining community trust and successfully implementing programs that improve resident's quality of life. The City currently utilizes a multi-platform approach to disseminating information and communicating with residents and businesses. This approach has already resulted in increased citizen involvement in public planning and the decision-making process. Looking towards the next horizon, the City will continue to seek new and creative methods, tools, and technologies to listen to concerns, build positive relationships, engage with and support the community.

Newer technologies should also be considered if they offer faster and more convenient ways for residents to access city services. For example, the City is utilizing a web-based service that allows anyone to report issues that need to be addressed, such as a street light being out. Continuing to increase access to this service through multiple interfaces and reporting formats can improve the responsiveness of the service as well as the user experience. This may be challenging when retrofitting and adding new technology or capacity on older systems and structures; however, these are important opportunities for consideration when it comes to pursuing innovation and technological advancements.







7.8 GOALS AND POLICIES

GOALS

1. **Responsive:** Every day, Peoria provides responsive services that are timely, available and accessible.
2. **Reliable:** Dedicated, well-trained and well equipped staff provide Peoria residents with reliable services.
3. **Safe:** Peoria services focus upon community safety.
4. **Compassionate:** Peoria delivers services in a caring, engaging, and ethical manner reflecting our compassion for the people we serve.
5. **Strategic:** Peoria is known for innovation and solution oriented problem solving through use of technology and strategic planning.
6. **Municipal Operations:** Operate and function in a sustainable manner, and use public revenues and resources judiciously to deliver professional, superior-quality services.
7. **Utilities:** Ensure utility services are available to all Peoria residents and businesses, and constructed in a manner that minimizes their impacts on surrounding communities while maximizing efficiency.
8. **Water:** Ensure the highest level of water quality, source reliability, and customer service at the lowest possible cost for customers.
9. **Wastewater System:** To meet the needs of existing and future development, safely collect generated wastewater from residents and businesses using the best available technology and most cost effective means of treatment.
10. **Solid Waste and Recycling:** Minimize the generation of solid waste, increase recycling, and provide for the collection and disposal of solid waste.
11. **Stormwater and Floodplain Management:** Management of the City's stormwater and floodplain management systems are done in the most safe, effective and efficient manner to accommodate existing and future development, prevent property damage due to flooding, and improve environmental quality.
12. **Police and Fire:** Provide exceptional police protection services, and coordinated fire protection and emergency medical services to promote a safe, secure, and healthy community.
13. **Proactively Prepared:** Proactively prepare for future emergencies and disasters to minimize property damage, protect and save lives, and recover as a resilient community.
14. **Air Quality.** Improve regional air quality through regulatory compliance, policies and programs that minimize air pollution.
15. **Technology:** Encourage state-of-the-art technology and telecommunication services throughout the city to connect Peoria locally, regionally, nationally, and globally.

POLICIES

Commitment to Service

- CS-1** The City shall review and incorporate best practices to maintain accreditation of its various agencies such as, but not limited to American Public Works Association (APWA), Commission on Accreditation for Law Enforcement (CALEA), Commission on Fire Accreditation International Agency (CFAI), and Commission for Accreditation Park and Recreation Agencies (CAPRA).
- CS-2** The City shall continue to be responsible stewards of taxpayer dollars while providing exceptional core services to meet the demands of existing and future residents and businesses.
- CS-3** The City shall continue to use technology to enhance the performance of internal City operations and the delivery of public services.
- CS-4** The City shall, through a combination of improvement fees, development requirements, and other funding mechanisms to ensure that new development pays its fair share of providing new public facilities and services and/or the costs of expanding/upgrading existing facilities and services impacted by new development (e.g. water, wastewater, and stormwater drainage).
- CS-5** The City shall maintain and implement: 1) the use of modern and cost-effective technologies and best management practices; and 2) compatibility with current land use policy.
- CS-6** The City shall continually evaluate their service delivery method in a strategic manner to ensure the services provided are responsive, reliable, and safe using tools and technology that best administer the citizen request.
- CS-7** To honor its commitment to compassion, the City shall evaluate new, expanded and/or reduced services to understand its impact or ability to service Peoria's most vulnerable population.

Municipal Operations and Facilities

- MO-1** The City shall give high priority in capital improvement programming to funding rehabilitation or replacement of critical infrastructure that has reached the end of its useful life or has capacity constraints.
- MO-2** Develop practices to reduce utility, fuel, and related procurement costs and minimize environmental impacts through process, technological, and behavioral changes to demonstrate City leadership in sustainable practices and improve operational efficiencies.
- MO-3** Promote the clustering of public and quasi-public facilities (e.g., schools, parks, libraries, and community centers), the joint-use of these facilities, and agreements for sharing costs and operational responsibilities among public service providers.
- MO-4** When making decisions about where to build new community facilities, the City shall give preference to locations that are accessible to an existing public transit line or ensure that public transit links are extended to the new locations.



- MO-5** Ensure that public facilities, such as water storage and treatment plants, transfer stations, maintenance facilities, and pumping stations are located, designed, and maintained so that noise, light, glare, or odors associated with these facilities will not adversely affect nearby land uses. The City shall require these facilities to be screened from neighboring residential properties as appropriate.
- MO-6** Monitor expected impacts of climate on the city's infrastructure and services and make appropriate adaptive facility and service modifications and upgrades to increase resiliency.
- MO-7** Require municipal buildings to be of high-quality construction and design to set an example for private development through the use of Leadership in Energy and Environmental Design (LEED) methods and certifications.
- MO-8** When evaluating additional infrastructure, facilities and services, consideration shall be given to the resources required to maintain and operate the new asset in its intended condition on-going including eventual life-cycle replacement.

Utility Services

Water Services

- WS-1** Continue to plan and manage the City's water supplies, quality, and infrastructure for long-term reliability and efficiency and conserve water supplies through proactive measures to increase water conservation and lower water consumption.
- WS-2** Continue to provide the highest level of water services in a cost effective manner by utilizing cost-effective technology in water treatment, and facility operations.
- WS-3** Collaborate on multi-jurisdictional and regional water planning and conservation efforts.
- WS-4** Expand water efficiency and conservation programs for City operations and for the residential, commercial, and industrial sectors.
- WS-5** Expand the use of alternative sources of water for potable and non-potable uses, including rainwater, gray water, reclaimed water, effluent, and stormwater.

Wastewater

- WW-1** Maintain the highest level of service in the City's wastewater collection and disposal system to meet the needs of existing and future development.
- WW-2** Continue to plan and manage City's use of reclaimed water to ensure the highest and best use of this resource.
- WW-3** Implement and regularly update programs to ensure compliance with applicable regulations.

Solid Waste and Recycling

- SWR-1** The City will develop an action plan to reduce contamination in curbside recycling while further exploring alternate markets for recycled material.
- SWR-2** Reduce municipal solid and hazardous waste by incorporating a variety of strategies to minimize what is taken to the landfill.
- SWR-3** Explore efforts to increase the City's environmental stewardship by partnering with adjacent communities, private sector and agencies to maintain an integrated approach to solid waste management.
- SWR-4** Continue to educate residents and businesses on the financial, ecological, and personal health benefits associated with recycling, and properly disposing of electronics and hazardous materials, including chemical, biological and pharmaceutical products.
- SWR-5** Continue to reduce the hazardous waste impacts on landfills and water supplies through hazardous waste collections for residents.
- SWR-6** Continue to examine routes, vehicles, operational locations and disposal sites as the municipality grows in order to optimize time and resources and incur minimal costs.

Stormwater & Floodplain Management

- SFM-1** Expand and maintain the city's major stormwater drainage facilities to accommodate the needs of existing and planned development.
- SFM-2** Identify and correct problems of localized flooding. Where practical and economical, the City shall upgrade existing drainage facilities as necessary.
- SFM-3** Encourage "green infrastructure" design and Low Impact Development (LID) techniques for stormwater management in public and private new development and redevelopment, and in roadway projects.
- SFM-4** Ensure grading on construction projects does not result unwanted pollution being conveyed into the city's storm drainage systems.
- SFM-5** Continue to educate residents and businesses regarding common stormwater pollution causes and increase compliance in protecting the quality of the stormwater runoff.
- SFM-6** New development shall be to be designed to prevent the diversion of stormwater onto neighboring parcels.
- SFM-7** New and expanded stormwater drainage facilities shall be designed to enhance the neighborhood or business by integrating such facilities into adjacent passive and active recreational areas.

Public Safety



Police Department

- PD-1** Promote policing strategies that support community partnerships and problem-solving techniques that build public trust and proactively address public safety issues.
- PD-2** Maintain and consider new department programs that support residents and businesses in their efforts to prevent crime and improve neighborhood safety.
- PD-3** Coordinate with school representatives to maintain and further develop programs, services, and strategies that keep children, at-risk youth, and teens involved in positive activities.
- PD-4** Collaborate with youth organizations, faith-based organizations, and community centers to provide recreation and after-school programs that deter children and young adults from crime and foster a greater sense of civic engagement.
- PD-5** Partner with local schools, parent-teacher organizations, and community centers to educate residents (especially children and seniors) about cyber security.
- PD-6** Continue to include the Police Department in the review of development projects to promote the implementation of Crime Prevention Through Environmental Design (CPTED) principles.
- PD-7** Ensure police department facilities and staff are strategically placed to provide optimum response times throughout the community and invest in technology that enhances the City's ability to deliver services more efficiently and cost-effectively.
- PD-8** The City shall maintain and implement programs that address conditions that foster crime or the fear of crime, such as blight, litter, graffiti, illegal dumping, and abandoned vehicles.
- PD-9** The City shall coordinate with community organizations to develop and maintain a comprehensive system of services to alleviate homelessness, panhandling, and related public safety concerns.

Fire and Medical Services

- FMS-1** The City shall seek recognition by the Center for Public Safety Excellence by improving the service of the Peoria Fire-Medical Department.
- FMS-2** The City shall maintain optimum staffing levels for sworn, civilian, and support staff, in order to provide quality fire protection and emergency medical services to the community, and ensure that firefighters and paramedics have access to state-of-the-art training and professional development opportunities.
- FMS-3** The City shall ensure that growth and development does not outpace the expansion of Fire-Medical Department staffing and the development of strategically located and fully equipped fire stations.
- FMS-4** The City shall ensure that new fire stations are strategically placed to provide optimum response times throughout the community and invest in technology that enhances the City's ability to deliver emergency medical response, fire-rescue, and fire protection services more efficiently and cost-effectively.
- FMS-5** The City shall continue to include the Fire Department in the review of development proposals to ensure projects adequately address fire access and building standards, and shall regularly review

and adopt newer fire and building codes as appropriate.

Emergency Management

- EM-1** The City shall provide public education to promote citizen awareness and preparedness for self-action in case of a major disaster or emergency.
- EM-2** The City shall encourage all residents to prepare and maintain emergency kits with enough supplies to be self-sufficient for three to seven days.
- EM-3** The City shall coordinate with local and regional jurisdictions, schools and colleges, businesses, and community organizations to conduct emergency and disaster preparedness exercises that test operational and emergency response plans.
- EM-4** The City shall maintain and implement a Comprehensive management Plan that outlines the City's responsibilities in emergencies, and coordination procedures for the response and recovery efforts of City Departments, local energy providers, and local, State, and Federal agencies.
- EM-5** The City shall maintain flexibility to address new issues, respond and change to conditions as necessary.
- EM-6** The City shall maintain and regularly upgrade its mass communications systems to effectively notify people during disasters and emergencies by using current communication technologies.
- EM-7** The City shall continue to participate in mutual aid agreements to ensure adequate resources, facilities, and other support for emergency response.

Energy Resources

- ER-1** Coordinate with energy providers in the siting and design of gas and electric facilities to minimize environmental, aesthetic, and safety impacts and with regulators and providers to regularly monitor, evaluate, and maintain safety of facilities.
- ER-2** Continue to work closely with energy providers to ensure that adequate electricity and natural gas services are available for existing and newly developing areas.
- ER-3** Encourage utility providers to provide efficient, reliable, affordable, and state-of-the-art service, and shall promote technological improvements and upgrading of utility services.
- ER-4** Explore and promote programs that increase the use of clean alternative energy and enhance environmental quality.
- ER-5** All new electric utility lines constructed as part of new development projects are required to be installed underground if 69KV or less, and transformers are pad-mounted.



- ER-6** Encourage energy providers to maintain and repair gas pipelines and electric utility lines, both overhead and underground) to ensure reliable service and limit service disruptions. For example, keep providers informed of upcoming roadway or other public projects that provide opportunities to inspect or repair underground utility lines.
- ER-7** Work with utility companies to utilize easements and utility corridors for use as public or private open space, trails, or other compatible passive recreational uses.

Air Quality

- AQ-1** Select right-sized vehicles for municipal operations use and explore opportunities for the city to increase the use of alternative fuels in fleet vehicles.
- AQ-2** Continue to encourage trip reduction actions and incentives by employers.
- AQ-3** Improve air quality and promote walking and bicycling by shading hard surfaces, such as sidewalks, bike paths, parking lots, and streets with large canopy trees and man-made shade structures.
- AQ-4** Encourage providing charging stations for electric vehicles for use by the public at city facilities and within large retail, commercial and employment areas.
- AQ-5** Communicate information about fireplace use restrictions on no burn days and High Pollution Advisory (HPA) days.
- AQ-6** Continue to enforce and expand the city dust control ordinances to reduce plant allergens, along with encourage vacant lot stabilization and dust control requirements for construction projects.

Technology

- TS-1** The City shall work with service providers to ensure access to and availability of a wide range of state-of-the-art telecommunication systems and services for households, businesses, institutions, public spaces, and public agencies throughout the city.
- TS-2** Encourage compatible co-location of telecommunication facilities.
- TS-3** Promote the installation of state-of-the-art internal telecommunications technologies in new planned developments and office and commercial developments and for use in public buildings.
- TS-4** Support the development of internet-connected informational kiosks in public places and streetscapes.
- TS-5** Continue to expand and upgrade the fiber optic telecommunications network and encourage the installation of public use wireless network “hot spots” throughout the city.



Implementation



The Implementation Plan is designed to be a key resource for City staff in assuring that the goals and policies of the General Plan are reflected in day-to-day operations and services including preparing plans and programs, reviewing development proposals, and maintaining infrastructure. The Implementation Plan can be used as a work program, a framework for preparing departmental budgets, or as a monitoring tool to assess annual performance in achieving targeted goals for key implementation actions.

8.1 ADMINISTRATION

The previous sections of the General Plan described the vision, goals and policies for advancing Peoria into its desired state. These efforts will only be successful only if the General Plan is properly administered and implemented. The purpose of this chapter is to describe the actions that will be used to implement the approved plan.

Plan Adoption and Ratification

The General Plan is effective for ten years following voter ratification. After ten years, the Peoria City Council shall either adopt a new general plan or re-adopt the existing General Plan. The general plan and its subsequent ten-year update must be ratified by the City's electorate in a general election.

Annual Review

An annual General Plan report will be compiled to monitor the status of the General Plan implementation responsibility, as well as any amendments made, an assessment of the goals and policies, and a progress statement on plan implementation. Suggested updates or improvements should be detailed for City Council consideration at an annual public hearing. At a minimum, every decade the document will be reviewed and revised through a formal public process.

Interpretation

For the purposes of the implementation of this General Plan, it is noted that the term 'will' provides specific and certain guidance for development. Whereas terms such as 'may' and 'should' signifies a less rigid directive, to be followed in the absence of alternatives. However, in no case will the use of any of these terms be implied and or interpreted to rise to the level of an adopted City ordinance.

As with any flexible policy document, there is room for interpretation of the policies and goals in order to meet the overall objectives. Under the advisement of the Planning and Zoning Commission and City staff, the City Council has the final interpretation of this document.

Relationship to Other Plans

Master plans or plans specific to a designated sub-area of the City are intended to integrate with the general plan and such plans should be incorporated by reference into the general plan. Where there are greater details and direction provided in these adopted specific area plans, such direction shall prevail and will be followed in implementing the City's adopted plans. If there is no specific detail or the direction is absent, then the general plan guidance should be followed.

Calculation of Residential Density

Residential land use densities shall be calculated using gross density (total number of proposed residential units divided by the total gross land area proposed for residential development). Gross land area is to include any adjacent existing or proposed rights-of-way (as measured to the centerline).



Land Use Categories and Zoning District Correlation

Each land use category provides a section that illustrates the correlation between zoning districts and the General Plan Land Use Categories. The City will use these as a general guide when determining the consistency of a rezoning proposal with the General Plan Land Use Map. Other factors such as conformity to community character, land use compatibility, availability and capacity of public services and facilities, and preservation of environmental features may also be considered in determining if a zoning district is appropriate.

8.2 GENERAL PLAN AMENDMENTS

The General Plan should be considered a living document, as long-range decisions will need to be periodically reconsidered to reflect new conditions. The General Plan is an important tool, reflecting changing perspectives and attitudes. In between General Plan updates, amendments may be initiated by both minor and major amendments may be initiated by the City Council, City Manager or Planning and Zoning Commission.

Rationale for General Plan Amendments

The planning process leading up to the adoption of a General Plan is a rigorous process involving many formal and informal public meetings and hearings over a considerable period of time. These meetings are typically supplemented with individual interviews, surveys, and other methods that are used to determine the community's goals regarding the development of Peoria. The amendment process is less comprehensive in scope.

Nonetheless, the City must continually reexamine the Plan to respond to the changing socioeconomic environment associated with dynamic growth. Significant changes in land use, traffic patterns, social or economic conditions, provision of city services, etc. can trigger a need to amend the Peoria General Plan. Because the General Plan is, by its very nature, general, an in-depth examination of a specific property or area within the community may reveal characteristics that are inconsistent with the policies and details of the Plan. This in no way, however, negates the intent or guidance set forth in the Plan to provide for orderly growth and development within the City or adequate service provision for residents.

The most prudent policy when considering Plan amendments is to carefully evaluate the benefits they can bring to the community and their consistency with the adopted plan's guidance and overall intent and to maintain a balance between inflexible adherence (resulting in few or no amendments) and over-elastic flexibility (resulting in indiscriminate changes).

Statutory Requirement for Amending the General Plan

The manner of amending the General Plan is set forth in A.R.S. 9-461.06. Major amendments are subject to an annual process whereby all proposals are considered at the same time, as scheduled by the local government. Major amendment proposals must be considered for approval during the same calendar year in which they were initiated and are subject to enhanced requirements regarding notification, participation, and adoption processes.

If the City of Peoria determines that the amendment process would create severe hardship for the municipality, the city council may direct process; however, amendments to the Peoria General Plan cannot be enacted as emergency measures and are subject to public referendum.

Peoria should adopt written procedures to provide structured, predictable, and continuous public participation in the development and consideration of amendments to general plans and relative to all geographic, ethnic, and economic areas of the City of Peoria. These procedures should ensure the following:

- The broad dissemination of proposals and alternatives
- The opportunity for written comments
- Public hearings after effective notice
- Open discussions, communications programs, and information services; and
- Consideration of public comments

The City of Peoria meets or exceeds statutory requirements in an effort to provide for a wide dissemination of information related to plan amendments, to encourage and support constructive discussion in the community, and to ensure that changes to general plans are supported by the community. Peoria notifies the general public, public agencies, property owners, and other entities of any pending amendments with official public notices and through an enhanced public participation process.

8.3 AMENDMENT CRITERIA

Amendments to this plan may be initiated by the City or may be requested by private individuals or agencies in accordance with the procedures set forth in state law. Amendments to this General Plan shall be classified as a “major” amendment, a “minor” amendment, or “none” in accordance with **Table 8-1**. Major amendments may only be considered by the City Council at a single hearing designated each year for such cases, must be submitted within the same year they are heard and must receive an affirmative two-thirds majority vote of the City Council for approval. Minor amendments can be heard and considered by the City Council at any time and must receive an affirmative simple majority vote of City Council for approval.



TABLE 8-1 General Plan Amendment Criteria

DESCRIPTION		MAJOR	MINOR	NONE
1	Municipal Planning Area (MPA) Boundary Adjustment	•		
2	General Plan Text Change			
	A. Goals, policies, or land use category definitions	•		
	B. Adjustment to formatting, photos, graphics, or tables		•	
	C. Map adjustments except <i>Future Land Use</i> and <i>Circulation Map</i>		•	
	D. Implementation plan		•	
	E. Scrivener error			•
3	Future Land Use Map*			
	Amount of change to Land Use Category or Categories			
	A. Eighty (80) acres or more	•		
	B. Less than Eighty (80) acres		•	
4	Circulation Map*			
	A. Reclassification of Arterial Road to Collector Road deemed substantial by City's Traffic Engineer	•		
	B. Reclassification of Arterial Road to Collector Road not deemed substantial by City's Traffic Engineer		•	
	C. Reclassification of Collector Road to Local Roadway		•	
	D. Realignment of any roadway and/or change in classification from "future" to "existing" to recognize built conditions.			•
	E. Addition of a new roadway based on recommendation of City Council Adopted Master Plan		•	

8.4 NOTIFICATION REQUIREMENTS

Privately-Initiated Amendments

Owner/applicant(s) shall notice privately initiated amendments in the same manner as a rezoning request, as outlined within the Zoning Ordinance. In addition to the applicant's notice, city staff will mail a notice of application and notice of hearing to each neighborhood association and homeowners associations registered with the City and affiliated with a neighborhood located within one (1) mile of the subject property, along with publishing a newspaper ad, in accordance with Article 21-315 of the Zoning Ordinance.

City-Initiated Amendments

City-initiated amendments are initiated by staff on behalf of the Planning and Zoning Commission or City Council, and often impact a substantial portion of the City, more so than typically associated with privately-initiated applications. In some instances, the amendment encompasses the entire City. Consequently, the notification procedures listed below allow the City to incorporate an array of communication methods intended to reach a larger audience.

- At a minimum, city staff shall notice each real property owner within the impacted area at least once by one of these methods: postcard, water bill inserts, direct mailing or drop flyer.
- Staff may supplement notification by utilizing methods such as, but not limited to, social media, websites, posting of notices at recreational or community centers, and Peoria Channel 11.

8.5 PUBLIC PARTICIPATION PROCESS

60-Day Review

To ensure adequate scrutiny of proposals for Major Amendments to the General Plan, State Statutes mandate that local governments provide notice of the proposal a minimum of sixty (60) days prior to providing notice of public hearing. Staff will transmit the proposal to the Planning and Zoning Commission and City Council and provide review copies to the following entities:

- The planning agency of the county in which the municipality is located.
- Each county or municipality that is contiguous to the corporate limits of the municipality or its area of extraterritorial jurisdiction.
- The regional planning agency within which the municipality is located.
- The department of commerce or any other state agency that is subsequently designated as the General Planning agency for this state.
- The Arizona Department of Water Resources
- Any person or entity that requests in writing to receive a copy of the proposal.

All recipients will have the opportunity to submit written comments that will then be transmitted to the Planning and Zoning Commission and City Council in advance of any briefing, public meeting, or hearing.

Neighborhood Meeting

For all Major and Minor Amendments to the General Plan, applicants shall provide a Citizen Participation Process report. The purpose of the Public Participation Process is to ensure that the community is informed of proposed changes to the General Plan and provide a forum for public involvement and resolution of concerns prior to the public hearing process. In accordance with State Statutes, the City must adopt written procedures to provide effective, early, and continuous public participation in the development and amendments of general plans. The Statutes call for the broad dissemination of information and an opportunity for public discussion and comment. Peoria's Public Participation Plan exceeds statutory requirements.



Within forty five (45) days of filing a Minor General Plan Amendment with the Peoria Planning Division, the applicant shall hold a meeting with affected residents as defined in the Zoning Ordinance. Following the meeting, the applicant shall provide a written report to the Planning Division setting forth points discussed, an attendance list with attendee addresses and any modifications to the proposed plan. In the event that substantial revisions are made to the proposed plan, planning staff may, at its discretion, require that the applicant hold additional meetings with the affected residents and provide the respective reports. In the event that a rezoning application is filed concurrently with the General Plan Amendment application, a single Participation Plan meeting all required criteria shall suffice.

8.6 ADOPTION

Major Amendments are subject to more stringent requirements for adoption than are Minor Amendments. Major Amendments to the General Plan require a minimum of two public hearings, at distinct locations, before the Planning and Zoning Commission, and a third public hearing before the City Council. Minor Amendments require a minimum of one public hearing before the Planning and Zoning Commission, and a public meeting before the City Council. Approval of a Major Amendment requires the affirmative vote of at least two-thirds of the members of the Peoria City Council.

For both Major and Minor Amendments to the General Plan, the City shall find that the proposal substantially demonstrates or exhibits conformance with the following evaluative criteria. Approval of General Plan Amendments is based on the six criteria shown below, with the sixth criterion being applicable only to Major Amendments, which shall be considered in concert to determine the merit of the project in meeting the intent of the General Plan.

1. The development pattern contained in the Land Use Plan inadequately provides appropriate optional sites for the use or change proposed in the amendment.
2. The amendment constitutes an overall improvement to the General Plan and is not solely for the good or benefit of a particular landowner or owners at a particular point in time.
3. The amendment will not adversely impact the community as a whole or a portion of the community by:
 - Significantly altering acceptable existing land use patterns,
 - Requiring larger and more expensive improvements to roads, sewer or water delivery systems than are needed to support the prevailing land uses and which, therefore, may impact developments in other areas,
 - Adversely impacting existing uses because of increased traffic on existing systems, or
 - Affecting the livability of the area or the health and safety of the residents.
4. Within a Tier 3 Growth Area, the amendment advances a key economic development goal or otherwise provides an equivalent benefit to the community that offsets the early extension and maintenance of infrastructure and services.
5. That the amendment is consistent with the overall intent of the General Plan and other adopted plans, codes and ordinances.

For Major Amendments to the General Plan, the City shall consider the following additional evaluative criterion together with the above criteria:

6. Provides a positive benefit to the community without unduly impacting the City's water supplies as demonstrated through the application of the economic value per gallon of water measure contained within the City's adopted Principles of Sound Water Management.



8.7 IMPLEMENTATION PROGRAM

The Implementation Program for the City of Peoria General Plan establishes specific measures that will lead to plan achievement. The intent of the Implementation Program is to organize the policies within each chapter and prioritize them for timely completion. The following tables contains the comprehensive list of goals and policies.

GOALS

Economic Prosperity							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	A Robust and Sustainable Economy	•	•	•	•		
2	A Business-Friendly City	•	•	•			•
3	Investing in Image	•	•	•		•	
4	Culture of Entrepreneurship	•	•	•			
5	Workforce Development	•	•	•	•	•	
6	Industry Targets	•	•	•			•
7	Business Expansion and Retention	•	•	•	•		•
8	Future Ready	•	•	•			•
Smart Growth							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	Balance Land Uses	•	•	•	•	•	•
2	Focused Growth	•	•	•	•	•	•
3	Sustainable Development	•	•	•	•	•	•
4	Ensure Compatibility		•	•	•		
5	Complete Neighborhoods	•	•	•	•	•	•
6	Array of Housing Options	•	•	•	•		
7	Preserving Housing Stock		•	•	•		•
8	Placemaking	•	•	•	•	•	•
9	“Community” by Design		•	•	•	•	
10	Streetscapes for People		•	•	•		•
11	Connected Corridors		•	•	•	•	
12	Fiscal Sustainability	•	•	•	•	•	•
13	Cost of Development	•	•	•	•	•	•
Integrated Transportation							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	Contiguous Transit		•	•	•		
2	Complete Streets		•	•	•		•
3	Convenient Access		•	•	•	•	
4	Regional Coordination		•	•	•	•	
5	Transportation Awareness		•	•	•		
6	Quality Designed Transportation	•	•	•	•		•
7	Signature Streets	•	•	•	•		•
8	Well Maintained		•	•	•		•
9	Technology Advancements	•	•	•	•	•	•

Healthy Neighborhoods							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	Health and Well Being		●	●	●	●	
2	Active Lifestyle Choices		●	●	●	●	
3	Access to Health Foods		●	●	●	●	
4	Access to Medical Services		●	●	●	●	
5	Socially-Connected Neighborhoods		●	●	●	●	
6	Civic Engagement	●	●	●	●	●	●
7	Variety of Housing	●	●	●	●	●	●
8	Supportive Services		●	●	●	●	●
9	Environmental Health		●	●	●	●	●
10	Parks, Open Space and Recreation		●	●	●	●	
11	Recreation Programs		●	●	●	●	
12	Sustainability in Decision Making	●	●	●	●	●	●
Arts, Cultural and Recreational Enrichment							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	Community Strengthened Through Enrichment	●	●	●	●	●	
2	Accessibility to Art		●	●	●	●	
3	Enhanced Economic Opportunities	●	●	●	●	●	
4	Arts and Culture Funding		●	●	●	●	
5	Arts in Old Town	●	●	●	●	●	
6	Celebrate Culture		●	●	●	●	
7	Historic Resources		●	●	●	●	
8	Educational Facilities and Programming	●	●	●	●	●	
9	Lifelong Learning	●	●	●	●	●	
10	An Integrated Recreation System		●	●	●	●	
11	Diverse Recreational Programs		●	●	●	●	
12	Safe and High-Quality Recreational Facilities		●	●	●	●	
Superior Public Services							
No.	Description	EP	SG	IT	HN	ACR	SPS
1	Responsive	●	●	●	●	●	●
2	Reliable	●	●	●	●	●	●
3	Safe		●	●	●	●	●
4	Compassionate		●	●	●	●	●
5	Strategic	●	●	●	●	●	●
6	Municipal Operations	●	●	●	●	●	●
7	Utilities	●	●	●	●	●	●
8	Water		●	●	●	●	●
9	Wastewater System		●	●	●	●	●
10	Solid Waste and Recycling		●	●	●	●	●
11	Stormwater and Floodplain Management		●	●	●	●	●
12	Police and Fire		●	●	●	●	●
13	Proactively Prepared		●	●	●	●	●
14	Air Quality		●	●	●	●	●
15	Technology		●	●	●	●	●



POLICIES

ECONOMIC PROSPERITY							
No.	Description	EP	SG	IT	HN	ACR	SPS
EP-1	Regularly evaluate and update Economic Development strategic or master plans to ensure that implementation measures remain relevant and the City adapts to changing environments.	•	•				
EP-2	Map departmental coordination opportunities that facilitate speed to market for targeted employers or industries.	•					
EP-3	Proactively engage in partnerships that would allow the City to position land or resources for sustainable development that will culminate in high-wage future ready job growth.	•	•	•			•
EP-4	Expand recruitment efforts to include businesses that fulfill tangential needs of major employers that do not exist in the City.	•	•				
EP-5	Work with regional partners to provide opportunities for the labor force to improve its skills and education.	•				•	
EP-6	Balance the City's residents to employment ratio by attracting growth in jobs suited to the skills and education of current and future residents with the target of a 1 to 1 ratio.	•	•			•	
EP-7	Develop a business outreach program that regularly communicates with the business community to assess and improve services for existing and prospective businesses and entrepreneurs.	•					
EP-8	Work with education providers, as well as skills and business training resource providers to connect students to local jobs and enhance the education, skills, and qualifications of the regional and local labor force.	•				•	
EP-9	Leverage strategic partnerships that will engage targeted startups to establish a business incubator program that provides a range of resources to entrepreneurs and business start-ups, fulfilling strategic needs within the City.	•	•		•		
EP-10	Adapt land use policies or development regulations as necessary to create agility in the evaluation of key development sites.	•	•	•			•
EP-11	Deploy incentives, as appropriate, to attract desired uses where doing so is related to strategic policies, and creates permanent high-wage jobs. Inducements can include items such as expedited permit approvals, dedicated project managers, permit fee reimbursement, infrastructure assistance, and other forms of inducements.	•	•	•			•
EP-12	Conduct regular reviews of development codes, related regulatory documents, or business practices to address enhancements that will accommodate truncated timelines for business operations.	•	•	•			•
EP-13	When needs arise, seek out opportunities and sources for cost reduction while improving service delivery through elements such as integrated or unified software systems across the organization, or asset sharing across departments.	•	•	•			•
EP-14	Maintain key reserve funds that provide a safety net in difficult economic times.	•					•
EP-15	Study areas that are underserved with infrastructure, such as fiber optic or reclaimed water, and prioritize future capital investments as appropriate to assist in attracting new businesses within focal industries.	•	•	•	•		•

ECONOMIC PROSPERITY							
No.	Description	EP	SG	IT	HN	ACR	SPS
EP-16	Invest in infrastructure enhancements to ensure that key areas can support expansion or redevelopment in response to changing market conditions in concert with smart growth policies.	•	•	•			•
EP-17	Establish financing mechanisms for the Old Town area to help fund infrastructure enhancements, pedestrian amenities, landscaping, and to leverage future redevelopment.	•	•	•	•	•	•
EP-18	Develop a marketing strategy for the community that addresses the relevance of Peoria as a tourism draw and creates awareness for targeted locations that would likely capture prospective tourists.	•	•	•	•	•	•
EP-19	Emphasize synergies between various community assets and strategically devote resources to enhancements that uniquely position Peoria for a competitive advantage in the tourism space (such as public transit or green infrastructure networks leading to regional community amenities – i.e. Rio Vista Recreation Center or Lake Pleasant).	•	•	•	•	•	•
EP-20	Identify opportunities that balance the seasonality of tourism prospects within the City.	•	•			•	
EP-21	Protect the City's primary commercial corridors and mixed-use activity centers from conversion to uses that would limit employment or active uses, such as single-family residential, warehousing, storage, and auto-oriented uses.	•	•		•		
EP-22	Develop strategies to evaluate and reuse big box stores as they become vacant.	•	•	•	•	•	•
EP-23	Work with area partners and businesses within P83 to reduce the amount of parking surface area to open up new retail, office, and residential development opportunities.	•	•	•	•	•	
EP-24	Develop a long-range strategy for P83 to foster new urban development patterns that are conducive to walkable, active, live-work-play lifestyles, including mixed-use development, and pedestrian amenities.	•	•	•	•	•	•
EP-25	Establish partnerships with the appropriate agencies to grow recreation and business opportunities associated with Lake Pleasant Regional Park.	•	•	•	•	•	•

SMART GROWTH							
No.	Description	EP	SG	IT	HN	ACR	SPS
LUC-1	Promote sustainable planning concepts for growth, new development, areas in transition through active citizen participation.		•		•	•	
LUC-2	Explore refining the community's goals for new public and private developments in strategic areas by developing master plans or character areas plans that identify specific principles and design guidelines that capture the distinctive, diverse local character of that area.	•	•	•	•	•	•
LUC-3	Integrate a variety of compatible land uses into new and established neighborhoods to provide residents with convenient access to goods, services, and other community amenities.	•	•	•	•	•	•



SMART GROWTH							
No.	Description	EP	SG	IT	HN	ACR	SPS
LUC-4	Encourage infill and redevelopment opportunities that place residential, work, and retail land uses in proximity to each other to maximize walking, bicycling, and transit opportunities.	●	●	●	●	●	●
LUC-5	Encourage residential developments that provide a mix of housing types and densities within a development project. Individual parcels within the development may be developed at higher or lower densities than allowed by the General Plan, provided that the net density of the entire development is within the allowed density range.	●	●	●	●	●	●
LUC-6	Locate commercial and employment uses in proximity to adequate transportation and utility infrastructure.	●	●	●	●	●	●
LUC-7	Protect Peoria's natural resources and environmental systems by limiting land use and transportation development in sensitive environmental areas.	●	●		●	●	
LUC-8	Use the principles of sound water management to inform and shape the land use patterns within the community.		●		●	●	●
LUC-9	Promote regional planning and increased coordination between local, state and federal agencies to address major land use and transportation challenges.	●	●	●			●
LUC-10	Continue the long-standing relationship with Luke Air Force Base by evaluating and coordinating development proposals within the Air Force Base Vicinity with Luke to ensure compatibility with the mission of the Base.	●	●	●			●
LUC-11	Maintain and regularly update development regulations and design standards to be clear and predictable, and support the intent and the goals within the Peoria General Plan.		●	●			●
LUC-12	Discourage new residential zoning where future residences would be adjacent to an existing or planned aggregate /mineral mining operation.		●		●		
LUC-13	Discourage new mining operations adjacent to or in close proximity to existing residential development, schools or existing or planned city recreation areas.		●		●		
LUC-14	Promote non-residential development such as business park and industrial uses adjacent to existing mining operations.		●		●		
CN-1	Promote efforts to make complete neighborhoods by encouraging the development of a mix of complementary uses and amenities that meet the daily needs of residents.		●	●	●	●	●
CN-2	Elevate design standards that require the development of neighborhood amenities and complimentary uses in convenient, central locations of the neighborhood whenever feasible.		●		●	●	
CN-3	Protect the pattern and character of existing neighborhoods by requiring new infill developments to have complimentary building forms and site features.		●				
CN-4	Encourage residential developments to incorporate design features that encourage walking within neighborhoods.		●	●	●	●	
CN-5	Require new commercial and mixed-use developments to have a pedestrian-scale and orientation.		●	●	●	●	
GS-1	Devise evaluation criteria and methodology to establish priority development areas within the community, and promote effective management and mitigation of growth impacts.		●	●	●	●	●

SMART GROWTH							
No.	Description	EP	SG	IT	HN	ACR	SPS
GS-2	Direct dwelling unit density, and employment growth toward infill development sites within the city, especially catalyst and opportunity sites identified within Economic Development related strategic plans or programs.	●	●		●		●
GS-3	Seek the revitalization or redevelopment of strategically sited abandoned, obsolete, or underutilized properties through collaboration and incentive programs or if necessary enforcement action to accommodate transition.	●	●				●
GS-4	Ensure that adequate infrastructure capacities are available to accommodate planned growth throughout the city.		●	●			●
GS-5	Consider the annexation of adjoining unincorporated properties if the annexation would improve the fiscal health of the City, provide a more efficient delivery of City services to the area, and/or create a more logical City boundary.	●	●	●	●		●
GS-6	Extend reclaimed water services through appropriate CIP efforts especially when in association with adjacent infrastructure improvements, and require development projects to extend services across their frontage.		●			●	●
GS-7	Accommodate land use proposals that target growth in the area of existing or planned infrastructure and services.		●	●	●	●	●
GS-8	Continually evaluate and make needed revisions to parking regulations to ensure they balance the needs of various transportation options.	●	●	●	●		
HS-1	Distribute a variety of housing types throughout the City to expand the choices available to meet the financial and lifestyle needs of Peoria’s diverse population.	●	●	●	●		●
HS-2	Focus high density residential developments and the residential component of mixed use developments in areas of higher employment to provide workforce housing opportunities near employment nodes.		●	●	●		●
HS-3	Provide design flexibility within form of each development so that multiple unit types may be provided so long as the overall density of the project complies with land use standards and context sensitive design.		●		●		
HS-4	Require variety in architecture and form that allows for the organic design of neighborhoods with cohesive yet distinctive features.	●	●		●		
HS-5	Evaluate methods to reinvigorate existing housing stock.	●	●		●	●	
HS-6	Encourage green practices in housing construction and rehabilitation that support durable, healthy, and energy-efficient homes.		●		●	●	
PC-1	Protect and enhance the unique qualities of Peoria’s notable public spaces and places such as parks, plazas, and streetscapes; and, where needed, enrich those areas lacking distinctive visual character or where the character has faded.	●	●		●	●	
PC-2	Conduct a needs assessment that identifies areas that may be underserved by placemaking efforts and evaluate opportunities for enhancement.		●		●	●	
PC-3	Plan opportunities for community gathering space as a part of development proposals where appropriate.		●		●	●	
PC-4	Seek out opportunities to activate passive space through programing or physical placemaking installations that facilitate social interaction.		●	●	●	●	
PC-5	Regularly evaluate design guidelines and ordinances to address opportunities for enhancements that will elevate the design of the built environment.		●	●		●	



SMART GROWTH							
No.	Description	EP	SG	IT	HN	ACR	SPS
PC-6	Provide developers and citizens the ability to make recommendations to enhance community standards.		●	●		●	
PC-7	Implement design standards that address varying design forms and product type to enable the community to provide a sense of place without creating uniformity.	●	●	●		●	
PC-8	Conduct regular evaluations of design guidelines and ordinances to address opportunities for enhancements that will elevate the design of the built environment.	●	●	●	●	●	●
PC-9	Implement design standards that address varying design forms and product type to enable the community to provide a sense of place without creating uniformity.		●		●	●	
SC-1	Accommodate streetscape design processes that provide for a multi-departmental review of design proposals to ensure active pedestrian streetscapes.		●	●	●	●	●
SC-2	Identify and prioritize key thoroughfares within the City that are ripe for improvement and will maximize opportunities for creating a signature pedestrian experience that acts as a conduit to various points of interest within the City.	●	●	●	●	●	●
SC-3	Require development to design their frontage so that it focuses on the pedestrian experience and continues any streetscape theming design in place for the area.		●	●	●	●	
SC-4	Maximize opportunities for shade and appropriate pedestrian refuge while minimizing the potential for nuisance activity.		●	●	●	●	●
SC-5	Coordinate with adjacent jurisdictions to develop plans and policies that provide for logical connection points to existing trails and corridors that create components of a larger regional system to facilitate a green infrastructure network.		●	●	●	●	●
SC-6	Plan future public and direct private open space areas and connections to act as links and nodes for a larger network of open space connectivity.		●	●	●	●	●
SC-7	Provide opportunities for open space connections to integrate with adjacent land uses.		●	●	●	●	
FS-1	Continue to provide services that exhibit an optimal experience for the community while maintaining sound financial management of City resources.	●	●	●	●	●	●
FS-2	Program reserve or contingency funds that will allow the deployment of assets where necessary to fulfill service needs or obligations of the City.	●	●	●			●
FS-3	Regularly evaluate opportunities for efficiency improvements or cost reductions that maintain levels of service as the City grows.	●	●	●			●
FS-4	The City shall continue to maintain necessary levels of service with adequate and timely funding of public facility and municipal utility improvements to meet the demands of existing and future residents and businesses.	●	●	●			●
FS-5	Development exactions and fees shall focus on addressing the needs placed on the community by new development and requiring those needs to be funded by the developer.	●	●	●			●

INTEGRATED TRANSPORTATION							
No.	Description	EP	SG	IT	HN	ACR	SPS
OSN-1	Expand the right-of-way beautification projects along the major arterial roadway network to provide enhanced design and landscape treatment.		●	●			●
OSN-2	Protect existing and planned bridges through ongoing annual maintenance.			●			●
OSN-3	Provide signature arrivals in Peoria through monumentation and placemaking efforts.		●	●		●	●
OSN-4	Expand master planning efforts for various modes of travel to provide a safe, connected, integrated, and efficient transportation system.		●	●	●	●	
OSN-5	Monitor and continue implementation of the City's Pavement Management Program to keep streets in good condition, maintain vehicle safety and driver comfort, minimize the adverse effects of deteriorating roadways, and provide expansions of the City's cycling network through bicycle lane additions and transit network improvements through additional pull-out stops.			●	●		●
OSN-6	Require enhanced safety measures for bicyclists and pedestrians across freeway interchanges, such as buffered bike lanes, wide sidewalks, pedestrian refuge islands, and reduced right turn lane angles.		●	●	●		●
OSN-7	Ensure private developments provide cross-access opportunities to prevent isolated unconnected neighborhoods or commercial centers.		●	●	●		●
TN-1	Seek to develop higher density Transit-Oriented Development around future transit centers and regional roads to create a strong nexus for ridership.	●	●	●	●		●
TN-2	Expand the Peoria On The Go circulator bus to other areas of the City around Old Town and the master planned developments north of the Loop 303 to address first mile / last mile options.		●	●	●		●
TN-3	Extend fixed-route service along existing Valley Metro routes into Peoria.		●	●	●		●
TN-4	Promote the use of Dial-A-Ride and Regional Para-Transit Service through additional outreach with local businesses, offices, and City media services.		●	●	●		●
TN-5	Ensure future roads and private developments provide adequate transit facilities at key locations.	●	●	●	●		●
TN-6	Secure a major role in the coordination with all neighboring cities on regional transit programs and projects.		●	●	●		●
TN-7	Implement regional Bus Rapid Transit (BRT) corridors with regional partners.		●	●	●	●	
TN-8	Explore future park-and-ride or transit center locations in the northern portion of Peoria.		●	●	●		
AT-1	Promote the use of green bicycle lanes implementations to provide enhanced notification to driver and cyclist.			●	●		●
AT-2	Continue to provide a safe, connected, integrated and efficient active transportation network through improved design standards, increased shade, and proper separation from vehicular travel.		●	●	●	●	●
AT-3	Identify areas with pedestrian and bicycle conflicts concerns and prioritize improvements of these areas to use as a baseline for future improvements.		●	●	●		●
AT-4	Identify gaps in the existing on-street and off-street network active transportation network and direct improvements through private development and the Capital Improvement Program.		●	●	●		●



INTEGRATED TRANSPORTATION							
No.	Description	EP	SG	IT	HN	ACR	SPS
AT-5	Explore the use of pedestrian overpasses along freeway corridors to improve access from the trail network to key areas of Peoria, such as P83, Park West, Rio Vista and Pioneer Community Park.		●	●	●	●	
AT-6	Consider incorporating pedestrian plazas, promenades, and paseos to divide large blocks in future redevelopment within existing neighborhoods.		●	●	●	●	
AT-7	Identify and develop additional trailheads where trails intersect with Peoria's bicycle and pedestrian network. Such trailheads should include a variety of amenities, including parking, restrooms, and shade.		●	●	●	●	
MS-1	Expand the use of adaptive traffic cameras for heavily travelled and regional corridors.		●	●	●	●	
MS-2	Monitor emerging modes of travel, such as autonomous vehicles, and evaluate the suitability of such travel on the City's roadway network and existing or planned infrastructure improvements.	●	●	●	●	●	●
MS-3	Update City infrastructure guidelines to ensure that new transportation technologies are accommodated within the City's infrastructure.		●	●	●	●	●
MS-4	Study the feasibility of developing a network of charging stations for hybrid, electric, or other alternatively fueled vehicles.		●	●	●	●	●
MS-5	Study parking and loading zone requirements to consider special accommodations for transit, micro-mobility, ridesharing services, and the autonomous car.		●	●	●	●	●
MS-6	Consider integration of Intelligent Transportation Systems (ITS) into transit system services.		●	●	●	●	●
MS-7	Create opportunities to implement micro-mobility through expanded policy and best practices.		●	●	●	●	●

HEALTHY NEIGHBORHOODS							
No.	Description	EP	SG	IT	HN	ACR	SPS
CW-1	Foster educational opportunities that show a connection between "place" and health and promote an understanding of the connections between the built environment and health challenges in the City of Peoria.	●	●	●	●	●	
CW-2	Support partnerships with local health service providers, the public health agencies, schools, and other community-based organizations to promote health, wellness, and preventative care.	●	●	●	●	●	●
CW-3	Offer education programs and services which target the wellness of residents and families physically, mentally and financially.	●	●	●	●	●	
CW-4	Expand access to healthy food and nutrition choices by promoting expanded access to grocery stores, community gardens, urban agriculture and local markets.		●	●	●	●	●
CW-5	Support and promote availability and accessibility of clean drinking water and water filling station in public facilities, businesses, and schools.		●	●	●	●	●
CW-6	Promote improved access to comprehensive range of health care facilities and medical services for all residents, including hospitals, acute care facilities, neighborhood health portals/clinics, and mental health facilities.		●	●	●	●	●

HEALTHY NEIGHBORHOODS							
No.	Description	EP	SG	IT	HN	ACR	SPS
CW-7	Promote improved transit connections to service and healthcare providers for people who are transit-dependent.	•	•	•	•	•	•
CW-8	Advocate for more complete, healthy communities that provide access to a range of daily goods and services, and recreational resources within comfortable walking distance of homes.		•	•	•		
CW-9	Support cohesive, well-designed and well-maintained neighborhoods that offer a variety of lifecycle housing options for all residents.	•	•	•	•	•	•
CW-10	Facilitate social interaction and foster a sense of identity and community pride by providing attractive, safe walkways, and linked community gathering spaces.		•	•	•	•	•
CW-11	Continue to improve access and expand recreation opportunities and facilities for maximum accessibility, allowing people of all ages and abilities to participate.		•	•	•	•	•
CW-12	Ensure recreational opportunities are offered within comfortable walking distance of homes, schools, and businesses in order to encourage more physically and socially active lifestyles.		•	•	•	•	
CW-13	Support and promote development and redevelopment that reduces automobile dependency through more efficient and varied use of lands.	•	•	•	•	•	•
CW-14	Support access to efficient and safe public transit and other active circulation options that increase physical activity, reduce air and noise pollution, and make streets safe for people of all ages.		•	•	•		
CW-15	Coordinate with regional transportation agencies and support enhanced and expanded public transit to improve mobility options for residents, employees, and visitors.	•	•	•	•	•	•
NP-1	Protect existing residential areas from incompatible land uses and activities through careful consideration of zoning amendments and enforcement of buffering requirements.		•	•	•	•	
NP-2	Promote the conservation and rehabilitation of existing residential areas and improve neighborhood appearance by requiring compliance with property maintenance codes.		•		•		•
NP-3	Public and private infrastructure and amenities are designed, constructed, and maintained to maximize safety and security and reduce opportunities for criminal activity.		•	•	•		
NP-4	Increase safety and security in public places, such as parks, recreation facilities, sidewalks, transit stops and facilities, and trails by providing adequate lighting, maintaining landscaping to maximize visibility and reduce hiding places, removing graffiti and blight conditions from public areas; and conducting regular police and volunteer (crime watch) patrols.		•	•	•	•	•
NP-5	Utilize existing or develop new programs which identify aging neighborhoods and prioritize efforts to revitalize housing and infrastructure.		•	•	•		•
NP-6	Encourage landowners to maintain and upgrade their property in neighborhoods, commercial corridors and employment areas to protect viable neighborhoods and businesses.	•	•	•	•	•	
NP-7	Undertake a detailed housing needs assessment to define areas of need and an implementation plan to expand housing options.		•		•		
NP-8	Promote and provide incentives, such as reduced fees, expedited plan reviews, or increased allowable densities, to encourage the development of diverse workforce housing.	•	•		•	•	



HEALTHY NEIGHBORHOODS							
No.	Description	EP	SG	IT	HN	ACR	SPS
NP-9	Encourage non-traditional housing types to expand housing options, such as habitable accessory dwelling units, along with adapted reuse of residential, commercial, and industrial structures.	•	•	•	•	•	•
NP-10	Support the development of multigenerational housing or continuum of care facilities and special needs housing options within all neighborhoods.		•	•	•		
NP-11	Master Planned Communities shall include a range of housing densities and types that provide life-cycle housing opportunities in order to attract all ages of residents with a range of income levels and needs.		•	•	•		
OS-1	Ensures connectivity and recreational opportunities for the public that are maintained by the adjacent development.		•	•	•	•	
OS-2	Curate access to natural features within developments containing hillside or wash elements for all residents.		•	•	•	•	
OS-3	Protect and preserve view sheds within open space areas wherever possible to enhance the resident and visitor's experience and provide a further visual connection with nature.		•	•	•	•	
OS-4	Coordinate the preservation and conservation of cultural resource areas with the State Historic and Preservation Office (SHPO), and current and future private development projects.		•	•		•	
OS-5	Develop management agreements with public and private entities to ensure appropriate use and preservation of cultural and historic resources for future generations.		•	•		•	
OS-6	Enhance community awareness and increase public support of local cultural opportunities through appropriate park and recreational programs and activities.		•		•	•	
OS-7	Create, preserve, and manage biologically rich, connected open space; wildlife and plant habitat; and wildlife corridors, including natural washes and pockets of native vegetation, while working to eradicate invasive species.		•		•	•	
OS-8	Rehabilitate and enhance natural drainage systems, water detention and retention basins, and other infiltration areas for multiple benefits, such as recreation, wildlife habitat, and stormwater management.		•		•		•
ES-1	Work towards reducing the overall energy footprint from residential, employment, transportation and City operations.	•	•	•	•		•
ES-2	Incorporate and expand sustainability into the City's communication and outreach efforts.	•	•	•	•	•	•
ES-3	Support regional policies and efforts that improve air quality to protect human and environmental health.		•	•	•		•
ES-4	Reduce the urban heat island effect by minimizing heat generation and retention from the built environment using a range of strategies.		•	•	•	•	•
ES-5	Expand and maintain a healthy, drought-tolerant, low-water use tree canopy and urban forest to improve the attractiveness of neighborhoods and the city as a whole.		•	•	•	•	•
ES-6	Promote efficient use of energy and conservation of available resources in the design, construction, maintenance and operation of public and private facilities, infrastructure and equipment.		•	•	•	•	•
ES-7	Create a landscaping maintenance guide identifying proper planting, care, and maintenance to protect, restore, enhance, and manage trees for their long-term health.		•	•	•		•

HEALTHY NEIGHBORHOODS							
No.	Description	EP	SG	IT	HN	ACR	SPS
ES-8	Increase energy efficiency in new and existing water, wastewater and reclaimed water systems.		●		●		●
ES-9	Reduce and/or mitigate noise pollution for occupants by incorporating advanced technology and building materials that will help mitigate transportation related noise impacted on residential and sensitive uses within the community.				●		
ES-10	Protect the night skies from light pollution through building codes and design standards.		●		●		●

ARTS, CULTURAL AND RECREATIONAL ENRICHMENT							
No.	Description	EP	SG	IT	HN	ACR	SPS
AC-1	Regularly review and update the Arts and Cultural Master Plan to provide a framework that advances the arts as a key element in enhancing quality of life, promoting economic development, enhancing education, and celebrating our community.	●	●			●	
AC-2	Enhance public awareness of arts and culture in Peoria through education, communication, and marketing strategies.	●				●	●
AC-3	Provide access to the arts and cultural resources for all neighborhoods and segments of the community so that all people may create and enjoy the arts.		●			●	
AC-4	Foster an environment of active participation in and attendance at artistic and educational programs and activities by residents and visitors.				●	●	
AC-5	Enhance cultural and social connections through opportunities for volunteerism and civic engagement; more public gathering places, family-friendly activities, and public art; and more events that connect residents to one another.				●	●	
AC-6	Develop guidelines to prioritize support for artists, institutions, programs or projects that increase awareness and visibility of diverse, relevant and historic arts in Peoria, and involve citizens in art form expressions related to social and cultural themes.					●	
AC-7	Promote cooperative arrangements with other public and private agencies that facilitate the temporary or permanent display of art within or upon public or private facilities and land.	●	●			●	
AC-8	Where possible, provide interim spaces within existing facilities or businesses for arts and arts education opportunities.		●			●	
AC-9	Support cultural tourism and the creative economy by investing in and expanding multi-cultural programs that enhance arts and cultural programs, services, organizations, and artists to ensure their long-term vitality and continued benefits to all residents.	●	●			●	
AC-10	Connect arts with science and technology as a catalyst for innovation.	●	●			●	
AC-11	Provide financial assistance through a variety of dedicated city and contributed sources to groups or individuals who provide public arts programming to residents.	●				●	
AC-12	Allocate funding for the acquisition, maintenance, and conservation of public art within or upon public or private facilities and land.					●	



ARTS, CULTURAL AND RECREATIONAL ENRICHMENT							
No.	Description	EP	SG	IT	HN	ACR	SPS
AC-13	Explore opportunities and funding strategies for developing dedicated arts-oriented gathering places and venues that ensure wide availability and accessibility to arts and arts education opportunities.	•				•	
AC-14	Acknowledge and support local artists and creatives as a foundation for the expansion of the community's cultural development.					•	
AC-15	Cultural facilities such as theatres, museums and galleries are a visible component of the community's cultural identity, and are elevated through thoughtful management and strategic investment.	•	•			•	
AC-16	Promote arts and culture as a key component of the revitalization effort within Old Town.	•	•			•	
AC-17	Identify site specific opportunities to develop, attract, and retain a <i>Creative Economy</i> within Old Town.	•	•	•		•	•
AC-18	Build on previous improvements, such as upgraded streetscapes and public gathering areas to further enhance the Old Town environment.	•	•	•		•	•
AC-19	Promote the creation of greater partnerships between the city, businesses and education to help develop additional arts programs for students.	•			•	•	
HP-1	Strengthen and enhance the historic, natural, and cultural character of Peoria while promoting long-term sustainable economic development.		•			•	
HP-2	Maintain and update the Historic Preservation Master Plan to guide preservation efforts.		•			•	
HP-3	Recognize opportunities to partner with non-profits and similar organizations to highlight the City's living history and enhance the historic preservation program.	•	•			•	
HP-4	Continue to manage the local Peoria Register of Historic Places.		•			•	
HP-5	Update and expand the City's Historic Resources Survey to inventory additional geographic areas where buildings are at least 50 years old or archaeological resources are present.		•			•	
HP-6	Maintain the City's designation as a Certified Local Government (CLG) by adhering to the responsibilities outlined in the CLG agreement with the State Historic Preservation Office (SHPO), in order to retain local control of historic preservation decisions as delegated by the SHPO.		•			•	
HP-7	Utilize the CLG program grant funding available from the SHPO to nominate buildings to the National Register of Historic Places, preserve Peoria heritage, and educate the community on Peoria's history.		•			•	
HP-8	Encourage the adaptive re-use of historically significant properties through incentive and education programs.	•	•	•		•	•
HP-9	Encourage new development to be compatible with adjacent historical structures in scale, massing, building materials, and general architectural treatment.		•			•	
HP-10	Through the design review process, encourage the adaption of and compatible reuse of historic buildings in order to preserve the historic resources that are a part of Peoria's heritage.	•	•			•	•
HP-11	Discourage the demolition of structures and buildings identified as historic resources on the City's Historic Resources Surveys.		•			•	

ARTS, CULTURAL AND RECREATIONAL ENRICHMENT							
No.	Description	EP	SG	IT	HN	ACR	SPS
HP-12	Include historic properties in the City's programs and partnerships to develop an array of housing options.	●	●			●	
HP-13	Pursue designation as a Preserve America Community to support efforts to preserve Peoria's historic resources.		●			●	
HP-14	Enforce the standards and guidelines for signage intended to identify, describe, and commemorate Peoria's historic resources.	●	●			●	
HP-15	Continue to develop interpretive/informational materials to promote Peoria's heritage as well as general information pamphlets discussing the City's historic preservation program.	●	●			●	
HP-16	Create and distribute handouts and applications available for programs such as state and federal tax incentives, and any local incentives for residents and developers.	●	●			●	
HP-17	Provide information to developers and the public regarding preferred approaches for handling the historically significant buildings on their properties.					●	
HP-18	Encourage owners of properties deemed historically significant by Historic Resource Surveys to support the nomination of their properties to the City's Local Register of Historic Places.		●			●	
HP-19	Recognize individuals, groups or businesses that have made a significant effort or contribution to the preservation, protection or restoration of historical or cultural resources.					●	
HP-20	Work with educational institutions in preservation programs and activities.	●				●	
HP-21	Encourage active community involvement in preservation efforts through city supported initiatives such as resource sponsorship programs.					●	
EL-1	Continue coordination with school districts and charter schools through the exchange of information regarding upcoming and ongoing development proposals.	●	●			●	
EL-2	Continue to encourage communication between school districts, charter schools and developers of projects with residential components.	●	●			●	
EL-3	Collaborate with school representatives regarding expansion of existing facilities and future school placement within the community.	●	●	●	●	●	●
EL-4	Encourage connectivity between schools and surrounding developments through the use of sidewalks, bicycle lanes, multi-use paths, and trails that minimize crossings of collector and arterial streets.	●	●	●	●	●	●
EL-5	Coordinate with local school districts, charter schools, and other public facilities, such as local libraries, to explore opportunities for complementary educational programs such as literacy programs, language-learning programs, and computer and technology programs.	●	●	●	●	●	●
EL-6	Provide educational services that identify and respond to changing demographics and the needs of the citizenry, which address elements such as workforce resources and outreach, business training, etc.	●	●	●	●	●	
EL-7	Conduct a needs assessment with existing and future higher education institutions to develop or expand undergraduate, graduate, and certification programs that meet community and employer base needs.	●				●	



ARTS, CULTURAL AND RECREATIONAL ENRICHMENT							
No.	Description	EP	SG	IT	HN	ACR	SPS
EL-8	Explore performance-based incentives for attracting post-secondary institutions that align with the target growth sectors in Peoria.	●	●			●	
EL-9	Host regular education seminars with regional partners, such as the Peoria Chamber of Commerce, Small Business Development Center, etc.	●				●	
EL-10	Partner with local school districts and charter schools to conduct regular Career Fairs that inform high school students of the types of careers that are available to them in Peoria after high school and the necessary steps to help prepare for those careers.	●				●	
EL-11	Inventory educational and skills training programs, and engage the business community to help funnel local skilled labor to growing fields within Peoria to accommodate any gap in skills-to-employment needs.	●				●	
EL-12	Peoria libraries should partner with local schools to provide offerings that are in line with the established curriculum of the schools in the area.	●				●	
EL-13	The Community Services Master Plan shall establish review time frames and methods for assessing technology related needs and programming that provide modern technologies, and training for the community on the use of those technological elements.		●	●		●	●
EL-14	Conduct annual assessments of the physical and programming needs of libraries to quantify capacity shortages in programing or physical space and work to adjust future budgetary needs as appropriate.		●			●	
EL-15	Identify opportunities for the expansion of library programs and events into parks and other community facilities to increase accessibility to these programs.		●		●	●	
EL-16	Expand the Friends of Peoria Public Libraries as well as other for-profit, and non-profit coordination as a means for programming activities and fundraising for the City's public libraries.					●	
EL-17	Expand library volunteer services programs to leverage volunteer expertise in supporting daily operations, programs, and engagement.					●	
EL-18	Design physical and environmental factors exterior to the library that draw people to communal gathering spaces such as exterior patio areas.		●		●	●	
EL-19	Ensure residents of all ages and physical- and learning-abilities have access to existing and new public libraries and programming.	●			●	●	
EL-20	Program additional library related facilities in the Capital Improvement Program based on needs assessments and programming specified within the Community Services Master Plan.		●			●	●
EL-21	Build in flexibility to the programming and physical structure of libraries to accommodate a future array of uses such as makerspaces, meeting rooms, etc.	●			●	●	●
EL-22	Accommodate makerspace with sufficient resources and bandwidth to address user needs.	●	●			●	●
EL-23	Evaluate the feasibility of creating joint use facilities when planning for additional library locations or services. Joint uses can include school library media centers, academic libraries, and museums.	●	●			●	●

ARTS, CULTURAL AND RECREATIONAL ENRICHMENT							
No.	Description	EP	SG	IT	HN	ACR	SPS
EL-24	Coordinate with the elementary and higher education schools to increase the utilization of cultural and recreational opportunities available in the community by children and youth.	●			●	●	
RE-1	Develop strategies that will expand the system of large and small open spaces and community facilities linked together along natural washes, pedestrian-friendly streets and multimodal corridors.		●	●	●	●	
RE-2	Coordinate park development and upgrades with pedestrian and bicycle improvements to safely and comfortably connect residents to valuable recreational destinations.		●	●	●	●	
RE-3	Create a system of parks that equitably serves diverse community needs, offers a range of park types, facilities and activities and highlights natural features wherever possible.		●	●	●	●	
RE-4	Provide more transit opportunities to improve access to parks and recreation facilities.		●	●	●	●	●
RE-5	Provide safe, high-quality, distinctive parks that support secure places for social interaction, community identity, beauty and livability.	●	●		●	●	●
RE-6	Base park designs on the unique cultural, historic and environmental setting of an area so that each park is distinctive.		●			●	
RE-7	Promote safety and activate parks by programming for broad appeal, encouraging flexible spaces to accommodate a wide range of experiences and utilizing natural and technological surveillance measures.		●		●	●	●
RE-8	Use efficient and sustainable design and maintenance practices to conserve natural resources and support environmental stewardship.		●			●	●
RE-9	Where possible, highlight natural features, retrofit streets as “green streets”, expand urban greenery, utilize natural systems to manage stormwater, and improve pedestrian and bicycle connections to encourage non-vehicular modes of transit.			●		●	●
RE-10	To enhance public enjoyment, provide public health benefits, and offer convenient opportunities for hands-on experiences in nature, provide appropriate access to natural environments with varying habitats.		●		●	●	
RE-11	Foster environmental stewardship and ongoing support for open space preservation through improved access and enjoyment of Peoria’s natural open spaces.		●		●	●	
RE-12	Increase opportunities for contact with nature on a smaller scale by designing urban parks and play areas to incorporate natural features.		●		●	●	
RE-13	Contribute to raising public awareness of natural and cultural resources and the value of connecting people to nature by encouraging interpretive features in the landscape.	●	●		●	●	
RE-14	Develop and expand recreational services and enrichment opportunities to best serve people of all incomes, cultural backgrounds, ages and levels of physical capability.		●		●	●	
RE-15	Provide a range of conveniently accessible, stimulating programs and services that meet the diverse needs of the community and improve the quality of life of all residents.				●	●	



SUPERIOR PUBLIC SERVICES							
No.	Description	EP	SG	IT	HN	ACR	SPS
CS-1	The City shall review and incorporate best practices to maintain accreditation of its various agencies such as, but not limited to American Public Works Association (APWA), Commission on Accreditation for Law Enforcement (CALEA), Commission on Fire Accreditation International Agency (CFAI), and Commission for Accreditation Park and Recreation Agencies (CAPRA).						•
CS-2	The City shall continue to be responsible stewards of taxpayer dollars while providing exceptional core services to meet the demands of existing and future residents and businesses.	•	•	•			•
CS-3	The City shall continue to use technology to enhance the performance of internal City operations and the delivery of public services.	•	•	•			•
CS-4	The City shall, through a combination of improvement fees, development requirements, and other funding mechanisms to ensure that new development pays its fair share of providing new public facilities and services and/or the costs of expanding/upgrading existing facilities and services impacted by new development (e.g. water, wastewater, and stormwater drainage).		•	•			•
CS-5	The City shall maintain and implement: 1) the use of modern and cost-effective technologies and best management practices; and 2) compatibility with current land use policy.	•	•	•	•		•
CS-6	The City shall continually evaluate their service delivery method in a strategic manner to ensure the services provided are responsive, reliable, and safe using tools and technology that best administer the citizen request.			•	•	•	•
CS-7	To honor its commitment to compassion, the City shall evaluate new, expanded and/or reduced services to understand its impact or ability to service Peoria's most vulnerable population.				•		•
MO-1	The City shall give high priority in capital improvement programming to funding rehabilitation or replacement of critical infrastructure that has reached the end of its useful life or has capacity constraints.	•	•	•	•		•
MO-2	Develop practices to reduce utility, fuel, and related procurement costs and minimize environmental impacts through process, technological, and behavioral changes to demonstrate City leadership in sustainable practices and improve operational efficiencies.	•	•	•	•		•
MO-3	Promote the clustering of public and quasi-public facilities (e.g., schools, parks, libraries, community centers), the joint-use of these facilities, and agreements for sharing costs and operational responsibilities among public service providers.		•				•
MO-4	When making decisions about where to build new community facilities, the City shall give preference to locations that are accessible to an existing public transit line or ensure that public transit links are extended to the new locations.	•	•	•	•	•	•
MO-5	Ensure that public facilities, such as water storage and treatment plants, transfer stations, maintenance facilities, and pumping stations are located, designed, and maintained so that noise, light, glare, or odors associated with these facilities will not adversely affect nearby land uses. The City shall require these facilities to be screened from neighboring residential properties as appropriate.		•	•	•		•
MO-6	Monitor expected impacts of climate on the city's infrastructure and services and make appropriate adaptive facility and service modifications and upgrades to increase resiliency.	•	•	•	•		•

SUPERIOR PUBLIC SERVICES							
No.	Description	EP	SG	IT	HN	ACR	SPS
MO-7	Require municipal buildings to be of high-quality construction and design to set an example for private development through the use of Leadership in Energy and Environmental Design (LEED) methods and certifications.		●				●
MO-8	When evaluating additional infrastructure, facilities and services, consideration shall be given to the resources required to maintain and operate the new asset in its intended condition on-going including eventual life-cycle replacement.		●	●			●
WS-1	Continue to plan and manage the City's water supplies, quality, and infrastructure for long-term reliability and efficiency and conserve water supplies through proactive measures to increase water conservation and lower water consumption.		●			●	●
WS-2	Continue to provide the highest level of water services in a cost effective manner by utilizing cost-effective technology in water treatment, and facility operations.		●			●	●
WS-3	Collaborate on multi-jurisdictional and regional water planning and conservation efforts.	●	●				●
WS-4	Expand water efficiency and conservation programs for City operations and for the residential, commercial, and industrial sectors.		●				●
WS-5	Expand the use of alternative sources of water for potable and non-potable uses, including rainwater, gray water, reclaimed water, effluent, and stormwater.		●				●
WW-1	Maintain the highest level of service in the City's wastewater collection and disposal system to meet the needs of existing and future development.	●	●				●
WW-2	Continue to plan and manage City's use of reclaimed water to ensure the highest and best use of this resource.		●				●
WW-3	Implement and regularly update programs to ensure compliance with applicable regulations.		●				●
SWR-1	The City will develop an action plan to reduce contamination in curbside recycling while further exploring alternate markets for recycled material.						●
SWR-2	Reduce municipal solid and hazardous waste by incorporating a variety of strategies to minimize what is taken to the landfill.						●
SWR-3	Explore efforts to increase the City's environmental stewardship by partnering with adjacent communities, private sector and agencies to maintain an integrated approach to solid waste management.					●	●
SWR-4	Continue to educate residents and businesses on the financial, ecological, and personal health benefits associated with recycling, and properly disposing of electronics and hazardous materials, including chemical, biological and pharmaceutical products.	●					●
SWR-5	Continue to reduce the hazardous waste impacts on landfills and water supplies through hazardous waste collections for residents.				●		●
SWR-6	Continue to examine routes, vehicles, operational locations and disposal sites as the municipality grows in order to optimize time and resources and incur minimal costs.		●	●			●
SFM-1	Expand and maintain the city's major stormwater drainage facilities to accommodate the needs of existing and planned development.						●



SUPERIOR PUBLIC SERVICES							
No.	Description	EP	SG	IT	HN	ACR	SPS
SFM-2	Identify and correct problems of localized flooding. Where practical and economical, the City shall upgrade existing drainage facilities as necessary.						•
SFM-3	Encourage “green infrastructure” design and Low Impact Development (LID) techniques for stormwater management in public and private new development and redevelopment, and in roadway projects.		•			•	•
SFM-4	Ensure grading on construction projects does not result unwanted pollution being conveyed into the city’s storm drainage systems.						•
SFM-5	Continue to educate residents and businesses regarding common stormwater pollution causes and increase compliance in protecting the quality of the stormwater runoff.						•
SFM-6	New development shall be to be designed to prevent the diversion of stormwater onto neighboring parcels.		•		•		•
SFM-7	New and expanded stormwater drainage facilities shall be designed to enhance the neighborhood or business by integrating such facilities into adjacent passive and active recreational areas.						•
PD-1	Promote policing strategies that support community partnerships and problem-solving techniques that build public trust and proactively address public safety issues.				•		•
PD-2	Maintain and consider new department programs that support residents and businesses in their efforts to prevent crime and improve neighborhood safety.		•		•		•
PD-3	Coordinate with school representatives to maintain and further develop programs, services, and strategies that keep children, at-risk youth, and teens involved in positive activities.	•	•	•	•	•	•
PD-4	Collaborate with youth organizations, faith-based organizations, and community centers to provide recreation and after-school programs that deter children and young adults from crime and foster a greater sense of civic engagement.	•			•	•	•
PD-5	Partner with local schools, parent-teacher organizations, and community centers to educate residents (especially children and seniors) about cyber security.	•			•	•	•
PD-6	Continue to include the Police Department in the review of development projects to promote the implementation of Crime Prevention Through Environmental Design (CPTED) principles.		•		•		•
PD-7	Ensure police department facilities and staff are strategically placed to provide optimum response times throughout the community and invest in technology that enhances the City’s ability to deliver services more efficiently and cost-effectively.		•	•	•		•
PD-8	The City shall maintain and implement programs that address conditions that foster crime or the fear of crime, such as blight, litter, graffiti, illegal dumping, and abandoned vehicles.		•		•		•
PD-9	The City shall coordinate with community organizations to develop and maintain a comprehensive system of services to alleviate homelessness, panhandling, and related public safety concerns.				•		•
FMS-1	The City shall seek recognition by the Center for Public Safety Excellence by improving the service of the Peoria Fire-Medical Department.						•

SUPERIOR PUBLIC SERVICES							
No.	Description	EP	SG	IT	HN	ACR	SPS
FMS-2	The City shall maintain optimum staffing levels for sworn, civilian, and support staff, in order to provide quality fire protection and emergency medical services to the community, and ensure that firefighters and paramedics have access to state-of-the-art training and professional development opportunities.						•
FMS-3	The City shall ensure that growth and development does not outpace the expansion of Fire-Medical Department staffing and the development of strategically located and fully equipped fire stations.		•	•			•
FMS-4	The City shall ensure that new fire stations are strategically placed to provide optimum response times throughout the community and invest in technology that enhances the City's ability to deliver emergency medical response, fire-rescue, and fire protection services more efficiently and cost-effectively.		•	•			•
FMS-5	The City shall continue to include the Fire Department in the review of development proposals to ensure projects adequately address fire access and building standards, and shall regularly review and adopt newer fire and building codes as appropriate.		•				•
EM-1	The City shall provide public education to promote citizen awareness and preparedness for self-action in case of a major disaster or emergency.				•		•
EM-2	The City shall encourage all residents to prepare and maintain emergency kits with enough supplies to be self-sufficient for three to seven days.		•		•		•
EM-3	The City shall coordinate with local and regional jurisdictions, schools and colleges, businesses, and community organizations to conduct emergency and disaster preparedness exercises that test operational and emergency response plans.		•		•		•
EM-4	The City shall maintain and implement a Comprehensive management Plan that outlines the City's responsibilities in emergencies, and coordination procedures for the response and recovery efforts of City Departments, local energy providers, and local, State, and Federal agencies.		•				•
EM-5	The City shall maintain flexibility to address new issues, respond and change to conditions as necessary.						•
EM-6	The City shall maintain and regularly upgrade its mass communications systems to effectively notify people during disasters and emergencies by using current communication technologies.	•					•
EM-7	The City shall continue to participate in mutual aid agreements to ensure adequate resources, facilities, and other support for emergency response.		•				•
ER-1	Coordinate with energy providers in the siting and design of gas and electric facilities to minimize environmental, aesthetic, and safety impacts and with regulators and providers to regularly monitor, evaluate, and maintain safety of facilities.		•				•
ER-2	Continue to work closely with energy providers to ensure that adequate electricity and natural gas services are available for existing and newly developing areas.		•	•			•
ER-3	Encourage utility providers to provide efficient, reliable, affordable, and state-of-the-art service, and shall promote technological improvements and upgrading of utility services.		•				•



SUPERIOR PUBLIC SERVICES							
No.	Description	EP	SG	IT	HN	ACR	SPS
ER-4	Explore and promote programs that increase the use of clean alternative energy and enhance environmental quality.					•	•
ER-5	All new electric utility lines constructed as part of new development projects are required to be installed underground if less than 69KV, and transformers are pad-mounted.						•
ER-6	Encourage energy providers to maintain and repair gas pipelines and electric utility lines, both overhead and underground) to ensure reliable service and limit service disruptions. For example, keep providers informed of upcoming roadway or other public projects that provide opportunities to inspect or repair underground utility lines.				•		•
ER-7	Work with utility companies to utilize easements and utility corridors for use as public or private open space, trails, or other compatible passive recreational uses.		•	•	•	•	•
AQ-1	Select right-sized vehicles for municipal operations use and explore opportunities for the city to increase the use of alternative fuels in fleet vehicles.					•	•
AQ-2	Continue to encourage trip reduction actions and incentives by employers.		•		•	•	•
AQ-3	Improve air quality and promote walking and bicycling by shading hard surfaces, such as sidewalks, bike paths, parking lots, and streets with large canopy trees and man-made shade structures.		•	•	•	•	•
AQ-4	Encourage providing charging stations for electric vehicles for use by the public at city facilities and within large retail, commercial and employment areas.	•	•	•	•	•	•
AQ-5	Communicate information about fireplace use restrictions on no burn days and High Pollution Advisory (HPA) days.				•		•
AQ-6	Continue to enforce and expand the city dust control ordinances to reduce plant allergens, along with encourage vacant lot stabilization and dust control requirements for construction projects.		•	•	•		•
TS-1	The City shall work with service providers to ensure access to and availability of a wide range of state-of-the-art telecommunication systems and services for households, businesses, institutions, public spaces, and public agencies throughout the city.	•	•	•	•		•
TS-2	Encourage compatible co-location of telecommunication facilities.	•	•	•		•	•
TS-3	Promote the installation of state-of-the-art internal telecommunications technologies in new planned developments and office and commercial developments and for use in public buildings.	•	•	•		•	•
TS-4	Support the development of internet-connected informational kiosks in public places and streetscapes.	•	•				•
TS-5	Continue to expand and upgrade the fiber optic telecommunications network and encourage the installation of public use wireless network "hot spots" throughout the city.	•	•				•