



CITY OF TEMPE GENERAL PLAN 2040

DECEMBER 12, 2013

COMMUNITY DEVELOPMENT DEPARTMENT

EXECUTIVE SUMMARY

Once every ten years Arizona cities are required to update their General Plan that contains the city's vision of the future. Tempe General Plan 2040 provides the view of what Tempe will look like, and how it will function as a community.

Land-locked Tempe is expected to grow by more than 55,000 new residents and to add nearly 75,000 new jobs by 2040. This growth can be accommodated within Tempe, but more importantly than numeric change is Tempe's ability to maintain a high quality of life for residents. Guiding principles set the tone for General Plan 2040: balanced land use; enhanced quality of life and preservation of neighborhood character; increased economic vitality; sustained mobility/greater accessibility; and sustainability and environmental stewardship. Strategic growth of homes and jobs will elevate Tempe as the regional leader of urban living, and be the kind of place you spend a lifetime because this is where you want to be.

TEMPE VISION

Tempe's vision for itself in the year 2040 is one of livability: a city with a diverse, active and engaged community; a city that is visually attractive and accessible by multiple modes of transportation, with parks and cultural facilities providing the quality of life attributes that retain and attract residents and businesses; a city comprised of and defined by vibrant mixed-use hubs that not only provide for daily needs, but function as social gathering places for its residents and visitors; a city with homes of distinctive quality and varied density, revitalized neighborhoods that are walkable, pleasant and safe, and connected within a 20-minute walk, bike or transit ride.



MAJOR THEMES OF GENERAL PLAN 2040

General Plan 2040's three central themes reflect a vision defined by the community

▲ DEVELOP AS A LEADER IN "URBAN LIVING"

- Champion sustainable development and public service practices, to make Tempe a desirable place to live, work and play throughout life
- Retain that creative, energetic "vibe" attractive to business, visitors and residents alike

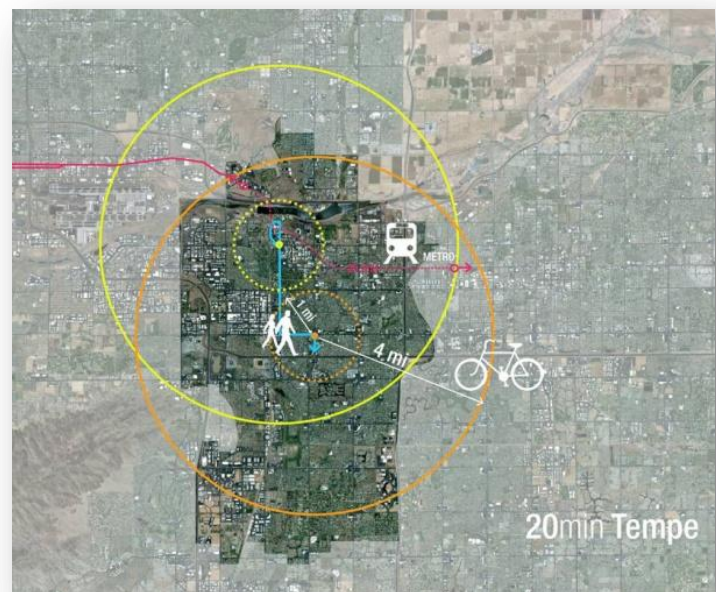
- Build upon Tempe amenities essential to quality of life such as public art and art centers, museums, library, light rail, bus transit, walking and biking network, walkable authentic downtown, multi-generational centers, parks and recreational facilities, and ensure these remain available as the community grows
- Support neighborhoods for their diversity and distinct character, as well as, use preservation and revitalization efforts to make neighborhoods stronger
- Promote healthy community living through choice for housing, access to recreation, fresh food, and healthcare, all easily accessible by walking, biking or transit
- Supportive environment for individuals and businesses to reach their full potential

▲ EXPAND POCKETS OF URBAN ACTIVITY CENTERS OR "HUBS"

- While Downtown/Town Lake/ASU will continue to be the central urban core of Tempe, new mixed use development will infuse existing commercial or employment hubs to establish high density activity centers that offer goods, services and activities
- Provide a distinct transition between the urban core of Downtown/Town Lake/ASU and its surrounding single family neighborhoods
- Extend the successful urban pattern established downtown to south Tempe, to promote mixed use hubs necessary for improvements in transportation and revitalized commercial development that builds upon the suburban form
- Support new residential and commercial development within hubs at sufficient densities to support the desired new neighborhood-oriented goods and services, and use hubs as a social and magnet for its neighborhoods

▲ ENHANCE CONNECTIONS FOR PEDESTRIAN, BIKE AND TRANSIT TO PRODUCE A "20-MINUTE CITY"

- Enhance pedestrian and bike use with shaded streets and shelters
- Synthesize parks, plazas and open spaces as rest stops for that 20-minute walk or bike ride, creating breaks in the urban pattern
- Connect hub locations to achieve the 20-minute city
- Create safe and comfortable pedestrian and bike connections to schools, parks and multi-generational centers, within a 20-minute walk, bike ride or local-serving transit
- Ensure that new urban development contributes to creation of urban open spaces, plazas and shaded places to relax among the urban activities



Source: Will Bruder Architects

These themes weave through the Chapters of the General Plan to create a vibrant urban community.



LAND USE AND DEVELOPMENT CHAPTER

Utilize the concept of "Hubs" to serve as the genesis of Tempe as a 20-minute city. Develop the city to provide for daily needs within a 20-minute walk or bike ride. Encourage vertical mixed use development and mixed-income residential opportunities in hubs as high density activity centers and include urban parks and open space along with urban development. Create a hierarchy of densities that provide clear focus for urbanizing neighborhoods and smooth transitions from suburban residential to urban core. Develop the city to afford equitable access to healthy foods, physical activity, health care, and other resources that contribute to healthier lifestyles. Supporting diverse and engaged neighborhoods, as well as, historic preservation and revitalization efforts that make neighborhoods distinct and identifiable.



ECONOMIC DEVELOPMENT CHAPTER

Project a creative, energetic "vibe" attractive to business, visitors and residents alike. Target residential and employment growth into hubs. Utilize the 20-minute city and hubs to attract families, and university graduates to live and work in Tempe as means to support quality public education and retain a high technology workforce. Ensure new development within hubs at sufficient densities to support the desired new neighborhood-oriented goods and services and provide an economic magnet for neighborhoods. Ensure growth areas reach their full potential economic development.



CIRCULATION CHAPTER

Implement complete multi-modal streets as a new paradigm for street design that solidly integrates bicycle modality and Tempe's commitment to it. Using pedestrian and bikeways to connect open space, neighborhoods, schools, cultural and mixed-use hub areas. Expand light rail, streetcar and future transportation options to support transit-oriented development as one of the backbones of interhub connectivity. Ensure streets are comfortable and safe to walk or ride will provide residents the opportunity to live healthy lifestyles and make use of alternative modes an easy choice. Attain more options for high capacity transit to connect to and within the region by bus rapid transit or inter-city/commuter rail.



CONSERVATION CHAPTER

Engage the community in recycling, water reuse, composting, green building practices to champion sustainability and improve livability. Integrate shade and trees city-wide to cool ambient temperature, improve air quality and make the 20-minute city walkable. Recycle brownfield land into high density hub development.



OPENSOURCE, RECREATION AND CULTURAL AMENITIES CHAPTER

Utilize parks, schools and multi-generational centers as organizing components in neighborhoods. Integrate urban parks and open space into each neighborhood hub as an equal partner with the built environment. Ensure that as the community grows, amenities essential to quality of life build upon the many already in place such as public art and art centers, museums, library, walking and biking paths, cultural events, parks and recreational facilities.



PUBLIC FACILITIES AND SERVICES CHAPTER

Ensure livability by keeping the community safe and secure. Extend human services to a diverse population. Enable residents to age in place. Champion education and strengthening the relationships between city, schools and residents. Provide superior public services and facilities that keep pace with growth.



INTRODUCTION

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INTRODUCTION

The City of Tempe consists of 40 square miles in the heart of the Phoenix Metropolitan Area. It straddles the Salt River and is generally bounded on the east and west by freeways, with two additional freeways bisecting the city and running across its northern section. Tempe is an integral part of the Phoenix metropolitan area and is bounded on all sides by adjacent communities: Scottsdale to the north, Salt River Pima-Maricopa Indian Community and Mesa to the east, Chandler to the south and Guadalupe and Phoenix to the west.

Tempe is one of the oldest founded communities in the Valley and historically has been one of the most densely populated. Its position in the region is both advantageous and challenging. Tempe's planning area is five miles wide by eight miles long, or a little over forty square miles.

The General Plan is the overarching policy document for the City of Tempe. It holds the community's vision for the future and is an expression of how the community wants to grow and change over the next 30 years.

Tempe's General Plan 2040 updates the plan created ten years ago, yet retains many forward thinking concepts that are still valid today, such as:

- ▲ Mixed-use development
- ▲ Strategic growth areas for economic development
- ▲ Brownfield development
- ▲ Integration of historic preservation and neighborhood enhancement
- ▲ Alternative transportation modes for greater accessibility
- ▲ Importance of open space, parks and recreation amenities within an urbanizing city
- ▲ Public art and cultural amenities that add to quality of life
- ▲ Public buildings that are attractive, functional and energy efficient
- ▲ Human services for those in greatest need

Through implementation of these concepts, Tempe has evolved to be a leader in: compact urban infill as the most densely populated city in the state; jobs formation - providing more jobs than the population; bicycling - producing the highest volumes of bicycle ridership on more than 175 miles of bikeways; tourism - possessing the second most visited destination in the state at Tempe Town Lake; transit usage – achieving highest light rail station ridership at ASU station, and commitment to arts and culture – exemplary Tempe Center for the Arts programming.

Under the General Plan 2040 Tempe will transform into a community that:

- ▲ Produces balanced land use containing interesting, diverse and lively neighborhoods and contains multiple mixed use hubs with high density cores of commercial, residential, entertainment/recreational or civic activity that are infused with cultural amenities and are connected by parks, paths or transit;

- ▲ Supports and values its stable, established single family neighborhoods that provide historic, cultural, and diversity that is distinctive to Tempe;
- ▲ Enables residents to comfortably and safely walk, bike, or take transit within a 20-minute distance to access any of the daily necessities within Tempe, and to also access many quality of life attributes such as parks, preserves, theaters, museums, library, public art or special events and festivals;
- ▲ Provides the superior public services, housing and transportation to enable long-term residency and aging in place;
- ▲ Easily connects people in Tempe and to the region on a multi-modal transportation system along complete, functional and attractive and functional streets; and allows residents the option to live, work and play in Tempe without the need for a car;
- ▲ Integrates sustainable actions in the community to reduce, reuse and recycle, such as to use water resources wisely, reduce energy consumption, greenhouse gases and ambient air temperatures; and
- ▲ Operates and manages effectively and efficiently a wide variety of public services and facilities.

THANK YOU

On behalf of Tempe's elected leaders, and for the benefit of residents, General Plan 2040 is committed to building and maintaining an attractive and sustainable community. General Plan 2040 is the culmination of numerous hours of work by Tempe residents, stakeholders and staff. Its goal is to provide the framework for development in Tempe that not only honors where Tempe has been, but looks to the future to improve the quality of life for all those who live, learn, work and play within the City's boundaries.

As Tempe looks forward to preserving and revitalizing itself, General Plan 2040 affirms the City's long term commitment to community livability.

A special thanks to the members of the General Plan 2040 Community Working Group, residents who made valuable contributions when attending public meetings, by responding to surveys and providing their expertise to ensure that General Plan 2040 reflects the character and spirit of Tempe. There are many individuals and groups to acknowledge for contributions to General Plan 2040 and their names have been listed in the Appendix C.

AUTHORITY

Arizona state statutes require each city to adopt a comprehensive, long-range General plan to guide the physical development of the community. On or before the 10th anniversary of the plan's most recent adoption, the city is required to either re-adopt the existing plan or adopt a new General Plan and take the document back to the ballot for public ratification by majority affirmative vote.

The General Plan provides general goals, objectives and strategies for guiding Tempe's planning and redevelopment through 2040, with community based policies, standards and goals that enhance the quality of life and reflect a vital, sustainable, attractive and unique city. The General Plan must be general enough to be consistently applied throughout

the municipality. The purpose of the General Plan is to assist the City Council, Boards and Commissions, Staff, developers and residents through the development process by presenting the City goals, objectives and strategies by which land is planned, developed and used. This includes basic policies for circulation, recreation, public services, economic development and other elements that impact the quality of where and how we live, learn, work and spend free time.

Development Review Commission uses the Plan to evaluate proposed developments. The City Council uses the Plan to evaluate policy changes and to substantiate the benefit or need for programs and projects through funding and budget decisions.

Figure 1 How the General Plan Is Used

GENERAL PLAN 2040

How is it Used?

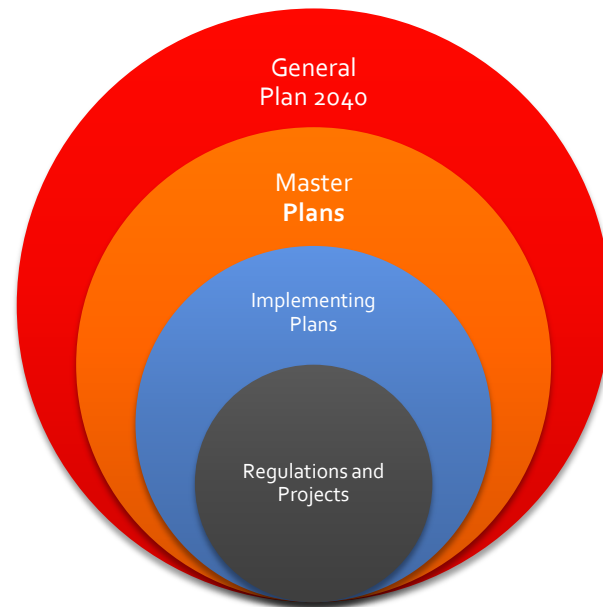
The general plan guides how our city looks at development, land use, sustainability, transportation, mass transit, economic development, historic preservation, neighborhood enhancement, open space and recreation, public art, cultural amenities and human services.

The General Plan is used when refining the vision and goals into more detailed plans such as Master Plans. Master Plans identify the programs and projects needed to fulfill what is envisioned in the General Plan and recommend further studies or changes to codes and regulations.

Implementation documents provide detailed analysis of specific areas or provide the regulatory guidance for development. Master plans and implementation documents form the basis for seeking State or Federal grants, planned capital improvements and/or budget allocations.

For example, the General Plan is referred to when implementing zoning requests, for building permits, for economic development decisions, and when designing roads, parks, paths and public facilities.

Before approving development plans, the General Plan is referred to for consistency with the Goals, Objectives and the projected Land Use and Density maps.



City staff uses the Plan to evaluate proposed developments, provide creative recommendations, develop master plans, specific area plans, character area and/or redevelopment plans, to evaluate trends, revise development regulations and identify capital improvements needed to attain the objectives of the plan.

Residents and neighborhood groups use the Plan to understand Tempe's long-range plans in order to protect private property values and quality of life in smaller geographic areas.

GENERAL PLAN 2040 AUTHORIZATION

The Federal Standards in Planning Act and Standards in Zoning Act of 1928 enabled states to grant local jurisdictions with planning authority for their communities. Arizona Statute 9-461.05 Chapter 204 requires that every city prepare a

comprehensive, long-range general plan for the future development of the municipality. The general plan consists of a statement of community goals and development policies. It includes maps, diagrams and text that establish the objectives, principles, and standards to guide growth and development. By State law, the plan is also required to have specific planning elements: land use; circulation; environmental conservation; recreation and open space; public facilities and services (including safety); water; housing; preservation, rehabilitation and redevelopment; growth areas and cost of development. It is also required that the community participates in its development, review and approval of the plan, through a documented public participation process. Lastly, the plan must identify processes for adoption, implementation and revision of the General Plan, including definitions for amendments and major amendments.

GENERAL PLAN 2040 AS A LONG-RANGE GUIDING POLICY DOCUMENT

Tempe's General Plan is based on community driven goals and objectives that address quality of life issues throughout the City. Legally, this Plan has State required elements to address local and regional issues. Tempe's General Plan must consider the larger Valley community in its planning policies. The General Plan promotes the community's vision by establishing goals, objectives and strategies within the required elements. These elements also include consideration of regional issues, but are designed to be specific to Tempe. The General Plan guides community development and growth over a 25 to 30 year period. Because of this long-range view, the Plan must be general enough to apply to the whole city and flexible enough to respond to changes in the economy, environment or community. The Plan is responsive to unforeseen challenges or opportunities in a dynamic urban community.

THE ADMINISTRATION OF GENERAL PLAN 2040

The General Plan should be considered a living document, as long-range decisions will need to be periodically reconsidered to reflect new conditions. Each elected City Council will represent collective changes in the community's needs and perspectives, and modify policies to reflect their constituents. The General Plan is an important tool, reflecting changing perspectives and attitudes.

The General Plan should be referenced for every proposed General Plan amendment. At the time of preliminary submittal, the applicant shall refer to the General Plan and its supporting goals and objectives, and complete the General Plan amendment form. This form is a tool for staff, boards and commissions and the city council, to review a project on its merits of meeting the goals and objectives of the General Plan.

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 objectives, and a progress statement on plan implementation. Problem areas or suggested updates should be detailed for Council consideration at an annual public hearing. At a minimum, every decade the document will be reviewed and revised through a formal public process. 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 Development Review Commission and City staff, the City Council has the final interpretation of this document.

The General Plan

What is the General Plan?

- A community vision for 30 years
- A statement of city policy
- A legal mandate
- A framework for more specific planning
- A tool for education and communication

What a General Plan is NOT

- A specific plan for development
- A zoning ordinance
- A master plan
- A Capital Improvement Plan or City Budget
- A static and inflexible document

GUIDING PRINCIPLES

Tempe garners a very enviable position within the Valley due to its convenient access to all other cities and regional airport, authentic walkable downtown, as a strong employment center and through commitment to retaining quality of life for its residents. These attributes along with Tempe's established boundary (as a landlocked city) position Tempe as a best urban city in Arizona to live, work, learn and play. Tempe's commitment as a leader in urban living is represented by beneficial projects such as Light Rail, Town Lake, Mill Avenue District, Tempe Marketplace, ASU Campus, Diablo Stadium, Kiwanis Park, Sports Complexes, Tempe Center for the Arts, Tempe History and Peterson House Museums, Public Library, multi-generational recreation centers, Ken MacDonald and Rolling Hills Golf Courses, bike paths and trails, Papago Park, ASU Research Park, Arizona Mills, Tempe Autoplex, Emerald Center Retail Complex. However it's not just about development; it's about the people that call Tempe home for their families and businesses.

General Plan 2040 will enhance urban living by providing a long-range, strategic approach to growth and development, as well as balancing other city services and programs to ensure that growth is sustainable and quality of life is retained. The Guiding Principles identify the means to protect, enhance and accelerate the desirability of Tempe for all those quality of life issues.

Tempe General Plan 2040 Guiding Principles

PRINCIPLE: BALANCED LAND USE

Ensure that land use is balanced to provide work opportunities, housing variety and affordability, along with locations for shopping and services as well as access to recreational opportunities on a multi-modal transportation system. Establish land use and development of distinctive quality and varied density. Activate commercial and employment activity centers as mixed-use hubs with high density cores supplying daily needs and social gathering places. Reinforce the importance of land use and transportation relationships. Support growth and development that results in social, cultural and economic benefits to the community.

PRINCIPLE: ENHANCED QUALITY OF LIFE AND PRESERVATION OF NEIGHBORHOOD CHARACTER

Preserve, enhance and create conditions that keep neighborhoods desirable, safe, attractive and healthy living places with a strong sense of community. Heighten the spirit of giving and caring with programs to serve those who are most vulnerable. Enhance the opportunity for people to walk, bike and shop in areas near their homes; for workplaces, homes or schools accessible by transit, and to preserve important historic and cultural assets of the city, which make neighborhoods unique and desirable. Include open space, parks, recreation and the arts as essential parts of that desired quality of life. Engage citizens in the community and include them in shaping changes that affect their neighborhoods. Ensure equity of public investment so that actions the City takes to enhance quality of life and neighborhood preservation are fairly distributed throughout the city, such that no particular part of the City gets a disproportionate public investment.

PRINCIPLE: INCREASED ECONOMIC VITALITY

Support development efforts and promote sustained economic growth throughout the City. Pro-business policies are essential for retaining existing jobs and attracting new ones. Economic vitality and jobs within the community and for all segments of the community allow businesses, residents and individuals to thrive. Education quality and accountability is a critical component of economic vitality, providing businesses with a skilled workforce. Accentuate Tempe as a destination

with attractive cultural, educational and recreational attributes. Seek opportunities for economic development that produce links between land use and transportation systems.

PRINCIPLE: SUSTAINED MOBILITY / GREATER ACCESSIBILITY

Continue to be a leader in multi-modal transportation. No single mode of transportation will be sufficient to meet the mobility needs of Tempe. Emphasize movement of people and goods instead of movement of cars, to encourage reduction of single occupancy vehicle (SOV) trips. Ensure accessibility to transportation modes for persons of all abilities. Investments in rail and bus transit, improved bike and pedestrian connections, technology innovations, along with asset management will all be necessary to meet the mobility needs of the community.

PRINCIPLE: SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP

Focus efforts on stewardship of resources that include air, water, land and riparian habitat; and human behavioral practices of energy conservation, recycling, green building, and alternative transportation modes. Pursue conditions that maintain or improve community health. Provide balance between social, environmental and economic components of sustainability. Resources should be used in a way that preserves resources for future generations and that enhances environmental quality.

HOW THE PLAN RELATES TO OTHER PLANNING TOOLS

The General Plan is one of many tools used to guide decision making. It is the umbrella document over many other planning documents. A General Plan may include references to master plans, which often relate to infrastructure such as a Water/Wastewater Master Plan, Park Master Plan or a Transportation Master Plan. These plans address the specifics of one issue (water) or a group of related issues (different forms of transportation) as the issues pertain to the entire city. Likewise, a General Plan may reference strategic, specific and redevelopment plans that apply to smaller areas of the community. These plans address specific issues or comprehensive planning for a particular area. However, these plans are not exclusively the policy statement for a specific area; they work in conjunction with the General Plan and other plans. The General Plan is a comprehensive policy document that serves as the broad foundation for all plans and references them as tools for implementing long-range community goals.

ORDINANCES AND ZONING

In addition to the different types of plans described, the Zoning and Development Code is the primary tool used to implement the General Plan. The basic purpose of zoning is to segregate seemingly incompatible uses. The code describes the intent, character and composition of each of the zoning districts and provides detailed development requirements. It has very specific legal rules about how a site is developed, including a zoning map, which identifies existing specific land zoning and allowed densities. This is different from the General Plan's existing land use map, which reflects current land uses that may be different than the zoning if the use is old enough to precede the zoning. The zoning map is also distinct from the General Plan's projected land use map, which is a vision for general land uses in the future. For Tempe, these three maps may look very similar because most of the land in Tempe is already developed and has zoning that matches the land use. A few areas of the City have established land uses that were grandfathered in prior to current zoning. The projected land use map guides changes to the zoning map. However, zoning cannot be changed by the General Plan, only land use. To change zoning, a property owner must apply to re-zone and go through a public notification and hearing process that follows strict rules. When the rezone is in conflict with the General Plan, the Plan must be amended first. The strategies in the General Plan also guide the policy decisions made with the code, such as variance approvals or denials.

The City uses codes and ordinances and programs as implementation tools to meet the goals and objectives of the General Plan. Each reflects the General Plan, and can be modified as necessary to reflect new General Plan policies. These codes, and programs are defined in more detail in the Land Use Element. Below is a diagram of the relationship between the General Plan, other plans, the Zoning and Development Code, other ordinances, and programs used to implement the General Plan:

Figure 2 Planning Hierarchy



DOCUMENT ORGANIZATION

The General Plan for the remainder of the document is divided into chapters representing different planning issues. In some cases, these chapters are required elements of the plan; in other cases the elements are incorporated into a larger chapter of similar issues. While state law requires the majority of these elements, the other elements are reflective of community values for the expected quality of life in Tempe. (Elements shown in parentheses are state required).

▲ LAND USE AND DEVELOPMENT CHAPTER

(includes Land Use, Housing and Redevelopment Elements)

▲ ECONOMIC DEVELOPMENT CHAPTER

(includes Cost of Development and Growth Areas Elements)

▲ CONSERVATION CHAPTER

(includes Conservation, Environmental Planning and Water Elements)

▲ CIRCULATION

(includes Circulation and Bicycle Elements)

▲ OPEN SPACE, RECREATION & CULTURAL AMENITIES

(includes Open Space and Recreation Elements)

▲ PUBLIC FACILITIES & SERVICES

(includes Public Buildings, Public Services and Safety Elements)

PUBLIC PARTICIPATION

In January 2012, City staff initiated an update to the General Plan 2040. The process required approximately two years of research and preparation, public involvement, plan preparation and public hearings to culminate in the Tempe General Plan 2040.

Preparation of the General Plan included an extensive citizen participation program with the following: mailed notice of the Community Meetings to over 11,000 addresses; a Tempe Forum website question on the General Plan; Community Satisfaction Survey question; community meetings; General Plan video on Tempe Channel 11 announcing the General Plan process; General Plan 2040 website; posters throughout city buildings; brown bag lecture on General Plan topics; and utility bill newsletter inserts. Community wide meetings on the General Plan were held in September 2013, January 2013, May/June 2013 and August 2013 to seek input and gather ideas for the General Plan. The meetings in August 2013 collected specific comments on the preliminary General Plan 2040 that was released in July 2013. These comments were then considered and used in the development of the final General Plan 2040, released in October 2013.

As an essential piece of the public involvement process for updating the Tempe General Plan, the City created a 23-person Community Working Group to meet over seven months from December 2012 through June 2013. The Community Working Group's purpose was to advise staff during development of the General Plan.

The public participation process emphasized feedback regarding major issues the



city faced, future land use and economic development goals, and planning an efficient transportation network. Other issues specifically addressed during the citizen participation program include public safety, public facilities, open space and recreation needs, and development preferences.

The public involvement process facilitated working directly with the public throughout plan development to ensure that public issues and concerns are consistently noted, understood and considered. However, while traditional methods (meetings, presentations, and hearings etc.) played an important role in public engagement, new participation and communication tools (Facebook, Twitter) were used extensively to disseminate information and broaden outreach.

Tempe Development Review Commission held two study sessions in September 2013 and two public hearings in October 2013 to review of the General Plan 2040 and gather community comments prior to sending their recommendation to the City Council.

The citizen participation program was an effective ignition tool within the community, sparking local support for the General Plan. As a result, this Plan represents the community's vision, goals, and objectives.

The Public Involvement Plan for the General Plan can be found at <http://documents.tempe.gov/sirepub/cache/0/pghbpuyq2cuajyjjxwivou45/1590296306192013084554203.PDF>.

The City of Tempe values public input and believes that community members should be engaged early on in decisions that affect them. The purpose of the Public Involvement Program (PIP) is to create an open and transparent process to guide the design of Tempe's General Plan 2040 resulting in a shared community vision.

The scope of the PIP is to:

1. Provide objective information to assist the public in understanding the purpose and process for a general plan.
2. Seek and encourage the involvement of all community members.
3. Provide a variety of opportunities for the public to contribute ideas and provide feedback through all phases of the process.
4. Make the process accessible and engaging to interested community members.
5. Consider public input in design of the general plan.
6. Initiate new forms of community input on a broad base with technology.

An early step in the Public Involvement Program is to identify the internal and external community members that have an interest in the process.



Internal

Mayor and Council
 Council Committees
 City Departments
 General Plan 2040 Community Working Group

External

Residents
 Property owners
 Neighborhood and homeowners' associations
 Civic, non-profit and religious groups
 Educational groups (School Districts, Community Colleges, Colleges and Arizona State University)
 Businesses

Boards and Commissions:

Aviation Commission
 Board of Adjustment
 Commission on Disability Concerns
 Development Review Commission
 Double Butte Cemetery Advisory Committee
 Historical Museum Advisory Board
 Historic Preservation Commission
 Housing Trust Fund Advisory Board
 Library Advisory Board
 Mayor's Youth Advisory Committee
 Municipal Arts Commission
 Neighborhood Advisory Commission
 Parks, Recreation and Golf Advisory Board
 Transportation Commission

Governmental agencies and service companies required to review and comment:

Maricopa County
 City of Chandler
 City of Mesa
 City of Phoenix
 City of Scottsdale
 Town of Guadalupe
 Salt River Pima Maricopa Indian Community
 Maricopa Association of Governments
 Flood Control District of Maricopa County
 Arizona Department of Transportation
 Arizona State University
 Arizona State Land Department
 Arizona Department of Commerce
 Arizona Department of Water Resources
 Salt River Project
 Arizona Public Service
 SW Natural Gas
 Valley Metro

PLAN IMPLEMENTATION AND ACCOUNTABILITY

Without strategic and timely plan implementation, General Plan 2040 will not reach its full potential to achieve the principles and vision set by the community. Plan accountability and implementation establishes the activities that need to be taken to carry out the strategies and actions expressed in General Plan 2040. The three implementation components of the plan include: role of stakeholders, priorities for action and plan monitoring.

ROLE OF STAKEHOLDERS:

Stakeholders in the planning process include public sector (City Council, Boards and Commissions), development community, private/nonprofit organizations, and the community. The role of each stakeholder is to work together to define the principles and vision, stay informed and involved and provide feedback as we achieve the vision for Tempe.

PRIORITIES FOR ACTION:

These new initiatives and ideas may be lost without common understanding of their importance to the vision of the community and the role that each city department plays in implementing General Plan 2040. City of Tempe will, upon plan adoption undertake a multi-departmental process to identify each department's role to establish recommended actions and a timeframe for each. The prioritization will be presented to City Council for consideration during the annual budget process. A sample matrix for identifying roles is provided in the Appendix A.

PLAN MONITORING:

Monitoring and evaluating the progress in achieving General Plan 2040 ensures its success and provides opportunities for adjustments in response to economic, social and regional changes. City of Tempe will, upon plan adoption undertake a multi-departmental process to identify the indicators used to measure the annual progress of General Plan 2040. Monitoring activities will include development of community indicators to determine how effective the General Plan has been at achieving its vision. An annual report card will be prepared to review progress made in achieving indicator targets over the course of the year and whether a change in policy may be needed.



LAND USE AND DEVELOPMENT CHAPTER

The Land Use and Development Chapter contains the Land Use Element, which identifies a broad variety of existing land uses and designates projected general distributions of land uses in the future. This Chapter also includes Elements to address how land uses are integrated into specific community planning values and needs. Each Element has a goal and strategies for implementation. These Elements include Community Design, Historic Preservation, Neighborhood Preservation and Revitalization Element and Housing. These elements address how land uses are translated into specific community planning values and needs. These Elements are important in defining Tempe's unique aesthetic character, making it an attractive and comfortable place to live, work or visit.

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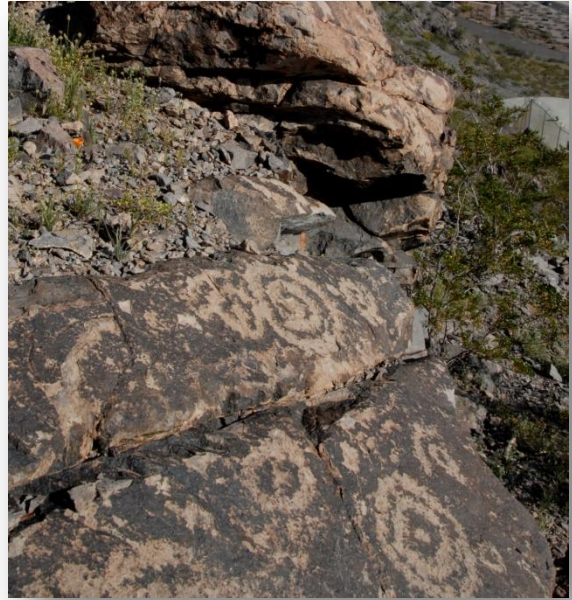
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LAND USE AND DEVELOPMENT CHAPTER

Tempe is a unique community within a growing desert valley, with its boundary established by surrounding communities. That land-locked condition provides not only a focus for growth within and up (as opposed to growing out) but also that the quality of growth and enrichment of the community outweigh merely housing units or jobs added. Tempe's future land use patterns are to provide balanced employment and housing, multiple activity centers with high density hubs serving the surrounding neighborhoods, thriving neighborhoods that promote healthy and active lifestyles, availability of easily accessible services and shopping, efficient use of natural resources, open spaces and recreation opportunities for physical activity and social cohesion, as well as mobility options to travel in Tempe without dependence on the automobile. The city's housing variety supports residents ability to remain in Tempe in all phases of their lives.

Tempe's rich history is forged from a strong and visionary commitment to live here, from the ancient Hohokam culture to the Hispanic agricultural settlement of San Pablo to the currently vibrant downtown and growing Arizona State University. The most densely populated and developed city in Arizona, Tempe, achieves its livability, attractiveness and sense of place with thoughtful and deliberate encouragement of diverse, compact land use and quality development.



The Land Use Element incorporates the General Plan themes into planned land use and development, such as:

- Maintaining the downtown/Town Lake/ASU as a central urban core of Tempe and infuse new mixed use development into hubs, by establishing the high density land use to support revitalization with goods, services and activities serving residents daily needs and creating social magnets for residents to gather, and enhancing character and heritage
- Introducing new residential and commercial development at sufficient densities to support the desired new neighborhood-oriented goods and services
- Providing a distinct transition between the urban core of Downtown/Town Lake/ASU and established single family neighborhoods by creating two High Density categories for residential density
- Creating pedestrian and bike connections to schools, parks and multi-generational centers, as well as, with local-serving transit routes to hubs
- Synthesizing parks, plazas and open spaces as rest stops into development for that 20-minute walk or bike ride, creating breaks in the urban pattern
- Ensuring that new urban development contributes to creation of urban open spaces, plazas and shaded places to relax among the urban activities

LAND USE ELEMENT

The Land Use Element guides land use decisions to maintain an attractive, livable, health promoting and economically sustainable city and to guide future development. State law requires that the Land Use Element designate the proposed general distribution, location and extent of land for housing, business, industry, agriculture, aggregate resources, recreation, education, public buildings and grounds, open space and other categories of public and private uses as may be appropriate to the city. The element also includes a statement of the standards of population density and building intensity recommended for various land use categories covered by the plan. It identifies specific programs and policies that the city may use to promote infill or compact form development and locations where those development patterns should be encouraged. This element identifies a broad variety and range of land uses. The state requirement to address air quality and access to solar energy is incorporated into the Environmental Element. This Land Use Element generally describes land uses, and does not identify or change zoning.

PROJECTED LAND USE AND PROJECTED DENSITY MAPS

The Projected Land Use map depicts graphically the desired use for each piece of land. The descriptions of the land use categories for the Projected Land Use maps are provided with the maps. Projected land uses are those anticipated to occur within the next 30 years. These land uses are defined by the primary use that occurs on the property. Both existing and projected land uses may or may not conform to the property's zoning. Refer to the City of Tempe Zoning and Development Code for property zoning. Concepts of density are identified later in this element. The following categories below generally reflect *how land is used*; they identify where people live, learn, work or play.

Other Uses Identified on the Map

Schools

Many schools have developed open space fields that provide recreation for their students. While the primary function of these sites is education, the fields on the campuses are counted as public open space by definition. This does not imply that the school fields are accessible for general public use, and use may be restricted by school districts.

Aggregate Resources

In accordance with Arizona law, the Land Use Element includes currently identified sources of aggregates from maps provided by the State. Aggregate resources include land primarily used for active mining of cinder, crushed rock or stone, decomposed granite, granite, pumice and sand. The types of geologic formations used as aggregate resources historically were along the Salt River in Tempe. However, no aggregate resource activities by State definition are present in Tempe. Many parcels along the Salt River were previously mined for aggregates and then mine pits were converted to landfill sites. Development of the Salt River levee in the 1980's created parcels free from flooding. These river 's edge parcels comprise the Rio Salado development area, and the consequences of the prior mining and landfill activities reflect the brownfield conditions on new development .

One property within Tempe is illustrated on the 2007 Directory of Active Mines and map, as location of active aggregate and crushed stone operations in Arizona, as shown on Figure 1. This trace of aggregate-type activity is where construction debris is a recycled on a former landfill site. The site is currently approved for urban density commercial and residential redevelopment and is not required as a source of aggregate for current or future development.

Arizona State University (ASU) Property 

ASU properties are identified with a symbol to differentiate student housing, ASU cultural/recreational land, community open space on campus, as well as private development on University land and ASU's operations/functions that serve the academic mission of the University.

Municipal Operations 

Properties identified with a symbol to differentiate between public and private land, where municipal property may be used for industrial or operational uses (such as a water treatment plant), and therefore not shown as civic.

The Appendix contains an inventory of existing land use and explanation of the concepts used to promote infill and compact development and locations where those development patterns are encouraged.

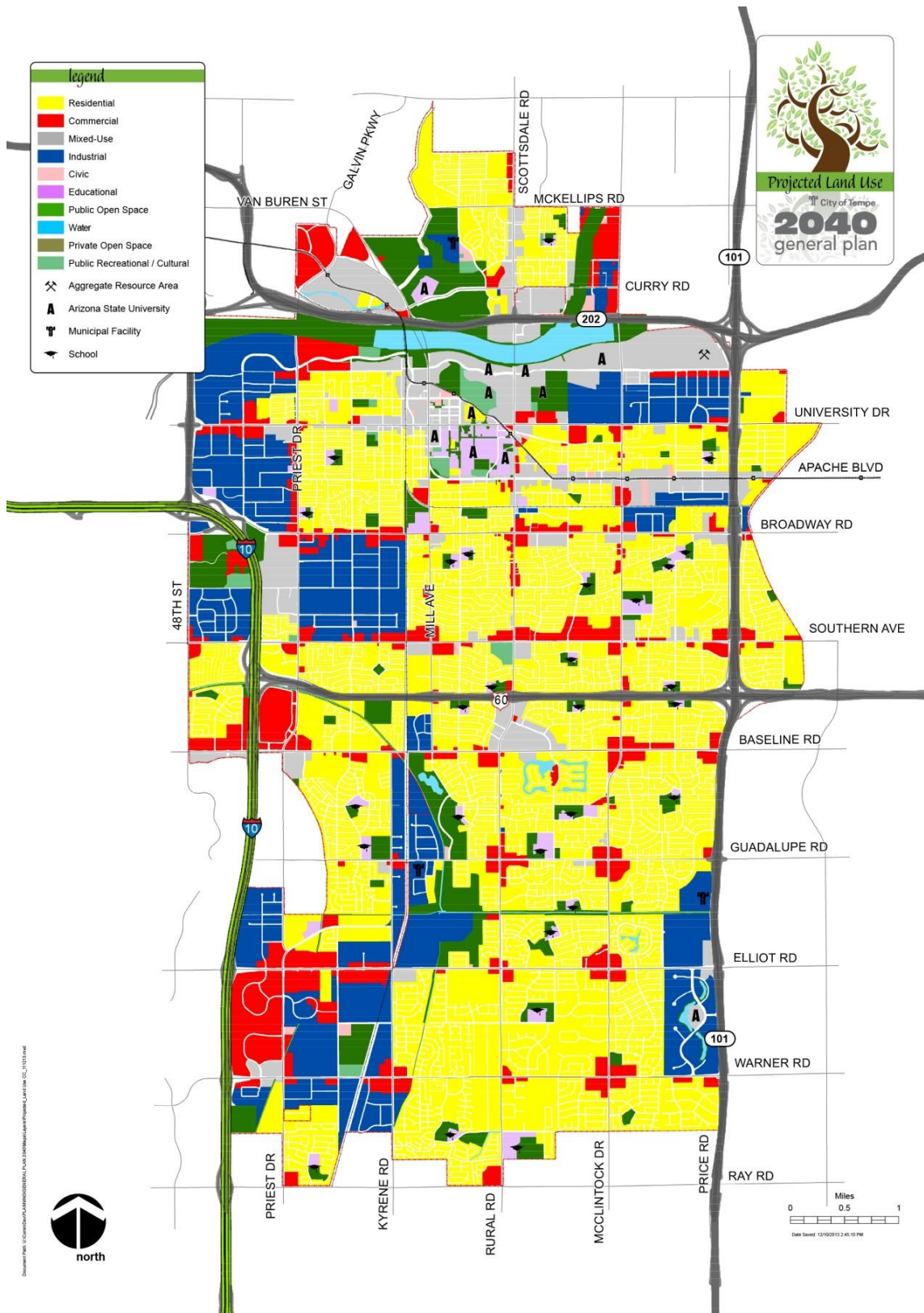


Figure 1 Projected Land Use

12/12/2013

PROJECTED LAND USE LEGEND



Residential

• Land that is primarily used for living: sleeping, cooking and other daily activities conducted in a dwelling. This category includes many types of housing such as single family (attached and detached), multi-family and group homes.



Commercial

• Land that is used primarily for working: the full range of commercial, including retail, service, light industrial and medical uses. This category includes many types of buildings, such as offices, restaurants, regional and neighborhood retail, and private and charter schools.



Industrial

• Land used primarily for industrial uses, with office and limited commercial activity that is directly related to the primary industrial uses. Industry may include research, refining, manufacturing, assembly, processing, demolition, wholesaling or distribution. Uses typically have external effects such as power or utility equipment, large truck delivery, air handling/venting systems, transmission corridors for power and water or other characteristics potentially producing odor, sound, or visual conditions that may not be compatible with other nearby land uses.



Mixed-Use

• Land used for a mixture of residential and commercial uses on a site. This category encourages creatively designed developments that create a living environment, reflective of a village or activity hub, in which there is the opportunity to live, work and recreate in the same development or within the area. Basic criteria for development include reasonable scale to the surrounding neighborhood, encouragement of alternative modes of transportation (such as transit, bicycling and walking) and a well-conceived plan with access to and integration of transit facilities.



Civic

• Land used primarily for conducting civic business or providing municipal services such as fire and police facilities, as well as quasi-public or non-profit facilities. This category is reflective of the land use, not the land ownership, as there may be government-owned properties used for recreation or residences, and likewise, government services provided from leased private property.



Educational

• Land that is used for primary, secondary or graduate education, including public schools, Arizona State University, and public community colleges. This category does not include private and charter schools or facilities used for recreational classes or where education is secondary to another main use, such as commercial or residential.



Public Recreational/Cultural

• Land primarily used for active or passive recreation or cultural activities, which does not qualify as open space due to significant site infrastructure such as a multi-generational center, library, arts center or museum.



Public Open Space

• Land which can be accessed or viewed by the public that is primarily used for outdoor recreation, events, preservation of natural resources or the promotion of public health and well-being. This includes the following public facilities: parks, playfields, paths, plazas, golf courses and retention basins.



Water

• Water that can be viewed by the public or that may be used for outdoor recreation, events, preservation of natural resources or the promotion of public health and well-being. This includes public and private lakes and canals.



Private Open Space

• Private Open Space recognizes the role that private property plays in open space provision within our community. This category is for identification and recognition of such land and does not imply restrictions on changes of use. Property identified on the projected land use map as private open space has written consent of the owner to be so designated.

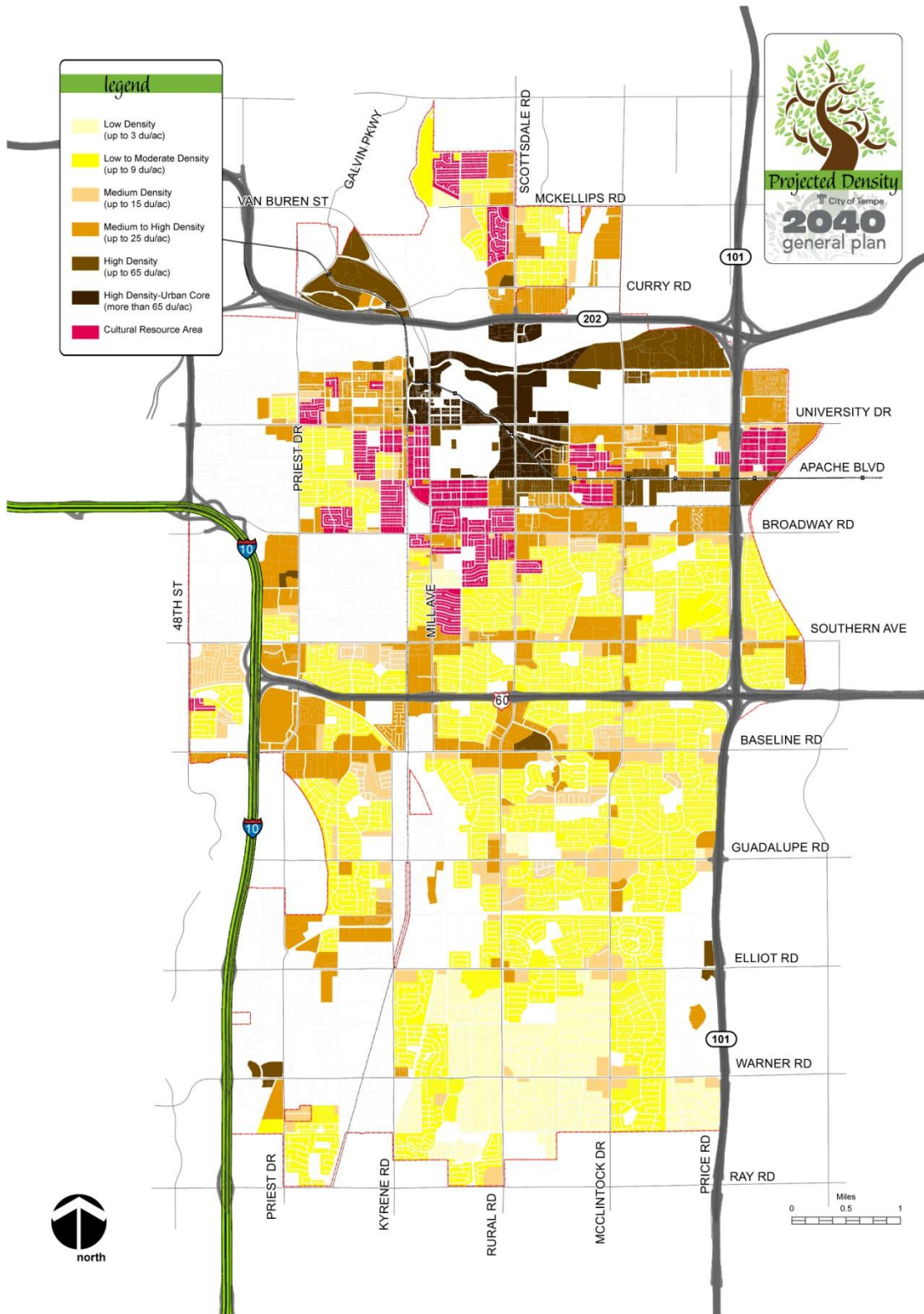


Figure 2 Projected Residential Density

PROJECTED RESIDENTIAL DENSITY LEGEND



Low Density (up to 3 du/ac)

Residential land permitted a density between one to three dwelling units per acre. Some of these properties may be permitted to keep large animals, or have substantial land for agricultural use or gardening. Lot size enables outdoor recreation to occur on private property. These residences are typically large detached homes of one or two stories, with significant privacy and open space.



Low-to-Moderate Density (up to 9 du/ac)

Residential land permitted up to nine dwelling units per acre. These properties have animal restrictions and limited outdoor recreation and gardening opportunities. The homes are typically detached but may be attached, and are one or two stories. Through lot size and block configuration, residents are given more opportunity for interaction with neighbors.



(Medium Density) (up to 15 du/ac)

Residential land permitted up to fifteen dwelling units per acre. These compact residences have limited private outdoor space, and may rely on shared or common open space for recreation. Residences may be part of a mixed-use development, or may have access to nearby open space or other amenities. The proximity to amenities and configuration of residences encourages resident interaction and promotes "walkability." Homes may be detached or attached and may be multi-story or stacked. This level of intensity should promote a village environment with easy access to goods and services, business and recreation.



Medium-to-High Density (up to 25 du/ac)

Medium to high density is residential use with up to twenty-five dwelling units per acre. These compact residences have limited private outdoor space, and may rely on shared or common open space for recreation. These residences may be part of a mixed-use development, or may have access to nearby open space or other amenities. The proximity to amenities and configuration of residences encourages resident interaction and promotes "walkability." These residences are attached, may be multi-story or stacked. This level of intensity should promote a village environment with easy access to goods and services, business and recreation.



High Density (up to 65 du/ac)

High density is residential land with more than twenty-five dwelling units per acre. Proximity to employment, entertainment and pedestrian activity encourages interaction and creates an urban environment that contributes to a hub. These residences are both attached and stacked, and may be part of a mixed-use development. This level of intensity should either provide or have access to nearby open space and other amenities.



High Density - Urban Core (more than 65 du/ac)

High density is residential land with more than sixty-five dwelling units per acre. Proximity to employment, entertainment and pedestrian activity encourages interaction and creates an urban environment of that contributes to an urban core hub. Residences are both attached and stacked, and may be part of a mixed-use development. This level of intensity should either provide or have access to nearby open space and other urban core amenities.



Cultural Resource Areas (Existing Density allowed by Zoning)

Residential areas identified on the density map that are considered culturally significant to the character of Tempe, based on the 2001 Post World War II Subdivision Study. It is desirable to maintain the character of these areas. The underlying zoning should remain appropriate for these areas, with a projected density and intensity to conform with zoning standards in place in 2003.

Table 1: Existing and Projected Land Use

LAND USES	2013 EXISTING LAND USE ¹		2040 PROJECTED LAND USE	
	ACRES	Percent of total existing land use	ACRES	Percent of total projected land use
RESIDENTIAL	9,877	48.1	9,609	47.3
COMMERCIAL	3,157	15.4	2,189	10.8
MIXED USE	8	0.0	1,892	9.3
INDUSTRIAL	2,806	13.7	3,536	17.4
CIVIC	75	0.4	74	0.4
EDUCATIONAL	919	4.5	442	2.2
PUBLIC OPEN SPACE	1,511	7.4	2,016	9.9
WATER	697	3.4	387	1.9
PRIVATE OPEN SPACE ²	102	0.5	0	0.0
RECREATIONAL/CULTURAL	724	3.5	174	0.9
VACANT	658	3.2	0	0.0
TOTAL OF LAND USES (EXCLUDING RIGHT-OF-WAY)	20,535	100	20,319	100
GROSS TOTAL (ACRES):	25,701 acres		25,956 ³	
GROSS AREA (SQUARE MILES)	40.1 square miles		40.4 square miles	

- 1 Existing land use map is found in Appendix A, Figure 1. Categories on existing land use map vary from projected land use categories, and have been adjusted to reflect additional right of way.
- 2 Private open space requires property owner approval to appear on the Projected Land Use Map
- 3 Includes County islands and land annexed after 2013

Tempe’s current city size is 40.1 square miles, with an ultimate planning area of 40.4 square miles, which includes County island areas.

RELATING LAND USE TO ZONING

Zoning divides the city into areas organized by related uses, defined by districts which specify allowable and restricted conditions for development within the district. It defines rights to use property. Zoning is intended to implement the projected land use plan, promote land use compatibility and aesthetics, maintain property values, protect and improve public health, safety and welfare and ensure proper government service. The General Plan projected land use map assists in determining the desired zoning districts during the re-zoning hearing process. To achieve the projected land use for General Plan 2040, zoning districts that most closely match the related land use category are preferred, as shown in Table 2.

Creating two High Density levels of land use may require amendment to its related zoning categories to reflect the revised range of dwelling unit per acre density.

Table 2 Implementing Zoning for General Plan Land Use

GENERAL PLAN LAND USE CATEGORY	ZONING
RESIDENTIAL (BY DENSITY)	
▲ LOW DENSITY (UP TO 3 DU/AC)	AG COUNTY R1-10 R1-15
▲ LOW-TO-MODERATE DENSITY (UP TO 9 DU/AC)	R1-4 R1-5 R1-6 R1-7 1-8 R1-PAD MU-1
▲ MEDIUM DENSITY (UP TO 15 DU/AC)	R1-PAD R-2 R-3 RMH TP R-3R MU-2
▲ MEDIUM-TO-HIGH DENSITY (UP TO 25 DU/AC)	R1-PAD R-4 MU-3
▲ HIGH DENSITY (UP TO 65 DU/AC)	R1-PAD R-5 MU-4 MU-ED
▲ HIGH DENSITY-URBAN CORE (MORE THAN 65 DU/AC)	R-5 MU-4 MU-ED
COMMERCIAL ¹	RO CSS CC RCC PCC-1 PCC-2
MIXED USE	MU-1 MU-2 MU-3 MU-4 MU-ED
INDUSTRIAL	GID HID LID

Note: Zoning and Development Code may need amendments to implement the changes in General Plan 2040

LAND USE GOAL

Foster quality development through land use that provides sustainable growth and enhances the quality of life where people live, learn, work and play

OBJECTIVES

LU1 Establish development of multiple hubs with higher density cores serving the surrounding neighborhoods as its mixed-use urban activity center

STRATEGIES

1. Intensify higher density mixed-use redevelopment within hubs
2. Promote development within the hubs to provide the housing, access to open space, goods, services and activities that reflect the neighboring areas served and support the 20-minute city
3. Utilize street patterns and facilities to provide multi-modal connections with the neighborhood and connect to other hubs within the city
4. Utilize parks, plazas and other amenities within the hubs for urban open space
5. Ensure streets and paths provide shading, lighting and seating to support pedestrian and bicycle circulation
6. Celebrate and recognize important historic buildings and sites within hubs
7. Create pedestrian and bicycle connection to neighborhood schools and parks from hubs

LU2 Promote land use patterns that encourage long-term sustainability

STRATEGIES

1. Develop sustainable land uses in development patterns that include open space, facilitate pedestrian travel and access to transit
2. Ensure mixed-use development produces a mix of land uses
3. Locate future development on:
 - Infill sites,
 - Sites with current or anticipated infrastructure capacity for additional development,
 - Sites adjacent or with access to existing street connectivity,
 - Sites near transit with a high level of transit service, and
 - Sites convenient to neighborhood commercial uses
4. Balance the community with a range of housing types such as multifamily housing, live-work spaces, accessory dwelling units, detached and attached single family
5. Support city-wide location of sustainable local food systems including farmers markets, urban agriculture, community gardens, federal food assistance programs and healthy food retailers

LU3 Seek balance and compatibility of new land use development with established residential neighborhoods

STRATEGIES

1. Encourage mixed-use development that provides needed local services and housing on a neighborhood scale
2. Focus on the transition of density to single family neighborhoods, balanced with efficient use of the land
3. Create mixed-use development patterns that increase pedestrian travel and connection to transit
4. Support a variety of uses such as food retail, community-serving retail, services and civic/community facilities within walking distance of nearby residences

5. Create an appealing street environment to promote walking
6. Provide flexibility in siting and design of new development to protect neighborhood character
7. Evaluate options to establish minimum and maximum density and intensity within Growth Areas to ensure it provides for the projected development
8. Allow community gardens, edible landscape, produce garden growing space, greenhouses and related facilities within residential areas

LU4 Encourage a balanced community with a diversity of uses and employment opportunities

STRATEGIES

1. Provide city-wide land use that supports a balanced job;housing ratio
2. Preserve employment-based land use for current and future jobs development
3. Identify vacant or underdeveloped commercial and industrial land to target for employment-related development
4. Encourage commercial or industrial uses that support the city's employment and tax-base

LU5 Provide land use and transportation integrated planning, design and development that reinforces and enhances the character of the entire community

STRATEGIES

1. Develop transit-oriented design along arterial streets with transit that extend to adjacent communities, such as:
 - Washington Street
 - Rural/Scottsdale Roads
 - Apache Boulevard/Main Street
2. Develop and adopt design guidelines that enhance land use and transportation connections
3. Develop plans to preserve and direct future development and revitalization of neighborhoods
4. Utilize planning tools to develop geographically unique plans and direct land use decisions within the City :
 - Character Area (Strategic) Plan
 - District or Neighborhood Plan
 - Specific Plan
 - Redevelopment Plan
 - Housing Reinvestment and Revitalization Programs
 - Zoning & Development Code
 - Historic Preservation Plan
 - Transportation Master Plan
 - Open Space, Parks, Paths and Trails Master Plan(s)
 - Water Master Plan
 - Uniform Building Code and Amendments

LU6 Promote compact, efficient infill development

STRATEGIES

1. Allow compact infill, flexibility in housing location, type and density, within the land use densities permitted by the General Plan, as appropriate

2. Provide flexibility in lot size, configuration and vehicle access to facilitate compact, efficient infill development, as appropriate
3. Encourage appropriate mix of land uses, building orientation, parking supply and location and access to transit to increase pedestrian travel in and around neighborhoods
4. Utilize compact infill development to contribute to healthy lifestyles for residents with the kind of development that will contribute to making Tempe a 20-minute city
5. Continue to coordinate local land use and transportation decisions with regional plans and policies
6. Encourage development and preservation of affordable housing through infill development
7. Inventory and evaluate vacant land in the city for infill development
8. Attract a wide variety of healthy food resources such as full-service grocery stores, ethnic food markets, farmers markets, community gardens and edible landscapes

LU7 Encourage preservation of significant historic and archeological resources

STRATEGIES

1. Establish historic districts with neighborhood support
2. Identify and classify Historic eligible properties
3. Designate significant individual historic properties
4. Update and expand Historic Preservation Plan
5. Remain familiar with new findings regarding the location and scale of archaeological resources in Tempe
6. Consult with representatives of Native American tribes to identify concerns regarding the treatment of archaeological resources and traditional cultural properties
7. Encourage preservation in cultural resource areas through maintenance of culturally significant features of the built environment and design
8. Discourage incompatible design in cultural resource areas

LU8 Develop and implement plans that address particular geographic area needs

STRATEGIES

1. Participate in regional efforts for planning, growth and transportation programs that are mutually beneficial to the city and the Valley
2. Plan infill where infrastructure is capable of serving new development
3. Work with adjacent cities regarding future land use to maintain a stable tax base
4. Develop and implement design standards for shared borders
5. Develop strategies to address development issues related to the potential widening of the I-10 corridor
6. Bring mutually beneficial development to our shared borders
7. Develop plans for County islands within the municipal planning area

LU9 Promote neighborhood enhancement and livability

STRATEGIES

1. Ensure that reinvestment in the community's cultural resource areas is reflective of the character of each area
2. Identify and protect the best examples of architectural use and style
3. Support placement of new commercial and commercial revitalization that enhances vitality and livability at neighborhood and community hubs

LU10 Ensure that new development will be consistent with general plan goals and objectives

STRATEGIES

1. Support developments that are consistent with General Plan Goals, Objectives and Strategies
2. Evaluate the best means to achieve consistency with General Plan Goals and Objectives for developments that request to change Projected Land Use Map or Projected Residential Density Map

LU11 Ensure that public participation standards include ongoing communication and active involvement

STRATEGIES

1. Implement the Tempe Involving the Public manual that describes the specific planning and public processes for all city planning tools
2. Achieve a relationship where the public involvement process for land use decisions that acknowledge the surrounding neighborhood(s) and includes a broader community notification area (e.g. 20-minute walk/one-mile distance for neighborhood or homeowner association notification of land use)

General Plan 2040 calls for the creation of hubs within activity centers. First tier hubs for Tempe are identified at Town Lake/Downtown/ ASU/Stadium District, Papago Park Center, North Tempe, Marketplace, LRT corridor/Apache Boulevard, Arizona Mills, I-10 corridor/Emerald Center, South Tempe Technology corridor and Baseline and Rural Roads as show in Figure 3.

Second tier hubs serving neighborhoods will contribute as activity centers, such as Mill and Southern, Southern and Rural.

Character area planning (see description in Community Design Element) will identify the locations of additional hubs and reinforce the hub role within the neighborhood.

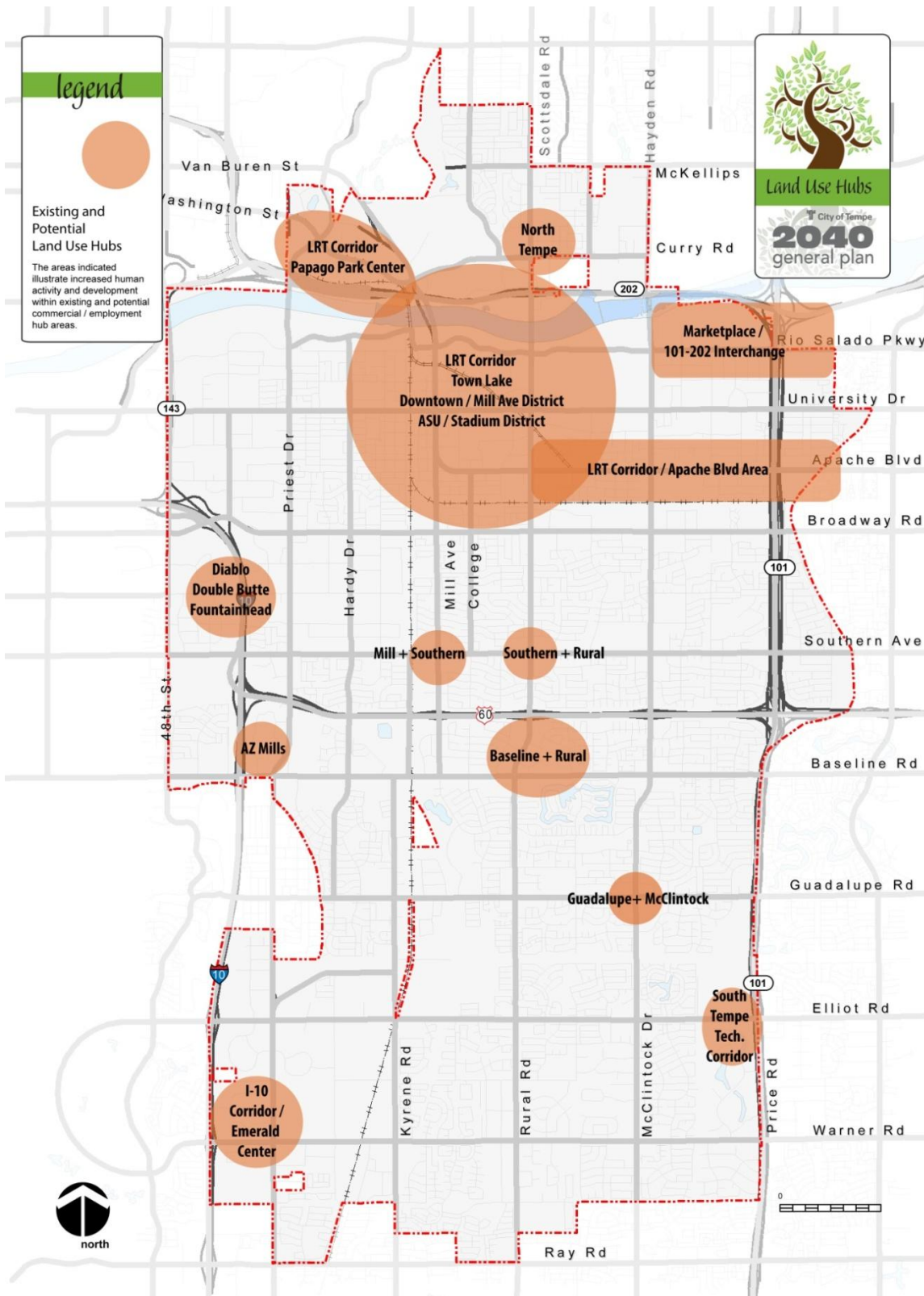


Figure 3 Land Use Hubs

COMMUNITY DESIGN ELEMENT

Design has long been a factor in shaping Tempe's built form. Tempe has been recognized for integration of design review, sign control, dark sky protection, landscape requirements, public art, transit-oriented design and downtown revitalization in its community design. The community continues to enhance its sense of place and pride through the refinement, development and support of programs and policies that result in the highest possible standards of design in the built environment.

Limited in expansion by finite municipal boundaries, the future of Tempe's built form will be determined not by planned sprawl, but by principled infill, redevelopment, rehabilitation and preservation. Tempe's design foundation is its distinctive character and sense of place, supported by four design principles:

Integration, Innovation, Definition and Articulation.

Integration

Within Tempe, streets, walks and paths, typically based on the street grid emanating from the original townsite, make connections between spaces and places within and beyond the surrounding community. These connections should be enhanced, rather than hindered, by development. Appropriate variations in character and scale are expected and encouraged. Interactive encroachments - such as large shade trees and seating near bus stops, sidewalk dining and display areas and shade overhangs, permeable building facades, green fences and gates that invite activity - are to be promoted. Within the urban core, on-street parking is used as a streetscape element. Shading is used to minimize solar heat gain and heat island effect, while responding to environmental conditions. Open space provides the connecting tissue to integrate neighborhoods with parks, preserves, paths, lakes and canals, as well as the basis to enhance interaction and providing residents the opportunity to be active and lead a healthy lifestyle.

Innovation

Creatively accommodating access and express functions, while respecting the street grid and urban context allows us to enhance human comfort, interaction and wayfinding by:

- ▲ Relating entries and windows to the street and engaging passers-by, regardless of building use or appearance;
- ▲ Using signage and other elements, such as public art, as integral components;
- ▲ Establishing landscape and hardscape that relate to context and convey established themes, yet contribute to a special sense of place



and extend the architectural experience of the building; and include other amenities, such as seating, sidewalk dining and balconies.

Community design will provide a sense of discovery and a way to enhance the journey. Development should creatively combine new and traditional materials and forms to produce the unexpected.

Definition

New development and redevelopment should differentiate from, yet relate to existing development through design and materials by: developing gateway statements for sense of transition between areas, where appropriate; recognizing and establishing edges within design and contributing distinctive character; utilizing landscape and hardscape for continuity and rhythm along streets and within building sites; including urban accessories (signage, lighting, furnishings, etc.) that contribute to overall experience and assist in wayfinding when used to define the character of an area; and accentuate entries (buildings and districts).

Articulation

At the pedestrian level, it is important to combine materials and details at a human scale. Undulation and permeability create interest, while maintaining openness and accessibility. Landscape gives soft edges to otherwise hard flat surfaces and adds the element of green and shade as respite from the desert heat.



These community design principles are intended to stimulate, not limit, design and potential directions, which may include these issues and observations:

DESIGN PRINCIPLE	ISSUES	OBSERVATIONS/DIRECTIONS
DEFINITION	Image / Identity	What does the community as a whole, or this area in particular, think of itself; what differentiates it from others? <i>Determine & promote.</i>
DEFINITION	Culture / Heritage	Key components of Image / Identity. <i>Preserve & celebrate.</i>
ARTICULATION	Building Heights	Pending location, increased height can be an objectionable addition or an essential ingredient in urban mixed-use growth. <i>Locate & concentrate.</i>
ARTICULATION	Pedestrian Realm	Street-level activity, in which automobiles participate, but not dominate, is essential to an attractive, vital community. <i>Enable & energize.</i>
ARTICULATION	Human Interest	Communities are by, for and about people: their activities, impressions and interests. <i>Appeal & detail.</i>
INNOVATION	Vitality / Sustainability	An ongoing diversity of forms, details, materials and uses combined with appropriate resources of the natural environment and conservation of resources contributes to a long and vibrant community lifespan. <i>Integrate & evolve.</i>
INNOVATION	Quality vs. Quantity	Concentrated, high-quality development is ultimately more valuable than inferior mass quantities. <i>Focus & facilitate.</i>
INTEGRATION	Views	Always desirable, corridors can be enhanced or blocked by building location and configuration. <i>Identify & delineate.</i>
INTEGRATION	Creativity vs. Conformity	Tempe has long valued its sense of community, as well as the creativity expressed in its buildings and by its residents. <i>"Diverse continuity."</i>
INTEGRATION	Connections	Figurative and physical links that occur from space-to-space and place-to-place and between the resulting patterns of development. <i>Enhance, create & maintain.</i>

CHARACTER AREA PLANNING

Community design principles are typically applied as development occurs on a project-by-project basis. However, greater specificity of the design character, along with land uses, can be developed for smaller areas of the city. Character Areas recognize areas or groups of neighborhoods that contain common design, land use and commercial characteristics distinct from neighboring areas. Similarities in age of housing, styles of architecture, patterns of development, materials, land use or street patterns, lot size, landscaping, landmarks, social magnets, and/or physical barriers form some of the recognizable differences. Creating this General Plan refinement would take place through development of Character Area Plans for specific areas of Tempe.

SUSTAINABLE DESIGN

Sustainable Design is a holistic approach to planning and building that incorporates technology, building design, construction and management in order to minimize environmental impact, reduce energy consumption, limit pollution and waste, reduce life-cycle costs and contribute to human health and comfort. Buildings must be designed to meet the needs of the current population without adversely impacting resources for future generations. Each individual project has a unique combination of requirements determined by identification of needs, expectations for life-cycle costs, context and setting, physical and financial constraints and available technologies. In addition, buildings designed and constructed according to sustainable principles must also be safe, economical, durable, functional, comfortable, inviting, aesthetically pleasing and in concert with community and neighborhood goals.

The potential benefits of sustainable design include:

- ▲ Lower construction costs, resulting from use of recycled materials and lower waste disposal costs;
- ▲ Reduced operating costs, resulting from lower utility costs and reduced maintenance costs;
- ▲ Increased productivity, resulting from better tenant and employee retention, improved working conditions, such as air and light quality, and fewer hours lost to health-related factors;
- ▲ Overall environmental improvement, resulting from reductions in pollution and the “urban heat island” effect;
- ▲ Attractive and efficient design that reflects the quality of the community for decades.



HEALTHY COMMUNITY DESIGN

One of the critical issues confronting communities in Arizona is the impact that the physical environment plays on public health. The Tempe community is committed to promoting health and well-being for all its residents by designing a healthy community that facilitates an active lifestyle. It's important to be an active, inclusive and responsive city where healthy habits are encouraged rather than discouraged by our developed environment. This requires acknowledging links between the built environment and health, particularly within patterns of land use, density and street design have on chronic diseases and health disparities.



ACCESSIBLE DESIGN

Improving access to employment opportunities, government services, public accommodations, transportation and telecommunications for those with disabilities provides everyone the opportunity to realize their full potential and achieve their dreams. Tempe supports implementation of standards for access to public and private buildings and services for

people with physical disabilities. Accessibility is an issue that impacts all members of the community, with or without physical limitations. Through illness, accidents or natural aging, most community members will experience difficulties walking, seeing, hearing, driving or getting around. Whether permanent or temporary, the inconvenience or inability, discomfort and frustration of accessing needed facilities or services affects our disabled, injured or elderly residents. Further, as our population ages, these challenges will increase for larger numbers of residents or visitors seeking access to facilities, services or events. As a centrally located community with extensive public transportation and services, Tempe is attractive to individuals with disabilities. Accommodating this growing population requires sensitive attention to land use and design. Buildings and structures, through their placement, arrangement of forms and expression of function and materials, convey ideas and attitudes, not only about their purpose, but also about the values of the community and the value of their users. It is essential, therefore, to identify particular precedents and delineate appropriate principles as determinants for their design.



COMMUNITY DESIGN GOAL

Promote design and development standards that improve the community's visual quality, urban form, and functionality to enhance the quality of life for future generations.

OBJECTIVES

CD1 Create recognizable and usable "places"

STRATEGIES

1. Utilize the design principles of definition, connections, permeability and transparency to measure quality of development
2. Recognize, preserve and enhance the unique character of pedestrian places
3. Identify opportunities for public or private enhancements that create a sense of place
4. Use landscape, hardscape and sign designs to create unique and comfortable environments
5. Continue the Art in Private Development Program

CD2 Provide focal points

STRATEGIES

1. Arrange spaces for optimum views and orientation
2. Provide points of interest within design to attract the eye to explore
3. Provide building entrances that are well defined and conveniently located in relation to the site and building
4. Recognize the identifying focal point that schools, churches and other social institutions play in neighborhoods

CD3 Achieve diverse continuity

STRATEGIES

1. Promote architectural design that draws from and relates to its context, yet avoids overt stylistic imitation or uninspired repetition by expressing function and intention through creative combinations of forms and materials
2. Provide clear development criteria that promote a compatible yet distinct relationship between new and existing development
3. Examine the proposed location and uses of public facilities and determine appropriate design strategies

CD4 Encourage and enhance pedestrian movement

STRATEGIES

1. Provide pedestrian facilities that encourage people to walk to provide residents the opportunity to be more physically active and lead a healthy lifestyle.
2. Improve pedestrian safety along routes identified as pedestrian corridors in the Transportation Master Plan
3. Develop pedestrian-friendly facilities consistent with the guidelines of the Transportation Toolbox – A Guide for Planning and Development of Friendly Streets and Sidewalks
4. Enhance safe street-crossings for pedestrians

CD5 Respond to climactic factors and human comfort

STRATEGIES

1. Encourage shade, orientation, evaporative cooling, and other means of providing human comfort
2. Consider data, such as temperature ranges, precipitation, wind direction and solar angles in building design
3. Limit use of water features to both minimize water use/loss and maximize psychological cooling effects
4. Maximize northern and protected southern exposures, while minimizing western exposures

CD6 Provide opportunities for interaction and observation

STRATEGIES

1. Include within the public and semi-public spaces – streets, parks, squares and plazas-components for social interaction
2. Encourage design features such as picture windows and shaded rest areas as avenues for the formation of interaction and observation
3. Provide opportunities for natural surveillance to increase the perception that people can be seen



CD7 Encourage mixed-use designs

STRATEGIES

1. Encourage housing in close proximity to employment and services
2. Provide flexibility in lot size, configuration and vehicular access to facilitate compact, efficient infill development
3. Provide opportunities for flexibility in standards where creative solutions are proposed that serve the community
4. Provide an interesting pedestrian realm at the ground floor

CD8 Encourage architecture that will withstand changes in style and economy, enabling adaptive re-uses in the future

STRATEGIES

1. Implement guidelines that pay special attention to the attributes that make the built environment active and desirable, regardless of use
2. Continue to follow technological advancements in the building industry and enable flexibility for market use of these building materials

CD9 Promote sustainable design concepts

STRATEGIES

1. Consider the potential cost in time and money weighed against the potential benefit of sustainable design
2. Utilize landscape to provide shade, reduce glare and reflected heat, provide open space, water retention, soil erosion control and evaporative cooling
3. Maximize use of indigenous and low-water-use plant materials wherever appropriate
4. Utilize gray water and collect rainwater for landscape irrigation where feasible, and use drip and other low-water-use irrigation systems where appropriate
5. Implement a green building practices for all public buildings
6. Reward environmental design and green building standards for all private buildings
7. Evaluate and update ordinances and codes to reflect leading-edge construction methods and planning practices
8. Consider modifications to code requirements to facilitate reuse of historic structures

CD10 Maintain or reduce lighting impacts on night skies

STRATEGIES

1. Implement "Dark Sky" lighting provisions to meet objectives without affecting aesthetics
2. Utilize technology research for improved lighting that provides safe, energy efficient and dark-sky sensitive solutions
3. Develop a program to track lighting impacts and identify physical changes to reduce or eliminate those impacts
4. Work with regional and state agencies to protect the skies over the Valley

CD11 Recognize and celebrate geographic distinctions in architectural character

STRATEGIES

1. Strengthen the development review process to improve design in terms of contextual character, quality of design and site planning
2. Provide standards of appropriateness for redevelopment and alteration of historic buildings, as well as for other development activities that may affect historic buildings
3. Rehabilitate historic buildings to accommodate new uses and design new buildings to complement the history and culture of the area
4. Assist established businesses by encouraging reinvestment in properties that enhances local character
5. Develop and implement plans such as character area plans, that address particular geographic area needs

CD12 Utilize the built environment to promote a healthy community and encourage active lifestyles

STRATEGIES

1. Promote safe and walkable neighborhoods and inter-connected street through the design of streetscapes, public gathering places and all types of physical development

2. Promote design for active use of public and private spaces within neighborhoods and commercial areas to provide “eyes-on-the-street”
3. Promote a range of retail options including neighborhood-serving and street-front retail and grocery stores in mixed use settings
4. Expand opportunity for urban agriculture – home gardens, community gardens, urban farms, farmers markets, as well as food availability and accessibility.
5. Provide for a range of house types and affordable housing units within walking distance of schools, community centers and other community facilities (libraries, transit centers, multi-generation centers, health clinics and similar facilities)
6. Promote green building practices that support “healthy homes”
7. Ensure design of streets include safe and comfortable pedestrian and bike environment to encourage their use

ACCESSIBILITY GOAL

Instill solutions for community needs through universal designs that provide universal access and benefit through accessible public and private facilities, services and programs

OBJECTIVES

AE1 Create adaptive environments capable of meeting current and future needs of the community

STRATEGIES

1. Implement code and ordinance compliance of facilities that do not meet applicable requirements
2. Implement ongoing monitoring and assessment of accessibility features in city facilities
3. Complete an internal audit of existing city facilities and review of proposed city facilities
4. Support commission representation to address accessibility concerns

AE2 Utilize universal design

STRATEGIES

1. Identify a knowledgeable key point of contact within the city staff to provide timely and accurate response to public input and to ensure implementation of goals and objectives
2. Identify opportunities in or on city-owned properties for improving access and seek capital improvement funding
3. Monitor ongoing technology research that may develop efficient means of meeting accessibility challenges
4. Encourage universal design to facilitate aging in place

AE3 Where possible, create multi-user access

STRATEGIES

1. Provide opportunities for people of all abilities to meet, live, work or play together
2. Encourage private facilities used by the public and proposed developments to do likewise

AE4 Promote ergonomic, human-scaled environments

STRATEGIES

1. Provide educational material on design guidelines for accessibility
2. Encourage residential remodeling, reinvestment and new development that is accessible or readily adaptable for future accessibility

HISTORIC PRESERVATION ELEMENT

The Historic Preservation Element provides a long-range blueprint to guide the process of historic preservation in Tempe through 2040, including the identification and treatment of historic and cultural resources, to support program management and decision-making and to integrate preservation planning into the general plan planning and development process. The Historic Preservation Element provides goals, objectives and strategies intended to sustain and improve the quality of Tempe's built and cultural environment and to promote awareness and enthusiasm for the unique identity and heritage of Tempe.

As of February 2013, Tempe has 41 properties and 3 districts listed on the National Register of Historic Places, 44 properties and 4 districts listed on the Tempe Historic Property Register ("H" designation), and nearly 50 properties classified as Historic Eligible ("HE") for their eligibility for listing on the Tempe Historic Property Register. Locations of these historic resources are shown on Figure 4. Protection and enhancement of Tempe's heritage is critical to preserving the unique identity of our community. Tempe's built environment tells the story of its growth through a blend of the past with the present, enriching our city, citizens and visitors.

HISTORIC PRESERVATION GOAL

Enhance community character and heritage through the identification and preservation of significant sites, properties and districts

OBJECTIVES

HP1 Identify, preserve and protect significant historic properties and archaeological sites

STRATEGIES

1. Utilize the input of the Historic Preservation Commission and the public participation process to identify, preserve and protect significant properties
2. Consult with tribes to assist in identifying and protecting Native American archaeological resources
3. Review proposals that may impact designated and potentially eligible historic properties, including nearby development that might visually impact a historic property

HP2 Identify those districts for designation and preservation



STRATEGIES

1. Continue the process for historic property identification, interpretation, documentation, designation, registration, review of impacts and public participation
2. Identify, inventory and assess historic buildings, structures districts and archaeological sites to provide property use options. Use this information to set preservation priorities and promote the identification and classification of properties that are eligible for historic designation. Recommend appropriate properties, districts and sites to the Development Review Commission for designation and listing in the Tempe Historic Property Register
3. Compile historic information about properties and character of Tempe to assist in identifying sites worthy of preservation and inform current and future development

HP3 Foster economic vitality through preservation and adaptive rehabilitation of historic properties that contribute to the character of the community

STRATEGIES

1. Increase awareness of Tempe history and historic properties among students, residents, visitors and businesses for the promotion of historic preservation
2. Preserve and promote the historic character and cultural significance of Downtown Tempe
3. Encourage historic property ownership and neighborhood preservation by assisting owners in rehabilitation, restoration or maintenance through incentives obtained or developed with city, state or federal assistance
4. Provide opportunities for access, use and interpretation of historic structures while retaining historic integrity

HP4 Integrate historic preservation planning with boards, commissions, neighborhood and redevelopment planning efforts to protect and enhance community heritage and complement city redevelopment and revitalization efforts

STRATEGIES

1. Advise city officials on all matters pertaining to historic structures, properties or sites
2. Maintain city as an Arizona Certified Local Government program to administer historic preservation programs

HP5 Preserve historically significant character of single-family homes that use repair or rehabilitation programs

STRATEGIES

1. Develop revitalization options that retain character-defining historic elements while updating the functionality or efficiency of single-family homes
2. Establish guidelines for property owners who want to protect or restore historic assets
3. Provide additional attention and deliberation of applications to alter or demolish historic properties

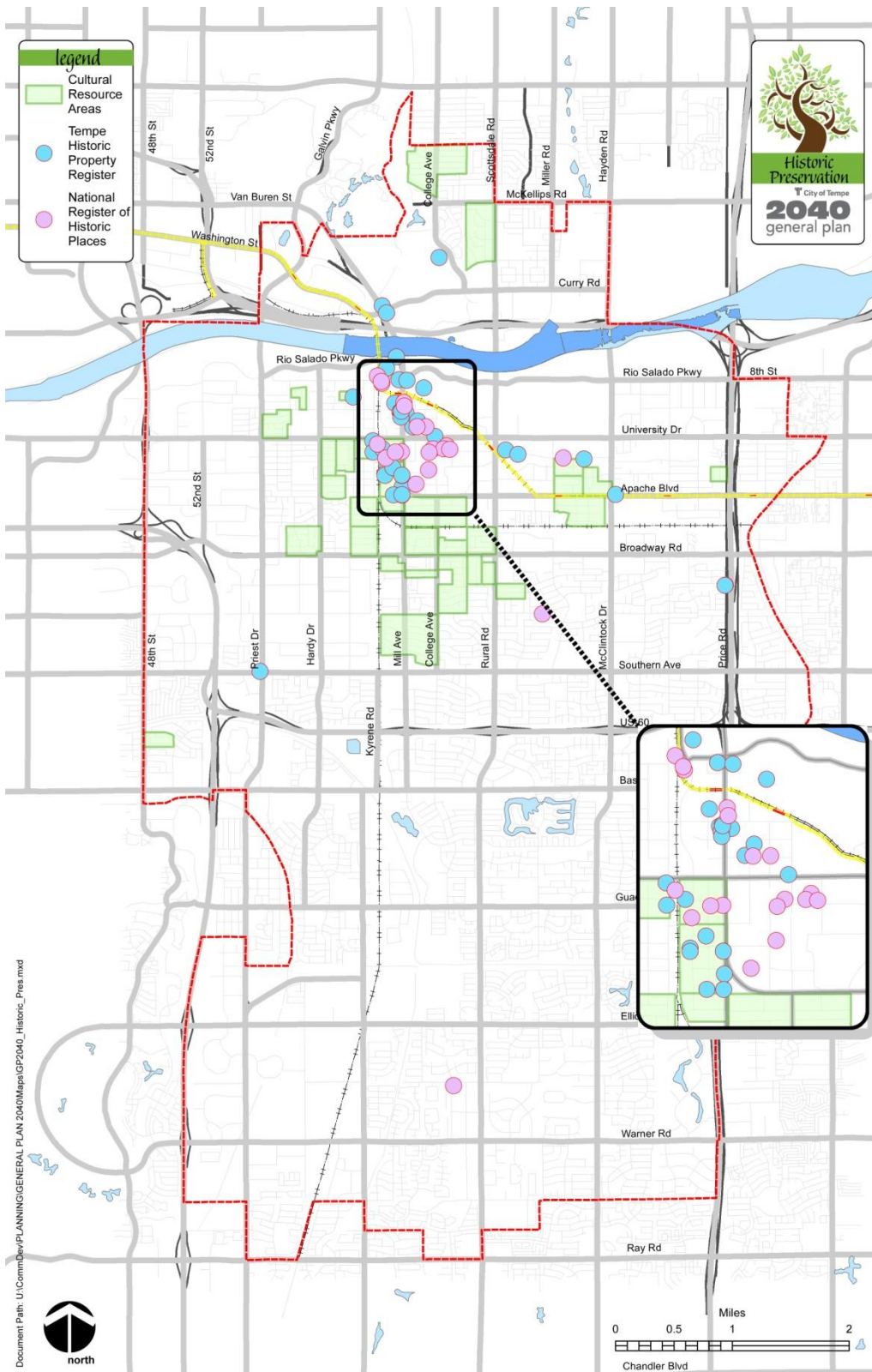


Figure 4 Historic Preservation

NEIGHBORHOOD PRESERVATION AND REVITALIZATION ELEMENT

This Element recognizes the importance of strong neighborhoods and the need to keep the community vital and relevant to changing needs through conservation, revitalization and in some cases redevelopment. It identifies strategies that community members can use to participate in land use planning, ensure efficient neighborhood services and maintain and improve neighborhoods.

NEIGHBORHOOD PRESERVATION

Neighborhood preservation addresses the desire that established neighborhoods be well maintained, safe, comfortable, continue to receive improvements that retain or increase property values and reflect neighborhood character.

Growing interest in maintaining quality housing within established safe and healthy neighborhoods, especially within Tempe's aging urbanized areas, cannot be met if neighborhood improvement and conservation are neglected. General Plan 2040 goals and objectives support consistent enforcement of the city's nuisance and property maintenance codes, stabilizing and improving neighborhoods, protecting property values and promoting a healthier and safer residential environment. Additionally, the element recognizes the juxtaposition of new mixed-use and high-density development adjacent to established residential neighborhoods must respect the integrity of the stable, established neighborhoods and provide complementary transitions that enhance the new and old.

Neighborhoods tend to remain strong when community and owner reinvestment takes place. In support of neighborhoods, Tempe's neighborhood grant program supports efforts to improve and enhance community spaces and cultivate opportunities for neighbors to commission artwork and other improvements. The art-integrated sites are inventive and sometimes unexpected. An irrigation standpipe serves as a backdrop for historical dialogue, and an entry wall is now a canvas for a metalworker. The neighborhood grant program is funded and run by Tempe Neighborhood Services Division and supported by the Public Art program. Tempe has also established programs designed to make improvements easier and less expensive, thereby encouraging owner reinvestment. Tempe encourages reinvestment in residential properties through programs targeted to maintain the



vitality, sustainability and attractiveness of Tempe's neighborhoods. Since it began in 2007, 140 homes have been revitalized through the City's permit rebate program and other residential neighborhood programs are being developed to provide additional tools for neighborhood enhancement.

Tempe understands the importance of including neighborhoods as part of public involvement in the planning process. Neighborhood/homeowner associations are one way to bring people together for problem solving and information gathering. As of 2013, Tempe has 77 voluntary neighborhood associations, 122 homeowner associations (legal entities with CC&Rs), five affiliate associations and one property owners association registered with the city. These groups or any property owner, resident or business owner may participate in planning projects within a specified area of Tempe.

The Tempe Involving the Public (TIP) manual was developed to maximize public input and engagement. The manual provides guidance in designing and implementing a public involvement program for a variety of projects related to land use and development. For example, anyone proposing development within one of these association areas is required to contact nearby residents and associations during the planning process. Resident engagement and community involvement are essential to neighborhood preservation.

NEIGHBORHOOD REVITALIZATION

Neighborhood revitalization involves actions taken to enhance neighborhood resources, provide economic development and improve public services and quality of life for residents. Neighborhood revitalization actions are achieved through funding by local governments, non-profit organizations, small businesses and community groups. Neighborhood revitalization works best when it:

Builds neighborhood cohesion

When people organize, collect and analyze information, and become more knowledgeable about their community, they can be significant contributors to revitalizing their neighborhood. A diverse group of residents working together can generate creative approaches to change, mobilize new assets and generate positive results.

Redesigns public services

The people who live and work in a neighborhood are excellent judges of their neighborhood's priorities, opportunities and needs. Tempe provides a forum for all neighborhood voices to be heard and creates opportunities for elected officials, city staff and residents to interact and collaborate, which can lead to the reexamination of budget priorities and new methods of delivering public services.

Increases inter-governmental and inter-agency collaboration

Efforts to communicate and coordinate services within and between city, county, state and non-profit agencies provide residents with more benefit for each public dollar spent.



Creates a sense of community

Neighborhood revitalization ultimately depends on a sense of neighborhood identity and a commitment by residents to make their neighborhood a better place to live, work, learn and play. Tempe gives neighborhood residents a framework and reason to come together to create that commitment. Then revitalization development within neighborhood hubs reinforces the importance of these centers play in the 20-minute city.

Revitalization Study Areas

Neighborhoods in which homes, businesses and infrastructure have aged and not kept up with maintenance reflect an apathy and disillusionment within the community. Tempe is making extraordinary efforts to return neighborhoods to the safe, attractive and socially active conditions they once enjoyed. Revitalization study areas identify potential areas for data collection, analysis, alternatives identification and goals for revitalization while engaging the neighborhood to participate. Several areas within the City are identified as potential areas for revitalization study in Figure 5.

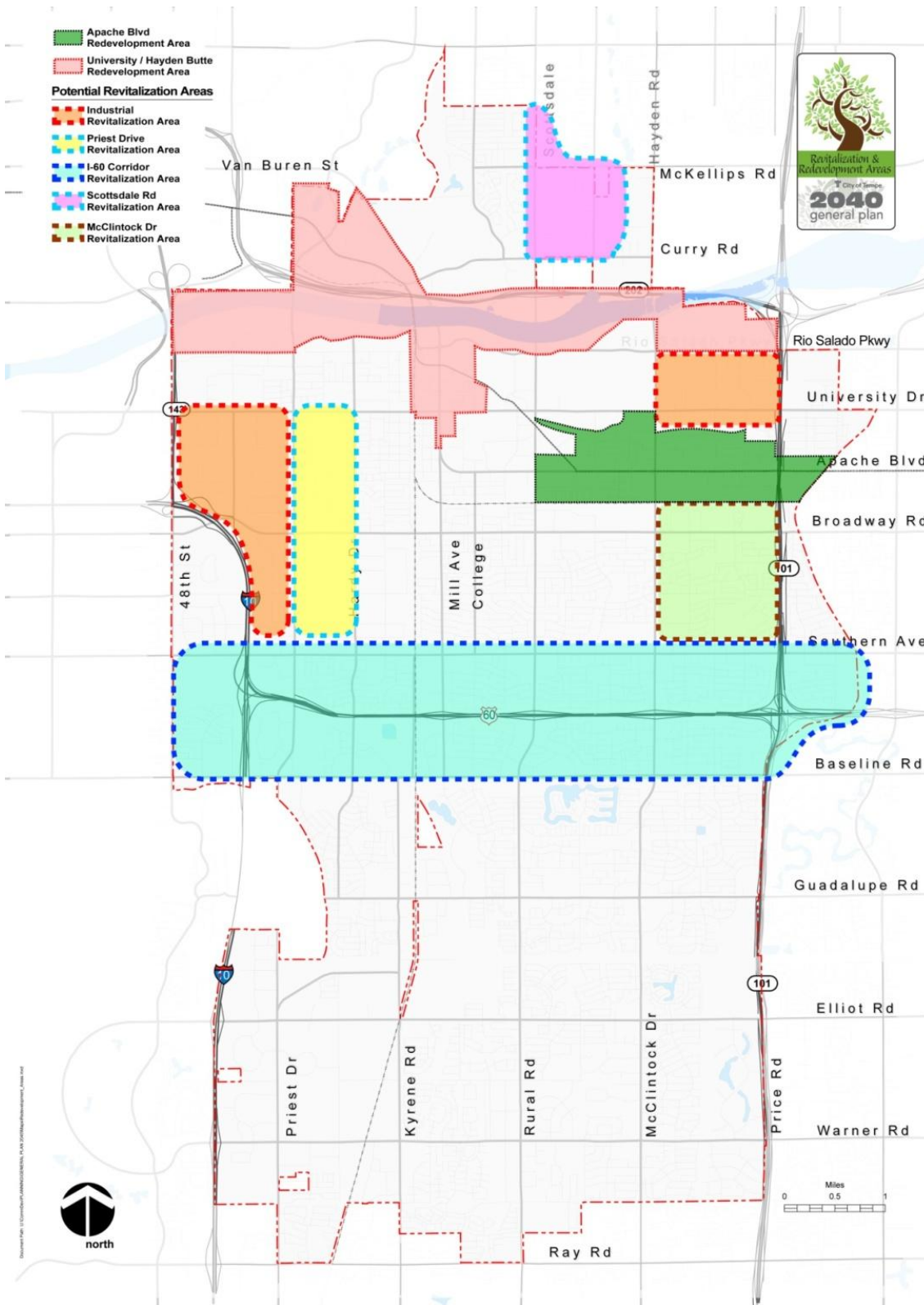


Figure 5 Revitalization and Redevelopment Areas

NEIGHBORHOOD PRESERVATION AND REVITALIZATION GOALS

GOAL 1: Strengthen community by encouraging residents to engage in their neighborhoods

OBJECTIVES

NP1 Provide a participatory planning process and programs that engage neighborhoods

STRATEGIES

1. Ensure that the planning process is open to all residents and businesses of the community, allowing for public comment through all stages of a clearly-defined planning process
2. Utilize the Neighborhood Advisory Commission as a venue to address neighborhood issues
3. Utilize multi-lingual communication methods to reach a diverse community
4. Inform neighborhoods of land use plans and provide a forum for them to comment, as well as a mechanism for providing feedback that ensures their input has been considered

NP2 Continue to educate and involve the public and neighborhoods in city processes

STRATEGIES

1. Follow the approved communication process in the Tempe Involving the Public manual that describes the specific planning and public engagement processes for all city planning tools, informs the public of their role in the planning process and encourages their participation
2. Implement participation standards that include ongoing communication with neighborhood organizations, residents, property owners, businesses and stakeholders

GOAL 2: Enhance neighborhoods with community-inspired solutions, ultimately serving to improve the quality of life

OBJECTIVES

NP3 Promote neighborhood maintenance and enhancement

STRATEGIES

1. Develop city policies and programs to enhance neighborhoods through reinvestment in and maintenance of private properties
2. Create guidelines supporting compatible, yet distinct, relationships between new and old buildings, paying special attention to attributes that make the neighborhood desirable
3. Continue programs and plans that benefit neighborhoods, such as the neighborhood services program, streetscape and transportation enhancement program historic preservation program, housing services program Consolidated Plan, nuisance code, and neighborhood conservation plan
4. Establish guidelines as necessary to guide improvements or encourage new investment in neighborhoods
5. Compel rental property owners to be responsible for maintenance of their property, through development code enforcement
6. Allow for flexibility in house-types and configurations, as well as infill (cottage houses, accessory dwelling units, etc.)
7. Encourage business development that provides local services to neighborhoods at commercial hubs

NP4 Promote a healthy and safe neighborhood environment

STRATEGIES

1. Identify gaps in community needs within revitalization areas
2. Analyze the impact that aging buildings have on the neighborhood environment
3. Encourage revitalization of healthy homes that address health concerns including lead-based paint mitigation, mold and moisture retention, dust control, radon and carbon monoxide control, indoor air quality, integrated pest management
4. Minimize traffic impacts within neighborhoods
5. Develop walkable neighborhoods
6. Develop accessible, safe, health-promoting open spaces within neighborhoods
7. Promote alternative modes of transportation to connect neighborhoods
8. Ensure safe walkways to neighborhood schools and parks to encourage walking.
9. Encourage reinvestment, infill, land re-use and revitalization and preservation appropriate to each neighborhood by involving residents in the land use planning process
10. Stabilize neighborhoods by encouraging residents to maintain and improve their properties, becoming active in their neighborhoods and lending support to service organizations

NP5 Attain the best possible neighborhood maintenance and appearance through collaboration between property owners and the City

STRATEGIES

1. Consider regional and state and funding sources to implement programs that benefit neighborhoods
2. Identify significant historic neighborhoods for historic designation and offer incentives for rehabilitation
3. Implement targeted neighborhood revitalization programs
 - a) Implement programs to address neighborhood commercial centers to facilitate cooperative improvement of under-maintained commercial properties
 - b) Implement residential neighborhood programs to assist residents with design and permitting for interior and exterior improvements to their homes
4. Increase the quality and livability of owner-occupied housing with emergency repair assistance

REDEVELOPMENT ELEMENT

The Redevelopment Element identifies policies and strategies to encourage reinvestment and redevelopment of designated areas where conventional planning techniques are unable to address unique or extreme conditions of an area. Tempe is land-locked between other communities, but at a geographic advantage for businesses and residences.

As one of the oldest communities in the valley, general infrastructure is accessible throughout the city. As infrastructure and buildings age, however, they may require improvements within the next decade.

Revitalization planning tools may be used in areas designated as redevelopment districts. These districts and tools are driven by protection of public health, safety, welfare, and therefore, are led by public efforts. Redevelopment areas, or districts, proactively seek development through public/private partnerships.



REDEVELOPMENT GOAL

Sustain or maximize the efficiency of land uses within areas of stagnation or decline by promoting the greatest economic, social and cultural potential

OBJECTIVES

RED1 Encourage reinvestment, rehabilitation, redevelopment or reuse
STRATEGIES

1. Utilize public/private partnerships and government programs to facilitate redevelopment activities
2. Encourage affordable housing initiatives in redevelopment planning
3. Preserve structures through rehabilitation or relocation
4. Preserve historic neighborhoods through rehabilitation

RED2 Prevent and eliminate slum and blight
STRATEGIES

1. Encourage reinvestment and redevelopment appropriate to a particular area
2. Utilize Community Development Block Grant assistance to purchase blighted parcels
3. Utilize proper state laws to remedy blighted areas

RED3 Stimulate private investment



STRATEGIES

1. Evaluate private development and, when appropriate, consider availability of tax abatements and/or rebates of permits and fees
2. Apply targeted financial and development incentives

RED₄ Attract new development that adds to urban livability
STRATEGIES

1. Leverage publicly-owned parcel sales to facilitate desired new urban development
2. Create opportunities for on-going public involvement within redevelopment areas

RED₅ Ensure the provision of adequate infrastructure
STRATEGIES

1. Coordinate infrastructure planning within redevelopment areas to ensure adequate capacity
2. Utilize the appropriate tool for financing necessary upgrades to infrastructure, such as Capital Improvement Program (CIP), special assessment property tax, special district sales taxes (Capital Facilities District, Utility Improvement District, etc.), authorized fees, developer debt, value capture and grants



HOUSING ELEMENT

Tempe is treasured for its character, urban vibe, welcoming atmosphere, diversity, safety and natural assets that contribute to neighborhood setting. Tempe offers a broad choice of housing types in a range of prices. During the past ten years, Tempe experienced a greater variety in the type and price of new home construction, including apartments and condominiums in mid and high-rise, small infill cottages, accessory dwelling units, townhomes, live-work units and single-family homes. New homes blend with existing homes and the natural environment, retaining valued characteristics of neighborhoods.

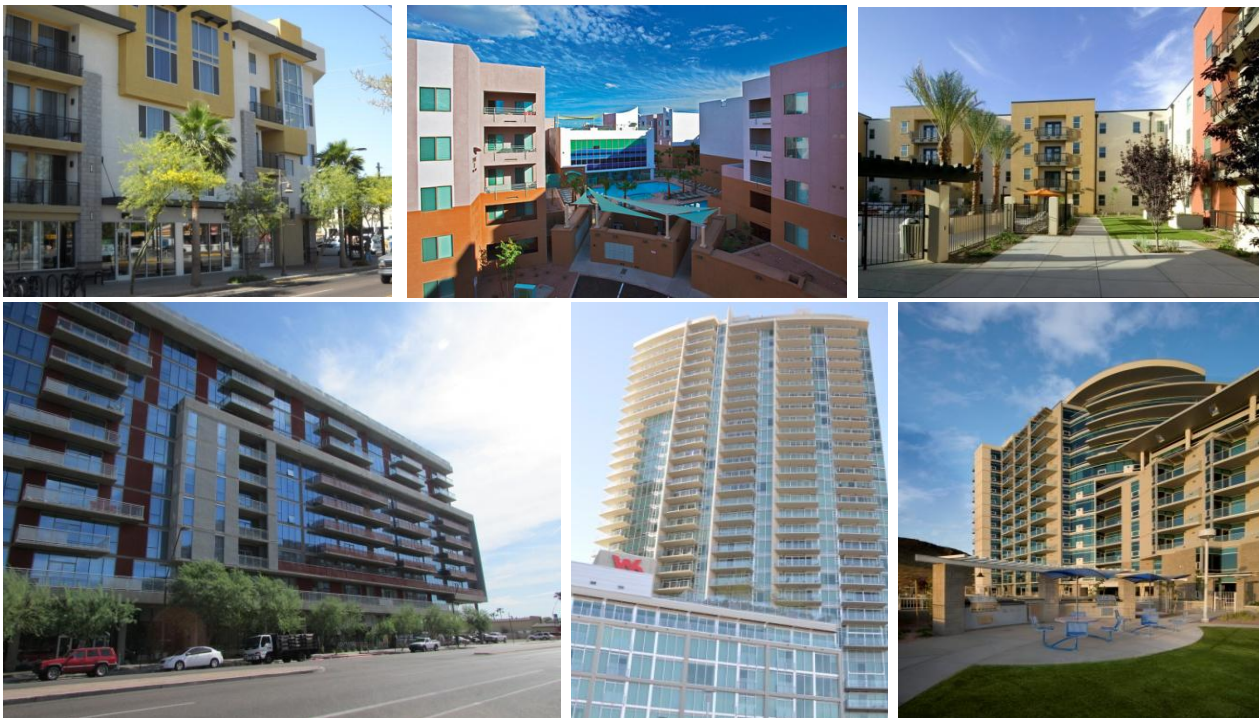
A wide variety of house types are available within Tempe. Approximately 58 percent of the land in Tempe is developed with or targeted for single family housing.



Townhomes, live-work and multi-family housing such as walk-up apartments, comprise approximately 33 percent of the land in Tempe developed with or targeted for these types of housing



Midrise and highrise multi-family (including mixed use multi-family) represent approximately nine percent of the residential land in Tempe developed with or targeted for these types of housing.



Multifamily housing choices have increased, especially in the mixed-use developments in downtown and along Apache Boulevard. New residents are choosing to live in Downtown, Town Lake, University and Apache Boulevard to be close to employment opportunities, transit and light rail, dining and shopping, connections to parks and trails and other amenities. This planned residential infill resulted in marked change as well as, innovation in housing styles within the community.

The Housing Element, as required by Arizona law, is to address Tempe's programs and policies for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety, affordability and for provision of adequate sites for housing. It is designed to provide access to housing for all segments of the community regardless of race, color, creed or economic level. Details of Tempe's households, housing stock, occupancy, incomes that affect housing affordability and Tempe's Housing programs are provided in the Appendices.

HOUSING UNITS

In 2010, Tempe had an estimated 73,182 housing units identified from the U.S. Census, of which 11 percent were vacant. Of the total housing units, 52 percent were in single family units, 45 percent were in multi-family units, and 3 percent were mobile homes. Seventy-two percent of the housing units were built prior to 1990. Seventy-five percent of households had arrived since 2000. Seventy-five percent of the owner-occupied units had a mortgage.

The Maricopa Associations of Governments (MAG) prepares socioeconomic models (using data, surveys and assumptions collected by estimates and projections of population, housing and employment) and develops growth projections in 10-year increments through 2040. Housing units identify the residential buildings and total number of units available. Typically, the numbers of households are slightly less than housing units due to vacancy. Housing units within Tempe are projected to reach 91,000 in 2040, an increase of more than 18,000 units (or an average of 600 units per year) over a period of nearly 30 years.

TEMPE HOUSING ASSISTANCE AND HOMELESS PROGRAMS

Tempe administers a variety of affordable housing programs that are principally funded by the federal government to assist low income families, elderly and people with disabilities. They include:

- Housing Choice Voucher Program (Section 8 program)
- Section 8 Homeownership Program
- Down payment Assistance for First Time Homebuyers and
- Emergency Repairs for Homeowners
- Accessibility Modification for Homeowners
- Rehabilitation for Homeowners



Table 3 Housing Unit Projections 2002-2040

CENSUS	HOUSING UNITS	INCREASE	% CHANGE
2000	67,068	---	---
2010	73,182	6,114	9.1
EST. 2020	77,300	4,118	5.3
EST. 2030	90,000	12,700	16.4
EST. 2040	91,400	1,400	1.5

Source: US Census, 2000, 2010; MAG Socioeconomic Projections 2013

Tempe is dedicated to preserving existing affordable housing in the community and creating new housing opportunities for residents with low and moderate incomes. Pressures on the existing housing stock in Tempe from market forces and changes to state and federal laws will impact affordable housing opportunities for low and moderate income persons and families. Tempe works with private affordable housing developers and multifamily property owners to ensure that economic diversity continues to flourish and that longtime residents have the opportunity to remain in their homes.

The City of Tempe actively works to address homelessness throughout the community. The City of Tempe and service providers respond to business and resident concerns about homelessness and researching/implementing best-practice models. The team works with approximately 400 homeless individuals on an annual basis; of that number about half are new clients each year. The average homeless person in Tempe is a male between the ages of 30 to 50, living with serious mental illness and a substance abuse disorder, and has been homeless for over a year. Additionally, about 10 percent of the homeless population in Tempe is comprised of youth.

HOUSING GOAL

Provide diverse housing opportunities for current and future residents, for all income levels and household types, with specific focus on providing affordable housing to help those in greatest need

OBJECTIVES

H1 Encourage mixed-income housing developments and neighborhoods

STRATEGIES

1. Use programs that support resident choice
2. Encourage diversity of housing type (such as accessory dwelling units, dormitories, condominiums, townhouses, apartments and single-family houses) to provide residents with product choice
3. Inventory from available planning or building permit data, single-family, multi-family, group, student and senior housing

H2 Facilitate property reinvestment to maintain the condition and value of existing housing

STRATEGIES

1. Continue reinvestment programs to address substandard and aging housing stock
2. Develop City communications with property owners, property managers and residents

H3 Support housing development that meets the needs of the disabled, those with special needs, older adults and those aging in place

STRATEGIES

1. Establish and maintain a registry of adaptable and/or accessible housing units
2. Partner with non-profits to assist in addressing substandard issues for the special needs of households requiring modifications to their homes
3. Explore the feasibility and demand for more cost-effective special needs housing units such as single-room occupancy and congregate/shared living
4. Investigate and address barriers to creation of single-room-occupancy housing units
5. Create density bonuses for proposed housing projects that include affordable or special needs housing
6. Support agencies providing affordable housing through site acquisition and development activities

H4 Increase the quality of owner-occupied housing through housing rehabilitation assistance to low and moderate income households

STRATEGIES

1. Continue to enforce building codes to protect the health, safety and welfare of residents
2. Aggressively market existing rehabilitation programs
3. Encourage the conversion of single family rental properties to owner-occupied residences

H5 Increase affordable owner-occupied housing options

STRATEGIES

1. Seek opportunities to increase the amount of financial and/or technical resources available for affordable housing opportunities
2. Work to encourage any housing developer that benefits from City to include affordable and/or accessible housing units within the project
3. Provide targeted area revitalization emphasizing rehabilitation of homes
4. Invest City resources to create affordable units in market-rate developments
5. Educate Tempe employers on the benefits of employer down payment assistance programs
6. Explore options to develop zoning and development policies to produce affordable housing units within new housing developments; or alternatively, utilize a per-unit fee for creation of affordable housing citywide
7. Explore a sliding-scale investment that increases in conjunction with the affordability period in excess of Federal guidelines

H6 Increase affordable rental housing and rehabilitation of existing rental housing

STRATEGIES

1. Encourage location dispersion of rental properties to provide neighborhood choice
2. Continue to enforce building codes to protect the health, safety and welfare of residents

3. Provide educational programs for renter rights
4. Continue tenant-based programs to meet rental housing needs
5. Continue the program for identifying and tracking rental building type and occupancy of properties in Tempe
6. Maintain the rental licensure program
7. Work with ASU to identify student housing development opportunities that mutually meet university and neighborhood objectives for quality of life
8. Aggressively market existing rehabilitation programs

H7 Support affordable housing initiatives and work with other public and private non-profit agencies through site acquisition and development activities

STRATEGIES

1. Collaborate with financial institutions and non-profit organizations to convert vacant/abandoned properties into affordable housing units
2. Use available federal, state and local funds to meet homeowner housing needs
3. Solicit participation in and support of affordable housing initiatives
4. Leverage private investment in affordable housing and accessible housing in both single-family and multi-family developments
5. Create, in partnership with service providers and neighboring communities, a publication of regional affordable housing resources
6. Encourage private developers and provide incentives to add to the City's affordable and accessible housing stocks
7. Support and join other Valley communities in issuing mortgage revenue bonds and mortgage credit certificates for homeownership
8. Encourage single family home sellers to consider housing programs that support workforce housing for police officers or school teachers, such as the U.S. Department of Housing and Urban Development's Good Neighbor Next Door program
9. Partner with service providers when developing special-needs housing

H8 Create opportunities for low- and very-low-income households to achieve permanent housing

STRATEGIES

1. Encourage location dispersion of low-income housing to provide neighborhood choice
2. Administer HUD programs for rental housing to very-low to low-income (30 percent area median income)
3. Establish opportunities for "right of first refusal" for rental conversion to low-to-moderate-income owner-occupied housing
4. Develop a mobile home park conversion ordinance

H9 Support housing that allows for the greatest level of self-sufficiency, dignity and independence

STRATEGIES

1. Establish city-wide policies to create and maintain long-term affordable housing
2. Continue self-sufficiency or lifestyle programs that encourage financial independence

H10 Encourage development of needed housing in close proximity to transit, employment and services

STRATEGIES

1. Encourage special-needs and senior housing that is accessible to transit and other services
2. Promote affordability of housing that occurs when transportation expenses are reduced by using transit
3. Continue crime prevention housing strategies

H11 Coordinate a collaborative process to reduce the number of people experiencing homelessness locally and regionally

STRATEGIES

1. Utilize the expertise of a Homeless Coordinator to lead the collaborative process
2. Convene homeless service providers, city staff and key stakeholders to form the Tempe Homeless Coalition to promote resource sharing, best practices and reducing the length of homelessness experienced by Tempe individuals and families
3. Through the Tempe Homeless Coalition, study the current homeless delivery system in Tempe, identify gaps and secure funding to implement best practices that can be replicated in Tempe
4. Participate in regional efforts to end homelessness including the Maricopa County Continuum of Care and the Arizona Coalition to End Homelessness
5. Increase outreach to Tempe homeless people, provide longer term case management and connect them to the services that can lead them out of homelessness
6. Encourage development and implementation of Housing First units for homeless individuals and families

GENERAL PLAN AMENDMENT

City of Tempe policy is to periodically review the General Plan. This periodic review process allows for reasonable changes, referred to as amendments to the General Plan, based on public input, Board and Commission recommendations, as well as economic and environmental conditions. This process is also essential in keeping any adopted General Plan viable and assures that the Plan is in concert with planning and development policies of the Mayor and City Council. The amendment process defines a course of action for both public and private interests, beginning with a formal request to make a change or amendment to the adopted General Plan.

DETERMINATION OF MAJOR AMENDMENT

Pursuant to Arizona legislation, a major amendment is a substantial alteration of the municipality's land use mixture or balance, as established in the municipality's existing general plan land use element. For major amendments, State legislation also requires that the plan must hold two or more public hearings before the Development Review Commission and City Council, and must be adopted by a two-thirds majority of the City Council. A proposed plan or project would require a major amendment to the General Plan if any one of the following applies:

- ▲ A specific plan that decreases any land use category within the specified area by one percent,
- ▲ The plan or project results in significant alteration to or deviation from the Water Master Plan,

- ▲ The plan or project results in significant alteration to or deviation from the Comprehensive Transportation Plan (Transportation Master Plan), or
- ▲ The plan or project decreases the acreage of any projected land use at the time of application by the following criteria:
 - a. Residential land use by one percent
 - b. Open Space land use by one percent
 - c. Any other land use category by two percent

The complexity of the proposed amendment and/or attendant issues will determine the extent and nature of support material needed for the amendment. The Community Development Director will make this determination.

CRITERIA FOR CONSIDERING A GENERAL PLAN AMENDMENT:

1. Written justification for the amendment should consider long-term and short-term public benefit and how the amendment, considering Land Use Principles, will help the city attain applicable objectives of the General Plan.
2. If the proposed amendment is only to the General Plan's text, there should be objective discussion of the amendment's long-term and short-term public benefit and the larger issue of its impact on the city attaining applicable objectives of the General Plan.
3. If the proposed amendment impacts the General Plan's Projected Land Use Map only, there should be objective discussion of the amendment's impact on the projected land use within a minimum of a half-mile of the property.
4. With a proposed amendment to the General Plan Projected Land Use Map, the applicant/developer's written discussion on the proposed amendment should respond to the Land Use Principles in the Land Use Element of the General Plan. The principles are presented below, in a generalized request/response format:
 - a. Describe the public benefit of the proposed amendment in terms of increase/decrease in intensity and its impact on adjacent land uses versus the impact of the present land use designation
 - b. Describe the public benefit of the proposed amendment in terms of impact on the city's infrastructure (i.e. water, sewer, utilities, streets, in terms of anticipated traffic generation, projected carrying capacity, projected volume, availability of transit, need for additional access, or city services such as fire and police staffing and response times, etc.) versus the impact of the present land use designation
 - c. Describe the proposed development quality of life in terms of how its components reflect unique site design, building design, landscaping and parking; integrate or provide access between varied uses; deal creatively with multi-modal transportation; and reduce/eliminate physical barriers, as well as provide residential, employment, shopping and local services opportunities
 - d. Describe the use of open space, parks or green belts, and how the development separates, as well as links, residential and nonresidential components, if the proposed development incorporates a residential component. If applicable, describe how the proposed development impacts existing parks
 - e. Describe the proposed development in terms of supporting regional and local transit objectives for arterial streets; implementing the goals and objectives of the transit plan; describe the internal street system in terms of supporting the above goals and objectives and incorporating uniquely designed transit facilities along the arterial streets
 - f. Describe the proposed amendment in terms of effects on the school districts (enrollments and facilities)

- g. Identify additional quality of life components of the proposal in the criteria to justify a General Plan Amendment

5. If there are concerns, consideration of the proposed amendment shall be granted only if potentially negative influences are mitigated and deemed acceptable by the City Council.

AMENDMENT PROCESS

Any amendment must follow the following process:

The Community Development Department Director or designee shall review a proposed amendment.

1. With the submission of a formal application, the Community Development Director or designee will prepare a staff report on the proposed amendment, with a recommendation and support material for consideration by the Development Review Commission
2. The Development Review Commission will hold a minimum of two public hearings on a proposed major amendment, or a minimum of one public hearing on an amendment, and forward a recommendation to the City Council
3. The City Council, with the recommendation of the Development Review Commission and attendant support material, will hold two public hearings on the proposed amendment. The material will include a Resolution to adopt the amendment to the General Plan
4. If the City Council approves the proposed amendment by a two-thirds majority, the Resolution is the formal acknowledgment of the Council amending the General Plan

GENERAL PLAN AMENDMENT

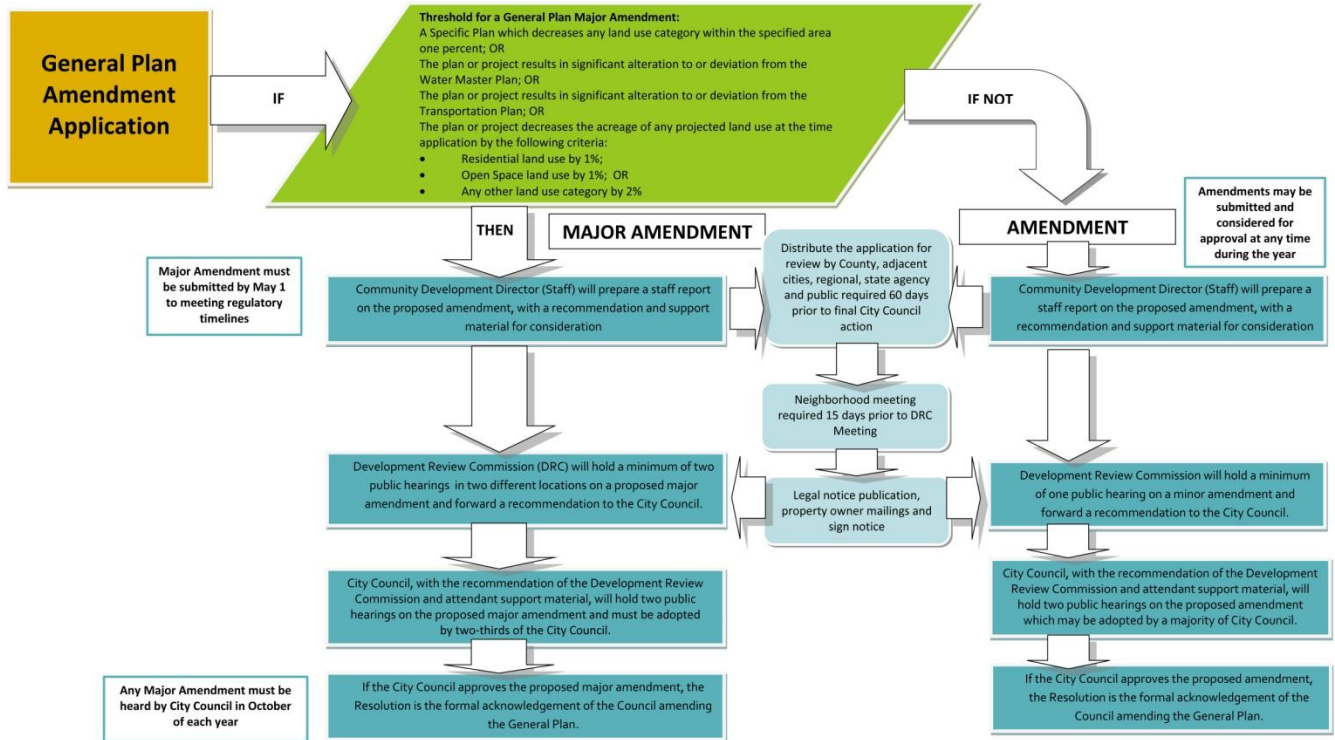


Figure 6 General Plan Amendment Process

Note that the specific legal requirements for hearings, notification and public participation are set forth in the Zoning and Development Code, Section 6-302. <http://www.tempe.gov/modules/showdocument.aspx?documentid=1912>



ECONOMIC DEVELOPMENT CHAPTER

The Economic Development Chapter contains the Economic Development, Cost of Development, and Growth Area elements. These elements address employment and revenue needs of the community, with cost assessments for development needing additional infrastructure and incentives for growth in areas identified in need of development. This information is used to promote development that financially supports the goals of the city.

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ECONOMIC DEVELOPMENT ELEMENT

Economic development in Tempe is about creating and retaining desirable jobs, which provide a good standard of living for individuals. Increased personal income and wealth increases the tax base, allowing the city the means to provide the level of services residents expect. A balanced, healthy economy is essential for community well-being. Economic development expenditures are a community investment and revenues generated by investments support city programs such as parks, libraries and infrastructure. Influencing and investing in the process of economic development allows a community to determine its future direction and guide appropriate types of development according to the goals of the General Plan.

Tempe's economic development trend includes a knowledge-based economy requiring a skilled workforce. Prospering in this new economy requires:

- ▲ Knowing your region's economic function in the global economy
- ▲ Creating a skilled and educated workforce
- ▲ Investing in an infrastructure for innovation
- ▲ Creating a great quality of life
- ▲ Fostering an innovative business climate
- ▲ Reinventing and digitizing government and
- ▲ Taking regional governance and collaboration seriously

Tempe's knowledge-based environment attracts a variety of industries that require knowledge-based workers. Tempe's economic development targets the businesses that will generate the new products and ideas for tomorrow as well as maintaining current industry successes.

Tempe's dynamic atmosphere draws talented people from all over the world and region to work in its five targeted development areas: aerospace, biotechnology, advanced business services, high technology, retail and tourism. The primary focus of the City's economic development program efforts are with commercial (office, industrial and specialty retail) development, business retention and expansion, business attraction and business assistance.

Tempe is a great place for technology-driven economic development and an attractant for technology. Approximately 20 percent of Tempe jobs are tech-related and about 20 percent of the companies are technology companies varying from aerospace to nanotechnology, from solar energy research to software development and manufacturing.

Economic Development

Economic development refers to the sustained concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. Economic development reflects the quantitative and qualitative changes in the economy of the City. These actions can involve multiple areas including development of human capital, critical infrastructure, regional partnerships, environmental sustainability, social inclusion, health, safety, literacy and other initiatives. Economic development differs from economic growth. Whereas economic development is a policy intervention with aims of economic and social well-being of people, economic growth is a phenomenon of market productivity and rise in gross domestic product (GDP).

The synergy from Tempe businesses and ASU institutions has spawned start-ups and business incubators contributing to economic sustainability. A strong relationship between ASU and the business community can support real growth opportunity. By developing strong links and sharing best practice, an efficient and practical partnership will help boost the economy, benefitting both business and the university.

Tempe's business assistance focuses on creation and retention of jobs through facilitation of development expansion. Tempe develops and maintains partnerships that support quality employment and enhance business opportunities. These actions support creating a diverse employment base and economic vitality within the community.



ECONOMIC DEVELOPMENT GOAL

Stimulate a sustainable, diversified and vibrant economy and job force

OBJECTIVES

ED1 Sustain a business climate that fosters private business investment

STRATEGIES

1. Create, adopt and implement an economic development strategy
2. Sustain a proactive business retention program
3. Adopt an incentive policy targeted to quality companies with significant positive economic impact, without increasing costs to residents
4. Streamline city processes for development and redevelopment saving time and development costs
5. Coordinate zoning and community development with permitting processes to create a seamless path toward development

ED2 Develop an increased tax base

STRATEGIES

1. Continue diversification of the economy – analyze and pursue emerging industries consistent with regional clusters
2. Target businesses to develop in disadvantaged areas to encourage economic vitality through the creation of new jobs, new private investment and the strengthening of property values
3. Retain and recruit diverse retail employment and commercial base
4. Continue to market and develop Tempe as a tourism destination

ED3 Promote a sustained improvement in the standard of living and quality of life for all residents

STRATEGIES

1. Encourage educational, cultural and recreational opportunities that make for a well-balanced community and contribute to the quality of life
2. Facilitate economic development of healthy grocers as anchor stores for larger mixed use or commercial complexes

3. Retain citizen involvement in development and redevelopment planning

ED4 Remain flexible in a constantly changing economy

STRATEGIES

1. Maintain cutting edge economic development trends
2. Engage with other research entities to identify important trends affecting Tempe
3. Encourage public-private efforts for technology business incubator space as part of the economic development strategy
4. Evaluate re-use of vacant city-owned properties or buildings for economic development
5. Maintain and develop revenue sharing partnerships

ED5 Attract businesses and employers that provide jobs paying wages at or above the regional average

STRATEGIES

1. Attract primary employers in sectors targeted by the economic development strategy identified as appropriate for Tempe
2. Recognize and increase ties to ASU graduates (particularly in life science, business, bio-chemistry and engineering) to facilitate career launching and sustain a technology based workforce
3. Use strategic community investments that retain and attract families to live and work in Tempe
4. Evaluate the sale of city-owned land to consider:
 - a. Appraised value of the land determined before the sale
 - b. Whether long term lease of commercial land would provide a better option to the City in the future
 - c. Property tax implications
 - d. Ensuring the link between economic development and growth areas, and
 - e. Consistency with Tempe's General Plan vision

ED6 Maintain and attract a highly trained workforce

STRATEGIES

1. Target and recruit ASU graduates (life science, business, bio-chemistry and engineering) to stay within Tempe to work and live
2. Attract creative class workers by the kind of development, technology, social and cultural amenities that draw creative workers of all ages
3. Evaluate reuse of vacant city properties or buildings through public-private partnerships for incubator or co-worker space
4. Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development

GROWTH AREA ELEMENT

The Growth Area Element identifies seven areas designated for special development focus. This element addresses efficient multi-modal circulation, economical infrastructure expansion and rational land development that conserves natural resources and open space, connects with adjacent areas, and coordinates timely and financially sound planning and development.

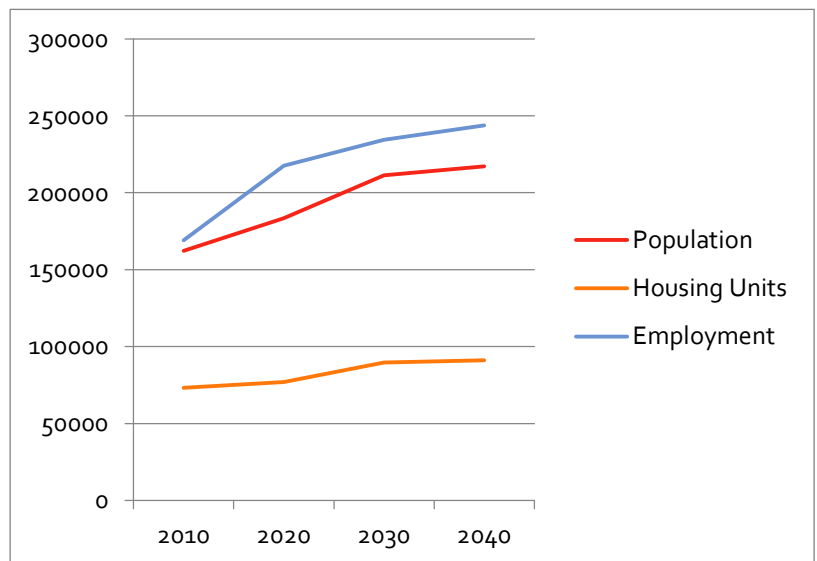
Characteristically, growth areas are:

- Planned for multi-modal transportation
- Planned for infrastructure expansion and improvements
- Compatible with available utility capacity
- Designed to support a planned concentration of development
- Designed to promote and integrate a variety or mix of land uses
- Formally identified by redevelopment, overlay or other district designation

GROWTH PROJECTIONS

The Arizona Department of Economic Security (DES) develops state and county population estimates and projections for 50 years for each city and town with a population greater than 1,000 people. It also authorizes Councils of Governments to prepare sub regional estimates and projections using the county population as a control total.

The Maricopa Associations of Government (MAG) prepares socioeconomic modeling that uses data, surveys and assumptions (collected by estimates) and projections of population, housing and employment and develops growth projections in 10-year increments through 2040.



Source: Maricopa Association of Governments 2013 Socioeconomic Projections

Figure 1 Tempe Growth Projections 2010-2040

Between 2010 and 2040 an estimated 55,000 persons will be added to Tempe, bringing the total population of Tempe to 217,000. Housing units within Tempe are projected to reach 91,000 units by 2040, an increase of more than 18,000 units over 30 years.

Tempe's diverse employment base provides jobs for Tempe and other Maricopa County residents. MAG's "Socioeconomic Projections Documentation" completed in 2013 indicates that nearly as many people work in Tempe as live in Tempe, and that has been the trend for more than 20 years. Even after the economic decline, 169,208 persons worked in Tempe and 161,719 lived in Tempe. Tempe is fortunate to have a large office and industrial base for employment. Tempe's employment projections prepared by MAG are shown in Table 1. The largest percentage employment increases are projected to occur within one mile of the entire light rail corridor, near the Broadway curve of I-10 and along Loop 101 between Elliot Road and Warner Road.

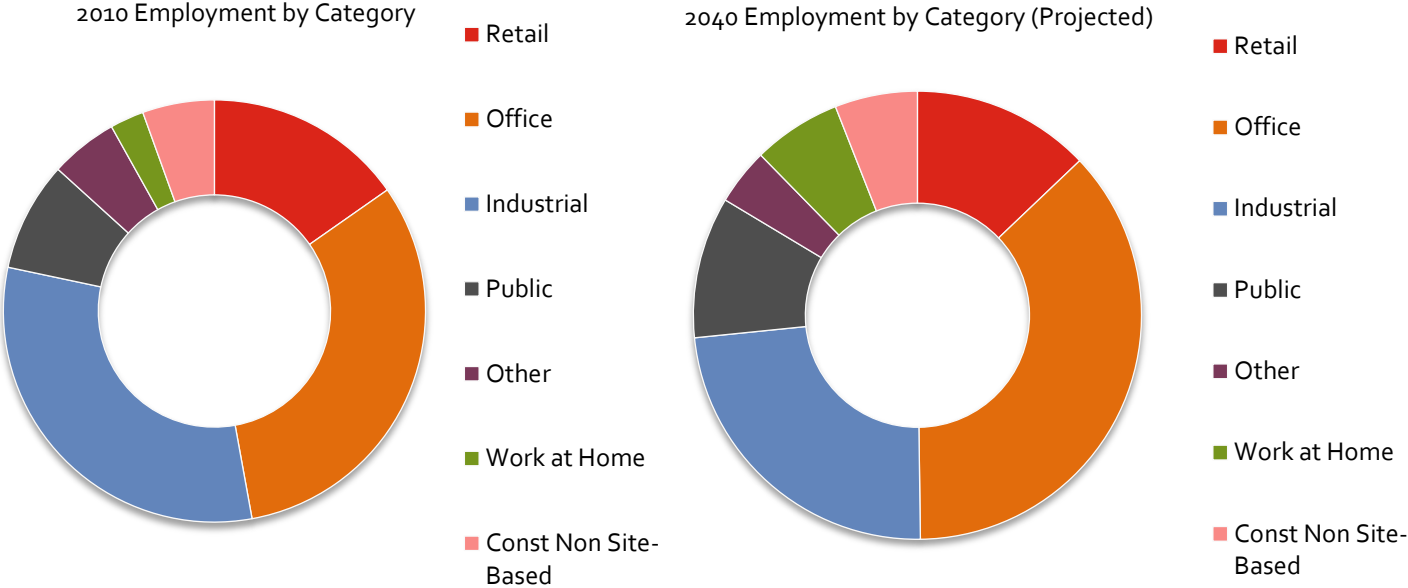
Table 1 Tempe Employment Projection 2010-2040

CENSUS	EMPLOYMENT	INCREASE	% CHANGE
2000	162,400		
2010	169,208	6,808	4.0
EST. 2020	218,000	49,000	28.7
EST. 2030	235,000	17,000	7.7
EST. 2040	244,000	9,000	5.6

Tempe is expected to see greatest employment increase within the categories of office, Industrial, and public government/education. See Figure 2.

Source: Maricopa Association of Governments 2013 Socioeconomic Projections

Figure 2 Employment Growth By Category



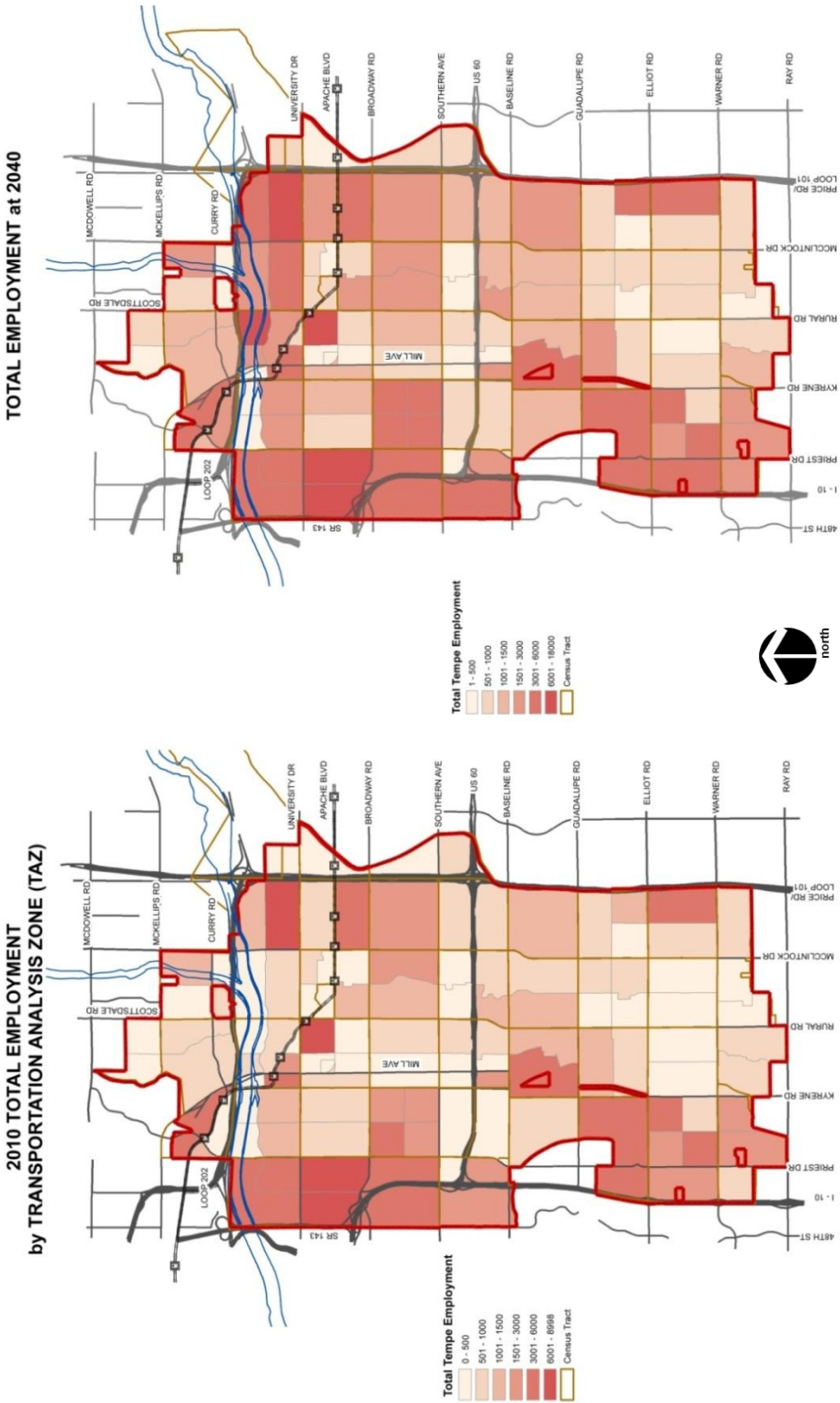


Figure 3 Employment Distribution - 2010 and 2040

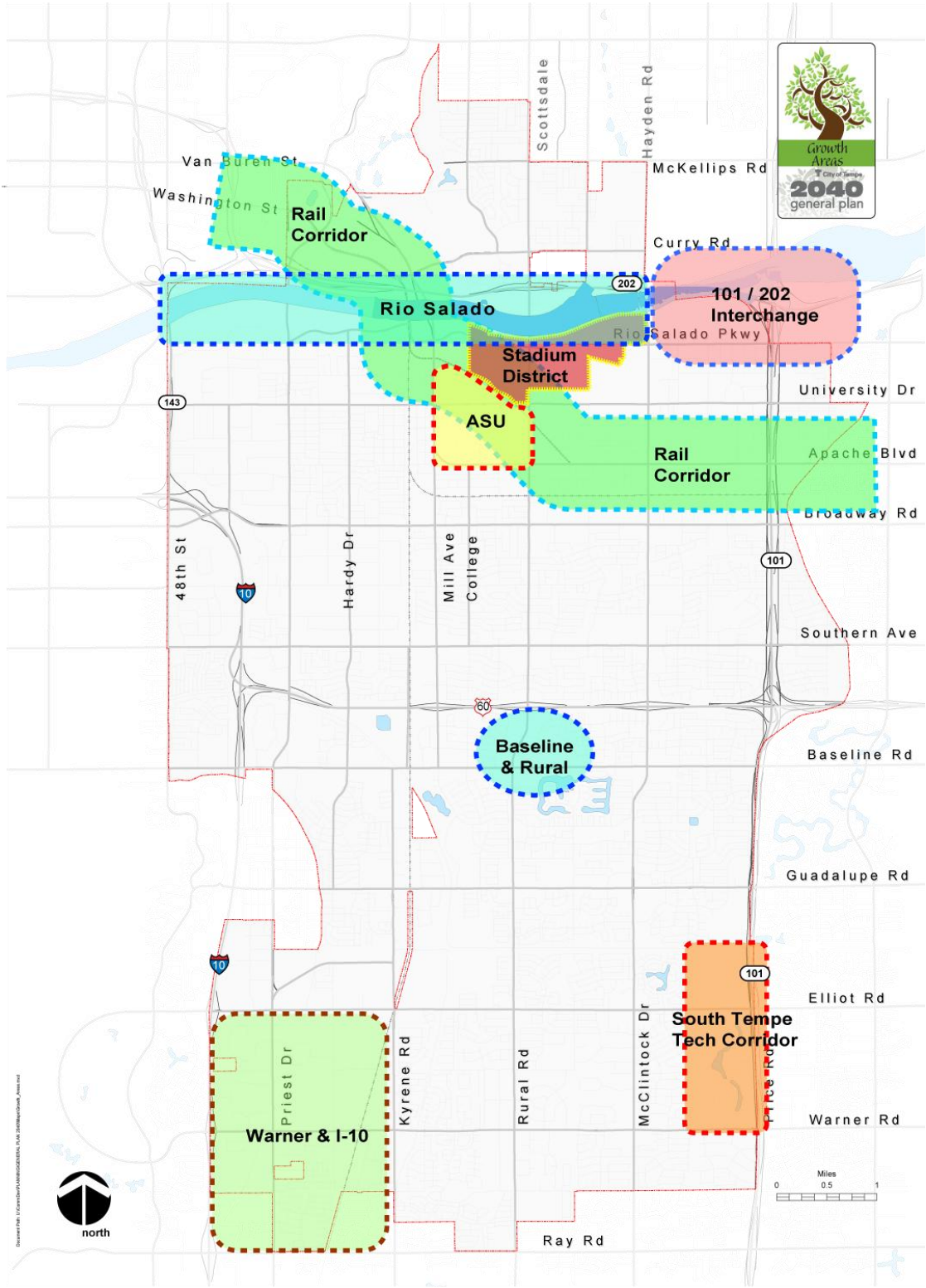


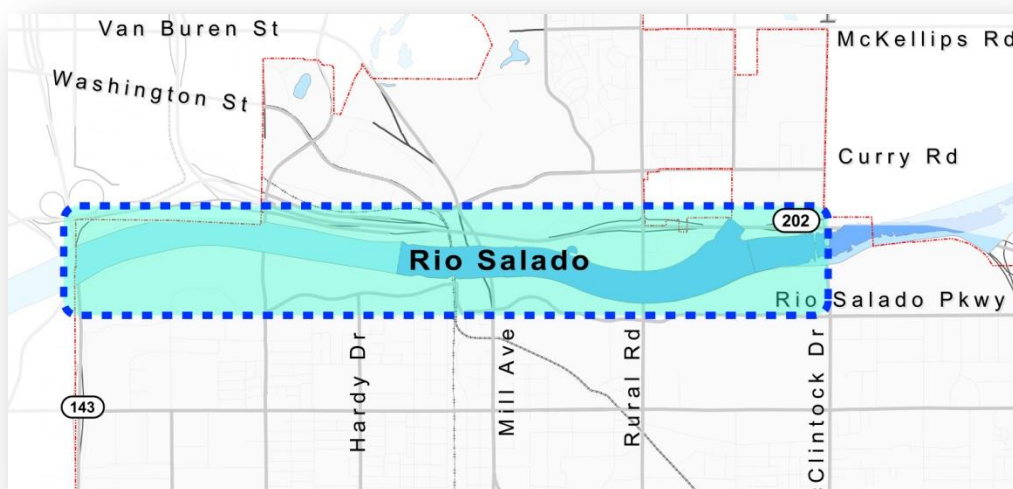
Figure 4 Growth Areas

TEMPE'S GROWTH AREAS

Growth Areas are identified to reflect locations within Tempe where a concentration of development and mix of use are planned and where infrastructure such as city facilities, utilities, and multi-modal transportation may be added to achieve the planned development. Tempe's growth areas are illustrated in Figure 4.

RIO SALADO GROWTH AREA

Tempe's second largest growth area, at Rio Salado, continues to evolve as part of the urban core hub. The Rio Salado Growth Area extends from McClintock Road west to State Route 143 and from the Red Mountain – Loop 202 freeway south to Rio Salado Parkway. Tempe Town Lake on the Rio Salado is a two-mile urban lake within a five-mile growth corridor bisected by Mill Avenue that features distinctive architecture, recreation opportunities, world renowned special events, cultural venues and the beauty of nature. Its patterns of development and architectural character are inspired by natural features and developing technologies resulting in an eclectic urban oasis of culture, lifestyle and commerce.



RIO SALADO GROWTH AREA GOAL

Develop a regional destination for employment, residents, cultural amenities and recreational opportunities

OBJECTIVES

RS1 Attract distinct development to Rio Salado

STRATEGIES

1. Promote high quality architecture and landscape design in private and public spaces
2. Encourage events that complement the downtown area and are not detrimental to the daily functions of government, residents and business

3. Provide public improvements that encourage private investment
4. Facilitate development of a streetcar line along Rio Salado Parkway from downtown Tempe
5. Understand industry with high water demands are better suited for lands not found in this corridor

RS2 Position Town Lake to obtain a maximum return on investment and be fiscally sustainable for the City of Tempe
STRATEGIES

1. Encourage flexibility to change with market demands
2. Encourage vertical mixed-use development to maximize land use within the urban core
3. Use strategic sale or lease of city-owned land to achieve fiscal sustainability

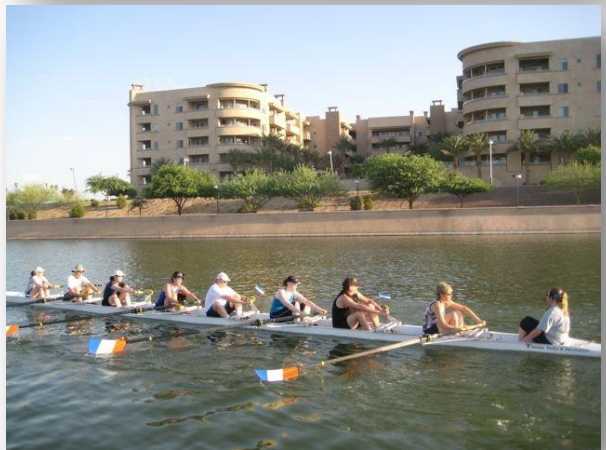
RS3 Establish Town Lake as a regional centerpiece and national destination for recreation and culture
STRATEGIES

1. Continue using public-private partnerships to economically stimulate developments that further Town Lake as a live-work-play destination and strengthen the relationship between Mill Avenue and the Town Lake area
2. Continue the art theme throughout the project: "Discover the past, Engage the present, Serve the future," by integrating art into area planning including infrastructure, architecture, landscape and events
3. Provide amenities in Tempe Beach Park that reinforce its role as an outdoor music venue

RS4 Utilize sensitive environmental planning
STRATEGIES

1. Encourage a variety of green recreational areas, shaded paths, habitat projects and low water use parks
2. Recognize the valuable environmental and cultural heritage established along the Salt River, Tempe Butte and Papago Park
3. Ensure that development construction shall be compatible with Intergovernmental Agreements, including those with Arizona State University, Maricopa County Flood Control District and Phoenix Sky Harbor International Airport

RS5 Develop and use Rio Salado to improve regional quality of life

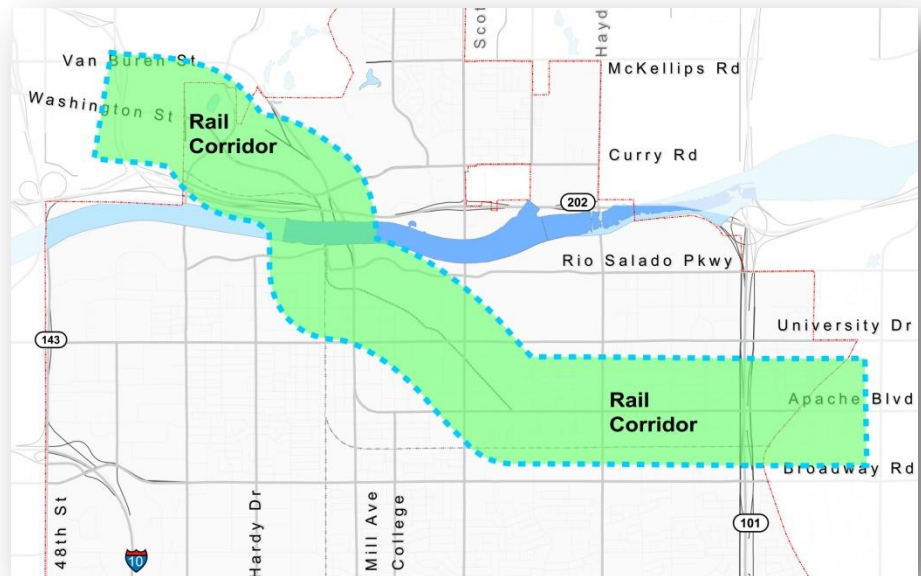


STRATEGIES

1. Promote public accessibility and discourage intimidating or exclusive environments
2. Expand bike and walking paths in appropriate locations
3. Partner with ASU to address sport venue-related parking, transit and access needs on Rio Salado Parkway
4. Encourage those uses that make a positive impact on the high-quality image or property values of the area
5. Blend a variety of recreational, social and cultural activities to celebrate the heritage and contribute to the betterment of the community

RAIL CORRIDOR GROWTH AREA

The Rail Corridor Growth Area combines the General Plan 2030's Papago Park Center, Downtown, and Apache Boulevard growth areas to reflect the desire to continue transit-oriented development along the light rail system. Rail corridor growth area includes land within one-half mile of the existing light rail alignments. At the northern most segment of the Rail Corridor Growth Area, Papago Park Center is a major employment center that is master planned as a hub for mixed-use development. Planned uses for the area include: office, retail, resort hotel, research and development and high-density multi-family residential.



The Rail Corridor Growth Area intersects the Rio Salado Growth Area as the light rail bridge spans Tempe Town Lake to connect riders to downtown Tempe and beyond. Within downtown Tempe the growth area would continue redevelopment and revitalization of Mill Avenue's historic character combined with the new transit-oriented development at the greatest density in the city. Development within the downtown hub will create a blend of eclectic buildings and high energy activities as the city's urban core mixed use hub. The modern street car reflects the type of infrastructure to support additional growth.

Along the Apache Boulevard alignment of the Rail Corridor, development partnerships between public, private and non-profit stakeholders will be used to increase investments and facilitate mixed use hub redevelopment and revitalization. The infusion of high density mixed-use, consistent with transit-oriented-development, will continue to evolve along Apache Boulevard.

RAIL CORRIDOR GROWTH AREA GOALS

GOAL 1: Attract mixed use development along the rail corridor and create a dynamic and eclectic urban environment to maximize public investment

OBJECTIVES

RC1 Focus mixed use development near rail investments to support reduced transportation costs for residents and, in turn, produce increased transit ridership

STRATEGIES

1. Encourage flexibility to change with market demands
2. Eliminate cut-through traffic and promote efficient local circulation
3. Provide public improvements that encourage private investment
4. Create quality live, work, learn and play experiences in the built environment

RC2 Create a walkable community enhanced by rail transit

STRATEGIES

1. Ensure streets and buildings at street level are designed for pedestrians of all abilities
2. Prioritize pedestrian and bicycle access
3. Ensure safety and security of pedestrians
4. Provide shade opportunities
5. Provide wayfinding signage
6. Promote the concepts of Community Design Principles: Downtown/Mill Avenue District



RC3 Encourage land use and development that creates a sense of community and place

STRATEGIES

1. Create public places that reflect the community character and provide for human comfort and interaction
2. Provide spaces for multiple activities that draw people back again
3. Provide a variety of uses - residential, commerce, services, entertainment that serve the community
4. Support adaptive re-use of significant buildings and sites
5. Integrate open space and public art into development designs

RC4 Preserve historic structures and buildings of significance

STRATEGIES

1. Preserve and promote the historic and cultural significance of the downtown area
2. Recognize and celebrate those features with signage and similar but distinct building material

GOAL 2: Support development of City and Valley-based employment centers in the rail

corridor

OBJECTIVES

RC5 Revitalize underutilized areas for employment

STRATEGIES

1. Support adaptive reuse and redevelopment of the Crosscut generation plant for mixed use at Papago Park Center
2. Identify relationships with ASU as opportunities for new related businesses to locate in Papago Park Center to support education and employment programs

RC6 Maintain high design standards in landscape and building treatments

STRATEGIES

1. Incorporate transit oriented development in the remaining developable parcels of Papago Park
2. Provide pedestrian connections between existing businesses
3. Retain and enhance existing landscape and natural features within Papago Park Center

RC7 Ensure improved access to jobs for households of all incomes

STRATEGIES

1. Expand programs with AZ Commerce Authority (ACA) and Greater Phoenix Economic Development Council (GPEC) to promote Tempe employment areas and location opportunities for new businesses
2. Foster connections between employers and Arizona State University education programs to grow local job opportunities of all incomes



GOAL 3: Continue investment in improvements to make the Downtown a financial, civic, cultural and professional hub of the region

OBJECTIVES

RC8 Sustain the Mill Avenue District as a regional destination

STRATEGIES

1. Provide public improvements that encourage private investment
2. Facilitate implementation of a Streetcar



3. Establish amenities in downtown that reflect its prominence as a public gathering place

RC9 Create a balance of residential, commercial, recreational and educational uses

STRATEGIES

1. Encourage flexibility to change with market demands
2. Create quality live, work, learn and play experiences in the built environment
3. Provide opportunities for small incubator companies as well as large employment centers
4. Partner with ASU to address parking, transit, housing, service and employment needs of students

RC10 Create a unique urban environment and authentic image

STRATEGIES

1. Design and implement a human-scaled high quality pedestrian environment at the street level
2. Promote the concepts within Community Design Principles: Downtown/Mill Avenue District and Mill and Lake District Streetscape Principles & Guidelines
3. Preserve and promote the historic and cultural significance of the downtown area

RC11 Encourage investment that builds a strong sense of community

STRATEGIES

1. Promote high quality architecture and landscape design in private and public spaces
2. Encourage those uses that have a positive impact on the high-quality image or property values of the area
3. Ensure adequate and accessible parking for the success of businesses in the downtown
4. Encourage events that complement the downtown area, and are not detrimental to the daily functions of government, residents and business
5. Enhance and balance light rail, streetcar and local transit, bike and walking paths and parking in appropriate locations
6. Continue neighborhood shuttles and local area shuttles that serve the downtown area
7. Encourage shared parking to maximize land uses throughout different times of the day and week
8. Capture opportunities for parking reduction for transit-served businesses and residences
9. Encourage vertical mixed-use development to maximize land use within the urban core



GOAL 4: Encourage reinvestment and establish compact, desirable and walkable urban neighborhoods

OBJECTIVES

RC12 Continue investment consistent with the public investment in transit and reflective of transit-oriented design and development

STRATEGIES

1. Develop a strong neighborhood-serving business community within the Rail Corridor Growth Area
2. Increase the utilization of undeveloped or under-developed property
3. Upgrade commercial development through business improvement programs and support of viable long-term businesses and mixed-use projects
4. Encourage rehabilitation of older buildings with structurally sound construction
5. Encourage shared parking which serves several groups of users during various times of day



RC13 Enhance area quality of life for existing and future residents

STRATEGIES

1. Underground utility lines in the Apache Boulevard area
2. Create a sense of place with an aesthetically-pleasing theme
3. Provide improved student access to local schools
4. Create enhanced pedestrian and bicycle circulation with appropriate amenities and conveniences
5. Improve vehicle, pedestrian and bicycle flow through neighborhoods
6. Create a safe, well-lighted environment for streets and paths
7. Provide community facilities and social services for residents
8. Encourage Apache Boulevard redevelopment into a multi-cultural and arts area
9. Document, record, preserve and restore buildings that are historically significant
10. Seek alternative funding sources for implementing community objectives
11. Promote rehabilitation of existing residential structures and eliminate rundown structures that cannot be rehabilitated



RC14 Promote desirable reuse of land

STRATEGIES

1. Provide for the cleanup and mitigation of environmental problems by creating public/private partnerships for the redevelopment of blighted areas
2. Integrate Apache Boulevard and its services with the surrounding residential areas
3. Increase residential and transit-oriented development

4. Increase the ratio of owner-occupied residences to rental residences

RC15 Stabilize and improve the Apache Boulevard area

STRATEGIES

1. Enhance the gateway to Tempe through the improvement or removal of unsightly conditions and the addition of new gateway feature elements
2. Enhance participation in community associations
3. Coordinate programs with city departments and outside agencies

RC16 Balance density and open space

STRATEGIES

1. Cluster higher density development around light rail transit stations
2. Enhance recreational opportunities for residents
3. Increase green spaces and parks to serve new development

ARIZONA STATE UNIVERSITY GROWTH AREA

Arizona State University (ASU) is a publicly-owned, nationally-renowned education and research institute. As the largest employer and one of the largest land holders in Tempe, ASU is an important part of the community. Because it is a state entity, ASU's planning and development is subject to state planning laws. Both Tempe and ASU are land-locked, which affects the way each may grow. ASU's campus is in a constant state of evolution to meet the changing needs of its students. This may entail new construction or renovation or repurposing of an existing building, existing open spaces may be repurposed and enhanced or potentially used as building sites. ASU's goal is to efficiently and effectively utilize the campus buildings, infrastructure and open space to provide the best campus environment while achieving the institutional goals of the University. For these and other reasons, a collaborative relationship is critical to cooperatively developing comprehensive plans for growth that sensitively integrate ASU into the larger local context of the City.



ARIZONA STATE UNIVERSITY GROWTH AREA GOAL

Collaborate on development, infrastructure capacity and land use issues that are consistent with Tempe's and ASU's long-term needs, and embed ASU in the community through

increased campus and community relations and public participation

OBJECTIVES

ASU1 Engage new efforts toward sustainable growth and development

STRATEGIES

1. Encourage high quality compatible architecture and site planning by joint development review
2. Encourage balanced mixed-use developments that meet student, resident and employee needs
3. Enhance the “oasis in the desert” concept with pedestrian-oriented shade and low water use principles
4. Unify City and University transit and parking strategies

ASU2 Promote public health, safety and welfare on and around the campus

STRATEGIES

1. Continue public safety coordination and response
2. Continue to work with ASU to provide student safety education

ASU3 Preserve and celebrate historic structures and buildings of significance on campus

STRATEGIES

1. Work with state agencies and university staff to document, assess and promote historic structures
2. Encourage appointment of an ASU representative with a high level of authority to the Historic Preservation Commission

ASU4 Provide diverse and compatible housing and academic development, complementary to the neighborhoods

STRATEGIES

1. Identify redevelopment partnership opportunities to further City, neighborhood and ASU goals
2. Work with ASU to facilitate development in and around the campus in a timely manner
3. Provide opportunities for public comment on projects located at the campus perimeter
4. Utilize the MU-ED zoning district to promote compatible development at the campus edge

ASU5 Embed the Arizona State University campus within the City



STRATEGIES

1. Balance density and open space of new ASU facilities
2. Provide people connections between campus and the community

ASU6 Promote Tempe campus regionally as educational hub of the Valley

STRATEGIES

1. Provide opportunities within the city to facilitate student research, internships and hands-on learning opportunities
2. Connect with ASU research to advance solutions to local issues
3. Work with local schools to promote higher education
4. Work with local businesses to promote continuing education

ASU7 Promote campus and community interaction

STRATEGIES

1. Involve student government and faculty representatives in community planning forums
2. Continue implementation of City and campus planning to address issues of mutual concern
3. Develop joint marketing strategies with chambers of commerce, convention and visitors bureaus, ASU, the City of Tempe and other Valley municipalities

ASU8 Create an international identity as the model for University-Community relations

STRATEGIES

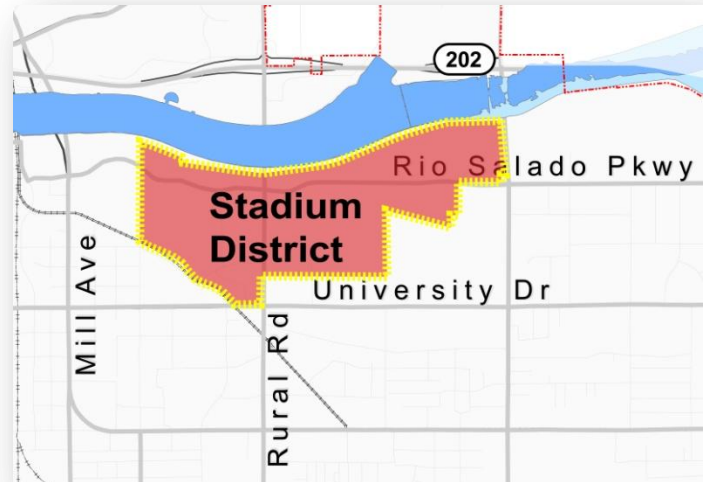
1. Continue performance of the Joint Review Committee (JRC) for non-academic development projects by ASU
2. Create and promote opportunities for diverse educational, recreational, cultural, social and employment experiences
3. Continue to appoint ASU faculty and administration to city board and commission positions
4. Coordinate city and campus infrastructure demands and funding

Tempe/ASU JRC

The Joint Review Commission (JRC) was created for the purpose of reviewing and making decisions and recommendations on development actions within the MU-ED Zoning District. The Committee exercises the powers granted to the Board of Adjustment and Development Review Commission consistent with applicable law for those boards for any development action in the MU-ED Zoning District. It may, in connection with any development action, impose conditions as it deems necessary to fully carry out the provisions and intent of the Tempe Zoning and Development Code.

ASU STADIUM DISTRICT GROWTH AREA

ASU identified 330 acres just south of Tempe Town Lake for an urban, master-planned development with “world-class” amateur athletic facilities surrounded by residential, office and retail space. The Stadium District covers property adjacent to the Tempe Town Lake shoreline, Karsten Golf Course, south almost to University Drive, east to McClintock and adjacent to the APS Ocotillo Power Plant. The University would lease the land to developers and collect a fee up to the amount that could be charged for property taxes. The intent is that businesses developed within the district would pay a fee in lieu of property taxes and ASU puts the money towards fixing its athletic facilities, most notably Sun Devil Stadium. The entire project could take 20 years or more to fully develop. These dense urban settings need to include pedestrian and bike paths in order to reduce reliance on cars. Rio Salado Parkway would transform into a walkable “Parkway,” lined with commercial development. Street-level businesses would wrap around parking structures. Office and residential space would be located on the upper levels of buildings with solar panels blanketing rooftops. There are unique infrastructure opportunities associated with the stadium and Town Lake as an “Eco District”, which could be explored to enable district-wide sustainability practices, rather than a collection of sustainable buildings. A 30-acre area likely would be preserved as a golf practice facility from the former Karsten Golf Course. The District's proximity to the rest of the ASU campus south of University Drive would potentially attract ASU employees, who could live there and walk or bike to work. The ASU Stadium District is one of the hubs identified for new urban mixed use development.



ASU STADIUM DISTRICT GROWTH AREA GOAL

Facilitate development of a lively, mixed use district that complements the campus and community

OBJECTIVES

ASUD₁ Integrate comprehensive stadium district and municipal planning efforts

STRATEGY

1. Prepare a joint framework plan for development that coordinates land use, infrastructure, open space, public services and transportation

ASUD₂ Engage new efforts for quality growth and development within the ASU stadium district

STRATEGIES

1. Develop guidelines for private development within the District
2. Utilize the Joint Review Committee process to facilitate planned development within the ASU Stadium District

ASUD₃ Develop mutually beneficial economic development
STRATEGIES

1. Complete an analysis of the economic, social and environmental benefits of the Stadium District Growth Area
2. Complete an economic impact assessment to ensure the Stadium District enhances the City's economic development efforts in the Mill Avenue District and along Tempe Town Lake
3. Connect any City-funded enhancements to the recommendations of the studies
4. Address with ASU the infrastructure, open space, public services and facilities impacts to the City within the planned Stadium District development

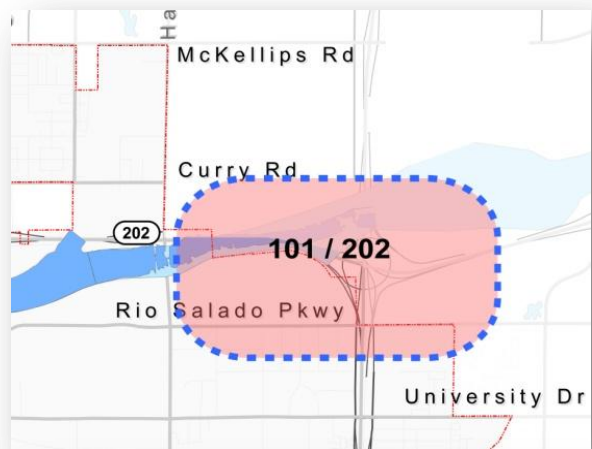
ASUD₄ Create a cohesive, scaled environment
STRATEGIES

1. Retain views of Sun Devil Stadium/Tempe Butte
2. Ensure scale (density and intensity) is used to define the spaces, places and streets
3. Utilize urban open space to replenish green spaces lost within Stadium District development
4. Provide a human scale to the pedestrian level

101/202 INTERCHANGE GROWTH AREA

Significant development in Tempe west of the 101-202 Interchange occurred between 2005 and 2010. After private development spent \$40 million and nearly two years to clean up the site and \$280 million to build Tempe Marketplace, this brownfield redevelopment north of Rio Salado Parkway was transformed from 120 acres of polluted lands into a 1.3million square foot shopping and entertainment center. This future mixed use hub offers more development opportunity. A second phase of Tempe Marketplace on 67.29 acres surrounded by the 101/102 will add another 1.4 million square feet of mixed use redevelopment. South of Rio Salado Parkway, older industrial buildings are targeted for rehabilitation and redevelopment as a commercial, mixed-use and employment center. The area holds the potential as a future streetcar corridor. Frontage improvement along Rio Salado is essential to redeveloping the area. A pedestrian-friendly parkway landscape and multi-modal transportation expansion will invigorate this area as a new mixed use hub.

Recognition of Mesa's development east of the interchange, more specifically the commercial center and Chicago Cubs spring training facility has created a synergy and interest



between the cities to look at the interchange area as a whole economic and growth area for Tempe and Mesa.

101/202 INTERCHANGE GROWTH AREA GOAL

GOAL 1: Remove blighted conditions and reclaim the area for reuse and redevelopment with mixed use and regional business

OBJECTIVES

IG₁ Continue brownfield redevelopment to address real or perceived environmental impacts

STRATEGIES

1. Pursue all available federal and state funding for brownfield development
2. Implement innovative technologies for environmental remediation and brownfield redevelopment

IG₂ Maximize revenue generation to the City

STRATEGIES

1. Focus development at the interchange location to serve as a regional destination
2. Support private land development that produces revenue to Tempe

IG₃ Encourage development that complements, rather than competes

STRATEGIES

1. Focus to fill gaps in the East Valley market
2. Promote pedestrian, bike and transit connection between destinations within the interchange area

IG₄ Encourage employment and mixed-use development

STRATEGIES

1. Utilize development to enhance this gateway into Tempe
2. Assess market conditions for best viable mix of uses based on land conditions

IG₅ Establish the 101 and 202 interchange area as a point of pride for the East Valley through collaboration between Tempe and Mesa

STRATEGIES

1. Partner with private sector and collaborate with the City of Mesa
2. Provide notification to adjacent communities (ADOT, Mesa and SRP-MIC) during the public hearing process for redevelopment



WARNER & I-10 GROWTH AREA

The Warner & I-10 Growth area is located along both sides of Warner Road between Priest Drive and the Interstate-10 Freeway and extending across the Tempe/Chandler border. Providing some of the largest developable parcels of land in Tempe, and given its superior freeway visibility and arterial access, this area is one of the most prime locations for urban level development in the city. Because of its accessibility to the Valley, this new hub area holds the most potential as a mixed use destination as well as serving a specialty commercial and entertainment market. IKEA and other specialty commercial development have made Warner & I-10 a shopping destination. Utilizing key parcels of the remaining undeveloped acreage for mixed use will strengthen this growth area as a hub.



WARNER & I-10 GROWTH AREA GOAL

Develop a regional destination and mixed use employment center

OBJECTIVES

W&I1 Provide urban mixed-use, office and specialty retail opportunities that can serve the adjacent development and recognize its prime location due to freeway access

STRATEGIES

1. Infill with office, hospitality, urban residential and urban open spaces for a comprehensively developed area
2. Develop a distinct character for Warner and I-10 growth area
3. Integrate pedestrian, bike and transit connections to provide access into and through this growth area
4. Maximize freeway visibility by discouraging buildings from turning their backs to the freeway

W&I2 Master plan both sides of Warner Road together to ensure cohesive and compatible development

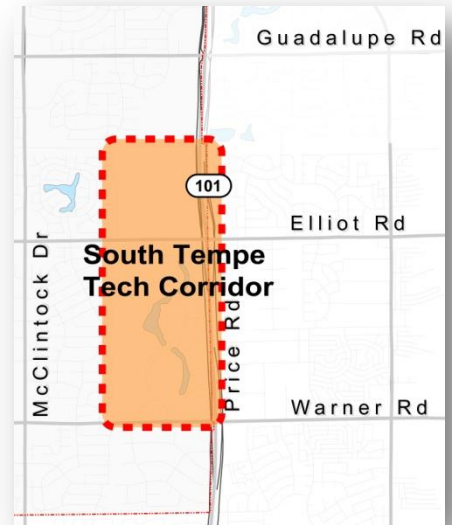
STRATEGIES

1. Encourage project signage branding that is unified for both sides of Warner Road and provides a gateway presence along the freeway to this southeast corner of the City
2. Identify landscape guidelines for Warner Road



SOUTH TEMPE TECHNOLOGY CORRIDOR GROWTH AREA

The South Tempe Technology Corridor is one of the hubs identified for new urban mixed use development. The 324-acre ASU Research Park, set along the Science and Technology Freeway Corridor, is home to more than 30 research and development companies, corporate and regional headquarters, and more than 3,000 employees. There are 1.6 million square feet of existing facilities on 181 acres, with over 50 acres of land remaining available for lease. Oversight of the Park is provided by a 16-member board composed of community leaders, deans from various ASU academic disciplines and senior ASU administration. Directly north of ASU Research Park is the Discovery Business Campus, a 136-acre office/industrial park which sits at the northwest corner of Elliott and Price Roads. The campus accommodates 11 sites offering approximately 1 million square feet of light industrial and commercial space, a portion of which is utilized by Freescale Semiconductor. Adding residential closest to Elliott and Price Roads will establish it as a mixed use employment hub. Employment growth along the Loop 101 freeway complements Chandler's expanding technology corridor a few miles south.



SOUTH TEMPE TECHNOLOGY CORRIDOR GROWTH AREA GOAL

Facilitate expansion of technology industries as a regional employment center

OBJECTIVES

STT1 Support expansion of technology businesses to build on the success of the ASU Research Park

STRATEGIES

1. Recruit companies that are leading technology change to locate in this corridor
2. Ensure businesses provide the greatest positive influence with the fewest negative impacts

STT2 Master plan both sides of Elliott Road within the corridor to ensure cohesive and compatible development

STRATEGIES

1. Develop Employment Growth Area design guidelines that address urban design character, complete street network features, building massing, landscape and open space as well as parking and access
2. Integrate transit options for employees

STT3 Provide a unique mix of technology businesses and industry in a serene setting complementary to adjacent residential development and the surrounding community



STRATEGIES

1. Integrate landscape and environmentally sensitive transitions between businesses and adjacent residential uses
2. Emphasize the existing lake feature as focal point
3. Retain and enhance tree lined streets and pathways

BASELINE & RURAL GROWTH AREA

Centered at the intersection of Baseline Rd and Rural Roads, the established mix of retail, multi-family, hospitality and office form the genesis of a growth area to serve as a hub of activity in the central area of Tempe. Additional density and redevelopment of the vacant or underutilized parcels within this area will create a mixed use hub and gathering place that attracts surrounding residents with dining and shopping. This future mix of activities will be augmented by pedestrian and bicycle connections along well shaded streets and transit connections through the neighborhood as well as, provide local and regional service to larger employment centers.



BASELINE & RURAL GROWTH AREA GOAL

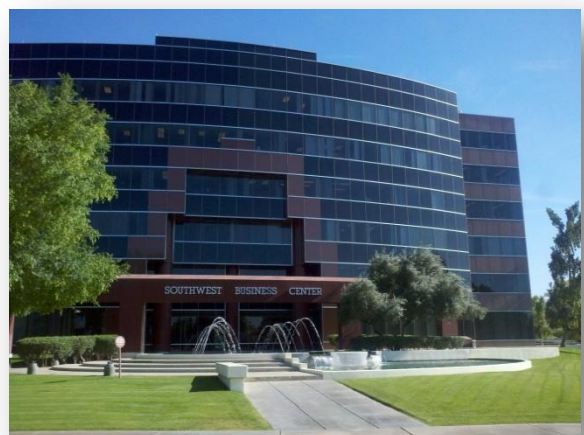
Support reinvestment to create a revitalized, compact and walkable urban hub

OBJECTIVES

B&R1 Provide urban mixed-use, office, hospitality and specialty retail uses that serve the surrounding neighborhoods

STRATEGIES

1. Infill with office, hospitality, urban residential and urban open spaces for a comprehensively developed area
2. Develop a distinct character for Baseline & Rural Growth Area
3. Integrate pedestrian, bike and transit connections to provide access through this growth area for surrounding residential neighborhoods
4. Develop a strong neighborhood-serving business community
5. Increase residential and transit-oriented development
6. Increase the mixed use utilization of undeveloped or under-developed property



7. Encourage shared parking which serves several groups of users during various times of day
8. Integrate neighborhood, local and rapid transit connections within the hub

B&R2 Enhance area quality of life for existing and future residents

STRATEGIES

1. Ensure distinct yet compatible appearance of existing and future development
2. Create a sense of place with an aesthetically-pleasing theme
3. Create safer pedestrian and bicycle circulation and crossings with appropriate amenities and conveniences
4. Create a safe, well-lit environment for streets and paths
5. Encourage area signage as a gateway presence
6. Identify landscape guidelines for Rural and Baseline Roads
7. Develop a Character Area Plan that includes this Growth Area



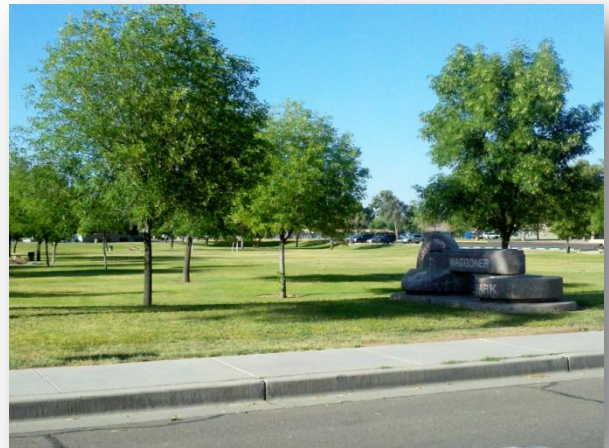
COST OF DEVELOPMENT ELEMENT

The Cost of Development Element identifies policies and strategies for developers to contribute toward the cost of public infrastructure and service needs necessitated by new development, with appropriate exceptions when in the public interest. By being land-locked, Tempe is at an advantage; the general infrastructure is established and available for development throughout the City. However, for projected land uses or intensified uses of properties, capacity of existing infrastructure may be exceeded. Tempe recognizes infrastructure is the foundation of economic growth and development. It must be maintained and improved to support the goals and strategies of the General Plan. Currently, Arizona law provides guidance for various development items, such as development fees for on-site improvements and significant infrastructure capacity additions for water and sewer. Additional requirements may be the result of developer participation agreements. Furthermore, as one of the mature communities in the Valley, infrastructure and technology is aging, requiring upgrades or a totally new type of infrastructure within the next decade. Similarly, established park and transportation systems will require renovation to address increased use that accompanies new development.

The City of Tempe is a progressive and fiscally responsible city that maintains AAA bond ratings. The success of the community's long-range fiscal plan has allowed and will continue to afford the community the resources for growth and maintenance of: public utility infrastructure, public facilities, parks and open space and transportation systems. These capital projects will continue to be funded through the capital improvements program and comply with the long-range forecast and debt management plan that links our future debt capacity to population, tax base growth and current level of general operating revenue.

COST OF DEVELOPMENT GOAL

GOAL: Ensure funding availability for growth and maintenance of all planned development, both public and private



OBJECTIVES

COD1 Encourage development that does not exceed planned infrastructure or service capacity

STRATEGIES

1. Integrate long-range planning and strategic economic planning efforts to meet city goals
2. Adopt service level standards for land uses and with identified costs and revenues for all city departments
3. Proposed land uses that intensify or significantly change existing land uses may require an infrastructure/service plan that specifies the needs and financing for each of the following:
 - a. Fire protection
 - b. Police protection
 - c. Multi-modal transportation improvements
 - d. Water and sewer improvements and services
 - e. Parks and open space
 - f. Solid waste disposal
 - g. Storm drainage, and
 - h. Parking (within growth areas)
4. Apply development fees outlined in the Tempe City Code and as allowed by state law
5. Evaluate impact fees on development where appropriate to address the impacts of new development that exceed planned infrastructure and service capacity

COD2 Ensure that land use intensification or redevelopment provide for necessary infrastructure or service capacity

STRATEGIES

1. Include all affected departments in the review of proposed developments that may potentially impact city budget, infrastructure or service demands
2. Ensure new development growth pays its fair share, as allowed by state law
3. Establish a rational nexus between new development and future capacity needed from that development
4. Coordinate with Public Works to continue to support an integrated approach to permitting
5. Direct high water use industry to SRP member lands to help stabilize rates for all customer classes
6. Work with Arizona State University on coordinated development to:
 - a. Identify University to City infrastructure impacts and
 - b. Jointly seek funding mechanisms to accommodate additions to infrastructure, facilities and public services from University development
7. Consider creation of special districts associated with specific capital or service needs
8. Continue the use of financial tools to address long-term capital and maintenance costs in specific areas



COD3 Maintain fiscal stability for the City of Tempe

STRATEGIES

1. Evaluate the impact and value of attracting and retaining industries or companies to ensure proper diversification of the tax base
2. Continue to update development fee schedules to ensure a fair share of expenses are recovered
3. Consider pay-for-use of certain city services, similar to the water service model
4. Monitor costs and benefits of developments on the overall fiscal health of the city

COD4 Promote a financially sustainable economy with economic development tools

STRATEGIES

1. Utilize an Economic Impact Model or other methods to evaluate the impact and benefit of new developments
2. Partner with private development to maximize capital projects funded through bonds with in-lieu funds
3. Attract and retain sustainable development
4. Encourage joint use agreements where applicable to reduce land or facility needs to provide public parking, schools, parks or public services
5. Study the reduction or elimination of fees for the purposes of affordable housing, green building or economic development in growth areas
6. Study the use of fees for regional transportation facilities

COD5 Provide opportunities for development that benefits the community

STRATEGIES

1. Work with private utility providers to ensure future infrastructure capacity for development within Tempe and compensation for expanding service outside Tempe
2. Encourage adjacent municipalities to coordinate infrastructure improvements in Tempe that serve the greater metropolitan community to minimize impacts to Tempe
3. Identify opportunities to partner with adjacent cities in providing infrastructure or services that serve the greater community, such as parks, schools, park-and-ride and mass transit
4. Ensure the Tempe City Code provides for rights-of-way and easement provisions, frontage infrastructure and open space requirements
5. Continue the percent for arts program for art in private development and include mixed use development within the program





CIRCULATION CHAPTER

The purpose of the Circulation Chapter is to guide the further development of a citywide multi-modal transportation system integrated with the City's land use plans. The chapter identifies bicycle routes and facilities, pedestrian ways, existing freeways, arterial and collector streets, transit service areas and routes including light rail and streetcar, rail facilities including commuter rail and freight rail, air transportation and other transportation issues as they relate to land use.

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CIRCULATION SYSTEM

The purpose of Tempe’s Circulation Chapter is to guide the further development of a citywide multi-modal transportation system integrated with the City’s land use plans. It is based on the philosophy and strategies of the Comprehensive Transportation Plan (2008), which are to:

- Coordinate local and regional land use and transportation decisions
- Achieve a more balanced transportation system and reduce reliance on the automobile
- Preserve neighborhood character and enhance quality of life
- Enhance streets to maximize safe and efficient use by all users such as pedestrians, bicyclists, transit riders, and motorists

The Circulation Chapter highlights the ability to provide a more direct link between transportation and quality of life.¹ For purposes of defining livability and quality of life related to transportation we have used others research to mean: Livability is the availability of multi-modal connected networks; mobility; safety; accessibility to jobs, housing and services; and streetscape attractiveness. Quality of life related to transportation is the independence of movement; reasonable travel times; options of access that support physical health.

In order to maximize the safety and efficiency of the circulation system in Tempe, objectives and strategies encourage the use of a variety of transportation options to provide choices and promote neighborhood, local community and regional accessibility.

The Circulation Chapter includes important themes of the plan, such as:

- Enhancing connections for Pedestrian, bike and transit to produce a “20-Minute city”
- Create safe and comfortable pedestrian and bike connections to schools, parks and multi-generational centers, as well as, with local-serving transit routes to hubs
- Enhance pedestrian and bike use with shaded streets and shelters as well as connecting parks, plazas and open spaces as rest stops for that 20-minute walk or bike ride

SEEKING THE 20–MINUTE CITY

A 20-minute city is characterized by a vibrant mix of commercial and residential establishments within a one-mile walking distance, a 4-mile bike ride or 20-minute transit ride. They are similar to traditional city walkable towns and districts. The concept most recently emanates from early 20th century in the United States, where social advantages of physically defined neighborhoods with parks, shops and housing were promoted to be concentrated around a community center. Initially, this design placed housing no farther than a half-mile walk from the community center to promote social interaction among neighborhood residents. Tempe contains parks that were located to serve the surrounding one mile area surrounded bounded arterial streets. The 20-minute city premise is at the core of other planning concepts, such as:

- Traditional neighborhood designs that encourage walking and socialization, with a variety of housing choices and a mix of retail and commercial spaces
- Transit-oriented development—high density and mixed uses within about a quarter-mile of transit stations and
- Complete streets—street designs that balance the needs of all modes and abilities (pedestrians and bicyclists, transit) with those of cars

¹ See definition of quality of life indicators in Glossary

The benefits to 20-minute neighborhoods are seemingly endless: in addition to building a tangible sense of community, they reduce transportation costs, reduce greenhouse gas emissions, improve public health, and improve access to residents' daily needs.

The Circulation Chapter contains five respective elements:

- ▲ The Pedestrian and Bikeways Element provides a comprehensive inventory of bicycle and pedestrian walkways and proposed bicycle facilities such as bicycle routes, shared-use paths and separated freeway or railway crossings that connect activity centers within Tempe. Additionally the element suggests future corridors needing improvements as well as integrating with regional systems to complete a network an interconnected pedestrian and bikeways.
- ▲ The Transit Element identifies the existing and proposed system of mass transit, circulator, high capacity transit or rapid transit modes that integrate locally and regionally. Regional connection reflects a circulation system of bus rapid transit, inter-city or commuter rail provided by others that connect Tempe residents and businesses throughout Maricopa County and beyond. These existing and proposed regional routes include highways, freeways, bus rapid transit, inter-city passenger rail, commuter rail and freight rail.
- ▲ The Travelways Element identifies the character and quality of Tempe streets as multi-modal transportation conduits to move people as well as vehicles. The Travelways Element introduces the concept of creating streets to be planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. These types of complete streets allow for safe travel by those walking, bicycling, driving automobiles, riding public transportation, or delivering goods. Regional travelway connections provide movement of people and goods by vehicle and rail transport. These existing and proposed regional routes include highways, freeways and freight.
- ▲ The Parking and Access Management Element distinguishes the supplementary role these transportation components play in making land use and circulation systems compatible.
- ▲ The Aviation Element identifies the connections to national and international air transportation provided by Phoenix Sky Harbor and growth of reliever airports.

Tempe provides a desirable quality of life for its residents, employees, and guests. The City has a strong commitment to maintaining the characteristics that enhance livability and contribute to making it one of the best places in the country in which to live, learn, work, and play. The goals established by this chapter of the plan reinforce this commitment and will help ensure that Tempe preserves its quality of life and becomes a sustainable community that offers a variety of transportation options to its residents. For example, the addition of light rail transit in Tempe continues to transform the City's transportation system and land use along its corridor. Tempe's investment in light rail provides great opportunity to and improves its neighborhoods. Transit Oriented Development is the creation of compact mixed-use (e.g., residential, office, retail, entertainment) development, located within an easy walk of a transit station or stop. By focusing compact development around transit stations, transit-supportive developments capitalize on public investments, and establish neighborhoods in which driving to your destination is not the only option. Addressing details of land use within transit-oriented development typically produces moderate to high-density development, a mix of land use types, opportunities for mixed incomes and housing types, parking behind buildings or on the street, shaded sidewalks, plazas or public spaces, and public art.

CIRCULATION SYSTEM-WIDE GOAL

Develop an effective multi-modal transportation system integrated with sound land use planning, thereby creating safe, efficient and accessible mobility for persons, goods and commerce within the City and region

OBJECTIVES

T1 Develop a functional relationship between the diverse land uses in Tempe and the transportation system that serves them

STRATEGIES

1. Enhance circulation connecting activity centers and their high density hubs and develop land uses that support the ability to provide multi-modal circulation options
2. Evaluate quality of life considerations for planning, and evaluating transportation capacity improvements
3. Implement strategies for strengthening cooperative land use and transportation planning and design efforts among the City of Tempe, Arizona State University, and other public and private stakeholders
4. Continue to involve neighborhood and community representatives in ongoing planning and design of transportation systems, facilities, and services
5. Work to ensure that transportation solutions preserve and enhance Tempe's neighborhoods
6. Coordinate project development with the transportation master plan, ordinances and relevant codes to ensure consistency among city goals and their implementation

T2 Accommodate regional travel demands with transit and other modes, as alternatives to street widening, to address capacity needs

STRATEGIES

1. Continue to encourage the use of and access to alternative and multiple modes of transportation
2. Provide incentives to increase the number of transit trips
3. Continue to discourage the use of single occupant vehicles



PEDESTRIAN AND BIKEWAY ELEMENT

Every trip begins and ends as a pedestrian trip. The City of Tempe recognizes that pedestrian travel is an integral part of the citywide transportation system. The City is committed to improving conditions for pedestrians citywide. Pedestrian activity in the City is for both recreation and commuting. ASU and Mill Avenue generate significant pedestrian traffic. About 4.2 percent of Tempe residents commute primarily by walking. Tempe has improved conditions for pedestrians and incorporates pedestrians as an integral component of the transportation system. The City seeks to guarantee a safe, secure, comfortable and attractive environment for walking to achieve its transportation goals. The City strives to provide mobility for all pedestrians. American with Disabilities Act (ADA) guidelines are followed as facilities are built or improved.

Bicycling is an important mode of travel throughout Tempe, and the City has a long-standing commitment to encouraging bicycling



through the development of bikeways and various educational and promotional programs. Walkable and bikeable streets and paths serve as economic drivers, by attracting residents and employees or employers that recognize walking or biking is an attraction. Attracting tri-athletes to compete at Town Lake reflects and economic benefit. Additionally, as a "Bicycle Friendly Community," Tempe has more than 175 miles of on-street bike facilities and 23 miles of multi-use pathways. While the system is extensive, there are discontinuities/gaps that need to be addressed. Providing complete pedestrian and biking networks throughout the city contributes to active and healthy lifestyles. Almost four percent of Tempe residents use a bicycle to commute and most major destinations in Tempe have bicycle parking. Tempe continues to expand its multi-use path system. Bike racks on buses, as well as lockers located in areas served by transit are part of the bike-on-bus program. Frequently at signalized intersection push buttons are located on posts by the roadway for pedestrian and bicycle crossings.

The bikeway and multi-modal path network is illustrated in Figure 1.

PEDESTRIAN NETWORK GOAL

Develop safe, comfortable walking environments and pedestrian connections to encourage pedestrian travel

OBJECTIVES

PN1 Increase awareness that pedestrians are a priority in Tempe, and that pedestrian travel is an important part of the overall transportation system

STRATEGIES

1. Encourage planning that provides a diversity of land uses (employment, shopping, businesses, services, parks, schools) within a 20-minute walk for all Tempe residents
2. Encourage development patterns and site configurations that maximize pedestrian access and circulation
3. Utilize programs to encourage walking and educate residents of the health benefits of walking

PN2 Provide convenient and safe pedestrian access to destinations to promote neighborhood sustainability

STRATEGIES

1. Improve the pedestrian network to include: sidewalks on all streets in accordance with prescribed standards; street crossing improvements, as well as crossings at railroad rights-of-ways, canals, freeways, and other barriers to travel; and additional multi-use paths and crossings
2. Evaluate the sidewalk system and pedestrian network to assess adequacy and implement specific improvements, such as eliminating gaps, removing barriers, and widening sidewalk capacity to facilitate and thereby encourage increased pedestrian travel

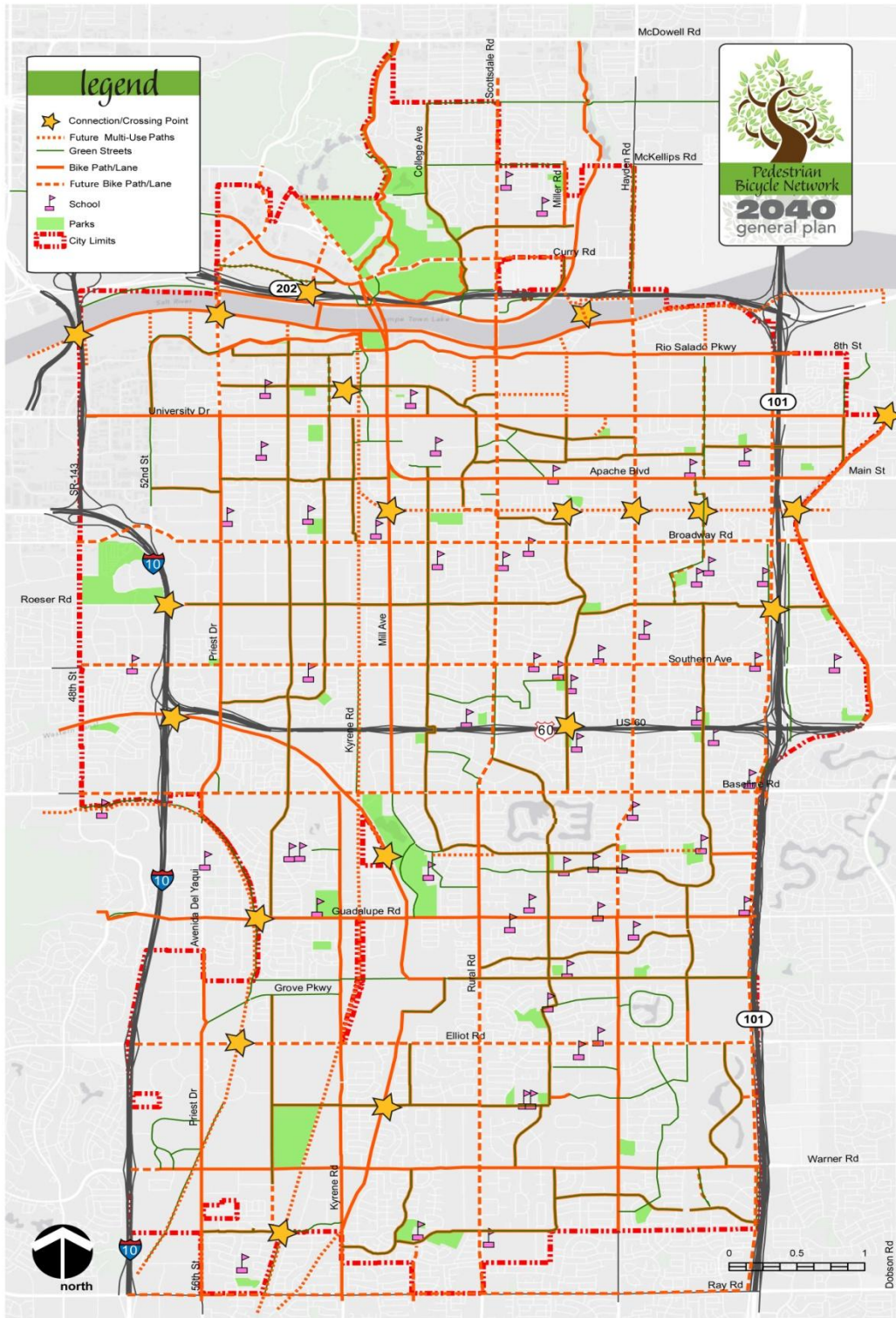


Figure 1 Pedestrian and Bicycle Network

3. Continue to implement public education and outreach techniques to promote pedestrian safety and compliance with pedestrian-related laws and regulations
4. Continue to improve the pedestrian network in school areas to make it increasingly safe and attractive to walk to school

PN3 Ensure pedestrian accessibility for all
STRATEGIES

1. Raise awareness about the needs of all pedestrians, including accessibility goals that go beyond mere compliance with the Americans with Disabilities Act (ADA)
2. Develop design guidelines for the classification of complete multi-modal streets with inclusion of accessibility features as part of the pedestrian network
3. Evaluate and implement improvements for pedestrian components within planned transportation projects

PN4 Increase pedestrian accessibility and enhance the pedestrian environment with engaging and interesting experiences for pedestrians

STRATEGIES

1. Implement programs and projects that increase pedestrian accessibility, safety, and security
2. Enhance the pedestrian environment by creating engaging and interesting experiences for pedestrians
3. Improve shading on all pedestrian paths to encourage pedestrian use
4. Improve the pedestrian network to accommodate all types of pedestrians and provide the opportunity to contribute to healthy lifestyles

BIKEWAYS GOAL

Expand and enhance bicycle travel within the City

OBJECTIVES

B1 Provide safe and convenient access between neighborhoods and schools, parks, shopping, transit, employment, and other destinations

STRATEGIES

1. Encourage planning that provides a diversity of land uses (employment, shopping, businesses, services, parks, schools) within a 20-minute bike ride for all Tempe residents
2. Establish connections between land use activity centers, where mixed use development provides a destination
3. Utilize wayfinding signage and maps to identify bike routes that connect schools, parks, shopping, employment, other destinations and connection to light rail and streetcar
4. Ensure walkable and bikeable connecting streets and paths that contribute to a healthy lifestyle

B2 Ensure that the circulation network and facilities will accommodate all types and levels of bicyclists



STRATEGIES

1. Evaluate the bicycle network to assess adequacy and implement specific improvements, such as eliminating gaps, removing barriers, addressing bike lanes and bike paths to encourage bicycle travel by all levels of riders
2. Identify bikeways that serve as commuter routes
3. Identify bikeways that serve recreational and family users

B3 Facilitate regional bikeway planning efforts to ensure that Tempe's bikeways connect with those of neighboring communities and that Tempe's system is an integral part of the overall region-wide system

STRATEGIES

1. Participate in regional bikeway planning efforts to ensure this objective
2. Continue to implement programs and special events that raise awareness about bicycling safety, the health benefits of biking, the needs of bicyclists, and the availability of bicycling opportunities in Tempe, including special events related to bicycling in the community

B4 Improve the bikeways network

STRATEGIES

1. Inventory gaps that exist in the system and develop a plan to complete those missing segments
2. Prioritize and implement the planned improvements identified on the Bikeways Network Map
3. Create a network that includes:
 - a. safe bike lanes on arterial streets,
 - b. enhanced half-mile or mid-block street crossing improvements
 - c. crossings at railroad rights-of-way, canals, freeways
 - d. reduction of other barriers to bike travel and
 - e. additional multi-use paths and crossings
4. Evaluate and implement, as appropriate, new techniques for bicycle safety including: bike boxes, sharrows, bike boulevards, cycle tracks and buffered bicycle lanes
5. Establish design and development standards that provide shaded, secured bicycle parking for development projects (public and private)
6. Seek solutions to address bike theft and recovery

Bicycle Network Options

Sharrows

Shared lane pavement markings ("sharrows") are bicycle pavement markings placed on streets popular with bicyclists but too narrow for conventional bike lanes. Sharrows can be helpful on streets where there is insufficient space to add bicycle lanes.

Bike Boulevards

Bike boulevards are designated bike corridors that may include bike lanes, bridges, paths, local streets or major streets that are specifically signed and treated for high volumes of bicyclists and preferred routes. Bike boulevards have system gaps removed and are specifically designed to emphasize bicycling, in some cases over car travel.

Bike Share

Bike share is a concept of rental bikes available at many points throughout the community. The bike share system operates much like a ZipCar program and gives locals and visitors the opportunity to ride a bike for area travel, while supporting the local transit system.

Cycle Tracks

Cycle tracks are separated bicycle facilities that run alongside a roadway. Unlike bike lanes, cycle tracks are typically separated from automobile traffic by a physical barrier, such as parked cars, bollards, a landscaped buffer, or a curb. Cycle tracks may be one-way running with traffic, one-way running against traffic, two-way on the same side of the road, or two-way on both sides of the road.

Buffered Bicycle Lane

A buffered bicycle lane is a cycle track that lies within the roadway and is separated from motor vehicle traffic by a stripe painted on the road with an additional stripe painted beyond its outer edge that indicates the beginning of the motor vehicle lane or parking area. The space that is created between the bike lane and the motor vehicle lane/parking spaces is not intended for travel by any mode, but rather exists as buffer to create greater separation between bicycles and autos.

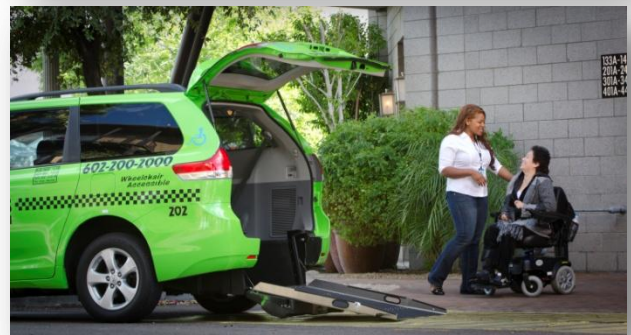
TRANSIT ELEMENT

Tempe is the regional leader in providing public transit. Tempe has a well-defined transit system that provides a variety of services. The services can be defined by their hierarchy of function. The City bus routes provide service along the arterial streets and some collector streets. The neighborhood circulators, Orbit and FLASH, serve shorter trips with higher frequencies in high demand areas. Buses are equipped with wheelchair lifts to ensure accessibility for all users.

Tempe's bus transit program promotes the use of alternative modes of transportation and helps to create a livable community with a balanced transportation system. Bus service in Tempe operates year-round with 15-minute peak-period service on many routes and 30-minute off-peak service. Most routes run until midnight Monday through Saturday, and 10 p.m. Sunday. Tempe provides bus service on most arterial streets with 14 local routes, four express routes, two free Flash routes, and five Orbit neighborhood circulator routes. Tempe buses are wheelchair accessible and have bicycle racks accommodating up to three bicycles. All Tempe buses are alternatively fueled.

Valley Metro operates fixed-route transit service within Tempe and the region. Tempe provides free, high-frequency bus circulator services (Flash), serving downtown and Arizona State University (ASU), and Tempe Orbit circulator system to neighborhoods north, south, east and west of these destinations. Special event transit service is provided from designated park-and-ride lots in Tempe.

ASU provides campus shuttles between the Main campus in Tempe and the East campus (Mesa Gateway) and West campus (Glendale), as well as to Mesa Community College. Transit transfer centers provide a high concentration of bus routes for passenger connections. Tempe has three transit transfer centers: 1) ASU at Rural and University, 2) Arizona Mills Mall off of Priest Drive south of the Superstition Freeway and 3) the intermodal Tempe Transportation Center at Fifth Street and College Avenue.



Valley Metro coordinates a system of publicly and privately owned park-and-ride lots throughout the metropolitan area. Tempe funds regionally-oriented Dial-a-Ride service for senior citizens and people with disabilities. In addition, the Tempe Youth Transit Pass Program allows all eligible Tempe youth ages 6 to 18 to ride regional and local Valley Metro bus routes and the METRO light rail for free.

The METRO Light Rail Transit initiated its operations in December 2008. The planned 57-mile high-capacity system initiated with the starter 20-mile light rail system between Phoenix, Tempe and Mesa, including 5.5 miles through the heart of Tempe, serving employment, activity and cultural centers, downtown Tempe, ASU and Apache Boulevard. Light Rail trains arrive every 12 minutes from 7:30 a.m. to 6:30 p.m. and run every 20 minutes in early morning and evening and on weekends trains arrive every 15-20 minutes from 5 a.m. to 7 p.m. and arrive every 20 minutes at all other times. A planned streetcar system addition and connection to light rail offers a new mode for transit users in Tempe. Federal approval of Valley Metro's request to enter Project Development for Tempe Streetcar for a 2.6-mile extension of the Valley Metro system is a first step toward receiving federal project approval and ultimately federal funds to build the extension. The streetcar in downtown Tempe serves as a critical connection to the existing transit system and provides mobility options for a community having a high demand for transit. The streetcar is planned to travel as a one-mile downtown loop along Mill and Ash avenues and south to Apache Boulevard. However, two route modifications are being explored for Rio Salado Parkway from Packard Drive west to Mill Avenue and a downtown loop to Apache Boulevard, east to Rural Road.

Tempe's involvement in development of the Maricopa Association of Governments (MAG) Regional Transportation Plan identified areas where high capacity transit investments will be constructed within Tempe. Rural/Scottsdale Road is an identified corridor for bus rapid transit to connect from the Santan (Loop 202 to Scottsdale/Shea Blvd. High Capacity Transit includes: Light Rail, Bus Rapid Transit, Streetcar and Commuter Rail. Description and the anticipated growth of these modes are provided in the Appendix A.

Community support for transit system enhancements will make possible Tempe's ability to meet future travel demands.



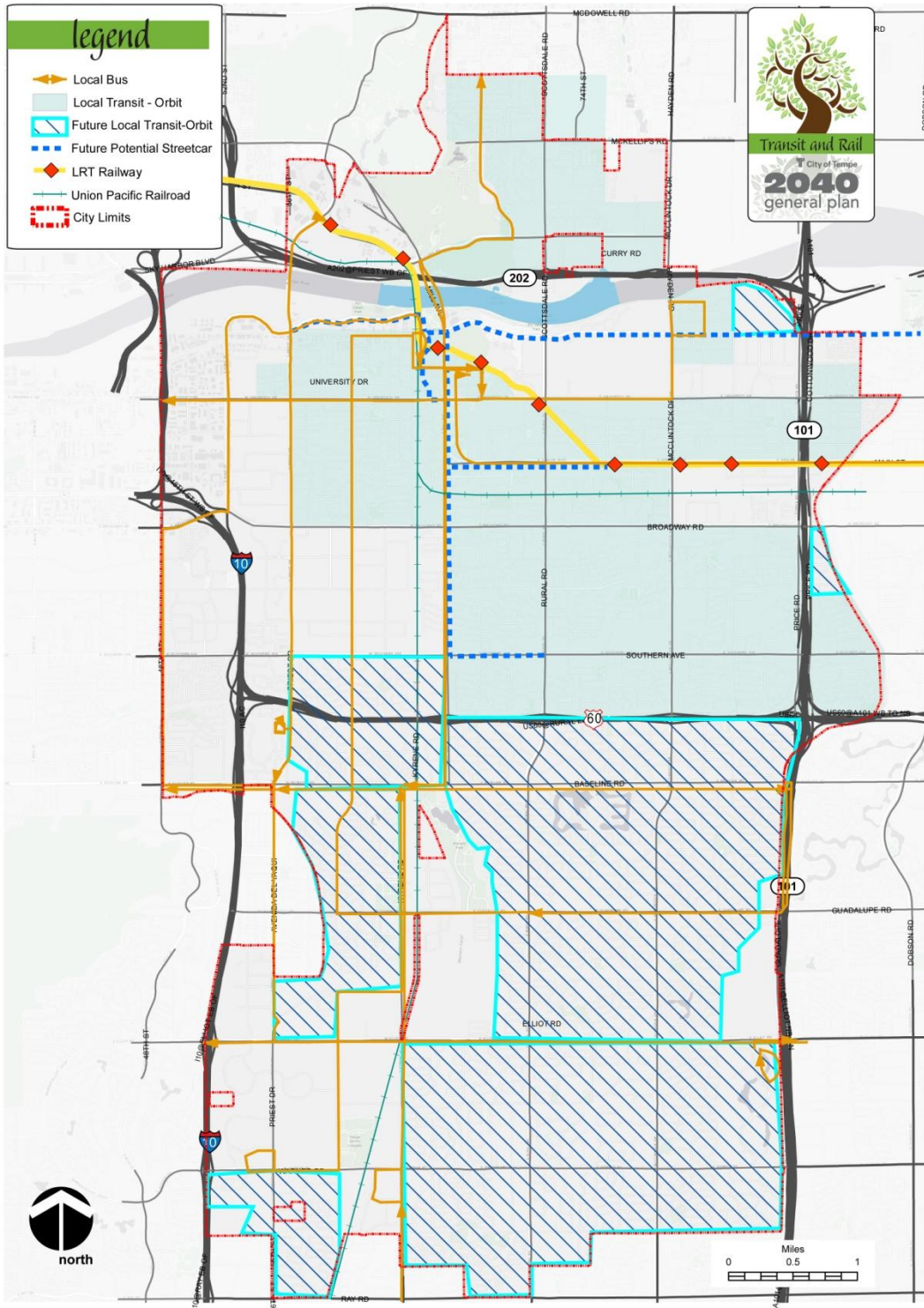


Figure 2 Transit and Rail Systems

CONNECTING THE “LAST MILE”

Transit system planners have long struggled with how to solve what is called the “last mile” problem. Many would-be transit riders have a transit line that runs most of the way between their home and destination, but no good way to get to or from the transit stop itself. The transit stop may be just outside of walking distance. In the case of some suburban office parks and subdivisions without sidewalks, walking to a nearby bus stop may be dangerous or otherwise difficult. Or, in Arizona’s climate, walking long distances in the searing summer sun to catch a bus may simply be too much for a person to bear. Neighborhood circulators address the last mile problem by using relatively small transit vehicles to bring residents to transit stations or other nearby attractions. A resident of Tempe’s residential neighborhoods can feel confident leaving his car at home, knowing that a neighborhood circulator bus will come along every 15 minutes to carry him to the light rail station or a destination within Tempe.

TRANSIT GOALS

GOAL 1: Coordinate and produce efficient, safe, convenient and interconnected transit options to increase ridership

OBJECTIVES

TR1 Increase transit modes and services that support ridership increases and an expanded transit mode share

STRATEGIES

1. Provide transit throughout the city that is supported by funding and ridership
2. Ensure that fast and frequent transit service is provided to achieve accessibility and mobility from any location within Tempe at service levels supported by ridership
3. Attract new users to transit associated with special events
4. Collaborate with Arizona State University transit programs to redirect vehicle traffic to alternative modes
5. Integrate Intelligent Transportation System (ITS) technologies into transit system plans and services

TR2 Facilitate connections among transportation modes

STRATEGIES

1. Provide transit that is accessible to users of all abilities
2. Implement improvements to facilitate increased use by pedestrians, bicyclists seeking access to transit
3. Implement the provisions of the transportation overlay district within the rail corridor
4. Expand and improve express bus service between Tempe and key regional locations develop supporting facilities, including direct access ramps and HOV lanes
5. Develop regional park-and-ride facilities at regional centers or connection points to foster connectivity to transit
6. Develop transit or transfer centers in Tempe serving light rail and at other major transfer locations
7. Provide traffic priority to transit vehicles
8. Improve the transit system in Tempe to ensure that the network and facilities will accommodate all types of transit users
9. Provide neighborhood circulator buses in residential neighborhoods to address "the last mile" by connecting residents with light rail or other destinations in Tempe

GOAL 2: Support transit that facilitates regional and interregional commute patterns

OBJECTIVES

TR3 Expand transit availability to regional and interregional systems

STRATEGIES

1. Implement regional Bus Rapid Transit (BRT) corridors with regional partners
2. Complete Federal and local authorization for the Tempe Streetcar project and build the line while continuing to develop a plan for future extensions to the line
3. Coordinate and cooperate with Maricopa Association of Governments High Capacity Transit Study
4. Study the viability of commuter rail along the Union Pacific corridor east-west mainline corridor or the north-south Tempe/Kyrene Branch corridor and placement of rail station(s) in Tempe
5. Secure a major role in the coordination with all neighboring cities and the region on regional transportation planning programs and projects
6. Modify bus routes to support light rail stations and streetcar
7. Facilitate regional transit and rail planning efforts to ensure that the systems connect to neighboring communities and the larger region



TRAVELWAYS ELEMENT

Travelway corridors are a type of land use too. Beyond connecting vehicles to the places that people go to school, work and shop, streets serve as the conduit for the comfortable movement of people. The best designed corridors entice pedestrians to walk, bicyclists to ride in comfort and safety in addition to accommodating transit, emergency services, deliveries, and vehicles. Travelways include freeways and freight transport. Convenient freeway access makes Tempe accessible to and from local, regional and interstate destinations. Freight rail transport or truck freight corridors deliver products through, to and from Tempe.

Tempe has been a leader in the planning, design and construction of travelways that accommodate all modes of travel for all types of users. Tempe is developing a street network that considers pedestrians, bicyclists, disabled users, automobile drivers and others in an environment that is safe and accessible.

Tempe implements transportation projects that include multiple modes in the same project consistent with complete multi-modal street practice, which furthers Tempe's goal to be a multi-modal community. Following this approach to streets, mobility and urban livability are improved by providing safe and comfortable transportation choices for people of all ages and abilities and enhancing the places people walk, ride and drive with the incorporation of amenities such as street trees, lighting, and other streetscape improvements. This approach to streets plays an integral role to reduce the reliance on automobiles, improve mobility, reduce greenhouse gas emissions and other air pollutants, enhance pedestrian safety and promote active lifestyles.

Tempe's current street network includes freeways, arterials, collectors, local streets, and alleys. The network is based on a hierarchy of functions with freeways providing regional access, arterials providing mobility across Tempe, collectors providing both mobility and accessibility to adjacent land uses, local streets providing direct land access, and alleys providing access for some service vehicles and utilities. The length of trips follow a hierarchy with longer trips produced on the freeways and shortest trips produced on local streets.

Infrastructure for the City's transportation system is largely in place and the street system infrastructure is considered a major investment for the City that must be maintained. As of 2012 there were 447 miles of arterials, 107 miles of collectors, 72 miles of industrial roadways, and 615 miles of local streets. The City needs to ensure the system is conserved through regular maintenance and periodic reconstruction. In addition to the street pavement, there are 11,778 street and pathway lights, 222 traffic signals, and 25,100 traffic signs that support the transportation system and safety. The key is to maintain to avoid major reconstruction and equipment replacement.



Traffic volume data were collected from the City of Tempe and other sources. See Table 1 in Appendix to the Circulation Chapter. These data include daily traffic counts from 2008 through 2012. Data was not available for all roadways during all years. The following statistics were developed based on the data supplied:

- ▲ About 75 percent of the roadway segments included in the volume database reflected data collected within the past three years,
- ▲ Only 14 percent of the roadway segments counted reflected year over year growth between 2008 and 2013
- ▲ 46 percent of the roadway segments counted reflected year over year decreases in volumes between 2008 and 2013 and
- ▲ The remainder of the roadway segments reflected decreases in traffic between some years and increases in traffic between other years.

The corridors with the highest volumes carry traffic from Tempe and adjacent communities to the two north-south freeways within the city, I-10 and the Price Freeway. They also carry traffic destined for downtown and other major employment centers.

Tempe is served by and nearly completely surrounded by freeways. The Arizona Department of Transportation system of highways, state routes, freeways and interstate freeways are generally a developed system of north-south and east-west corridors. Freeways that traverse the City of Tempe include the Superstition Freeway (US 60), Red Mountain Freeway (Loop 202), Pima Freeway (Loop 101), Interstates 10 and 143. These freeway facilities provide access at various interchanges and provide regional and interstate connections. Tempe has a multitude of entry points to these freeways.

USING TECHNOLOGY

In order to maximize the capacity of the transportation system (without necessarily widening streets), the technology of the system needs to be kept up to date. Within Tempe the signal system continues to be updated and new technologies implemented such as adaptive signals, vehicle and bike detection, audible pedestrian signals, and transit system priority.

TRAVELWAYS NETWORK GOALS

GOAL 1: Encourage redevelopment of the street network that balances the needs for various types of travelers and more fully serves all modes of transportation safely and efficiently

OBJECTIVES

TW1 Retain existing traffic capacity while reducing reliance on the automobile

STRATEGIES

1. Explore a travel demand model as one tool to measure street and travelway performance
2. Develop a measure for operational efficiency of travelways that accounts for pedestrian, bicycle and transit usage to measure capacity among all modes
3. Develop and implement projects that offer and promote alternative transportation choices (such as walking, bicycling, transit) within the street network projects
4. Establish travelway planning and development that are consistent with the street classification system including the development of complete multi-modal streets
5. Seek opportunities to separate pedestrians and other modes of transportation where possible

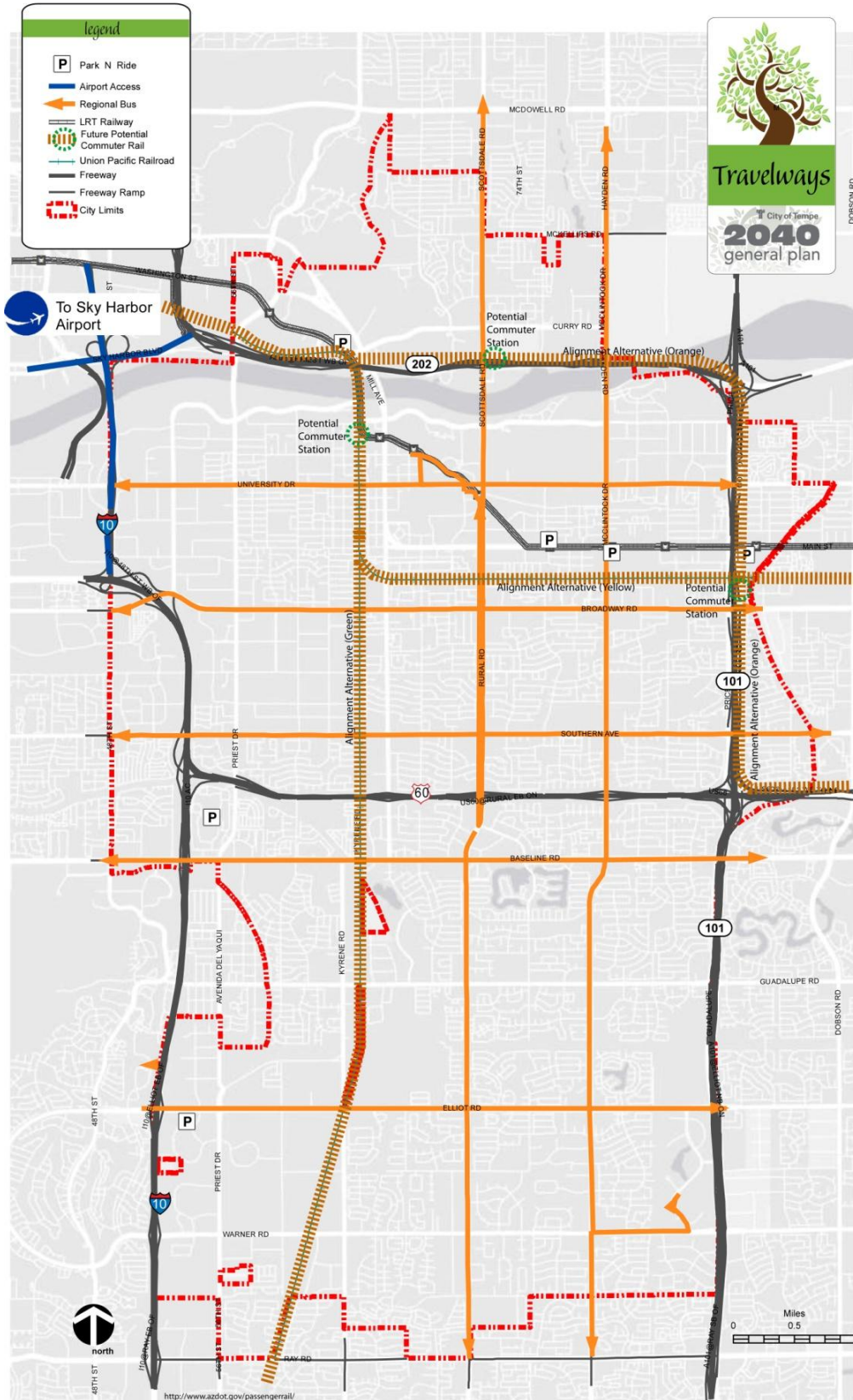


Figure 3 Travelways

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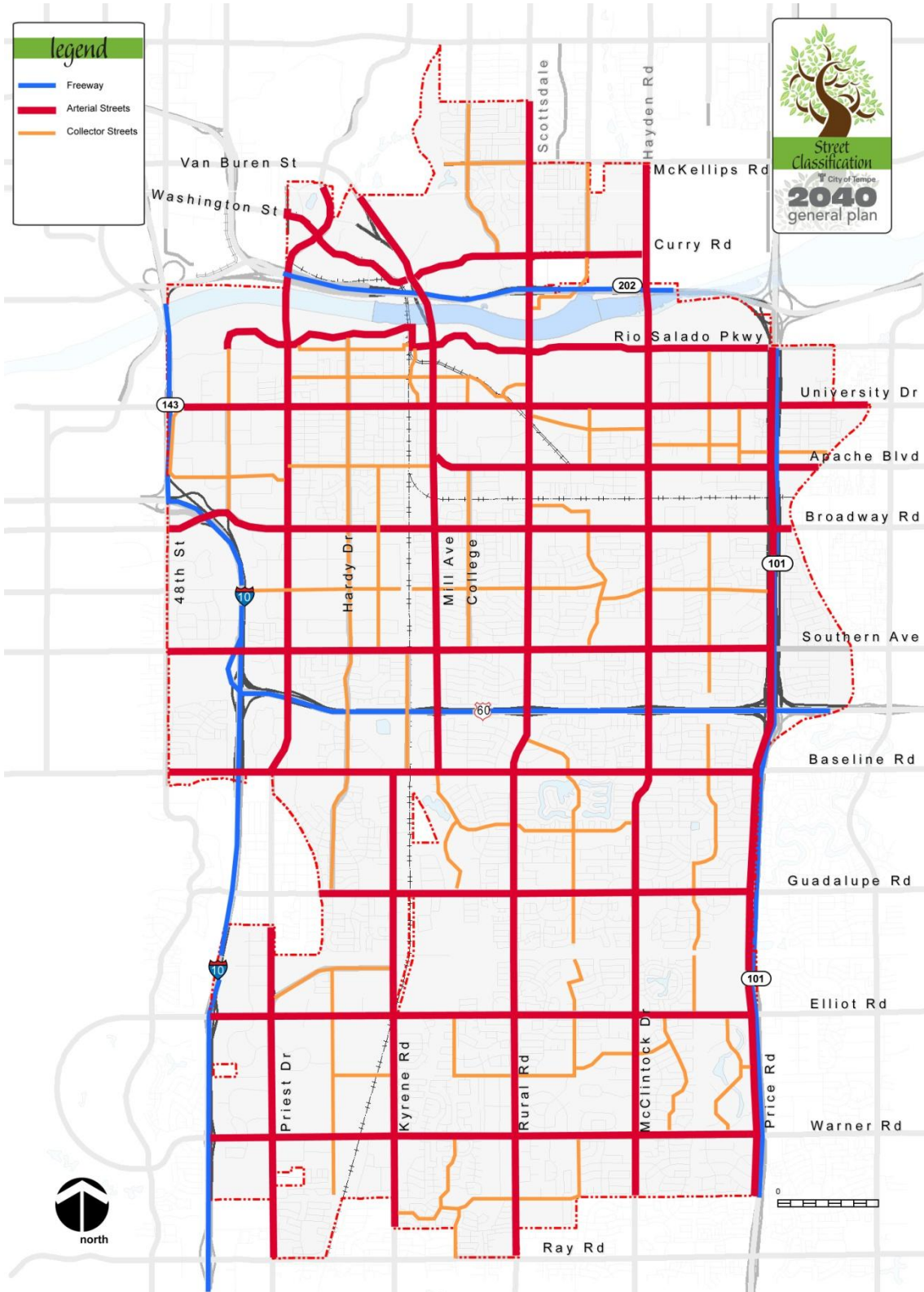


Figure 4 Street Classification

TW2 Ensure the system integrity is conserved through maintenance and preservation

STRATEGIES

1. Implement frequency standards for travelway system maintenance
2. Continue to proactively repair and maintain the City's street system
3. Manage public rights-of-way to minimize disruption to public services or quality of life

TW3 Establish guidelines that enhance the land use and transportation connection

STRATEGIES

1. Avoid widening streets as a solution to traffic congestion
2. Increase street tree plantings and landscaping on collector and arterial medians and edges to facilitate pedestrian and bicycle usage
3. Enhance the visual identity of Tempe streetscape aesthetics, and gateway entrances
4. Implement the provisions of the transportation overlay district within the light rail corridor
5. Implement the provision of the Mill and Lake District Streetscape principles and guidelines to support pedestrian friendly design and development

TW4 Facilitate safe and efficient movement on arterial and collector streets

STRATEGIES

1. Facilitate safe access to destinations for everyone regardless of how they travel
2. Provide a comprehensive strategy for improving safety at intersections
3. Utilize the Transportation Toolbox guidelines for collector streets to increase non-vehicular traffic and meet the needs of each mode of travel
4. Continually investigate new and emerging transportation technologies for use in the design and operation of streets and transit
5. Continue to integrate Intelligent Transportation System (ITS) technologies into the street network and traffic flow control system where appropriate as identified in Tempe's ITS Strategic Plan
6. Coordinate with emergency services to ensure that proposed transportation projects maintain a high level of emergency response
7. Work with neighborhoods to minimize negative impacts of transportation projects
8. Consider lowered speed limits (e.g., 35 mph arterial speed limits) to promote efficiencies and safety where appropriate

GOAL 2: Encourage transportation interconnections between street, highway and rail networks that balance and more fully serve all modes of transportation safely and efficiently

OBJECTIVES

TW5 Avoid widening highways as the only solution to traffic congestion

STRATEGIES

1. Advocate for other alternatives (HOV lanes, managed lanes /HOT lanes, high capacity transit service, park-and-ride, etc.) when Arizona Department of Transportation considers freeway widening proposals in Tempe
2. Support opportunities for managed lanes funded with Public Private Partnerships (PPP) where appropriate
3. Continue to implement Transportation Demand Management (TDM) policies through major employers to encourage alternatives to single-occupant vehicle trips

4. Require any proposal to widen or otherwise expand a freeway to include as part of the planning and design process provisions for noise abatement, avoidance of impacts on air quality and neighborhoods, and consideration of aesthetics, landscaping, and public art
5. Monitor freeway congestion impacts on Tempe streets

TW6 Plan and encourage beneficial rail uses

STRATEGIES

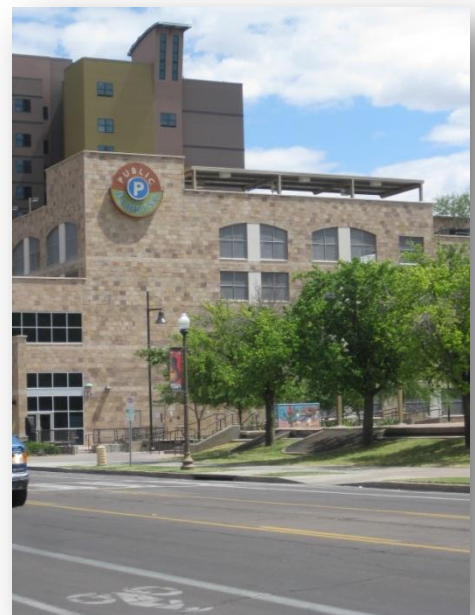
1. Provide viable options for the rail movement of people and goods
2. Monitor and participate in the Freight Transportation Framework Study
3. Support inter-city and commuter rail planning that provides Tempe with connection to the mainline.
4. Expand noise mitigation strategies (such as Quiet Zone) for freight activities
5. Evaluate rail transportation connections and free trade zone opportunities along the planned I-10 freight corridor

PARKING AND ACCESS MANAGEMENT

The parking facilities within Tempe range from non-managed residential areas in south Tempe to intensely managed parking areas at Arizona State University (ASU) and in downtown Tempe. Specific areas and issues within Tempe result in varying needs for parking management. Downtown Tempe has metered on-street parking, fee parking off-street, and free public parking, validated parking at specific locations. Parking in downtown is managed by the Downtown Tempe Community (DTC) and private entities. ASU has developed an extensive parking infrastructure and management program to address the needs of students, faculty and staff and visitors, including metered on-street parking, fee parking off-street, permit parking in designated lots and special event parking.

In addition to light rail and transit service frequency, parking policies influence the use of transit. An ample and easily accessible supply of parking, such as that found in typical office parks, encourages auto use and reduces attractiveness to transit riders. Conversely, the concentrated uses and limited and costly parking supply found in downtown Tempe leads to higher ridership. The decreased amount of land dedicated to parking not only generates transit ridership, but supports the development of compact and denser land uses.

Access management is a philosophy and practice in roadway design that is targeted at reducing accidents, improving safety and making travelways more predictable. Tools like medians, curbs, shared driveways, cross access, and limiting the number of driveways are all used to implement access management. Specifically access management refers to the regulation of interchanges, intersections, driveways and median openings to a roadway. Its objectives are to enable access to land uses while maintaining roadway safety and mobility through controlling access location, design, spacing and operation. This is particularly important for major roadways intended to provide efficient service to through-traffic movements.



PARKING AND ACCESS MANAGEMENT GOAL

Incorporate parking and access management strategies that influence travel behavior and reduce congestion on busy streets

OBJECTIVES

PAM₁ Promote consolidated and shared use parking areas

STRATEGIES

1. Promote shared use parking facilities
2. Improve the visibility and motorist awareness of downtown parking
3. Improve wayfinding for downtown parking

PAM₂ Promote a balanced and sustainable community access strategy

STRATEGIES

1. Support automobile, transit, bicycle, and pedestrian goals through the parking management program
2. Comply with development code parking and access management provisions
3. Implement on-street parking where appropriate within the Rail Corridor Growth Area

PAM₃ Ensure neighborhoods are not adversely impacted by parking issues

STRATEGIES

1. Encourage compliance with parking regulations, parking strategies, as well as, the transportation overlay district provisions
2. Expand the residential permit-parking program, where appropriate

PAM₄ Integrate urban design principles relative to parking facility design and land use policies with transportation and parking needs

STRATEGIES

1. Continue to implement access management regulations, design standards, and review processes related to parking
2. Continue agency coordination efforts related to parking issues among the City of Tempe, ASU and Mill Avenue District and Town Lake

AVIATION ELEMENT

Phoenix Sky Harbor International Airport (PHX) is one mile from Tempe's border and three miles from Downtown Tempe and ASU. Aviation is a critical component of the regional transportation system, and serves many businesses and residents in Tempe. The airport is the primary regional airport and hub for U.S. domestic and international flights to Mexico and Great Britain. US Airways and Southwest Airlines are the airport's two largest carriers. In 2012, the airport served 40.4 million passengers, making it the tenth busiest in the United States in terms of passengers, and the 25th busiest airport in the world. On a daily basis, the airport handles about 1,233 aircraft that arrive and depart, along with 110,744 passengers daily, and more than 747 tons of cargo handled.

Aircraft passengers link directly with other transportation modes such as light rail and bus to and from the airport. In April 2013, a direct train link, the PHX Sky Train, was opened for passenger travel. The PHX Sky Train runs between METRO light rail at 44th and Washington streets north of the airport to the airport East Economy Parking lot and Terminal 4. In the future PHX Sky Train will extend to all terminals and to the Rental Car Center. At Sky Harbor the aircraft freight cargo connects to ground freight facilities to minimize contributions to roadway congestion.

With the benefits of Tempe's proximity to Phoenix Sky Harbor also come several challenges. The City of Tempe is a member of The Phoenix Airspace Users Working Group, a forum where the local FAA Air Traffic Organization at the PHX Tower and Terminal Radar Approach Control (TRACON) keeps a dialogue with airports and the users of valley airspace about what is on the agency's agenda and what the air traffic issues are. Tempe is there to communicate noise mitigation flight procedures in place for departing aircraft intended 1) to keep aircraft (departing to the east) over the Tempe Town Lake and Salt riverbed areas, 2) to keep them away from residential areas on both sides of the riverbed until they reach the Price Rd/Hwy 101/202 intersection and 3) to direct departures east and west of the airport in an effort to distribute the noise burden evenly on an annual basis between communities on both sides of the airport. Tempe is there to learn and inform PHX about concerns the Tempe community has at an early stage in the process before airspace or procedure changes are approved for implementation. This is a rather unique opportunity, since the FAA typically does not solicit formal input from the public on changes that are not subject to an Environmental Assessment or Environmental Impact Statement.

Tempe will work with the City of Phoenix, and advocate improvements to the Phoenix Sky Harbor International Airport's environmental programs. The goal is for cities to agree that it is more than airlines providing future reductions in the airport's noise and emission footprint through fleet modernizations. Environmental programs need to be effective irrespective of whether the economy is booming or at a slow pace. The City of Tempe has a 1994 agreement with the City of Phoenix on flight procedures designed to mitigate aircraft noise from Phoenix Sky Harbor International Airport.



The Phoenix-Mesa Gateway Airport is a reliever commercial airport to Phoenix Sky Harbor International Airport and general aviation airport. The airport is currently served by Allegiant Airlines. Phoenix-Mesa Gateway Airport Authority owns and operates the Airport. The Authority currently consists of the cities of Mesa, Phoenix and Apache Junction, the

towns of Gilbert and Queen Creek, and the Gila River Indian Community. Gateway serves 38 cities (in 2013). The airport Master Plan forecasts enplanements to reach 850,000 by 2017 and 2.2 million by 2027. Recent extension of Highway 202 to Phoenix-Mesa Gateway Airport and future SR24-Gateway Freeway are products of regional cooperation and the regional consensus that is facilitating continued growth of commercial aviation at Gateway. The question of Phoenix-Mesa Gateway Airport, becoming a larger reliever airport to Phoenix Sky Harbor International Airport is connected to the pace of suburban development over the long term and foreseeable capacity limitations or economic incentives for any major airline carrier to move its operations from Sky Harbor or start up new regular service at the Phoenix-Mesa Gateway Airport.

There are three private use heliports in Tempe; the Cross Cut, Tempe St. Luke's Hospital and the Tempe Buttes. The Cross Cut is used by the Salt River Project (SRP) to facilitate power line inspections, the Tempe St Luke's for air ambulance operations and the Tempe Buttes for occasional sightseeing operations authorized by Westcor Aviation stationed at the Scottsdale Airpark. Because the airspace over Tempe is within Class B controlled airspace, all helicopter operations within central areas of Tempe follow procedures and agreed upon by the PHX Tower and the helicopter operators.



AVIATION GOAL

Facilitate compatible land uses, minimize airport over-flight noise impacts, and promote easy access to and between different modes of transportation, within Tempe and the region

OBJECTIVES

A1 Encourage regional approaches to aviation transportation, while recognizing the regional role of Phoenix Sky Harbor International Airport

STRATEGIES

1. Promote the City's proximity to airports, to visitors and prospective companies locating in the Valley
2. Maximize economic benefits and minimize environmental impacts to Tempe residents
3. Ensure that only compatible land use development (reflecting noise and height issues in proximity to the airport) occurs along the critical area within Tempe
4. Ensure that re-zoning to residential zoning districts will not be allowed in the 65 DNL (Day-Night Sound Level) exposure contour line
5. Notify developers that may be within the airport's 65 DNL flight corridor and provide them with FAA design guidelines for sound attenuation standards

A2 Encourage continued growth at the reliever airports to disperse airport traffic and cargo

STRATEGIES

1. Assist and encourage airport planning and development as a regional effort, where airports can be integrated into the transportation infrastructure in timely fashion

2. Environmental programs need to be effective irrespective of whether the economy is booming or at a slow pace

A3 Coordinate with regional and federal aviation authorities on aviation issues

STRATEGIES

1. Seek community input on airport related issues, such as provided by the Tempe Aviation Commission (TAVCO)
2. Refer to the Environmental Planning Element noise reduction strategies pertaining to aviation noise



CONSERVATION CHAPTER

The Conservation Chapter defines the policy direction needed to attain greater environmental sustainability in Tempe. This Chapter addresses how finite resources, nature, flooding, climate and noise will be addressed in the City's long term growth. These elements are important in defining Tempe's unique natural and man-made character and its resilience in keeping Tempe a safe, healthy and comfortable community.

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The purpose of the Conservation Chapter is to guide the sustainable use of resources so that they are available where needed by the community and to ensure future development in concert with the City's land use plans.

The Conservation Chapter contains three respective elements:

- ▲ The Conservation Element addresses Tempe's resource conservation of energy, land, wildlife habitat and protection of floodplains.
- ▲ The Environmental Planning Element identifies strategies to address anticipated effects of development on air quality, noise and ambient temperatures.
- ▲ The Water Resources Element identifies the legally and physically available surface water, groundwater and effluent supplies, changes to the demand for water from projected future growth. . The element also identifies the strategies for stormwater drainage and wastewater disposal or re-use.

CONSERVATION ELEMENT

The Conservation Element directs the activities related to energy resources, land, wildlife habitat management and floodplain management.

ENERGY RESOURCES

The Energy Resources section identifies policies and strategies to promote renewable energy, energy efficiency, and alternative fuels, and advocate for clean, reliable, affordable energy for future community needs.

ENERGY RESOURCE GOALS

GOAL 1: Increase energy efficiency and renewable energy to sustain economic growth, social equity and environmental preservation

OBJECTIVES

ER1 Seek clean energy solutions and reduction of greenhouse gasses to protect the environment

STRATEGIES

1. Encourage use of alternative modes of transportation to facilitate energy savings
2. Include energy and resource conservation as a part of all housing development to creating housing that is affordable to maintain and operate
3. Consider implementing updates to the 2009 International Energy Conservation Code
4. Encourage green building practices
5. Utilize energy management tools to track data and improve building performance
6. Implement local programs that reduce greenhouse gas emissions
7. Energy efficiency for all residential structures benefits the owners and the community

ER2 Promote programs that increase the use of clean alternative energy and enhance environmental quality
STRATEGIES

1. Encourage use of alternative fuels in businesses
2. Measure and track greenhouse gas emissions
3. Reduce the environmental cost as well as the monetary cost of energy

ER3 Increase energy efficiency in Tempe’s municipal buildings and facilities
STRATEGIES

1. Implement an energy management program for city buildings and facilities
2. Reduce energy consumption in municipal buildings, facilities and fleet
3. Continue energy audits and retrofits for city buildings and facilities: energy-efficient lighting, sensors, HVAC & controls, motors, and computer power management
4. Continue conversion of existing high-pressure sodium streetlights to energy efficient streetlights
5. Change facilities operations to increase energy efficiency by changing set points during unoccupied hours and using lighting sensors and controls to reduce lighting run time
6. Track city building and facility energy consumption and benchmark progress
7. Create a comprehensive website that encompasses the city’s sustainability programs including energy efficiency and renewable energy
8. Implement a real-time energy use dashboard for city buildings to track energy savings and utility costs
9. Add alternative fuel tanks to fleet fuel stations and add alternative fuel and hybrid vehicles to city’s fleet
10. Remodel and construct city buildings and facilities using the green building practices
11. Provide electric charging stations for public use
12. Perform energy audits to track progress and maximize performance



GOAL 2: Provide energy efficiency leadership to the community and promote sustainable energy programs

OBJECTIVES

ER4 Encourage energy and resource conservation as part of all development

STRATEGIES

1. Raise public awareness of energy consumption and create a culture of conservation
2. Follow Dark Sky options in exterior lighting for energy conservation
3. Demonstrate responsible practices and accountability to the citizens of Tempe
4. Provide information about rebates, loans and financial incentives for energy audits and energy efficiency upgrades for homes and businesses to residents and business owners
5. Provide energy education for city employees to encourage energy efficiency at work and home

ER5 Reduce the environmental cost as well as the monetary cost of energy

STRATEGIES

1. Promote clean alternative renewable energy generation in Tempe
2. Install solar power generating facilities on City buildings and at water treatment plants to reduce energy costs and power facilities with renewable energy
3. Work with public and private sector and Arizona State University to determine best practices, cost effective technologies, green financing and grant opportunities to expand our energy conservation program
4. Reduce the urban heat island, improve air quality and promote walking and bicycling by shading hard surfaces, such as sidewalks, bike lanes, parking lots and streets

LAND ELEMENT

The Land Element addresses remediation of brownfields and contaminated land and superfund sites to support redevelopment and management of solid waste and recycling as a means to reduce waste directed to landfills. These issues impact public health, safety and welfare and the overall quality of life.

LAND REMEDIATION

Brownfields are abandoned, unused, or underutilized industrial and commercial sites, where expansion or redevelopment is complicated by real or perceived environmental contamination. Typically brownfields include abandoned gas stations, landfills, dry cleaners, car repair shops, and former industrial operations. Often these properties are not being cleaned up and redeveloped because of the uncertainty of environmental conditions, the risks associated with environmental liability, the high cost of cleanup, the longer timeframe needed for completion, and the higher cost of capital for development.

Superfunds sites are federally recognized as contaminated by one or more sources and qualify for federal funding. The U.S. Environmental Protection Agency (EPA) Superfund Program locates, investigates and cleans up certain hazardous waste sites throughout the United States. The trust fund is used primarily when the companies or people responsible for contamination of Superfund sites cannot be found, or cannot perform or pay for the cleanup work. Tempe has two designated superfund sites within City limits: 1.) the North Indian Bend Wash in Scottsdale that extends into Tempe north of the Salt River; 2.) the South Indian Bend Wash Superfund Site in northeast Tempe south of the Salt River.



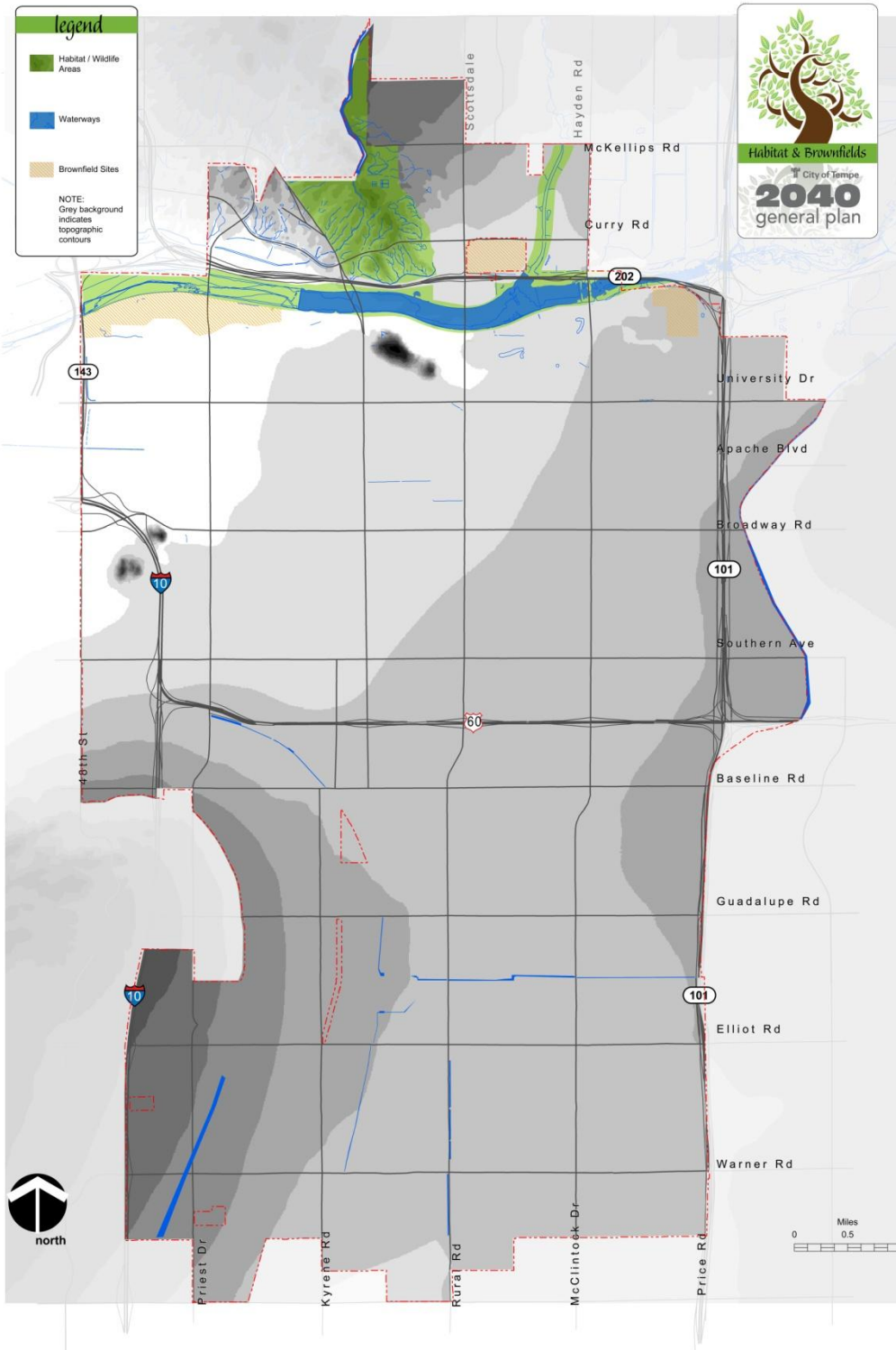


Figure 1 Wildlife Habitat & Brownfields

Brownfield and superfund sites are both a resource and a challenge for the City. They are a resource because their redevelopment contributes to community revitalization by cleaning up and creating use of blighted, contaminated properties; which then create jobs bringing services to the community and generating tax revenues. These sites are a challenge because they may pose a risk to public health, render unusable expensive infrastructure, and sometimes have unknown environmental conditions or liability and may have high cleanup costs. Brownfields can present an opportunity to improve the City. Site redevelopment revitalizes decaying infrastructure and induce further redevelopment of areas that may exist within the vicinity of a brownfield.

SOLID WASTE AND RECYCLING

Solid waste and recycling collection services allow for a more sustainable Tempe through waste diversion and the preservation of natural resources.

SOLID WASTE

Through an integrated solid waste management approach, human health and the environment are a priority in addressing solid and hazardous waste. Tempe operates a series of modern and efficient vehicles for the collection of residential and commercial waste and recycling that also allows for competitive services. Additionally, Tempe offers roll-off service for those customers in need of large containers for disposing of construction debris or large bulky items.

RECYCLING

Tempe provides single-stream recycling services for residents and commercial businesses. We continually research and create new methods to reduce waste that could potentially be created into new products. Textile recycling is one of the most recent items that we are collecting at neighborhood drop off locations throughout the City of Tempe. We are currently diverting landscaping materials such as tree limbs and brush from the landfill and creating composting materials that are reused in green spaces throughout the community.

Tempe promotes sustainable living practices to reduce waste and increase recycling through a mobile interactive trailer called the Education, Recycling Information Center, otherwise known as ERIC. The ERIC trailers visit schools, community events, businesses, and conventions throughout the state to promote the importance of the three R's: reuse, reduce, recycling.

LAND REMEDIATION GOAL

Support redevelopment of sites with environmental contamination to achieve the best land uses for the community



OBJECTIVES

LR1 Recommend land-use actions that promote land preservation, restoration, and efficient use of brownfields

STRATEGIES

1. Develop prevention policies for maintaining existing clean land
2. Promote programs to help return brownfields to productive use
3. Coordinate and work with other state and federal agencies concerning proper handling and redevelopment techniques for brownfields

LR2 Ensure that the North Indian Bend Wash Superfund site is managed to mitigate impacts

STRATEGY

1. Coordinate with EPA and Arizona Department of Environmental Quality (ADEQ) on the continued monitoring and cleanup activities for the North Indian Bend Wash Superfund site

LR3 Support redevelopment of sites with environmental contamination to achieve the best land use for the community

STRATEGIES

1. Develop guidelines for identifying and redeveloping brownfield areas
2. Identify grants and other funding sources to reduce the fiscal impact of remediation

SOLID WASTE AND RECYCLING GOAL

To reduce the amount of trash and hazardous waste generated through an integrated solid waste managed approach

OBJECTIVES

SWR1 Reduce the amount of solid and hazardous waste sent to landfills

STRATEGIES

1. Provide recycling services to all residential areas, both single and multi-family
2. Encourage businesses to recycle, and reduce packaging
3. Use ERIC to inform and educate the community on the benefits of recycling

SWR2 Reduce hazardous waste impacts on landfills and water supplies

STRATEGIES

1. Continue the operation of the hazardous waste collection facility, and promote the use of this facility by residents
2. Proactively monitor businesses for compliance with waste and hazardous waste, and creatively and expediently work to resolve non-compliance conditions
3. Educate the residents and businesses on the importance of recycling, not littering, and properly disposing of hazardous materials, including chemical, biological and pharmaceutical products

SWR3 Reduce municipal solid and hazardous waste

STRATEGIES

1. Encourage extended lifecycle designs in the manufacturing process, utilizing product stewardship principles
2. Divert green waste material through the collection of tree limbs and brush, therefore reducing what is taken to the landfill

3. Encourage “green cycling” of organic matter through a compost program that provides erosion control and land reclamation that can be reused in city turf rehabilitation projects
4. Support reuse and repurpose strategies that capture valuable resources that would otherwise be land filled, such as building materials, cement and tires
5. Participate actively in regional waste reduction efforts including Phoenix’s goal to reach a diversion rate of 40 percent by 2020
6. Encourage sustainable living practices through waste reduction educational outreach
7. Research new methods for recycling municipal solid waste and hazardous waste
8. Implement outreach and consumer educational campaigns related to purchasing choices
9. Consider requirement for both public and private development construction or remodel projects over 100,000 square feet to provide a simple waste reduction plan to the City
10. Continue to promote Tempe as a regional leader in sustainability through affiliation with local, state and national recycling organizations and Arizona State University Global Institute of Sustainability



WILDLIFE HABITAT MANAGEMENT

Wildlife habitat management addresses how Tempe manages native and non-native non-domesticated animals residing within the community to encourage environments that promote native species survival within an urban context. For the purposes of this document, wildlife refers to any bird, mammal, reptile or insect using or potentially using an area.

Since 2002 Tempe and the United States Army Corps of Engineers have completed environmental restoration of over 100 acres of habitat within the Salt River and Indian Bend Wash. In 2007, approximately 140 acres of restored habitat were accepted by the United States Department of Interior, Fish and Wildlife Service as a habitat benefiting endangered species, and acknowledged Tempe for the creation of these habitat spaces. This habitat enhancement included establishment of riparian, wetland and upper Sonoran desert habitats. And now, bald eagles frequent the habitat adjacent to Town Lake.



As development encroaches up to and into former wildlife habitats occurs, interactions will increase between humans and wildlife. Even in the heart of the community, wild animals are usually present although they are often unseen. Coyotes, skunks, raccoons, rabbits, geese, ducks and other wild animals are already present in urban areas and can be drawn into the lush habitats created around our homes, parks, golf courses and businesses that provide cover and food.

WILDLIFE HABITAT MANAGEMENT GOAL

Manage wildlife habitat to ensure a safe urban environment for the healthy coexistence of humans and wildlife, to the greatest extent possible

OBJECTIVES

WHM1 Monitor and manage wildlife to balance the benefit of nature within an urban setting

STRATEGIES

1. Monitor areas for compatible wildlife, and work with consultants for management
2. Create a public reporting center to keep records of threatened or endangered species sightings
3. Provide signs in parks identifying animals in the area
4. Consult with nature groups for animal counts and habit patterns
5. Provide public education about wildlife



WHM2 Facilitate habitat restoration where riparian conditions are present

STRATEGIES

1. Encourage and promote the use of native plants that attract and support urban wildlife
2. Recognize that the Salt River habitat areas will continually be in transition because of the abundance or absence of water in the river.
3. Provide access for wildlife migration to lake edge and river bottom

WHM3 Develop methods within urban development to mitigate public health, safety and welfare issues involving wildlife in the most humane and natural means possible

STRATEGIES

1. Operate parks to minimize standing water that affects vector control
2. Encourage the use of native plant species to benefit wildlife
3. Prohibit feeding wildlife on public property
4. Use landscape maintenance techniques to discourage bird feeding and flocking where necessary
5. Use technologies that discourage perching or roosting in certain areas
6. Encourage recreational use in appropriate areas
7. Use animals for biological insect control

WHM4 Coordinate with other organizations and agencies on wildlife issues

STRATEGIES

1. Coordinate sightings, requests for service, and issues concerning public health and safety
2. Coordinate with adjacent neighborhoods, developments and parks regarding urban food sources for wildlife
3. Participate in regional wildlife management meetings to address regional issues

FLOODPLAIN MANAGEMENT

Five miles of the Salt River and one mile of the Indian Bend Wash traverse Tempe. These drainage corridors are subject to flooding from time to time. Tempe has seen its share of historic flood events where the Salt River topped its banks, inundating the river's floodplain, and destroying bridges. Nevertheless, land within floodplains is attractive to development for many reasons, including natural beauty, density of vegetation, and for recreational purposes.

Floodplain management within Tempe City limits is directed by the Public Works Department, while actual flood control of the Salt River is directed by the Flood Control District of Maricopa County. The City of Tempe participates in the National Flood Insurance Program (NFIP) which allows Tempe property owners to purchase flood insurance. Properties do not need to be located in a flood hazard area to be eligible for flood insurance; however, properties that are located in identified flood hazard areas are required by law to be insured. Flood hazard areas are defined as having a 25 percent chance of being flooded over the life of a 30-year mortgage. Tempe flood hazard areas currently exist primarily in and around the Salt River bed and adjacent to elevated canals or railroads and are shown on Flood Insurance Rate Maps referenced at <http://www.tempe.gov/index.aspx?page=1571>

FLOODPLAIN MANAGEMENT GOAL

Manage flood prone areas to reduce damage to people and property and protect natural floodplain functions

OBJECTIVES

FM1 Manage floodplains for the welfare of people, property and the natural environment



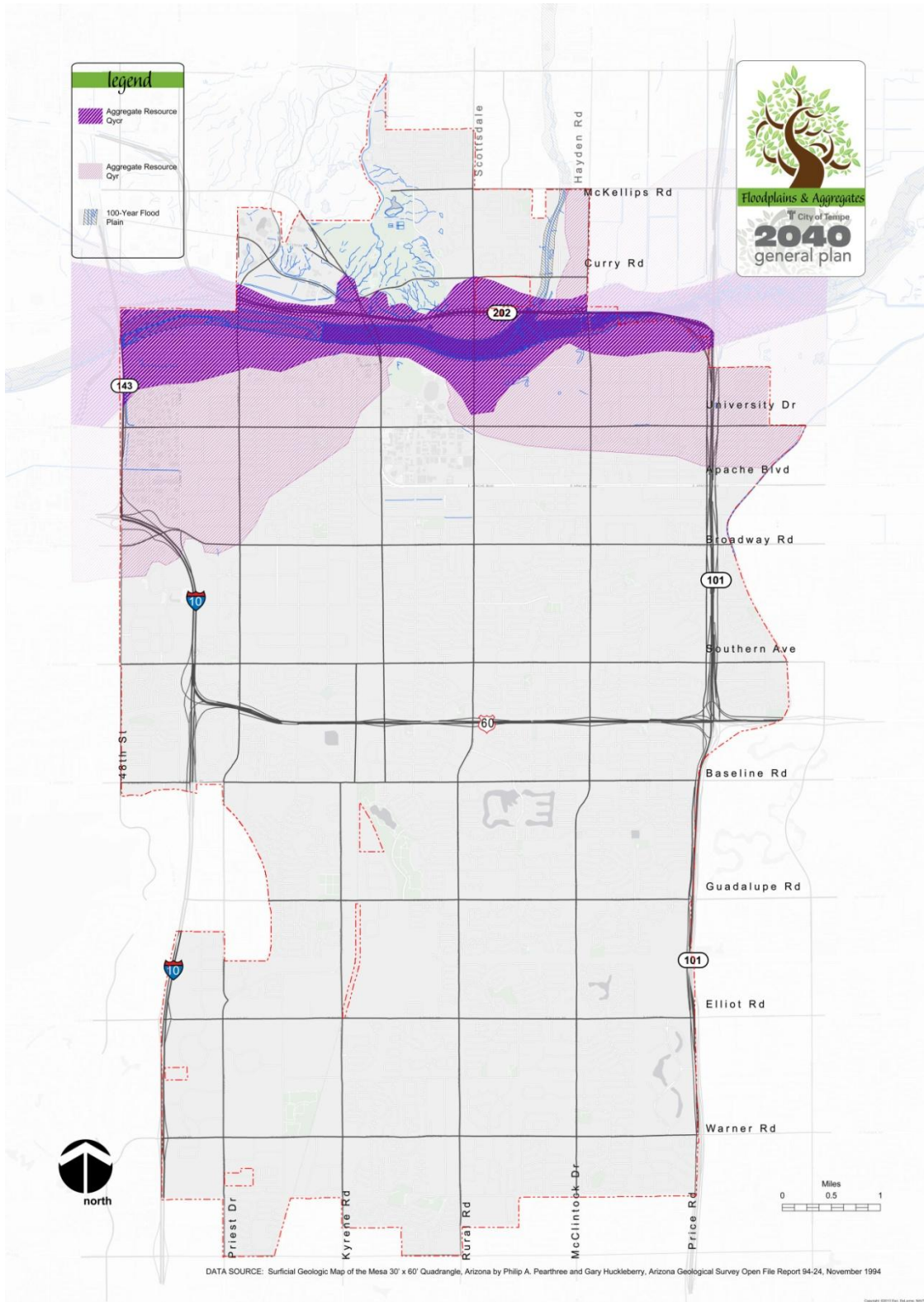


Figure 2 Floodplains and Aggregate Soils

STRATEGIES

1. Continue to implement means and methods to address flooding, erosion, habitat loss, water quality and flood-related hazards
2. Continue to implement emergency management measures related to flooding

FM2 Encourage a comprehensive approach to floodplain management

STRATEGY

1. Utilize floodplain areas to restore their natural and beneficial functions

ENVIRONMENTAL PLANNING ELEMENT

The Environmental Planning Element addresses different regional issues: air quality, noise pollution, and ambient air temperatures. Although policies and programs implemented by Tempe cannot change the problems in the region, our approach will contribute toward improving the overall quality of life in the city and region.

AIR QUALITY IMPROVEMENT

Air quality is a challenging regional environmental issue that affects public health, quality of life and the local economy. Sources of air pollution include dust, pollen and other breathable particles, oil and propellants for fuel burning engines, and emissions from manufacturing processes.

The federal government establishes ambient air quality standards for six pollutants: ozone, carbon monoxide, lead, nitrogen dioxide, particulate matter and sulfur dioxide and determines if a geographical area meets the federal standards for each air pollutant. When the federal standards are not consistently met for a specific pollutant, the area is considered to be a non-attainment area for that pollutant. Arizona has created an approved State Implementation Plan (SIP) that demonstrates how the state will maintain the standard for a specific pollutant or for a non-attainment area and how and when Arizona will achieve the federal air quality standards for that pollutant. Failure to obtain an approved plan or to reach the goals set forth in the plan could lead to denial of federal highway funding. Arizona communities work together to attain air quality standards.

Tempe is located in a non-attainment area for particulate matter with a diameter of 10 microns (PM₁₀) or less. PM₁₀ is generated from disturbed soil and natural sources such as pollen, which cause or contribute to respiratory problems, together with particulate matter (PM_{2.5}), which is one of the main substances in the “brown cloud” frequently seen over the Valley. The Maricopa region is working to reach attainment with the standards for PM₁₀.



Tempe has adopted dust control regulations for reductions of PM₁₀. Tempe also implements codes to address dust emissions from private property and other non-government activity, by prohibiting vehicles on vacant lots, use of off-road vehicles in city parks and parking on unpaved commercial, industrial, and multi-family lots.

AIR QUALITY IMPROVEMENT GOAL

Improve regional air quality through regulatory compliance, policies and programs that minimize air pollution

OBJECTIVES

AQ1 Meet or exceed air quality regulatory standards in Tempe

STRATEGIES

1. Promote use of alternative fuels that further air quality improvements
2. Convert a substantial portion of transit fleet vehicles to alternative fuels
3. Support alternative modes of travel, such as rail, streetcar, bus, bike and walk
4. Replace leaf blowers with equipment that improves air and auditory quality
5. Consider additional policies and programs to mitigate air pollution
6. 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
7. Collaborate with other organizations to achieve shared air quality goals

AQ2 Reduce the number of vehicle miles traveled locally and regionally

STRATEGIES

1. Encourage transit oriented and mixed-use development that reduces vehicle miles traveled (VMT)
2. Develop the systems and facilities that encourage residents and visitors to use public transit, bike and walk, as an alternative to the automobile
3. Continue to encourage trip reduction actions and incentives by employers
4. Explore opportunities for city use of alternative fuel and right-sized vehicles for park /landscape maintenance
5. Provide charging stations for electric vehicles for use by the public

AQ3 Include residents and businesses in the efforts to reduce air pollutants

STRATEGIES

1. Continue to participate in County programs established to reduce the risk of exceeding federal air quality standards
2. Provide information about fireplace use restrictions on no burn days and High Pollution Advisory (HPA) days
3. Continue a no smoking ordinance for indoor air quality
4. Inform residents and businesses about Tempe's air quality status and provide community outreach
5. Develop an urban forestry program that includes a city wide tree assessment to address the health and care of existing trees and tree planting as part of air quality, ambient temperature and environmental quality
6. Stay informed about research and technologies to improve air quality
7. Research pollution from Phoenix Sky Harbor

AQ4 Promote pollen sensitive landscape treatment

STRATEGIES

1. Continue to enforce the landscape ordinances to limit surface areas exposed to erosion
2. Work regionally to promote pollen sensitive landscape treatment

AQ5 Support regional incentives, ordinances and procedures to minimize PM_{2.5} and PM₁₀

STRATEGIES

1. Continue to enforce city dust control ordinances
2. Maintain and continue to enforce the landscape ordinance for plant allergens and alternative landscape treatments
3. Encourage citizens and businesses to avoid using leaf blowers on HPA days and avoid parking or driving a vehicle on lots that are not stabilized
4. Encourage open lot stabilization, and continue dust control requirements for vacant and developed lots and construction projects

NOISE REDUCTION

Noise is unwanted sound which unreasonably intrudes on daily activities, and may impact stress levels, abilities to concentrate or learn, outdoor recreational activities and vibration-or-noise sensitive-technology. Like many urban communities, Tempe has many sources of noise such as aircraft, trains and automobiles and urban activity. Increased regional population and corresponding increases in services and infrastructure may also increase noise impacts within Tempe.



NOISE REDUCTION GOAL

Control noise levels for living, working and learning environments free from nuisance noise that affect comfort, productivity, and the enjoyment of indoor and outdoor environments

OBJECTIVES

N1 Reduce noise impacts through enforcement of the noise ordinance

STRATEGIES

1. Identify nuisance noise issues and possible mitigation methods
2. Seek community input on airport related issues, such as provided by the Tempe Aviation Commission (TAVCO)
3. Follow technology research for improved noise mitigation
4. Develop additional policies and programs to mitigate noise

N2 Promote land use and building design buffers that mitigate noise

STRATEGIES

1. Develop policies and programs to address noise sources
2. Develop design guidelines for street development that help minimize road noise
3. Continue to develop transportation policies which mitigate noise in sensitive areas such as railroad quiet zones

N3 Promote regional noise mitigation and monitoring regionally to protect Valley-wide quality of life

STRATEGIES

1. Work with Phoenix Sky Harbor International Airport to mitigate aircraft noise within Tempe
2. Track noise impacts and complaints to assist in identifying problems and prioritizing changes
3. Work with regional and state agencies to reduce noise
4. Provide educational information on noise issues
5. Continue to support adjacent communities regional reliever airport developments

AMBIENT TEMPERATURE

Tempe has developed from an agricultural area to an urban community surrounded by other communities. This evolution has resulted in a loss of irrigated open space, increased building mass and increased asphalt and concrete. Research is showing the direct correlation between denser land uses and less vegetation on the microclimate of the desert city. Heat islands occur where heat builds-up without a corresponding natural cooling. Ambient temperatures impact the use of outdoor space and exacerbate the energy consumption necessary to maintain comfort, thus further contributing to heat gain.



AMBIENT TEMPERATURE REDUCTION GOAL

Minimize heat island impacts to maintain a comfortable year-round outdoor environment and reduce energy consumption

OBJECTIVES

AT1 Consider ambient temperature reduction within development, energy and water resources policies and programs

STRATEGIES

1. Support code changes that encourage use of building materials that contribute to reduction of ambient temperatures
2. Encourage developments to use latest technologies to minimize impacts on ambient temperature
3. Develop design standards to conserve energy, provide outdoor shade and reduce heat massing
4. Incorporate landscape strategies to reduce heat reflection and massing
5. Explore new materials for city streets and paving that reduce ambient temperature

- 6. Apply 'green streets' design principles to address storm water reuse, traffic, pavement and landscape to reduce ambient temperatures

AT2 Evaluate local and regional opportunities to address ambient temperature (heat island) impacts

STRATEGIES

- 1. Identify options to achieve increased shade and tree cover city-wide to reduce ambient temperature and produce air quality benefits
- 2. Produce peer-city information regarding heat islands and temperature reduction policies and programs
- 3. Connect with ASU research on ambient temperature reduction

AT3 Participate locally in temperature reduction efforts and promote temperature monitoring and mitigation regionally

STRATEGIES

- 1. Work with municipalities and utilities to develop region-wide incentives for projects that meet or exceed the requirements for use of technology and alternative materials that reduce ambient temperature
- 2. Follow technology research on ambient temperatures and energy efficiency
- 3. Partner with adjacent communities to promote regional solutions to ambient temperature increases



WATER RESOURCES ELEMENT

The Water Resources Element addresses water, wastewater and storm water facilities and services. It identifies currently available surface water, groundwater and effluent supplies and demands. Additionally it provides an overview of how projected demands based on growth and redevelopment will be adequately served through planning for future water requirements by legally and physically available or obtainable water supplies.

WATER

The Tempe Public Works Department- Water Utilities Division (WUD) provides water and wastewater services to customers within the Tempe Water Service Area. The Tempe Water Service Area includes all lands within the City of Tempe as well as those within the Town of Guadalupe and several unincorporated county islands. The water service area covers about 42 square miles and is over 97 percent developed. Drinking water delivered to Tempe customers is treated at

two plants, Johnny G. Martinez and the South Tempe. Both plants are currently rated to treat 50 million gallons per day (MGD) of water for a total surface water system treatment capacity of 100 MGD. The Tempe WUD also has ten groundwater wells that are used as a back-up drinking water source and several other groundwater wells used for irrigation purposes.



Projected water use and assured water supply for future growth are met. The Appendix for the Conservation Chapter provides a breakdown of the total projected water demand at build-out or full development conditions in 2040 based on assignment of annual water duties to projected land use acreage. The total projected water demand for the Tempe Water Service Area in 2040 is approximately 75,787 acre-feet. Projections for 2040 are being developed based upon the projected housing units and employment released by the Maricopa Association of Government and Tempe’s 2040 Projected Land Use. Tempe’s Water Resources Plan may be viewed at <http://www.tempe.gov/modules/showdocument.aspx?documentid=2945>

WATER GOAL

Ensure the highest level of water quality, source reliability and customer service at the lowest possible cost for utility customers

OBJECTIVES

W1 Rely on renewable and sustainable water supplies and protect access to those supplies

STRATEGIES

1. Protect Tempe’s rights to Salt River Project surface water supplies and Roosevelt Dam NCS surface water supplies
2. Fully utilize Tempe’s CAP Municipal and Industrial (M & I) water allocation each year
3. Institute technologies and infrastructure which facilitate the use of reclaimed water where appropriate
4. Promote Low Impact Development (LID) in public and private development for rain water collection and use

W2 Provide drinking water that meets or exceeds all federal and state water quality standards

STRATEGIES

1. Maintain a vigorous water quality sampling and analysis program
2. Utilize new, cost-effective technology in water treatment

W3 Continue to provide the highest level of water services at the lowest possible cost

STRATEGIES

1. Phase-in necessary water rate adjustments to minimize impacts on utility customers and to assure fair and equitable cost of service allocation across customer classifications
2. Design cost-effective water treatment expansions on a per-unit treatment cost basis

W4 Develop and acquire new renewable water supplies

STRATEGIES

1. Work to secure a long-term lease(s) of CAP water from Arizona Indian Communities for future non-SRP land water demands
2. Work to secure an additional allocation of CAP agricultural priority water for Tempe through a State and Federal CAP water re-allocation process

W5 Maintain safe yield levels of groundwater use

STRATEGIES

1. Balance the use of groundwater wells and the recovery of long-term storage credits from wells to meet changing operational needs, back-up water supply conditions or drought conditions
2. Limit reliance on groundwater to sustainable "Safe Yield" pumping volumes so that it may be preserved for future use in times of severe drought
3. Implement new water conservation measures

W6 Maximize the direct reuse of reclaimed water for non-potable water uses

STRATEGIES

1. Re-commission operation of the Tempe Kyrene Reclamation Facility (KRF) when overall Tempe wastewater flows increase to support reopening
2. Utilize reclaimed water from the KRF for irrigation uses at the Tempe Ken McDonald Golf Course and for industrial and cooling uses at the SRP Kyrene Electric Generating Station in Tempe
3. Utilize reclaimed water from the regional 91st Ave. Wastewater Treatment Plant for industrial cooling uses at the Palo Verde Nuclear Power Plant, for irrigation uses, and for riparian habitat restoration at the Tres Rios constructed wetlands
4. Support and encourage reuse of stormwater and greywater in public and private sector development
5. Utilize SRP non-potable irrigation in parks and city properties where it is available, to reduce potable water use

W7 Use groundwater recharge to store excess CAP water and reclaimed water for future use

STRATEGIES

1. Maximize the use of Excess CAP M & I contract water and reclaimed water for groundwater recharge storage projects and/or direct uses
2. Increase recovery well capacity for backup water supply, prolonged drought protection and future recovery of long-term storage credits

W8 Maintain an effective water conservation program

STRATEGIES

1. Increase customer participation in existing water conservation programs within the residential and commercial/industrial sectors, and develop new water conservation programs



2. Provide educational programs and materials to inform the community about greywater and stormwater reuse

Wg Integrate land use and water planning for proposed new and redeveloped sites

STRATEGIES

1. Establish planning guidelines that consider the water rights status of lands slated for development and redevelopment projects
2. Recommend the establishment of a water resources development fee for new development.

STORMWATER AND WATERSHED PROTECTION

Tempe’s watershed drains to the Gila River south of the SRP Western Canal in south Tempe, Indian Bend Wash and Salt River or is captured in local retention basins. Most stormwater that drains from Tempe to the Salt River from the south bypasses the Tempe Town Lake to maintain water quality. Many drainage basins serve as parks, too. Some freeways drain to common retention facilities, as do certain portions of Tempe.

The Tempe Water Utilities operates and maintains the sub-surface stormwater collection and drainage system in Tempe. Tempe regulates stormwater as part of its Arizona Pollutant Discharge Elimination System (AZPDES) storm water permit which requires the City to implement programs to minimize the discharge of pollutants in stormwater that drains to lakes and rivers from areas within Tempe. New developments and redevelopments in Tempe are required to provide stormwater retention on-site or stormwater best management practices (BMP’s). Tempe prohibits non-stormwater discharges of pollutants into Tempe’s storm drain system from private and City-owned property. In addition to on-site retention and stormwater BMP’s for new development and redevelopment, Tempe relies on community retention facilities, which collect storm water from a larger drainage basin than the adjacent property.



Recent changes to the implementation of this Federal Clean Water Act permit has increased compliance related activities to include:

- Evaluation of low impact development practices for implementation of sustainable stormwater management,
- More comprehensive stormwater analytical monitoring,
- Additional and more targeted education, outreach and training activities,
- Additional municipal infrastructure and facility inspections,
- Increased municipal facility BMP implementation,
- Additional industrial, commercial and construction site inspections and
- Post-construction evaluations

Low Impact Development

Low Impact Development (LID) is an innovative stormwater management approach with a basic principle that is modeled after nature: manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID’s goal is to mimic a site’s predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.

STORMWATER GOAL

Capture, infiltrate, re-use and route stormwater to minimize load or total volume of pollutants carried to receiving waters in order to protect those water bodies for their designated uses

OBJECTIVES

SWP₁ Implement storm water pollution control measures to minimize, to the maximum extent practicable, the discharge of pollutants to the State's water bodies from Tempe's storm drain system

STRATEGIES

1. Utilize best management practices to reduce storm water pollutants
2. Continue the operation of the hazardous waste collection facility, and promote its use by residents
3. Support capture of stormwater in-place for irrigation through Low Impact Development methods
4. Encourage appropriate greywater capture and reuse to preserve potable water
5. Educate residents about the impact of fertilizers and product chemicals on stormwater

SWP₂ Maintain compliance with Tempe's AZPDES permit by implementing structural and non-structural control measures to satisfy the terms of the permit

STRATEGIES

1. Enforce ordinances prohibiting the discharge of non-storm water materials into the City's storm drain system
2. Continue the storm drain inspection and maintenance program
3. Continue the street sweeping program
4. Minimize the introduction of pesticides, herbicides and fertilizers to storm water flows resulting from applications on City facilities

WASTEWATER

Tempe operates and maintains the wastewater collection sewer system. Wastewater is treated at two plants. Most wastewater is treated at the 91st Avenue Plant (WWTP) operated by the City of Phoenix for the Sub-Regional Operating Group (SROG) partnership. The SROG partnership includes the Cities of Phoenix, Tempe, Mesa, Scottsdale and Glendale. The major tri-city sewer line running through north Tempe was lined for structural support, gaining an estimated twenty years on the line before replacement and expansion will be necessary.

Tempe also owns the Kyrene Reclamation Facility (KRF) in south Tempe. Capacity and water quality improvements to the KRF were completed in 2008. Reduced demand for water and resulting reduced production of wastewater deactivated KRF until demand for wastewater treatment capacity rises to a level to reactivate the plant. Both facilities are identified in the MAG 208



Water Quality Management Plan. The MAG 208 Plan is the key guiding document used by Maricopa County and Arizona Department of Water Quality in granting permits for wastewater treatment systems in the MAG region. Consistency is necessary for permit approvals.

WASTEWATER GOAL

Safely collect and treat wastewater from residences and businesses using the best available technology and most cost effective means of treatment

OBJECTIVES

WW1 Utilize the best available technology and most cost effective means of wastewater collection and treatment

STRATEGIES

1. Utilize new technology at wastewater treatment facilities
2. Investigate new opportunities for wastewater treatment partnerships
3. Continue to actively participate in regional wastewater treatment and effluent reuse planning

WW2 Implement programs to ensure compliance with applicable regulations

STRATEGIES

1. Monitor regulatory compliance for all wastewater permits
2. Enforce the Tempe industrial wastewater pretreatment ordinance
3. Continue implementation of the grease trap/interceptor program
4. Perform regular sewer system maintenance and cleaning

WW3 Keep wastewater utility costs as low as possible for utility customers

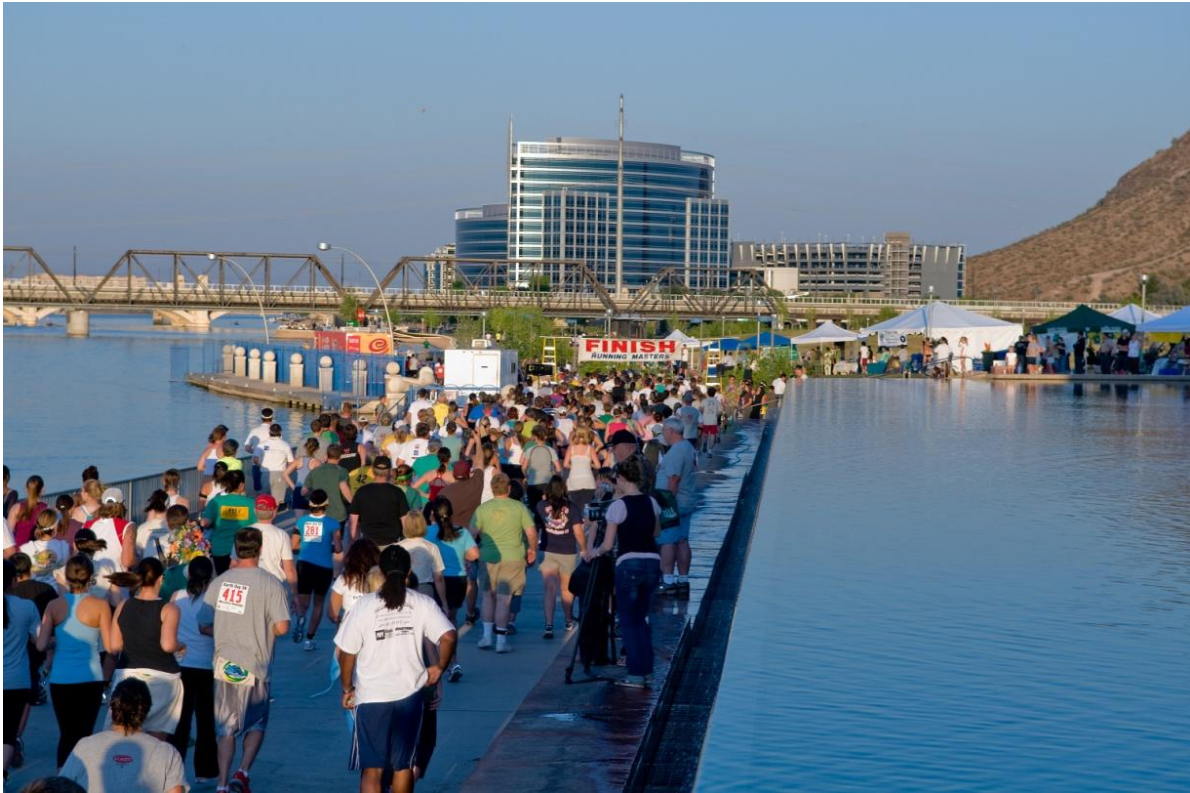
STRATEGIES

1. Plan wastewater treatment expansions at existing facilities where the additional per-unit capital costs and wastewater treatment costs will be lowest
2. Phase-in any required wastewater rate increases to minimize impacts on ratepayers

WW4 Maximize the reuse of reclaimed water for appropriate non-potable water uses

STRATEGIES

1. Maximize the beneficial reuse of treated effluent and reclaimed water for non-potable water uses to conserve surface water and groundwater supplies
2. Store excess reclaimed water supplies in aquifers for future recovery and use



OPEN SPACE, RECREATION AND CULTURAL AMENITIES CHAPTER

The Open Space, Recreation and Cultural Amenities Chapter provides a plan for open space areas, comprised of parks, preserves, urban plazas, sport fields and private open space, the recreational programs, activities and events at City or affiliated recreational facilities that provide recreation, sports, health, entertainment, enjoyment and cultural amenities that include visual and performing arts centers, museums and libraries and their programs as well as works of art, both public and private. Open space, recreational and cultural amenities is an integral part of establishing and sustaining a higher quality of life, while highlighting the image and character that is uniquely Tempe.

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Open space, recreation, public art and cultural amenities enhance quality of life attributes in “urban living” by:

Providing events and activities that project a creative, energetic “vibe” attractive to business, visitors and residents alike

Ensuring that as the community grows, amenities are in place such as public art and art centers, museums, library, walking and biking network, neighborhood, community and regional parks and recreational facilities

Promote healthy community living with diverse choice in recreation, and support active lifestyles

Strengthen public arts and culture offerings and activities

The Open Space, Recreational and Cultural Amenities Chapter contain three respective elements.

- ▲ The Open Space Element provides a comprehensive inventory of open space areas, comprised of parks, preserves, urban plazas, sport fields and private open space, to ensure that as the community grows it has the desired open space. The Element provides concepts for protecting and acquiring open space, parks and related facilities as well as integrating regional connections to provide an open space network.
- ▲ The Recreational Element identifies the recreational programs, activities and events at City or affiliated recreational facilities that provide recreation, sports, health, entertainment and enjoyment.
- ▲ The Cultural Amenities Element provides an inventory of existing and proposed cultural amenities that include visual and performing arts centers, museums and libraries and their programs as well as works of art, both public and private.

OPEN SPACE ELEMENT

City, community and neighborhood parks differ vastly in design, users and benefits. These spaces address the needs of diverse populations with activities that engage the community. Pools, sports facilities, recreation and senior or multi-generational centers, playgrounds and urban trails are vital to a healthy lifestyle and bring together different cultural and age groups. Parks enhance mixed development and redevelopment by offsetting higher density concerns through accessibility to green space. Neighborhoods that increase their population can benefit from green spaces to stay attractive and livable. Providing parks and open space plays a crucial role in addressing the concerns of higher density.

Public parks are the various sizes of parks (and facilities) that are improved and used by the community for recreation, events, and leisure activities.

Public open space includes largely undeveloped lands owned by a city, county or state agency which are available, or may be available for use. Golf courses, paths, greenway boulevards, or community gardens are forms of other open space.



Private open space includes parks, and other areas that serve one or many homeowners or business owners in a development and are typically part of owners associations.

City of Tempe provides approximately 1,408 acres of public parks, preserves and open space land within the city limits. Within approximately one mile of the city limits, Chandler, Mesa, Scottsdale and Phoenix provide Tempe residents with access to 50 acres of parks and nearly 17,000 acres of regional parks at South Mountain and Papago Park. While a public entity, school campuses have recreation fields and play equipment that provides the community's students with additional open space and park facilities. Although other land use categories do not designate property ownership, private open space recognizes the role that private property plays in open space provision within our community. The inventory of public open space and parks in Tempe includes the types of public parks identified in Table 1.



Table 1 Public Park Categories

TYPE OF PUBLIC PARK	TYPICAL SIZE	SERVICE AREA	EXAMPLE IN TEMPE	TOTAL CITY ACRES IN 2013
REGIONAL PARK OR PRESERVE	50 or more acres	3 to 10 miles	Tempe Town Lake	780
COMMUNITY PARK	10 to 50 acres	1 to 3 miles	Daley Park	176
SPORTSFIELD COMPLEX	15 to 40 acres	10 miles	Benedict Sport Fields	223
NEIGHBORHOOD PARK	1 to 15 acres	1/2 mile	Gaicki Park	220
MINI PARK	1 acre or less	1/4 mile	Burchett Park	9
GOLF COURSES (18 HOLES)	110-150 acres	10 miles	Ken McDonald	
PUBLIC PARK TOTAL				1,408

Source: Tempe Public Works, 2013. Data is rounded to the nearest acre.

Table 2 Existing and Projected Open Space

OPEN SPACE	EXISTING 2013	PROJECTED GENERAL PLAN 2040
TEMPE PARKS AND OPEN SPACE	1,408	1,480
ASU OPEN SPACE	194	50
SCHOOL FIELDS	174	174
PRIVATE OPEN SPACE ²	66	385
RIGHTS-OF-WAY & RETENTION AREAS	0	267
GOLF COURSES	428	413 ¹
TOTAL	2,270	2,697

Source: Tempe Community Development 2013

1 Due to loss of most of Karsten Golf Course on ASU

2 With written permission of private property owners private open space can be designated as open space in the General Plan Land Use Map

Private open space represents a resource used by residents that is not reflected in the inventory. Access to approximately 668 acres of additional park and open space land is available on public (non-City of Tempe), semi-public, or private land. General Plan 2040 will, with the permission of the property owners, identify as much of this land for private open space.

In 2013, Tempe had 56.6 acres of open space and park land per square mile. This provided about 13.7 acres of total park land per 1,000 people as shown in Table 3.

Table 3 Open Space and Parks Ratios

	ACRES PER 1,000 POPULATION	ACRES PER SQUARE MILE
2013 OPEN SPACE AND PARKS (POPULATION 165,155 IN 2013)	13.74	56.6
2040 PLANNED OPEN SPACE AND PARKS (POPULATION 217,000 IN 2040)	12.42	66.8

Tempe’s General Plan 2040 identifies opportunity for private open space provided by others for limited use and benefit. Private open space definition includes areas such as the private golf courses, homeowner association and community association common areas, canal or electric and natural gas right-of-ways. This category is for identification and recognition of this land and does not imply restrictions on changes of use. As part of General Plan 2040 process, the City will seek private property owner’s authorization to show land as Private Open Space. Potential open space by type is shown in Appendix A.

URBAN OPEN SPACE

In an urban area, connecting to nature, however casually, is important to the quality of everyday life. Within dense development, small landscaped or natural area parks, shaded plazas or, planter boxes contribute to that re-connection with nature. Open space within urban areas contributes to healthy lifestyle, both physically and mentally. Urban open space placed at frequent interval encourages walking by providing interest to continue and explore the community.

Urban open space in conjunction with development supplies new attractions and destinations, appeals to all ages as well as promotes higher levels of "productivity". Within the urban core open space is an essential to balance the urban quality of life. As the urban core grows, the need for small urban open spaces will be even more important. Targeting city-owned, remnant parcels or alleys offer new ways to provide a place for transitory rest. Development planned for downtown, Rio Salado and ASU Stadium District will present new opportunity to supplement public open space within plazas, courts, small parks at the ground level. Tempe has successfully created small urban parks in the urban core, such as the 6th Street or Hayden Square. These parks enhance the sense of place for residents, workers, students and visitors, and reflect Tempe’s sense of heritage and authenticity. However, these small parks are frequently limited to pass-through to another place. Events or amenities that encourage more activity are desirable.

OPEN SPACE GOAL

Provide a variety of natural and landscaped open spaces and parks that serve the diverse and changing needs of an urban community

OBJECTIVES

OS1 Maintain and enhance existing open space and parks to serve the changing need of the community

STRATEGIES

1. Design or revitalize parks to reflect the uniqueness of the area or neighborhood and address the appropriate audience for the park's scale (neighborhood, community, region)
2. Evaluate the relationship of new growth and demand for open space as well as the opportunity to have growth contribute to new open space and parks
3. Include art elements in the development of parks
4. Provide parks that serve residents of all ages and abilities
5. Provide amenities within Tempe Beach Park that reinforce its role as an outdoor music venue
6. Consider the creation of restroom facility standards by type of park
7. Develop standards for dog parks (such as location, size, furnishings, turf and utilization)
8. Ensure that all parks are part of a well-balanced asset management program to prolong the life of existing assets. Once established and funded, work on an enhancement program to revitalize two to three neighborhood parks per year, subject to funding availability
9. Maintain equestrian presence and stable operations for Papago Park to preserve this important historical Tempe amenity

OS2 Plan and identify opportunities for new open space and parks in the Parks Master Plan

STRATEGIES

1. Identify gaps or areas of the residential community which may not have access to open space within one half mile of the exterior arterial streets
2. Identify potential land acquisition and redevelopment opportunities with private and public entities to provide parkland and facilities
3. Utilize bike paths as a framework to connect open spaces and neighborhoods
4. Integrate art into park development and redevelopment opportunities
5. Use a variety of references (i.e. historical, cultural, social, artistic, environmental and architectural) as a guide to create park identities
6. Encourage preservation of significant historic and archeological resources in open space and park preserves
7. Implement the Discover Papago Park Master Plan strategies within an updated Parks Master Plan, prioritizing
 - a. branding and signage as "Papago Park"
 - b. protection of its cultural and archeological resources
 - c. protection of Tempe's Papago Park desert park from non-park development at its edges, and
 - d. native desert preservation
8. Implement the Urban Open Space Plan strategies within the Parks Master Plan
9. Negotiate with ADOT to acquire land currently being used as retention basins
10. Use the Eisendrath property with a commitment to open space similar in character to its historic use
11. Develop a park master plan for Hayden Butte Preserve that
 - a. protects its cultural resources

- b. responds to non-park development at its edges
 - c. capitalizes on its location adjacent to downtown and Rio Salado, and
 - d. addresses the functional and visual impact of the communication antennas
12. Set priorities for operation and capital improvement action plans

OS3 Evaluate the connection between new development and the open space and parks needed to serve that new development

STRATEGIES

1. Identify opportunities to infill open space into densely populated or urban core areas
2. Identify city remnant parcels that are appropriate for urban plazas to be considered open space
3. Create development guidelines that promote orienting future development and redevelopment activities along open space corridors
4. Encourage private development of open space
5. Develop linear parkland and place emphasis on building connections
6. Preserve Papago Park's desert, protecting it from encroachment of future development or redevelopment

OS4 Provide exemplary maintenance of parks and recreation facilities

STRATEGIES

1. Create and/or upgrade inventories and audit for amenities and infrastructure
2. Ensure that all parks are included in a well-balanced asset management program
3. Upgrade or add recreation facilities where gaps exist to enhance recreation opportunities for the community
4. Review parks for safety, ADA and code compliance, and develop a program for funding, replacement and/or renovation
5. Evaluate existing park security improvements for compliance with new code standards and retrofit where appropriate
6. Establish and implement maintenance standards for parks and recreation facilities that are based on regional comparisons for similar maintenance activities
7. Provide native tree and shrub care that produces maintenance appropriate for the Sonoran desert species
8. Ensure that maintenance activities in Papago Park have minimal impact on the surrounding fragile desert crust to prevent damage to the desert eco system, possible establishment of invasive species, and/or increased dust affecting air quality
9. Identify and eradicate invasive species in desert parks and where appropriate, replace with native plants and trees
10. Evaluate the condition of Papago Park existing pedestrian and equestrian trails, and determine levels of improvements to maintain a high quality of experience
11. Establish a tree replacement schedule
12. Review water quality in lakes and determine strategies to improve water quality and reduce maintenance expense
13. Incorporate xeriscape landscaping principles to maximize use of natural resources
14. Integrate new technologies into existing parks
15. Evaluate solar technology opportunities that respond to park needs and are cost-effective, provide sufficient capacity and vandal resistant
16. Evaluate new irrigation, chemical and turf products that reduce maintenance for inclusion in the program

OS5 Utilize Public/Private Partnerships and volunteerism to preserve and enhance open space and park facilities

STRATEGIES

1. Continue public/private partnerships and agreements for shared open space
2. Consider partnering with neighborhood associations to provide recreational program maintenance and landscape upgrade support
3. Partner with school districts to jointly use fields, courts and indoor facilities
4. Promote opportunities to share a portion of the SRP utility rights-of-way
5. Invite garden clubs to implement and maintain plots in key visual areas
6. Utilize Adopt a Park and Adopt a Path programs for community involvement in the monitoring and maintenance of park facilities
7. Ensure volunteers are provided informational training classes regarding appropriate maintenance of the native desert vegetation and/or removal of invasive species within desert parks
8. Ensure appropriate Tempe supervision for volunteer projects within parks, especially with vegetation trimming or removal

OS6 Create a system of linked open space and parks throughout the City

STRATEGIES

1. Develop linked open space by utilizing the street network, and modify the character of those streets to become pedestrian and bicycle user friendly
2. Develop designs, priorities and funding options for pedestrian pathway systems that connect between open space and parks Develop trails to their fullest potential and advocate the completion of trails to connect to regional open space and park systems
3. Consider alternative design solutions to provide path linkages along half-mile streets
4. Maintain path linkages by creating crossings or bridge connections over canals, railway right-of-ways, freeways and streets to connect to major destination points
5. Promote opportunities for community access to school and Arizona State University open spaces, when appropriate
6. Provide path linkages over the east dam segment at Town Lake
7. Encourage parks that promote alternative means for access and that are less dependent on the automobile

RECREATION ELEMENT

Recreation programs and activities provide refreshment for the mind and body through activity that amuses or stimulates, as in play. Recreation programs in Tempe provide arts and crafts, child language and reading, dance, music and theater, health and fitness, special interests and sports. The instructors and coaches, aides and counselors plan and lead an outstanding variety of programs. Tempe appeals to recreation enthusiasts and successfully established the City as a place for outdoor activity and



events. From softball tournaments, to triathlons, these recreational activities contribute to the city's identity. Tempe-produced recreation programs served 30,000 people (as counted in registrations) and recreation events produced 142,000 participants in triathlons, charity walks and regattas in 2012.

Active recreation benefits individuals and the community with physical activity helps to control obesity, boost the immune system, diminish the risk of disease and increases life expectancy. Recreational activities are a contributor to mental health and quality of life. Tempe's parks, trails and historical sites provide excellent inducements to physical activity and the scenic vistas from the Tempe Butte or paths along the Town Lake encourage active visitation. There are social benefits to recreation, such as strengthening communities, promoting social bonds and supporting youth. Participating in recreation activities helps develop our youth, improve their education and deters negative behaviors. Tempe contains a diverse range of social conditions that influence the way we live, work, and recreate. These social conditions can be bettered through participation in park and recreation activities, such as team sports. Proximity to parks and recreation facilities leads to safer, cleaner neighborhoods, volunteerism, and stewardship and creates a livelier neighborhood atmosphere. Social bonds are improved when families recreate together and when seniors and individuals with disabilities are actively engaged in recreation activities. Tempe's recreation programs provide for all ages and abilities. And Tempe's two 18-hole golf courses provide an outdoor activity of all ages in a lifetime sport. Recreation and park facilities help promote social bonds by uniting families, encouraging cultural sensitivity, and supporting seniors and individuals with disabilities. Recreation provides us with family and community bonds that last a lifetime.



An inventory of recreation facilities is provided in the Appendix A .

RECREATION GOAL

Promote health, physical fitness, leisure, creativity and entertainment with programs serving a diverse range of abilities and interests

OBJECTIVES

R1 Consider current community needs and interests rather than traditional services

STRATEGIES

1. Provide opportunities for community input in the design of recreation programs and facilities
2. Create facility user group teams to provide customer feedback and support for programs and services
3. Determine if program needs in recreation facilities meet needs of the community

R2 Provide a variety of recreational opportunities that reaches as many citizens as possible



STRATEGIES

1. Develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, adults, seniors, people with disabilities, preschool age children and families
2. Work with each age group to plan programs targeted to their interests
3. Establish subsidy rates for existing programs and facilities to keep programs and facilities positioned well in the market place
4. Determine level of recreation facility standards for Tempe based on population type and numbers
5. Create consistent policies to encourage equitable and efficient use of parks and recreation facilities

R3 Identify mechanisms for funding to ensure the sustainability of programs and facilities

STRATEGIES

1. Establish a policy and appropriate fees for public/public use, public/not-for-profit use, and public/private use for the entire park system in programs and in facilities
2. Update program policies to accurately reflect subsidy levels for programs and facilities and meet the levels established

R4 Encourage community involvement and volunteerism with recreation programs

STRATEGIES

1. Enhance the volunteer Youth Sports programs
2. Retain volunteer opportunities that support improvements to parks and recreation programs

R5 Work with other agencies to identify and augment recreation opportunities

STRATEGY

1. Ensure coordination with other city and regional recreation planning efforts
2. Evaluate and implement feasible options to get water to parks from reclamation plants
3. Consider cell phone towers in parks, where appropriate, as a revenue producing opportunity for parks

R6 Renovate and renew the recreation facilities

STRATEGIES

1. Update the Parks Master Plan for recreation facility development to keep facilities positioned well in the market place
2. Establish pricing rates based on prime-time and off-time use and in-season and off-season use to maximize revenues without underserving groups

R7 Utilize technology to enhance outreach and service delivery to the community



STRATEGIES

1. Promote recreation programs to residents and visitors through technology and information resources
2. Increase visibility of the parks facilities and programs through marketing, publicity and social media
3. Use technology to track revenues and operating costs

PUBLIC ART AND CULTURAL AMENITIES ELEMENT

Cultural amenities cross many societal interests including places, displays, activities and events which celebrate art, athletics, dance, heritage, history, music, science and theater. Tempe derives significant economic benefit from being a vital cultural community with strong support of public art, performance, museums, libraries and spectator activities. Communities that support strong and diverse arts programs, additionally benefit from tourism, employment, new businesses and trade. Regional cultural attractions further enhance Tempe as a cultural tourism destination.

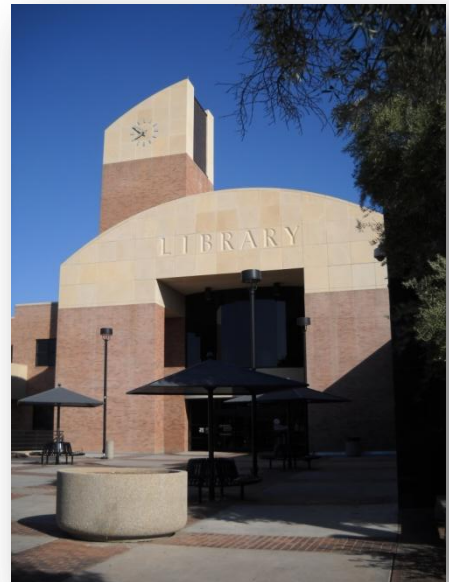
The Tempe Center for the Arts (TCA) is one of the finest performing and visual arts venues in Arizona and reflects the city's support of the arts. . Numerous Tempe based arts organizations and outside presenting groups offer arts and cultural programming in the venue The TCA was completed in 2007, is located on the southwest end of Tempe Town Lake and includes the adjacent 17-acre lakeside art park.

The Tempe Performing Arts Center (TPAC) is another city owned facility. This small theater, which seats 170 people, is home to Stray Cat Theatre. The facility is off Mill Avenue in the heart of downtown Tempe.

Tempe has two city museums: the Tempe History Museum and the Petersen House Museum. The Tempe History Museum is a center where the community comes together to explore Tempe's past, share its present and imagine its future. The museum offers curriculum-based school programs; research assistance for students, the media, city staff and other professionals: and adult and family programming. The artifact collection, composed of thousands of archival and three-dimensional items, focuses exclusively on Tempe's history, making it a unique resource. The museum shares the municipal campus area with the Tempe Public Library, Pyle Adult Recreation Center and the Edna Vihel Center at Rural Road and Southern Avenue. The Petersen House Museum is the restored home of one of Tempe's early farmers, businessmen and community leaders. The Petersen House Museum is operated as an outreach of the Tempe History Museum. Programs at the Petersen House Museum focus on the lifestyles in Tempe during both the Territorial period and the Depression era. Currently it is open to the public on a limited basis.



Tempe has valued a public library since 1908. The library's physical location has changed from retail buildings to the old City Hall, to the building that now houses the history museum, to the new library on Rural and Southern that opened in 1989. Circulation grew from 4 items per day in 1908 to today's 3,000 items per day. Automation came in 1981 along with a growing role for the library from a static book repository to an active, service oriented organization. Currently the Library is a vital cultural and educational resource for Tempe providing materials in all formats, public internet computers, public programs for adults, youth, families and teens, and outreach programs to satellite library services in the City's community centers. In conjunction with the Friends of the Library, a café and used bookstore are also offered. The role of the library as the premier cultural institution of the City remains, while the method of service has evolved into a high-tech, hands on experience.



Tempe has cultivated a diverse collection of temporary and permanent Public Art that complements the natural and built environment. Tempe Public Art pieces are incorporated throughout the City including streetscape and pathway enhancements, transit facilities, public buildings, parks and other public spaces.

City of Tempe adopted the Art in Private Development (AIPD) ordinance in 1991 which requires developers of large, commercial or office spaces to invest in artworks for their properties or contribute to Tempe Municipal Arts Fund. The purpose of Tempe's AIPD program is to beautify the community with a wide variety of high quality art projects. Over the past decade, the largest projects have been mixed use developments which are not required to contribute to Art in Public Development.



Tempe utilizes several unique public spaces to showcase numerous exhibitions featuring professional and student artists. Art exhibitions take place Gallery at TCA and through the Community Galleries program. In addition, Tempe maintains a collection of numerous portable works of arts.

Tempe is known for the many special events it hosts each year. From art festivals to holiday festivals to multicultural festivals, there are abundant activities to choose from these cultural and entertainment offerings at various venues in the city such as Tempe Beach Park, Tempe Town Lake, Mill Avenue and Kiwanis Park.

ARIZONA STATE UNIVERSITY

As a public entity, Arizona State University (ASU) is a significant contributor to Tempe's cultural amenities. ASU identifies museums, galleries and collections on the Tempe campus that are available to the public. The Gammage Auditorium provides a venue for national and international performances. The Charles Trumbull Hayden Library serves as the main library on the ASU Tempe campus, along with the specialty law, music, architecture/design and science/engineering libraries located throughout the campus. Public art installations are distributed throughout the Tempe campus.

ARIZONA HISTORICAL SOCIETY MUSEUM (AHS) IN TEMPE

The Arizona Historical Society (AHS) Museum at Papago Park is an 80,000 square foot cultural facility that offers engaging exhibitions about the contemporary history of the Salt River Valley, educational programs, public events, and public access to one of the largest Arizona history collections. Collections, housed in AHS museum facilities throughout the state, number in excess of three million objects. The artifact and manuscript holdings offer unrivaled opportunities for public programming, educational outreach, and exhibitions, as well as academic and community-based research. AHS collections not only provide premier resources for recounting Arizona's past, but are invaluable tools for promoting public understanding of contemporary issues such as water availability, immigration, free trade, mining, ranching and agribusiness, the defense industry, cultural diversity, and urban development and revitalization.

PUBLIC ART AND CULTURAL AMENITIES GOAL

Enhance and promote Tempe as a diverse, stimulating cultural, library and arts community where cultural amenities inspire and enrich people's lives and experiences

OBJECTIVES

PACA1 Maintain a strong commitment to advance Tempe as a vibrant and progressive community for cultural and artistic activity

STRATEGIES

1. Preserve and promote Tempe as a national municipal leader supporting arts and culture
2. Participate in the state and national arts and culture arena on behalf of Tempe
3. Promote and continue to build a diverse public art collection that challenges, engages and delights the public
4. Ensure dedication to customer service and the importance of the arts and culture in our daily lives
5. Provide unique resources to examine Tempe's past, better understand its present and imagine its future

PACA 2 Continue to collaborate with the community partners, neighborhoods, artists, cultural groups, educational institutions and other entities

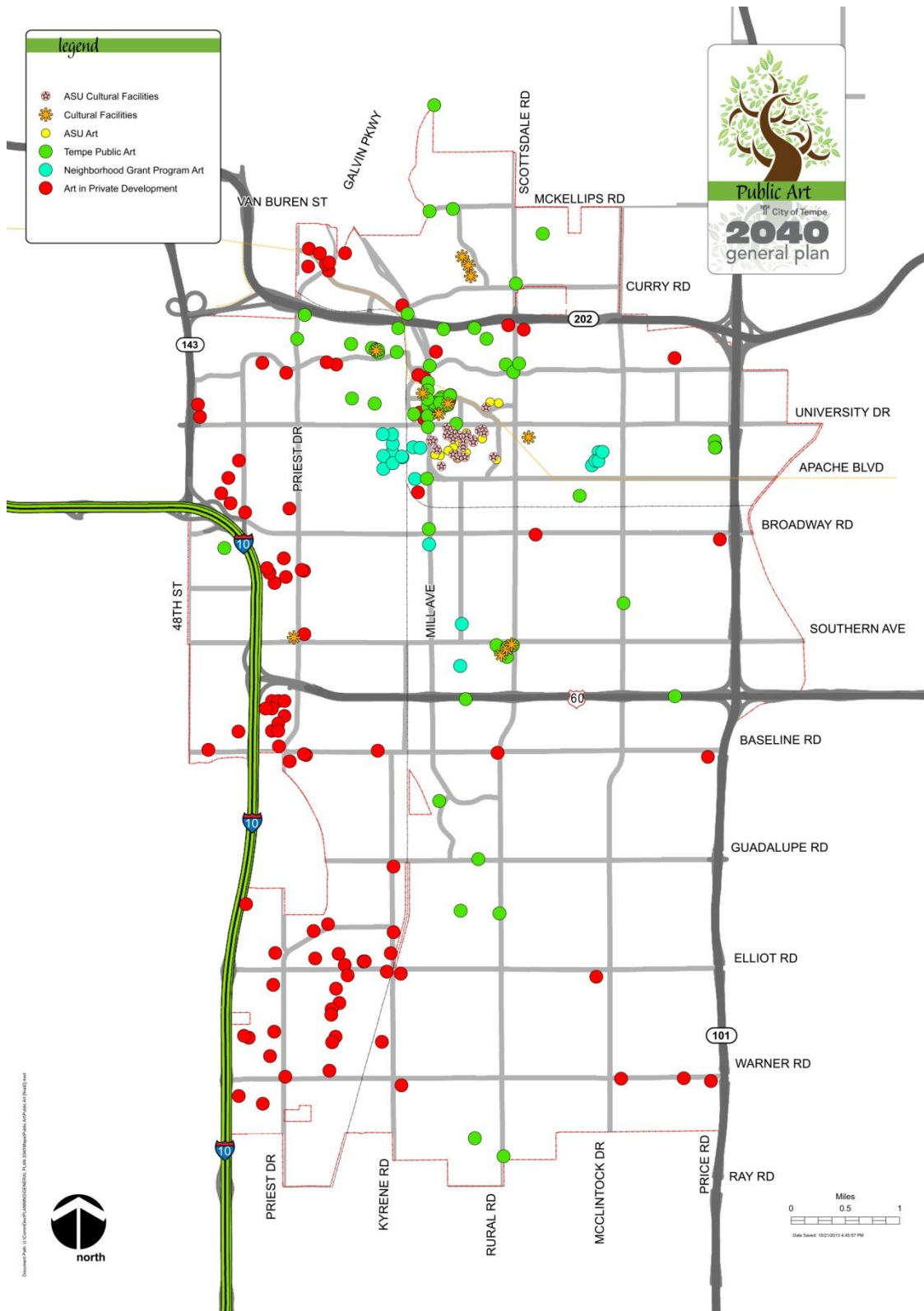


Figure 2 Public Art and Cultural Amenities

STRATEGIES

1. Continue to seek input regarding operational and programming desires by actively involving all segments of the community through collaborative efforts
2. Create and nurture advocates, sponsorships and volunteer support to maximize resources
3. Assist neighborhoods in enlivening public spaces through the arts, and creating a sense of place, with pride and ownership in their communities
4. Maintain community advisory boards and commissions
5. Develop learning opportunities and alliances with organizations to leverage additional resources for arts and cultural education
6. Expand and reinforce relationships with educational institutions and school districts to share information, support programs and strengthen community resources
7. Continue involvement and participation in regional projects and networks

PACA 3 Enhance the diversity of art, library and cultural amenities, facilities and collections that support, educate and enrich the community

STRATEGIES

1. Partner with other agencies, business, and residents to preserve, develop and maintain cultural facilities that provide gathering places for cultural exploration, expression and inspiration
2. Continue to create public art that enhances the City's infrastructure including streets, paths and facilities
3. Maintain the Tempe Public Library as a community meeting place where groups and individuals discuss, debate and create
4. Promote the Tempe Center for the Arts as an arts-driven gathering place for all members of the community
5. Maintain Tempe History Museum as a gathering place, and engage the community in activities which foster an understanding and appreciation of Tempe's unfolding history

PACA 4 Encourage incorporation of public art into major public and private projects to enhance the city's community character as well as the built environment

STRATEGIES

1. Work with local artists, students, and community groups to create public art projects
2. Protect, maintain and preserve existing artwork in the city's collection
3. Enable Tempe's collection to grow and diversify with streamlined, efficient, representative, creative and fair processes
4. Select artists who carefully consider the nature of specific sites for artwork
5. Continue to commission public art projects that are suitable for the local climate and responsive to maintenance capabilities of the City
6. Involve neighborhoods, schools, businesses and other stakeholders in public art projects

PACA 5 Encourage the continuation and expansion of innovative arts, cultural and library programming that further enriches the community

STRATEGIES

1. Continue to foster relationships with community artists and arts organizations to optimize diversity in visual and performing arts programming
2. Provide programs, activities, services and information on topics needed in the community

3. Promote partnerships among arts and cultural groups, community organizations and the business community to develop and expand events, activities and programs for all ages
4. Build a public art collection that ranges in scale from intimate to monumental
5. Maintain the Tempe Center for the Arts as a vibrant artistic hub that engages young people, families and adults and celebrates the fundamental role of the arts in our community
6. Continue to offer enjoyable, educational, stimulating exhibits and activities which celebrate Tempe's history
7. Encourage and support cultural events, festivals, activities and performances
8. Establish the Library as a source of high quality instruction and programs to promote personal growth and lifelong learning

PACA 6 Ensure access to arts, library and cultural amenities to benefit the entire community including residents, businesses, visitors, and tourists

STRATEGIES

1. Provide access to the creative process and cultural resources for all
2. Support Tempe-based arts organizations and artists by providing stable funding opportunities
3. Collaborate and provide resources to update and maintain collections
4. Continue to support and encourage private retail and commercial development to include art in private development, accessible to everyone, in all new buildings
5. Sustain and enhance the arts and cultural resources and provide greater access for everyone

PACA 7 Protect and promote artistic expression and cultural awareness to bring people together to celebrate diverse traditions that strengthen Tempe's sense of community and place

STRATEGIES

1. Develop and provide program offerings which address the diversity of the community
2. Use a variety of art media to promote cross-cultural awareness, and the historic evolution of the area
3. Pursue opportunities for strategic partnerships leading to unique offerings which engage the community in arts and culture programs and activities

PACA 8 Utilize technologies to provide greater access, build public awareness and encourage participation in arts, cultural and library activities

STRATEGIES

1. Promote arts and cultural amenities to residents and visitors through technology and information resources
2. Increase visibility in the community through marketing, publicity and social media
3. Use technology to update, maintain, educate and promote useful collections in a variety of formats



PUBLIC FACILITIES AND SERVICES CHAPTER

The Public Buildings, Services and Facilities Chapter identifies existing buildings and services provided by the City of Tempe, as well as service delivered by non-city service providers, including human services, education, municipal court and utilities. The purpose of this Chapter is to provide an inventory of services for recognized infrastructure and facility planning and continued access and delivery of services to meet future needs.

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Public facilities and services reflect basic functions provided by government or business to the community. Residents rely on these services to as part of their quality “urban living” by:

- Ensuring that as the community grows, the facilities and services upon which residents depend are available such as: police, fire and emergency response; street, park and public building maintenance; and water and sewer services
- Providing sustainable development and service practices, to make Tempe’ public facilities and services efficient and effective
- Sharing with the community and supporting efforts for individuals to reach their full potential through human services and education

The purpose of Tempe’s Public Facilities and Services Chapter is to guide implementation of services and programs to serve the community, within public buildings or facilities for those services.

- ▲ The Public Buildings Element provides a comprehensive inventory of civic and community centers, public schools, libraries, police and fire stations, and other public buildings. Within Tempe that also includes wastewater treatment plants, cemeteries and marina facilities. An inventory and location of public buildings and facilities is provided.
- ▲ The Public Services Element identifies the existing services and identifies general plans for future service changes. In addition to the typical functions of city government, utilities and services provided by other public or quasi-public agencies that serve the Tempe community are identified.
- ▲ The Municipal Court Element identifies the judicial branch services provided in the administration of justice.
- ▲ The Safety Element guides emergency management and protection of the community’s safety in the event of a natural or man-made disaster. An explanation of public safety goals for law enforcement and fire protection ensure that civil order and emergency protection will be sustained.



PUBLIC BUILDINGS AND FACILITIES ELEMENT

Public buildings are those civic and community centers, libraries, police and fire station, public schools and other public buildings. City of Tempe owns and operates 66 buildings situated throughout the city that accommodate city services and programs. Tempe takes pride in providing city facilities that serve the community's administrative, maintenance, health and safety and cultural needs. City public buildings will meet and often exceed the requirements for sustainability and accessibility. To further support this Tempe provides reasonable accommodations for all meetings within public facilities. Tempe continues to look at efficient utilization of public buildings, including re-purposing, re-modeling or selling those facilities that no longer serve the community. Public buildings (new or remodeled) are designed to function sustainably for the useful life of the facility or meet the highest “green building” standards.

Additionally, schools, colleges and universities, museums, hospitals, county, state and federal buildings provide essential government and community services in Tempe.

Partnerships with the private sector provide unique opportunities as well: municipal offices that share space in privately-owned and maintained buildings; and publicly-owned and maintained buildings receiving revenue from private tenants that cover operational costs. As Tempe matures, creative and environmentally sound building design, construction and space planning can provide flexibility to meet changes in building needs and uses. Future needs of the community will require careful planning for optimum efficiency and return on investment to the community, combined with a continuing commitment to a quality built environment through community involvement, architectural excellence and sustainable practices.

Table 1. Tempe Buildings and Facilities

<p><u>Harry E. Mitchell Government Center and other Municipal Offices</u> 525 Building Tempe Municipal Building (City Hall)</p> <p>Orchid House Offices and Public Parking Downtown Parking Garage Tempe Transportation Center</p> <p><u>Community Facilities—City owned buildings</u> Clark Park Recreation Center Dennis J Cahill Senior Center/West Side Multi-generational Center Diablo Stadium Complex Edna Vihel Center Eisendrath House Elias-Rodriguez House Escalante Multi-generational Center Governor Benjamin B. Moeur House/Hatton Hall Hackett House (Tempe/Hilge Bakery) Kiwanis Park Recreation Center Niels Petersen House North Tempe Multi-generational Center Pyle Adult Recreation Center Sandra Day O’Connor House Tempe Center for the Arts</p>	<p>Tempe History Museum Tempe Performing Arts Center Tempe Public Library Town Lake Boat House (planned) Ken McDonald Golf Pro-Shop/Restaurant Rolling Hills Golf Pro-Shop/Restaurant</p> <p><u>Police Facilities</u> Apache Boulevard Substation Downtown Police/Court Building North Tempe Police Substation Police/Court Parking Garage Robert J. Hawk Police Substation & Police Equine Facility at Kiwanis Park South Tempe Police Substation</p> <p><u>Fire Facilities</u> Fire Administration Fire Support Services Facility Fire Station #1 Fire Station #2 Fire Station #3 Fire Station #4 Fire Station #5 Fire Station #6 Fire Training facility</p>	<p><u>Service Yards</u> East Valley Bus Operation and Maintenance Facility Hardy Maintenance Yard Household Product Collection Center Kiwanis Park Maintenance Priest Yard Traffic Maintenance Facility</p> <p><u>Water Treatment and Delivery Facilities</u> Johnny G. Martinez Water Treatment Plant Kyrene Reclamation Plant South Water Treatment Plant</p> <p><u>William J. Ream Senior Complex</u> Center for Adult Day Healthcare Shared Living Homes</p> <p><u>Other Facilities</u> Bell Butte Radio Facility Double Butte Cemetery Hayden Butte Radio Facility SRP Town Lake Marina</p> <p>Buildings with their name in bold were added between 2003 and 2013.</p>
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PB2 Design public structures with flexibility for future needs

STRATEGIES

1. Review and refer to the General Plan when developing or revising the budget or funding priorities
2. Rehabilitate or redevelop existing facilities to accommodate evolving needs and technologies
3. Review identified building needs during the budget process to align capital improvement priorities
4. Maintain and expand community facilities as needed
5. Distribute public facilities throughout community where dispersed services are desirable.
6. Locate facilities centrally to minimize commute for the majority of residents and businesses
7. Produce facilities which function as intended

PB3 Build structures for sustainable long-term use

STRATEGIES

1. Utilize green building practices and whole building design to guide development of all new municipal facilities
2. Research technologies and building materials that can improve building efficiencies
3. Use alternative and renewable energy sources in public buildings as feasible
4. Incorporate passive solar concepts for maximum energy efficiency (Note: see Energy Element)

PB4 Promote design excellence while achieving community compatibility

STRATEGIES

1. Select consultants well-qualified and well-suited for each project, with demonstrated abilities in community interaction, complex problem solving, design excellence, technical proficiency and project management
2. Provide early and continuous community communication on public buildings being planned, designed and constructed
3. Incorporate public art into projects highly visible to the public
4. Encourage preservation of significant historic structures for reuse in public services or conversion to other commercial use

PB5 Provide for fiscally sound planning, design and construction decision-making of public buildings

STRATEGIES

1. Review and refer to the Capital Improvement Program when developing or revising the budget or funding priorities
2. Continually evaluate space planning analysis for City facilities
3. Evaluate the Police Department Plan for decentralized police activities within quadrants and beats
4. Evaluate the Fire Department Plan for fire station location to maintain service response times

PB6 Practice universal design principles (such as ADA requirements) for maximum comfort and access

STRATEGIES

1. Comply with Americans with Disabilities Act (ADA) regulations and public safety codes as applicable
2. Create safe quality working environments

PB7 Promote use of semi-public or private facilities for shared uses that serve the community

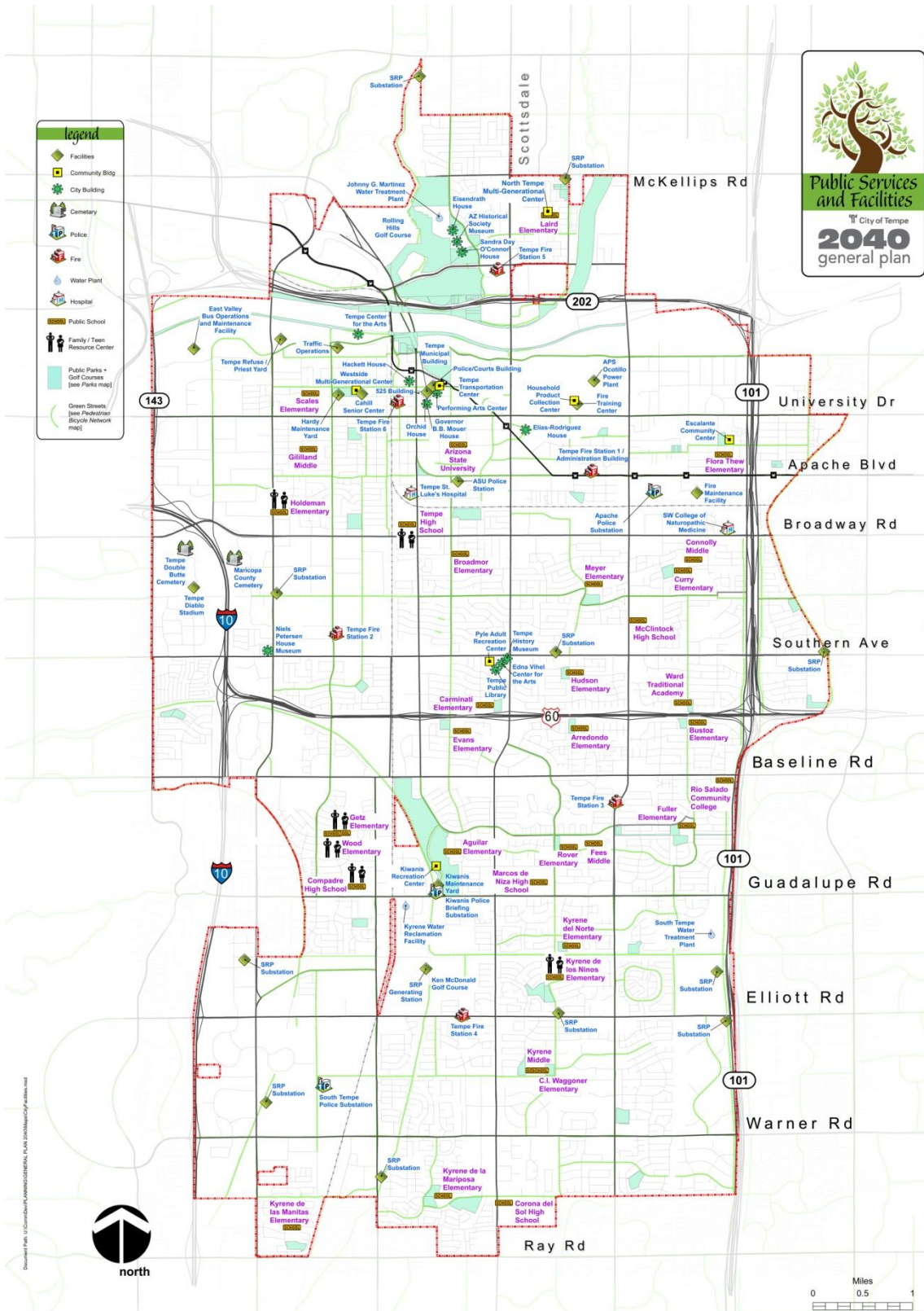


Figure 1 Public Services and Facilities

STRATEGIES

3. Work with outside agencies to assist them in serving the community
4. Provide facilities that promote community interaction and build relationships with service providers
5. Work with school districts and Arizona State University in identifying community needs, resources, and opportunities for partnership

PUBLIC SERVICES ELEMENT

The Public Services Element identifies existing services provided by the City of Tempe, and other service providers, including human services, education, and utilities. Water services are addressed in the Water Resources Element. Transportation services are addressed in the elements of the Circulation Chapter. Other services are mentioned throughout this document, as they pertain to different elements. The purpose of this element is to provide an inventory of services for recognized infrastructure planning and continued access and delivery of services to meet future needs.

PUBLIC SERVICES

Tempe provides high quality and efficient services covering community, operational and technical needs. Tempe has also been recognized for its strong commitment to the arts. City of Tempe employs approximately 1,500 persons full time and fluctuating up to 900 persons part time and seasonal to provide a wide variety of public services to the community including but not limited to:

Community Services:

Before and After School Enrichment Programs (Kid Zone)
 Early Childhood Programs
 Cemetery
 Community Centers
 Community Events
 Community Relations
 Counseling Services
 Cultural Services (see Cultural Amenities Element)
 Historic Preservation (see Historic Preservation Element)
 Housing (see Housing Element)
 Library (see Cultural Amenities Element)
 Museums (see Cultural Amenities Element)
 Neighborhood Services
 Performing Arts (see Cultural Services Element)
 Recreation Services (see Recreation Element)
 Human Services

Operational Services:

Code Enforcement
 Elections
 Environmental Enforcement
 Facilities Maintenance
 Financial Services

Fire Protection
 Internal Audit
 Law Enforcement
 Media Services (cable 11, website, newsletters)
 Parks Maintenance
 Planning
 Transit and Transportation Planning
 Public Records
 Sales Tax License
 Solid Waste Management & Recycling
 Street Maintenance
 Transit and Transportation Operations
 Wastewater (see Water Resources Element)
 Water (see Water Resources Element)

Technical Services:

Aviation monitoring
 Building Safety & Plan Check
 Economic Development (see Economic Development Element)
 Engineering Services
 Neighborhood Traffic Management
 Traffic Engineering
 Transit Operations

The list illustrates the wide range of public services provided by City of Tempe. For example, public services include leisure and recreational opportunities, a full range of public library services, historical and cultural enrichment and social service programs. Tempe also partners with other jurisdictions to provide regional services and infrastructure for shared resources. Water services partner on tri-city sewer facilities to transport east Valley waste to the 91st Avenue Waste water Treatment Plant, a jointly owned facility. Water services also provide municipal water to the Town of Guadalupe. Public Works provides collection and disposal of solid waste generated by residents and businesses in Tempe, delivering waste to a privately operated landfill. Tempe is a regional leader in transportation planning and service provision.

Growing population, employment and housing will be met with the appropriate level of city services and need to ensure the distribution of city resources of the ever changing demographics with planning and implementing appropriate technology to improve the City services. Similarly a City of Tempe workforce that is highly skilled, culturally diverse and able to address the changing demands of their jobs will be needed. Tempe will increase efforts to collaborate and partner with other agencies and in public/private partnerships for city services or to enhance city services.

PUBLIC SERVICES GOAL

Provide efficient and effective public services to serve current and future community needs

OBJECTIVES

PS1 Maintain high levels of service to residents, businesses and visitors

STRATEGIES

1. Continue ongoing communication and public information dissemination through a variety of media
2. Provide information to the community about issues, programs, events and organizational changes
3. Maintain citizen boards and commissions to assist staff in identifying and prioritizing community needs
4. Encourage programs such as community policing and block watch programs, where neighborhood efforts enable a reduction of service requests

PS2 Facilitate planning for future service needs

STRATEGIES

1. Develop Master Plans to identify future facility and service needs for specific areas of the community
2. Implement the Capital Improvements Plan
3. Continue involvement in regional planning and partnerships addressing service provision
4. Continue use of bonds, taxes and user fees to fund services

PS3 Provide cost efficient means of service delivery

STRATEGIES

1. Minimize capital and operating costs through management techniques
2. Monitor and modify programs as necessary to meet community needs within budget parameters
3. Balance business and residential services
4. Research and implement technologies which increase service delivery and efficiency
5. Distribute services efficiently throughout the community
6. Maintain and develop revenue sharing partnerships

PS4 Promote public and private service provision where appropriate

STRATEGIES

1. Coordinate with school districts for infrastructure and service needs
2. Pursue opportunities to share services and facilities that mutually benefit each community
3. Continue public/private or public/non-profit partnerships for service provision

OTHER FACILITIES & SERVICES

Many other public agencies, quasi-public agencies and institutions, as well as non-profit and private service providers augment municipal services. County, State and Federal agencies provide many of the daily functions that serve residents of Tempe. With the exception of water services, private or semi-public utilities provide electric, natural gas, nitrogen, communication, cable and satellite services. Facilities for local utilities operate within rights of way, easements and facilities identified for them.

Other Public Services

Animal Control Services
 Construction Blue Stake
 Education (*See Human Services Element*)
 Elderly Services (*See Human Services Element*)
 Emergency Services
 Health Services
 Homeless Services (*See Human Services Element*)
 Legal Service
 Motor Vehicle and Emissions Services
 Passports
 Postal Services
 Transportation Services

Utility Companies

Salt River Project (Water Distribution and Electrical Distribution)
 Salt River Project Kyrene Generating Station
 Salt River Project North Generating Station

Arizona Public Service
 Ocotillo Generating Station

Southwest Gas

El Paso Natural Gas pipeline
 Air Products pipeline

Communications and Media Services

Cable Communication (such as Cox Communications)
 Satellite Communications (such as Direct TV)
 Land-line Phone Communication (such as Century Link)
 Multiple cellular service providers (with cell site facilities in Tempe)
 PBS Channel 8 (on ASU Campus)
 Phone and Internet Service Providers (such as Cox or Century Link)

Technology to support these services will be very different in 10, 20 or 30 years, and yet the trend for keeping new technology and high quality communication and utilities remains a priority in Tempe.

Alternative power sources not currently used in Tempe at a commercial scale could in the future include wind turbine power or geothermal or waste to energy. Growth of solar power generation had created satellite utility branches. Salt River Project (SRP) and Arizona Public Service (APS) work with residents and businesses in Tempe to purchase excess power generated by rooftop installations. Southwest and El Paso Natural Gas and Air Products (nitrogen) pipelines are located in Tempe.



OTHER FACILITIES & SERVICES GOAL

Coordinate and jointly plan for the non-city services and facilities to meet the community needs

OBJECTIVES

PF1 Provide facilities that promote community interaction and build relationships with service providers

STRATEGIES

1. Maintain and upgrade as necessary, the agreements, procedures and regulations with outside utility providers to ensure quality service
2. Coordinate infrastructure expansion and redevelopment planning with private utilities
3. Support essential County, State and Federal services that serve residents and businesses

PF2 Promote use of semi-public or private facilities for shared uses that serve the community, except where a defined service territory is established

STRATEGIES

1. Continue coordination between public and other service providers and land development
2. Consider back up providers for utilities unable to meet service demands

PF3 Facilitate activities of providers of public utilities to ensure coordinated infrastructure improvements which support technology advancements and required system expansion of enhancements

STRATEGIES

1. Enhance technology access for residents and businesses
2. Coordinate extension/expansion needs of utility improvements while minimizing disturbances to existing lines and corridors serving customers



HUMAN SERVICES AND EDUCATION

Human services and education reflect the importance of people within the Tempe community. The role of Human Services is to enhance the value of every person and the quality of life for all residents by providing safeguards for those who are most vulnerable and in need of support. The role of education is to provide each person the opportunity to pursue their hopes and aspirations with a goal of enriching their lives and their community.

HUMAN SERVICES

The City of Tempe offers a range of services to Tempe residents and surrounding communities that include youth services such as before and after school enrichment programs (Kid Zone),



early childhood programs, a diversion program, crisis intervention program, counseling services, multi-generational activities, senior programs, services for homeless persons, housing assistance, family self-sufficiency programs and others. To augment these services the City of Tempe partners with the Tempe Community Council (TCC) in a continuum of coordinated services to enhance the lives of Tempe residents, particularly those most in need.

Tempe Community Council (TCC) is a community-based nonprofit, supported by City of Tempe funds with a 40-year history of encouraging resident interaction and commitment to human services in Tempe. TCC serves as a unique convening point for government, nonprofits, the faith community and residents to work together to ensure that the most vulnerable in our community are served with dignity and provided with a comprehensive system of support. In addition, City of Tempe and Tempe Community Council partner through Commitment to Schools (C2S) to bring community resources into schools and reduce barriers to academic success

City of Tempe Human Services:

Counseling Services
 Diversion Services
 Early Childhood Programs
 Crisis Intervention Program (CARE 7)
 Before and After school Enrichment Program (Kid Zone)
 Prevention and Youth Resources
 Senior Resources
 Housing (see *Housing Element*)
 Homeless Services (see *Housing Element*)

Tempe Community Council Services:

Services for Children & Youth
 Affordable, Independent Housing for Seniors
 Financial Literacy/Education and tax preparation assistance
 Invest in moving people out of crisis and into self-sufficiency
 Human Service Referral
 Research and Planning of Human Service Issues and Policy
 Volunteer & Advocacy Opportunities
 A Culture for Building Philanthropy in Tempe

EDUCATION

A strong focus on education is a key element to strengthening and enriching the community. The City of Tempe and the local schools have a long history of collaboration that serve to enhance education, facilitate development, coordinate the mutual use of public school buildings and public parks and create complementary programs. Tempe City Council recently identified Education as key strategy on which the City should focus for the benefit of the community as the future offers more opportunities to further these shared goals.

Three public school districts serve Tempe. The Kyrene Elementary School District has six schools located in Tempe, Tempe Elementary has 20 schools located in Tempe and Tempe Union has five schools located in Tempe. As of 2012, there are no plans to add additional public schools within Tempe. There are also 20 charter and private schools for educational choice in Tempe.

Higher education options are provided through colleges and universities and technical training schools. Arizona State University, with its home campus in downtown



Tempe is the only public institution that offers four-year, graduate and doctoral education. The Tempe campus is the largest of ASU's campuses, with over 59,000 students (2012) enrolled in at least one class on campus. The Tempe campus is ASU's original campus, and Old Main, the first building constructed, still stands today. This nationally recognized university serves as an intellectual and economic engine within the community.

Maricopa Community College District Administration offices, as well as, Rio Salado Community College are located in Tempe. Rio Salado College provides two-year degrees as a distance learning college.

Southwest College of Naturopathic Medicine (SCNM) is a four year post-graduate medical school specializing in Naturopathic Medicine. The college trains students to be primary care physicians using methods such as botanical medicine, homeopathy, physical medicine, nutrition, acupuncture/Chinese medicine, hydrotherapy, pharmacology, and minor surgery.

Additionally, there are four for-profit technical training colleges and three religious institutions.

The abundance of education facilities and institutions in Tempe provides significant opportunity for the City and educational institutions to collaborate. Current and future programs provide many opportunities to increase life-long learning from pre-school to seniors (50+). Tempe maintains a key role in connection/partnership with Tempe schools, colleges and University (learning institutions).

HUMAN SERVICE GOALS

GOAL 1: Improve the quality of life for all Tempe residents, with an emphasis on the most in need

OBJECTIVES

HS1 Establish a comprehensive system of human services that works seamlessly to support residents

STRATEGIES

3. Update the Inventory of Human Services and Needs
4. Continue the target groups for completion of study on Disabilities, Children & Youth and Adults & Families
5. Enhance community safety for everyone
6. Continue Crisis Assistance Response Effort (C.A.R.E. 7) program
7. Support the formation of "211" as a state-wide community services hotline
8. Promote volunteer opportunities for teens and adults
9. Study needs of target groups through sequential ad hoc citizen task forces
10. Include Capital Improvement Project (CIP) proposals related to human services in the Agency Review Process
11. Partner with providers that are most efficient at moving people from crisis to self-sufficiency

HS2 Work with residents to determine Tempe's service provision and to guide priorities for services offered by non-profit human service partners

STRATEGIES

1. Utilize needs assessments that indicate action is required to address priority issues for target groups on a phased basis. Use both the human services funded by the City of Tempe, as well as other relevant human services provided by public and private agencies to provide needed services
2. Continue the annual Agency Review process and include projected needs for new resources due to inflationary pressures and other unusual factors such as economic downturn

3. Work with the Community Land Trust of Tempe, Newtown and other non-profit service groups

HS3 Incorporate services that facilitate senior well-being and aging in place

STRATEGIES

1. Provide additional senior issue classes (e.g. health, housing, fitness)
2. Incorporate senior transportation needs into all transportation planning and design
3. Foster intergenerational programs
4. Provide health promotion programs, including physical activities and information at senior centers
5. Provide caregiver respite programs
6. Promote home health services (e.g. home delivered meals, personal care)
7. Provide property tax considerations for seniors
8. Provide a commission, task force, or board as a centralized entity to monitor the progress of a long-range plan for aging citizens
9. Provide a coordinated and centralized information and referral source for Tempe seniors distributing materials/information
10. Improve easy and safe access to important senior destinations
11. Continue point-to-point transportation (e.g. Dial-A-Ride); voucher programs for seniors (e.g. enabling transportation) and other programs to assist seniors in using alternative transportation
12. Develop a long-range plan in support of aging citizens and the specific/special needs of low-income and minority seniors
13. Provide senior services/centers located or expanded based on demographic changes

HS4 Integrate land planning and redevelopment efforts with human services located within and throughout the community

STRATEGIES

1. Identify opportunities to provide the homeless people of the City of Tempe with access to housing, health and social services that are necessary to meet basic human needs
2. Comply with the universal design requirements
3. Design and implement efficient and coordinated programs for special populations (homeless, disabled, people living on low-wage and fixed incomes)
4. Develop more employment and education opportunities for special populations
5. Form partnerships with property owners in Tempe to use underutilized properties (e.g. schools, churches, commercial centers)
6. Establish affordable, transitional and emergency shelter housing
7. Promote incentives to builders to develop a diverse range of senior and disabled housing

GOAL 2: Support learning and education in Tempe

OBJECTIVES

E1 Seek academic and social links with learning institutions, their students and educators

STRATEGIES

1. Continue and enrich forums for addressing common issues between Tempe and ASU

2. Continue and enrich forum to communicate and collaborate with Rio Salado College
3. Establish a forum to communicate and collaborate with Southwest College of Naturopathic Medicine
4. Continue to collaborate and emphasize the importance of being a good neighbor when addressing opportunities and challenges of living of off-campus by college students
5. Seek partnerships with other educational institutions and facilitate lifelong learning environments
6. Ensure that school safety programs, emergency response plans and crisis response program, are in place and communicated between the appropriate agencies
7. Seek opportunities to enhance the education systems in Tempe

E2 Encourage and support sharing of facilities
STRATEGIES

1. Evaluate opportunities to share resources between the City and School Districts to reduce costs for both agencies
2. Encourage school fields and recreation facilities remain open beyond school hours and days.
3. Coordinate with school districts for infrastructure and service needs
4. Support the efficient and effective allocation for educational resources
5. Enhance the coordination of development with ASU for infrastructure and services



MUNICIPAL COURT ELEMENT

The Tempe Municipal Court has jurisdiction over civil and criminal traffic matters, criminal misdemeanors, City Ordinance violations, and protective orders in the City of Tempe. Tempe Municipal Court is committed to protecting the rights of all people. The Court's operational focus supports Justice 2020, the Arizona Judicial Branch's strategic plan. Tempe Municipal Court continues to implement practices that improve public access, transparency, accountability, operational efficiencies and partnerships with other branches of government.

MUNICIPAL COURT

Tempe Municipal Court represents the judicial branch of government and is responsible for the neutral, fair and impartial administration of justice. The Court has jurisdiction of civil traffic, criminal traffic, criminal misdemeanors, City Ordinance violations, and protective orders.

Tempe Municipal Court has established the services to address the changing needs of the larger community. In 2003, Tempe created Mental Health Court. This is a collaborative effort involving a Judge, prosecutor, defense counsel, and mental health professionals to coordinate services for offenders with mental illness and ensure they receive equal access to justice. In 2006, Tempe along with two other founding courts established a Regional Homeless Court on the Human Services Campus at the Lodestar Day Resource Center in Phoenix. This court is designed to help homeless individuals who have demonstrated a commitment to end their homelessness resolve outstanding low level, victimless offenses. Regional Homeless Court services have expanded to hear cases from all limited jurisdiction courts in Maricopa County, including 23 Municipal Courts and 26 Justice of the Peace Courts.



Administration of justice includes the collection of fees and fines. Tempe developed a case management system that provides the ability to pay outstanding monies due by telephone (IVR – Interactive Voice Response system) and Internet (IWR – Interactive Web Response system). Tempe Municipal Court's challenge in the next ten years is to ensure equal access to justice for society with ever-changing demographics and needs. In anticipation, Tempe Municipal Court has established a Language Access Plan to remove language barriers for people needing to access the court and initiated capital improvement projects to continue to provide physical accessibility to the public.

COURT AND ADMINISTRATION OF JUSTICE GOAL

Provide the community with an independent judiciary which serves the public through fair and impartial administration of justice

OBJECTIVE

CAJ1 Improve public access to justice through court services, facilities and technology

STRATEGY

1. Provide information on court processes and services, and effectively and efficiently serve the public

CAJ2 Enhance transparency, accountability and operational efficiencies through educational efforts and partnerships

STRATEGY

1. Collaborate with governmental agencies and community partners to educate the community regarding the court system

SAFETY ELEMENT

The Safety Element identifies existing and proposed emergency, fire and police facilities and services designed to protect the community from natural and human caused hazards. Specific details related to these facilities and services, such as evacuation routes, peak load water supply requirements, minimum road widths and clearances, and geologic hazard mapping are covered within referenced documents prepared by the fire, police and emergency management agencies. The Safety Element also addresses the services provided by Police and Fire, our first responders.



EMERGENCY MANAGEMENT

Tempe is prepared should it experience either natural or human caused disasters requiring significant efforts in terms of both response and recovery operations. Police, fire and emergency services are part of a regional emergency management effort, which includes responding to crime and fire calls for service in communities around Maricopa County. The City of Tempe has an Emergency Operations Plan, a dedicated Emergency Operations Center (EOC), and ongoing training and exercises to familiarize City staff with their emergency management functions. The City of Tempe is a part of the Maricopa County emergency management effort. Likewise, cities on all four sides of Tempe have current Emergency Operations Plans and are a part of Maricopa County's emergency management effort for multi-jurisdiction coordination. The emphasis for the next decade will be on training for prevention of and response to weapons of mass destruction, including biological and chemical weapons. Emergency operations were tested with the rupture of the Tempe Town Lake Dam in July 2010, where emergency



procedures went into effect for the protection of life and property.

EMERGENCY MANAGEMENT GOAL

Plan, prepare and coordinate operations to prevent or minimize impact of disasters and ensure appropriate response and recovery operations for large scale emergencies

OBJECTIVES

EM1 Take all appropriate steps to minimize or prevent disasters from occurring

STRATEGIES

1. Maintain the Emergency Operations Plan
2. Conduct a minimum of one emergency management exercise each year involving appropriate City departments and outside agencies

EM2 Maintain a strong disaster response and recovery capability

STRATEGIES

1. Plan and train with Federal, State and County agencies on responding, preventing and mitigating natural and man-made disasters
2. Maintain regional relationships to address emergency issues
3. Prepare contingency plan for nuclear, electric generation and natural gas disasters
4. Implement the City of Tempe Business Continuity Plan for evacuation and reestablishment of city facilities

EM3 Enhance public education for disaster preparation, survival and recovery

STRATEGIES

1. Continue emergency preparedness through education of residents with the city's programs such as the community emergency response team (CERT) program
2. Work with major employers, educational institutions, civic and faith organizations to educate and disseminate emergency prevention and response information

EM4 Maintain flexibility to address new issues, respond and change as necessary

STRATEGIES

1. Participate in statewide emergency operations drill
2. Provide training for members assigned to Emergency Operations Center (EOC) positions
3. Continue to research and adopt proven methods to facilitate EOC operations
4. Continue to maintain compliance with Federal and State requirements, such as the National Incident Management System

EM5 Maintain safe use, storage and disposal of hazardous materials

STRATEGIES

1. Manage hazardous materials by businesses and the city through education, design and inspection
2. Maintain relationships with industries and educational institutions that produce or utilize hazardous materials
3. Maintain an effective response capability in the event of a release of hazardous materials

EM6 Maintain safe routes for public evacuation and emergency responder access to an area during a disaster

STRATEGIES

1. Establish evacuation routes and alternatives for areas and facilities where people congregate
2. Work with City staff and outside agencies in land use planning and municipal operation to maintain safety of aviation, rail and other modes of transportation

PUBLIC SAFETY/LAW ENFORCEMENT

Tempe provides comprehensive public safety services to citizens, visitors and businesses. These services include responding to requests for police services, providing crime prevention and public education services, working with citizens to mutually address public safety issues in the community, and addressing civil disorder. Tempe serves a culturally diverse community that is home to one of the largest universities in the country. In the 2011 Citizen Satisfaction Survey, overall satisfaction with feelings of safety in the city was at 71%. Crime prevention was the top overall City service residents indicated as most important for the City to emphasize.

The challenges facing Tempe law enforcement in the future include: responding to issues surrounding increased density; addressing homeland security and civil disorder needs; planning and implementing appropriate technology; continuing to build strong interagency relationships with other law enforcement entities; and continuing to hire and develop a culturally diverse, highly skilled workforce that is able to address the ever changing demands of law enforcement.



PUBLIC SAFETY/LAW ENFORCEMENT GOAL

Enhance and promote the safety of the community and suppress crime

OBJECTIVES

LE1 Fight crime and enhance public safety

STRATEGIES

1. Strengthen communications with the community
2. Optimize and deploy all resources to prevent and suppress crime
3. Enhance proactive policing

LE2 Support and develop a law enforcement organization that serves the community
STRATEGIES

1. Provide training and development opportunities for employees
2. Foster communication and cooperation throughout the organization

LE3 Promote community involvement
STRATEGIES

1. Strengthen communications with the community
2. Channel effective use of city and community resources.

LE4 Enhance innovation and technology
STRATEGIES

1. Enhance department future planning efforts
2. Implement a centralized Police Information Network (PIN)
3. Manage information technology

PUBLIC SAFETY/FIRE OPERATIONS

Tempe provides comprehensive fire prevention and public education services, fire suppression, emergency medical, hazardous materials, and technical rescue services for Tempe residents, visitors and businesses. Occasionally some of these services are provided through mutual aid from adjacent Cities of Scottsdale, Chandler, Mesa and Phoenix. Services are delivered following notification from a central communications center, which dispatches the closest available fire company regardless of political jurisdiction. Tempe will continue its strong emphasis on fire prevention and public education, supplemented by completion of the fire station location plan. As a highly urbanized city, Tempe will continue in-fill in terms of new construction, including high-rise construction and population. The existing 40-square mile area is designed and built for fire infrastructure and access, with the exception of remaining county islands. Tempe's challenge will be retrofitting and including new technology and or capacity to address older structures. Additional challenges include the protection of one of the nation's largest public universities: Arizona State University.

FIRE OPERATIONS GOAL

Plan and provide for public safety and welfare of the public through preservation of life and



protection of property from fire and hazardous materials

OBJECTIVES

FP1 Prevention of fires and other emergencies through an effective fire code development and management program

STRATEGIES

1. Continue to work with community members and the City with planning and redevelopment area within the City to insure fire and other hazards are minimized
2. Identify and monitor areas of natural or human-built conditions that may be subject to fire hazard, work to remediate deficiencies in these areas where possible

FP2 Develop a strong cooperative working relationships with all appropriate agencies

STRATEGIES

1. Continue to collaborate with all departments within the City to develop solutions to issues and concerns
2. Coordinate with federal, state, county, and other municipalities in the promotion of efficiencies and problem resolution

FP3 Respond to emergencies like fire, medical, hazardous materials and rescue calls in a timely, professional and efficient manner to minimize loss of life, property or damage to the environment

STRATEGIES

1. Efficiently and effectively allocate fire protection resources to meet emergency response time goals as specified in the strategic plan and outlined in the Commission on Fire Accreditation International approval process
2. Complete the traffic signal preemption system for fire apparatus
3. Work with Arizona State University to provide access and infrastructure for efficient response on campus
4. Evaluate response times to identify emergency response effectiveness

FP4 Provide a leadership role with teaching and educating residents, children, and visitors how to take care of themselves and neighbors during times of emergency

STRATEGIES

1. Continue to provide an enhanced public education program to students and residents
2. Utilize education programs about fire safety and prevention, heat precautions and water safety to reduce preventable emergencies
3. Continue cable Channel 11, water bill inserts, special events and school appearances to promote community and fire safety to residents
4. Continue to provide and train an operational community emergency response team (CERT)

FP5 Establish a highly skilled workforce that is able to address the future demands of public safety and emergency medical services

STRATEGIES

1. Maintenance and support of the Fire Department's Strategic Plan and Operational Guide and continue to develop and update the Strategic Plan on a three-year cycle
2. Continue to focus on providing high quality, timely training to our responders and community members
3. Maintain accredited agency status through the Commission on Fire Accreditation International
4. Completion of Fire Facility and Deployment Study
5. Construct and staff additional fire stations as required in Tempe

6. Evaluate and modify emergency medical healthcare procedures in compliance with changing federal healthcare regulations



APPENDICES

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APPENDIX A

INTRODUCTION

PLAN IMPLEMENTATION AND ACCOUNTABILITY

An often repeated community comment related to whether General Plan 2040's objectives and strategies would be implemented and how to account for its progress. In addition, the General Plan 2040 Community Working Group felt that GP2040 needed specific measures that would allow the completeness and success to be evaluated. This important undertaking will be achieved through a process to identify the parties responsible to carry out the strategies, prioritization of actions, measuring and monitoring progress of plan implementation. The following tables provide a sample of the type of products developed to address plan implementation and accountability.

Table 1 Sample of Implementation Responsibility

General Plan 2040 Implementation Responsibility

Page 1

PRIMARY RESPONSIBILITY CONTRIBUTING RESPONSIBILITY	General Plan 2040 Elements	
	Land Use	Accessibility
	Community Design	
	Historic Preservation	
	Housing	
	Neighborhoods	
	Redevelopment	
	Economic Development	
	Cost of Development	
	Growth Areas	
	Environment(Air Quality)	
	Environment (Noise)	
	Environment (Ambient Temperature)	
	Environment (Energy Resources)	
	Land Remediation	
	Water Resources (Water, Stormwater and Wastewater)	
	Pedestrian & Bileways Network	
	Transit	
	Travelways	
	Parking and Asset Management	
	Aviation	
	Open Space/Parks	
	Recreation (Including Programs and Recreation Facilities)	
	Public Art & Cultural Amenities	
	Public Buildings	
	Public Services	
	Human Services	
	Education	
	Emergency Management, Public Safety	
Department/Division/Group/Commission Responsible for the Implementation of the General Plan		
Mayor & City Council		
Community Relations		
Diversity Division		
Neighborhood Program		
Economic Development		
Downtown Tempe Community		
Financial Services		
Technology Services		
Tax & License		
Engineering		
Environmental Services		
Field Operations		
Transportation/Streets		
Water Management		
Planning		
Redevelopment		
Housing		
Building Safety		
Code Compliance		
Parks and Recreation		
Library Services		
Social Services		
Cultural Services		
Municipal Court		

SAMPLE

Table 2 Sample of Implementation Priorities and Measures

General Plan 2040 Implementation Schedule and Report		Timeframe		Responsible		Annual Report to include:
GP2040 Number	General Plan Objective or Strategy	Continuous	0-5 Years	Dept/Agency	Implementation Measure or Action	Status of Implementation
LAND USE ELEMENT						
LU1	Promote land use patterns that encourage long-term sustainability					
LU1.4	Balance the community with a range of housing types such as multifamily housing, live-work spaces, accessory dwelling units, detached and attached single family				Measure: Number and % of single family, multi-family, live-work, accessory dwelling units.	
LU2	Seek balance and compatibility of new land use development with established residential neighborhoods					
LU2.3	Create mixed-use development patterns that increase pedestrian travel and connection to transit				Measure: SF of Mixed Use development added within ¼ mile of transit, rail, streetcar	
LU2.4	Support a variety of uses such as food retail, community-serving retail, services, and civic/community facilities within walking distance of nearby residences				Measure: Create inventory of services by Character Area	
LU2.5	Create an appealing street environment to promote walking				Measure: Linear feet of green street (by definition) added	
LU2.7	Evaluate options to establish minimum and maximum density and intensity within Growth Areas to ensure it provides for the projected development				Report: Complete report with conclusions and recommendations for minimum/maximum density and intensity in Growth Areas.	
LU2.8	Allow community gardens, edible landscape, produce garden growing space, greenhouses, and related facilities within residential areas				Measure: Square feet or Acres of gardens or greenhouses added.	

Agency Codes

City of Tempe & Local

CC City Council
 CM City Manager
 DRC Development Review Commission
 CD Community Development Dept
 ED Economic Development Dept
 CA City Attorney's Office
 PW Public Works Dept
 CS Community Services Dept
 FIT Finance Dept

Regional, State, Federal and Private

MAG Maricopa Asso of Governments
 RTA Regional Transit Association
 METRO Valley Metro
 MC Maricopa County
 AZCA AZ Commerce Authority
 DOT AZ Dept of Transportation
 DWR AZ Dept of Water Resources

LAND USE

This element is typically the backbone of the plan and includes a planned land use map. The statutes require that the land use element:

- Designate the proposed general distribution, location, and extent of such land uses as housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and such other categories of public and private uses of land as may be appropriate to the municipality;
- Include a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan;
- Identify specific programs and policies the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged;
- Include consideration of access to incident solar energy for all general categories of land use;
- Include sources of currently identified aggregates sufficient for future development and policies to avoid incompatible land uses;
- For large and fast growing municipalities, the general plan must be ratified by a vote of the public to become effective;
- Include policies to maintain a broad variety of land uses, including the range of uses existing in the municipality when the plan is adopted, readopted or amended.

LAND USE ELEMENT CURRENT CONDITIONS

The following pages provide background data for existing land use and zoning. The inventory of existing land use (as of 2012) is listed in Table 1 and illustrated in Figure 1.

Table 3 Distribution of Existing Land Use

EXISTING LAND USE	ACRES	PERCENT
ACTIVE OPEN SPACE	1,102	4.3
AGRICULTURE (RESIDENTIAL)	32	0.1
BUSINESS PARK (INDUSTRIAL)	344	1.3
CEMETERY (OPEN SPACE)	58	0.2
COMMERCIAL HIGH - COMMUNITY RETAIL/REGIONAL RETAIL	250	1.0
COMMERCIAL LOW - AMUSEMENT/MOVIE THEATRE/SPECIALTY RETAIL/NEIGHBORHOOD RETAIL	1,367	5.3
MEDICAL/NURSING HOME (COMMERCIAL)	158	0.6
OFFICE (COMMERCIAL)	976	3.8
TOURIST ACCOMODATIONS - MOTEL/HOTEL/RESORT	169	0.7
DEVELOPING EMPLOYMENT GENERATING (CURRENTLY VACANT)	20	0.1
EDUCATIONAL/RELIGIOUS (EDUCATIONAL)	1,081	4.2
GOLF COURSE (OPEN SPACE)	522	2.0
INDUSTRIAL	2,980	11.6
MIXED USE	11	0.0
PASSIVE/RESTRICTED OPEN SPACE/UNDEVELOPABLE	108	0.4
PUBLIC/SPECIAL EVENT/MILITARY (RECREATION/CULTURAL)	858	3.3
RELIGIOUS (COMMERCIAL)	237	0.9
DEVELOPING RESIDENTIAL (CURRENTLY VACANT)	13	0.1
MULTI FAMILY - APARTMENT/CONDO	2,424	9.4
SINGLE FAMILY HIGH DENSITY - GREATER THAN 4 DU/AC - INCLUDES MOBILE HOMES	7,076	27.5
SINGLE FAMILY LOW DENSITY - LESS THAN 1 DU/AC	363	1.4
SINGLE FAMILY MEDIUM DENSITY - 1 TO 4 DU/AC	1,803	7.0
TRANSPORTATION	2,305	9.0
VACANT	747	2.9
WATER	697	2.7
TOTAL	25,701	100%

Source: Tempe Geographic Information System and MAG Existing Land Use Data 2012

Note: Land Uses identified do not include deductions for local and collector rights of way. Transportation category represents only arterial streets.

Table 4 Distribution of Zoning

ZONING	AREA IN ACRES
AG	2,090
CC	101
COUNTY	203
CSS	511
GID	4,896
HID	213
LID	29
MU-2	14
MU-3	10
MU-4	266
MU-ED	102
PCC-1	604
PCC-2	299
R1-10	145
R1-15	383
R1-4	515
R1-5	19
R1-6	4,990
R1-7	1,169
R1-8	146
R1-PAD	45
R-2	513
R-3	1,121
R-3R	112
R-4	567
R-5	10
RCC	332
RMH	178
RO	180
TP	3
	19,766

Source: City of Tempe GIS.

Note: Total number of acres by zoning does not include acres without zoning, such as in rights-of way.

Tempe's 2012 zoning categories and the acres of land zoned is provided on Table 4. Zoning divides the city into areas organized by related uses, defined by districts, with specific allowable and restricted conditions. It legally defines rights to use property. Zoning is intended to implement the projected land use plan, promote land use compatibility and aesthetics, protect public health, safety and welfare, and ensure proper government service. The land use map may assist in determining the desired zoning during the re-zoning hearing process.

Residential Density Categories

Tempe's General Plan provides a wide variety of residential housing densities. The table describes residential characteristics that define more specifically how land is used to live for different residential housing types and provides an example of the type of development that is currently in Tempe. This includes concepts of building density (dwelling units per acre are shown as du/ac). These density characteristics reflect how residential use is anticipated to evolve over time. Existing land uses are current uses; projected land uses are those that are anticipated to occur within the next 30 years. Land uses are defined by the primary use that occurs on the property. Both existing and projected land uses may or may not conform to the property's zoning. A number of factors influence the final outcome of a residential density in development projects, which include parking requirements, open space (or lot coverage) and height limits (if applicable).

Table 5 Residential Density

RESIDENTIAL DENSITY CATEGORY IN GP2030	DEVELOPMENT EXAMPLE IN TEMPE	ACRES LAND USE 2013	% RESIDENTIAL LAND USE 2013
LOW-DENSITY RESIDENTIAL (0-3 DU/ACRE)	Tally Ho Farms	1,266	10.3
LOW-TO-MODERATE (4-9 DU/ACRE)	Alisanos (Gated) Anozira Shalimar	5,062	41.2
CULTURAL RESOURCE AREAS (6 TO 20 DU/ACRE DEPENDING ON UNDERLYING ZONING)	Borden Homes Hudson Manor Maple-Ash	838	6.8
MEDIUM-DENSITY RESIDENTIAL (10 TO 15 DU/ACRE)	Ash Ave Condominiums (11 du/ac) Farmer Lofts (13 du/ac)	1,274	10.4
MEDIUM-TO-HIGH RESIDENTIAL (16 TO 25 DU/ACRE)	Mark Taylor San Capella (19 du/ac) The Brownstones (20 du/ac)	2,770	22.6
HIGH-DENSITY RESIDENTIAL (26+ DU/ACRE)	Encore Senior Housing (60 du/ac) Northshore Condos (51 du/ac)	1,074	8.7
MIXED USE: INCLUDES COMMERCIAL AND RESIDENTIAL WITH AN UNDERLYING DENSITY DETERMINED FROM THE CATEGORIES ABOVE	Merrion Square (13 du/ac) Hayden Ferry Lakeside- Bridgeview (19 du/ac) Campus Suites on the Rail (45 du/ac) Grigio Metro (63 du/ac) West 6th Towers Phase 1 (82 du/ac) The Hub (262 du/ac)		

Table 6 Residential Density Distribution 2013 and 2040

DENSITY CATEGORY	2013 ACRES	DISTRIBUTION IN 2013	GP 2040 ACRES	DISTRIBUTION AS OF 2040
LOW-DENSITY RESIDENTIAL (0-3 DU/ACRE)	1,266	10.3	1,262	9.9
LOW-TO-MODERATE (4-9 DU/ACRE)	5,062	41.2	5,154	40.4
CULTURAL RESOURCE AREA (DENSITY DEPENDING ON UNDERLYING ZONING)	838	6.8	821	6.4
MEDIUM-DENSITY RESIDENTIAL (10-15 DU/ACRE)	1,274	10.4	1,280	10.0
MEDIUM-TO-HIGH RESIDENTIAL (16 -25 DU/ACRE)	2,770	22.6	2,843	22.3
HIGH-DENSITY RESIDENTIAL (GREATER THAN 26 DU/ACRE)	1,074	8.7	--	--
HIGH-DENSITY – URBAN CORE RESIDENTIAL (GREATER THAN 65 DU/ACRE) (NEW)	0	0	859	6.7

Notes: 1) In General Plan 2040 the high density category has been divided into two categories: High Density (up to 65 DU/AC) and High Density-Urban Core (greater than 65 DU/AC)

2) Acres in 2013 represent the General Plan 2030 as amended from 2003 through 2013. Acres are provided by Arc GIS calculations. Both land use changes and technical corrections are included in the GP 2040 acres.

LAND USE PLANNING TOOLS

Building Codes – A model code that is dedicated to the development of better building construction and greater safety to the public by uniformity in building laws. Focused on structural systems, exiting and fire safety, it contains broad-based principles that make possible the use of new materials and new construction systems. The code is adopted and may be amended by City Council.

Character Area (Strategic Plan)– These plans are developed when residents of an area recognize the need to address multiple issues through a participatory visioning or strategic planning process; rather than working on one issue at a time with appropriate city departments. The document serves as a flexible, long-term guide for a neighborhood’s future. The process for creating such a plan includes problem identification and leads to an assessment of the neighborhood’s strengths, weaknesses, opportunities and threats; the neighborhood’s vision, mission and values; as well as goals and objectives to attain the neighborhood’s vision of its future. Implementation strategies may call for further planning action through other planning processes and tools. When accepted by Council, this plan becomes a guiding document for city department action in the area.

District, Neighborhood Plan or Specific Plan

Plans that pertain to neighborhoods must first be preceded by a Community-Wide Plan and Character Area Plan. These plans are created if implementation of a Community-Wide Plan requires change to the *Zoning Ordinance*, or to create

other land use planning tools listed in the *Land Use* element of the General Plan. A specific plan may include requirements that change the zoning map or code text of the underlying zoning district in regard to such characteristics as: development design guidelines, landscape design guidelines and urban design guidelines. These guidelines encourage specific conditions called for in the Community-Wide Plan, such as a pedestrian environment, a smooth transition to adjacent land uses, intensifying development, creating a unified environment, requiring higher density standards and protecting historic structures and character. A specific plan may include:

- Regulations determining the location of buildings and other improvements with respect to existing rights-of-way, floodplains and public facilities;
- Regulations of the use of land, buildings and structures; the height and bulk of buildings and structures and open spaces around buildings and structures;
- Street and highway naming and numbering plans in order to establish the official names of streets and highways to remove conflicts, duplication or uncertainty among such names and to provide an orderly system for the numbering of buildings and properties;
- A plan and regulations determining the location of infrastructure serves and area boundaries, consistent with Growth Areas element of the General Plan;
- Urban design guidelines.

The specific plan shall consider all elements of the General Plan, including the circulation and public facilities elements, but may focus on only one, or if desired, more than one of the General Plan element subjects. (See the Tempe Involving the Public manual and Zoning Ordinance for planning and adoption procedures.) Specific plans are enabled by state legislature and adoption of the document by City Council carries the weight of the Zoning Ordinance, and would require a variance hearing for deviations from the plan. Being based on a Community Plan amendment to the General Plan, deviations from the specific plan may also require a General Plan amendment.

Transportation Master Plan (see the Circulation Chapter) – Focus on achieving a more balanced transportation system and reducing reliance on the automobile; preserving neighborhood character; enhancing streets to maximize safe and efficient use by all modes of transport; and enhancing the ability to drive to, from and within Tempe, but not through Tempe.

Eminent Domain – The right of the government, including the state, municipalities and person or entities authorized to exercise functions of public character, to take private property in exchange for payment of fair market value to the owner of the property. Property owners are offered fair market value to sell their property to the municipality, and have the right to contest in court, the offer to purchase their land. Professional appraisals and legal negotiations may result in out of court settlements. City Council must authorize the use of this planning tool, on a case by case basis.

Housing Reinvestment Programs (see the *Housing* element) – Focus on providing diverse housing types and healthy and safe living conditions for both rental and owner-occupied residences. Programs range from very low-income housing assistance to homebuyer education and landlord rental improvements. Programs are often federally funded, but must be approved by Council for implementation.

Redevelopment Districts and Plans- Redevelopment Districts and Redevelopment Plans focus on designated areas containing a predominance of blighted or dilapidated structures or conditions that may be affecting public health, safety and welfare. Other conditions that may warrant redevelopment include obsolete platting, inadequate street layouts, barriers/impediments to sound/smart growth of the community, impediments to housing provisions, or economic or social liabilities that are a menace to the community. An area must meet specific criteria to qualify for redevelopment designation (see *Redevelopment* element). These districts and the planning tools used are driven by protection of public health, safety and welfare, and therefore led by public efforts. Redevelopment districts proactively seek development through public/private partnerships. These districts enable removal of some existing structures, with the intent to rebuild

or redevelop, thereby encouraging revitalization of adjacent areas, and encouraging reinvestment of other nearby properties. Redevelopment plans are defined in state legislation, which identifies required plan contents. These plans must include an extensive public participation process including property owners and stakeholders and legal notification requirements are applicable. Eminent domain is allowable if designated in the redevelopment plan. Incentives may be available. The plan should have a sunset clause for when the area no longer fits specified criteria or has met the goals and objectives. When adopted by Council has legal standing for land use development.

Revitalization Areas – These areas do not meet the criteria to be considered a redevelopment area, however if revitalization does not work continued decline in the area may lead to redevelopment designation at a later time. Unlike Redevelopment Areas, which are government (public) initiated planning, Revitalization areas are driven primarily by private interests to improve an area. Revitalization coordinates research and activities focused on influencing the physical conditions, market, image and social network of a neighborhood; working to inspire confidence in neighborhoods. Revitalization promotes infill, reuse and investment in existing structures as opposed to removal of buildings. Revitalization areas encourage reinvestment by working with existing property owners, tenants and city programs to invest additional resources in their properties and the community, adding vitality through physical infrastructure, aesthetic improvements, service enhancement or staff attention (safety, planning, refuse, etc.). The purpose of these areas is to provide increased flexibility for development in the area, through reduced regulatory procedures and incentives while maintaining the integrity of existing neighborhoods.

(Zoning) Overlay Districts – These districts focus on specific interests such as historic preservation, transportation, or economic preservation or enhancements drive these districts. An area must meet specific criteria, have unique area issues and address a vision or desired conditions for an area in order to qualify for district designation. Areas determined to be overlay districts include revitalization planning tools, and should have goals, objectives and measurement criteria. These districts are defined in State legislation and have legally defined boundaries. Overlay districts may not have a sunset clause, if the intent is long-term protection. A legal notification and participation process would be defined in the zoning ordinance. This tool is used to control or restrict particular uses in special areas with boundaries different from those of regular zoning districts, and may be superimposed on regular zoning districts. Zoning overlay districts regulate specific conditions (such as encouraging a pedestrian environment, providing a smooth transition to adjacent areas, intensifying development, creating a unified environment, requiring higher design standards or protecting historic structures) which are identified in the zoning ordinance specific to each district.

Zoning Ordinance – The Zoning Ordinance provides maps and detailed rules defining zoning districts with permitted uses, development standards such as height, setbacks, densities, parking requirements and design guidelines that govern how property owners can develop their land. State law recognizes this document, which, when adopted by Council, has legal standing for all land development and property use.

HISTORIC PRESERVATION

Tempe is one of the oldest incorporated cities in the Salt River Valley and enjoys a rich heritage evident through its historic buildings, structures, open spaces and neighborhoods. Less visible, but equally important are the archaeological resources of Tempe's past, include the remains of Hohokam villages and pioneer settlements. In 1995, Tempe City Council adopted the Historic Preservation Ordinance, which created the Tempe Historic Preservation Commission and the position of Historic Preservation Officer. In 1997, the Commission drafted, and Council approved, the Historic Preservation Plan. As of February 2013, Tempe has 41 properties and three districts listed on the National Register of Historic Places, 44 properties and four districts listed on the Tempe Historic Property Register ("H" designation), and nearly 50 properties classified as Historic Eligible ("HE" classification) for their eligibility for listing on the Tempe Historic Property Register.

An historic district consists of an area with a substantial concentration of buildings or structures that individually meet eligibility criteria, as well as others that contribute generally to the overall distinctive character of the area. Within districts, resources are united historically or visually by plan or physical development. An historic district may include or be composed of one or more archeological sites.

By 2040, over half of Tempe's housing will be 50 years old and thus potentially eligible for designation and listing as historic districts. A follow-up survey of 1958-1978 residential subdivisions is currently underway; this survey will yield new potential candidates for Historic Districts and Cultural Resource Areas.

Between 2003 and 2012, the City of Tempe designated 23 properties and four districts as Historic, listing them on the Tempe Historic Property Register; also classifying 12 properties as Historic Eligible. Additionally, eight Tempe properties and three districts have been listed on the National Register of Historic Places. Four Cultural Resource Areas have also been registered as historic districts on the Tempe Historic Property Register, three on the National Register of Historic Places, with two enjoying both local and national designation. The listing of Historic properties and districts is identified in Table 7. Since passage of Proposition 207, the Arizona Private Property Rights Act, in 2007, Tempe, like many Arizona municipalities, requires a waiver agreement from property owners in areas proposed for historic district designation. This has impacted creation of historic districts.

In 2003 (through General Plan 2030), policies were established to support long-term retention of the best Cultural Resource Area examples on a neighborhood scale. Protection and enhancement of Tempe's heritage is important for preserving the unique identity of our community. Tempe's designated historic properties and districts enrich our city for residents and visitors. The visual and temporal complexity of our built environment boosts Tempe's economic vitality by enhancing our desirability among prospective newcomers.

Planners and designers face many situations where sustainability and historic preservation principles can effectively and productively be addressed together. Strategies to merge historic buildings, energy conservation technologies and sustainable development issues will influence how neighborhoods and historic preservation are part of GP2040. Historic preservation is an ultimate form of recycling to achieve cultural sustainability and thus our efforts with energy efficiency and green design should also look for historic design and preservation as one type of sustainable construction.

Tempe's historic properties and districts and Cultural Resource Areas are shown on Figure 4 of the Historic Preservation Element.

Table 7 List of Historic Properties and Districts

TEMPE HISTORIC¹ and HISTORIC ELIGIBLE² PROPERTIES

Buildings and Structures

1871 C. T. Hayden House TR 2000, NR 1984
 1880 Gonzales-Martinez House HE 2012, NR 1984
 1883 Farmer-Goodwin House TR 1999, NR 1972
 1883 Brown/Strong House HE 2001
 1888 Centennial (Sampson-Tupper) House TR 2005
 1888 Andre Building HE 2012, NR 1979
 1888 Tempe (Hilge) Bakery (Hackett House) TR 1997, NR 1974
 1888 George N. Gage House HE 2001
 1889 Main Building, Tempe Normal School NR 1985
 1890 Elias-Rodriguez House TR 1997, NR 1984
 1892 Borden Milk Co. Creamery and Ice Factory HE 2012, NR 1984
 1892 Niels Petersen House TR 1997, NR 1978
 1892 Governor B. B. Moeur House TR 1997, NR 2012
 1893 Vienna Bakery HE 2012, NR 1980
 1893 Spear House HE 2013
 1895 Harrington-Birchett House NR 1984
 1898 Tempe Hardware Building TR 2001, NR 1980
 1899 Casa Loma Building HE 2001
 1903 St. Mary's Church TR 2000, NR 1978
 1903 Harry Walker House HE 2012, NR 1984
 1904 Morrow-Hudson House HE 2012, NR 1984
 1907 Garfield Goodwin Building TR 2000, NR 1984
 1907 President's House NR 1985
 1908 Hugh Laird House HE 2012, NR 1984
 1909 Administration/Science Building NR 1985
 1909 Cummins House HE 2013
 1910 Frankenberg House HE 2012, NR 1981
 1910 Chavez House HE 2013
 1910 W. A. Moeur House (Casey Moore's) TR 2000, NR 1984
 1910 Samuel C. Long House HE 2012, NR 1980
 1911 Tempe Concrete Arch Bridge Abutment TR 2000, NR 1984
 1912 Tempe National Bank Building TR 2006
 1914 Cross Cut Canal Power Plant HE 2001
 1914 Industrial Arts Building NR 1985
 1914 Carns-Buck House TR 1999
 1915 D. J. Frankenberg House TR 2005, NR 2008
 1918 Matthews Hall NR 1985
 1918 Hayden Flour Mill HE 2001
 1918 Byron Redden House HE 2012, NR 1984
 1919 E. M. White Dairy Barn TR 2001, NR 1984
 1920 Watson's Flower HE 2001
 1920 Windes-Bell House TR 2011
 1920 Nichols Rental House HE 2012, NR 1984
 1921 Sidney B. Moeur House NR 1984

Source: Tempe Historic Preservation Office

1922 Marlatt's Garage HE 2001
 1925 Robert K. Minson House HE 2001
 1924 C. P. Mullen House NR 1984
 1928 Hiatt-Barnes House TR 2001, NR 1984
 1928 McGinnis House TR 2011
 1929 Elliott (Garbinsky) House TR 2009, NR 1984
 1930 Rose Eisendrath House TR 2002
 1931 Harris House TR 2011
 1931 Tempe (Old Mill Avenue) Bridge TR 1999, NR 1981
 1932 Lowell Redden House HE 2012, NR 1985
 1932 Guthrie/Maskrey (Lucier/O'Neill) House TR 2011
 1934 Tempe Beach Stadium TR 2000, NR 1985
 1936 Tempe Woman's Club TR 1999, NR 2000
 1937 Wilkie (Braun/Gutierrez) House TR 2009
 1938 Governor Howard J. Pyle House TR 2006
 1939 Diefenderfer House HE 2013
 1935 Zeigler (Douglas/Gitlis) House TR 2010
 1936 B. B. Moeur Activity Building NR 1985
 1936 Baker (Cedar/Lowenthal) House HE 2001
 1939 Butler (Gray) House TR 2004
 1940 Barnes (Conway) House TR 2011
 1940 College (Valley Art) Theater TR 2000
 1940 Pedro Escalante House [DEMOLISHED] TR 2000
 1940 Selleh House TR 2004, NR 2005
 1940 Laird-Simpson (Zeilinger) House TR 2011
 1940 Wexler (Deskin/Wagner) House TR 2012
 1948 First Congregational Church TR 2001
 1959 Sandra Day O'Connor House TR 2011
 1964 Grady Gammage Memorial Auditorium NR 1985
 1970 Tempe Municipal Building TR 2012, NR Pending

Districts

1945 University Park NR 2008
 1946 Roosevelt Addition TR 2006, NR 2009
 1947 Borden Homes TR 2005, NR 2012
 1950 Tomlinson Estates TR 2006
 1953 Date Palm Manor TR 2009

Other Properties

Tempe (Hayden) Butte TR 2008, NR 2011
 Loma del Rio Archaeological Site TR 2006
 1869 Kirkland-McKinney Ditch TR 2005, NR Pending
 1888 Tempe Double Butte Cemetery TR 2012, NR Pending
 1933 Moeur Park WPA Structures TR 1999, NR Pending

- | | |
|---|---|
| 1 | Via listing on the Tempe Historic Property Register and/or the National Register of Historic Places |
| 2 | Via classification by the Tempe Historic Preservation Commission |

REDEVELOPMENT

Redevelopment Areas/Districts

A municipality's redevelopment power, defined in Title 36 of the Arizona Revised Statutes, may be exercised in designated areas containing a predominance of blighted or dilapidated structures or conditions that may be affecting public health, safety and welfare. Other conditions that may warrant redevelopment include obsolete platting, inadequate street layouts, barriers/impediments to sound/smart growth of the community, impediments to the provision of housing, economic or social liabilities and being a menace to the community.

An area must meet specific criteria (see below) to qualify for redevelopment designation. Revitalization planning tools may be used in areas determined to be redevelopment districts. These districts and the planning tools used are driven by protection of public health, safety and welfare, and are therefore initiated through public effort. Redevelopment areas, or districts, proactively seek development through public/private partnerships. Most redevelopment plans begin by identifying those elements in the district that are important and should be preserved, rehabilitated or reused, enabling preservation and restoration. The remaining properties are identified for redevelopment. These districts enable removal of some existing structures, with the intent to rebuild or redevelop, thereby encouraging revitalization of adjacent areas and encouraging reinvestment in other nearby properties. The use of eminent domain, demolition, preservation and other planning tools are prescribed by the adopted Redevelopment Plan, as empowered or restricted by applicable state and federal law.

Criteria:

A predominance of buildings or improvements, whether residential or nonresidential, where public health, safety or welfare is threatened because of any of the following:

1. Dilapidated, deteriorated aging or obsolescent buildings or improvements
2. Inadequate provision for ventilation, light, air, sanitation or open space
3. Overcrowding
4. Existence of conditions that endanger life or property by fire and other causes
5. Other than slum areas, sound municipal growth and the provision of housing accommodations are substantially retarded or arrested in a majority of the properties by any of the following:
 - Defective or inadequate street layout
 - Faulty lot layout in relation to size, adequacy, accessibility or usefulness
 - Unsanitary or unsafe conditions
 - Deterioration of site or other improvements
 - Diversity of ownership
 - Tax or special assessment delinquency exceeding the fair value of the land
 - Defective or unusual conditions of title
 - Improper or obsolete subdivision platting

Requirements:

Redevelopment plans are defined in State legislation, which identifies the following required plan contents:

- Statement of the legal boundaries of the redevelopment project area;
- Map showing the existing uses and conditions of the real property within the redevelopment project area;
- Land use plan showing proposed uses of the real property within the redevelopment project area;
- Information showing the standards of population densities, land coverage and building intensities in the area

- after redevelopment;
- Statement of the proposed changes, if any, in zoning ordinances or maps, street layouts, street levels or grades, building codes and ordinances;
- Statement of the kind and number of site improvements and additional public utilities that will be required to support the new land uses in the area after redevelopment;
- Statement of the proposed method and estimated cost of the acquisition and preparation for redevelopment of the project area and the estimated proceeds or revenues from its disposal to private parties;
- Statement of the proposed method of financing the redevelopment project;
- Statement of a feasible method for relocating families and businesses to be displaced from the redevelopment project area;
- Must include an extensive public participation process including property owners and stakeholders;
- Legal notification, as applicable;
- Eminent domain for public use is allowable if designated in the redevelopment plan;
- Incentives may be available; and
- Sunset clause for when the area no longer fits specified criteria or has met the goals and objectives of the plan.

HOUSING

Tempe is a dense, built-up city with relatively little vacant land for new single family or multi-family. As a consequence, many of the most cost-effective opportunities for promoting affordable housing are within the existing stock. Support for rehabilitation of privately-owned and nonprofit-owned units is a large part of Tempe's effort to preserve existing affordable units.

Family households have historically accounted for the majority of households in Tempe. That trend was reversed in the last decade, however, when in the 2010 census revealed 47.8 percent were family households versus 52.9 percent that were non-family. The number of renters has increased 10.4 percent from 45 percent of total households in 2000 to 55.5 percent in 2010.

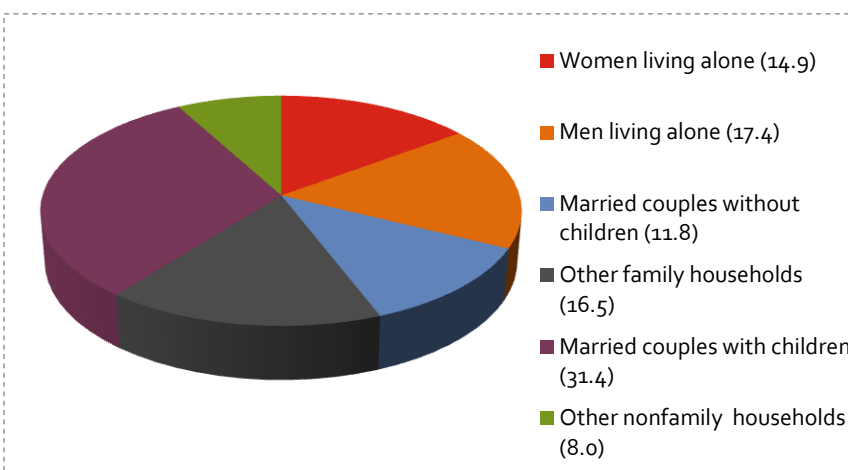


Figure 2 Household Composition

Growth in one-person and rental households reflects a different dynamic occurring in Tempe more than many cities in the region.

One-person Household. According to the U.S. Census as far back as 1940, eight percent of our households were one-person. Every decade this percentage has risen. Today 28 percent of households nationwide are one-person and 32.3 percent in Tempe, yet, there is no generic one-person household. They come in different ages, genders and

demographics. They tend to be young and older, but there are many middle-aged one-person households, as well. In Tempe, one-person households will make up a significant portion of the population, with the current implication that smaller housing units are needed to accommodate them.

Table 8 Tempe Population and Household Trends 2000-2010

	2000	2010	% CHANGE
POPULATION	158,625	161,719	2.0%
HOUSEHOLDS	63,602	66,000	3.8%
AVERAGE HOUSEHOLD SIZE	2.41	2.30	
HOUSEHOLD TYPE			
Families	52.9%	47.8%	
Non-Families	47.1%	52.2%	
TENURE			
Owner	54.9%	44.5%	
Renter	45.1%	55.5%	
MEDIAN HOUSEHOLD INCOME	\$53,064 (in 2009\$)	\$48,585 (2009\$)	-8.4%

Source: US Census, 2000, 2010; TOD Mixed-Income Housing Market Demand Study, September 2011

Table 9 Housing Units by Occupancy 2010

HOUSING UNITS BY OCCUPANCY	2010	PERCENT
TOTAL HOUSING UNITS	73,462	100
OCCUPIED HOUSING UNITS	66,000	89.8
VACANT HOUSING UNITS	7,462	10.
FOR RENT	4,504	6.1
RENTED, NOT OCCUPIED	176	0.2
FOR SALE ONLY	990	1.3
SOLD, NOT OCCUPIED	154	0.2
FOR SEASONAL, RECREATIONAL OR OCCASIONAL USE	576	0.8
ALL OTHER VACANT UNITS	1,062	1.4
HOMEOWNER VACANCY RATE		3.2
RENTAL VACANCY RATE		10.2

Source: US Census, 2010; TOD Mixed Income Housing Market Demand Study, September 2011

Multi-generational households are on the rise. While the phenomenon can be typically associated with hard economic times, the growing trend for multi-generational living situations is much broader than unemployed “boomerang” kids. Although declining economic conditions after 2007 led to a spike in multi-generational households, Pew Research Center indicates the trend has been growing since 1980. Between 1980 and 2008, the number of Americans living in a household

with at least two adult generations, or a grandparent and another generation, rose from 12 percent of the population to 16 percent.

HOUSING OCCUPANCY

As home to Arizona State University (ASU), Tempe draws a large student population. New rental developments have been added on campus (dorms), in addition to market-rate apartments catering to students. Unfortunately, another trend has been the conversion of single-family-owned homes, lost to bankruptcy or financial strain since the 2007 economic downturn, to rental units or vacated completely. The vacancy rate for Tempe in 2010 was 10.2 percent.

AFFORDABLE HOUSING

Housing is considered to be affordable when a household spends no more than 30 percent of its annual income on housing. In Tempe, limited availability of land for new residential development poses a challenge for creating new affordable housing. However, Tempe's unique conditions tend to result in residential demands being met with new infill housing or rehabilitation programs, or increased density housing products. According to the 2011 American Community Survey, the median household income in Tempe was \$48,618.

The US Department of Housing and Urban Development (HUD) indicates that households paying more than 30 percent of their gross income for housing costs are considered "cost burdened." Based on the 2012 American Community Survey data, of the 64,074 occupied households in Tempe, 44.2 percent of renter households and 25.7 percent of owner households were cost burdened.

The City's current priority is to address the needs of residents below 80 percent median income through a variety of rental and owner-occupied housing programs in concert with Tempe's unique housing conditions.

Table 10 Housing Overpayment (Affecting Housing Affordability)

HOUSING OVERPAYMENT (COST BURDENED)	PERCENT OF RENTERS	PERCENT OF OWNERS
HOUSEHOLD INCOME ≤30% MEDIAN FAMILY INCOME	77	82
HOUSEHOLD INCOME >30% TO <50% MEDIAN FAMILY INCOME	88	60
HOUSEHOLD INCOME >50% TO <80% MEDIAN FAMILY INCOME	58	48
HOUSEHOLD INCOME > 80% MEDIAN FAMILY INCOME	7	14
TOTAL	46	25

Source: HUD, State of the Cities Data System: Comprehensive Housing Affordability Strategy (CHAS) special tabulations from the American Community Survey 2006-2008, TOD Mixed Income Housing Market Demand Study, BAE, September 2011

CITY OF TEMPE HOUSING PROGRAMS

Tempe administers a variety of affordable housing programs that are principally funded by the federal government to assist low income families, elderly and people with disabilities. They include:

- Housing Choice Voucher Program (Section 8 program)
- Section 8 Homeownership Program
- Down payment Assistance for First Time Homebuyers

- Emergency Repairs for Homeowners
- Accessibility Modification for Homeowners
- Rehabilitation for Homeowners

The Housing Choice Voucher Program (Section 8 program) offers rent subsidies to very-low income families, elderly and people with disabilities to be able to afford decent, safe and sanitary housing in the private market. Tempe currently assists up to 1,082 families with affordable housing through the Section 8 Voucher program. Tempe is one of the few Housing Authorities in the state that offers Section 8 Housing Choice Vouchers and participates in the Housing and Urban Development-Veterans Affairs Supportive Housing (HUD-VASH) program, involving Housing Choice Voucher assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA).

When opportunities arise, homeownership programs are offered to Section 8 residents who have worked to become self-sufficient and financially stable.

Tempe is dedicated to preserving existing affordable housing and creating new housing opportunities for residents with low and moderate incomes. Pressures on the existing housing stock in Tempe from market forces and changes to state and federal laws will impact affordable housing opportunities for low and moderate income persons and families. Tempe works with private affordable housing developers and multifamily property owners to ensure that economic diversity continues to flourish and longtime residents can remain in their households. As the City builds out, it faces new challenges in providing residents with a variety of affordable housing opportunities. The City is responding through its affordable housing programs.

HOMELESSNESS

The City of Tempe actively works to address homelessness throughout the city. In addition to funding local homeless service providers, Tempe employs a Homeless Coordinator who is responsible for creating positive change. The City of Tempe and service providers respond to business and resident concerns about homelessness and researching/implementing best-practice models. Tempe engages a Homeless Outreach Team to travel the city, reaching out to those living on the streets. The Team works to build relationships with homeless individuals and engage them into services that can effectively address their situation. The Team works with approximately 400 homeless individuals on an annual basis; of that number, about half are new clients each year. The City of Tempe participates in the Annual Homeless Street Count, part of the process of bringing HUD funding into Maricopa County for homeless services. The count is conducted on the same day throughout the country for a two-hour period. City staff and community volunteers conduct the count and typically find between 125–150 homeless individuals living on the streets of Tempe. The average homeless person in Tempe is a male, between the ages of 30-50, living with serious mental illness and a substance abuse disorder, who has been homeless for over a year. Additionally, about 10 percent of the homeless population in Tempe is comprised of youth.

The City of Tempe recognizes that homelessness is a regional issue and participates in the Maricopa Association of Governments County Continuum of Care Regional Committee. The committee a year-round body that plans for effective distribution of HUD funds for homeless service providers. MCCC regularly evaluates how the homeless delivery system is working; assesses gaps in the system and works to promote best-practices.

ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT TOOLS

The City of Tempe has been proactive in redeveloping and reinventing its downtown, which provides new development opportunities for the future. Tempe has also taken an aggressive position with redevelopment activities throughout the city because it is landlocked. The presence of Arizona State University in the community, Tempe's location near Phoenix Sky Harbor International Airport, freeway connections and the addition of light rail are key factors in Tempe's economic and general business growth. Tempe's dynamic atmosphere draws talented people from all over the region to work in its five targeted development areas: aerospace, biotechnology, advanced business services, high technology, retail and tourism. The city economic development program efforts focus on commercial (office, industrial and specialty retail) development, business retention and expansion, business attraction and small business assistance.

Economic development tools utilized in Tempe include:

Site Selection

The City of Tempe works closely with the local real estate brokerage and development community and can provide information on prospective sites, real estate costs, and infrastructure and community demographic profiles upon request.

Development Facilitation

Tempe facilitates new development and/or redevelopment to grow the diversity of its employment base. The city offers city-owned land for sale or leverages public and private land to enhance development that is beneficial for the community. Tempe's economic development staff utilizes a database to provide data for policy makers and businesses. City of Tempe researches new tools such as Foreign Trade Zones and, when appropriate, adds those tools to facilitate development.

New Markets Tax Credit

Tempe has received tax credits from the U.S. Department of Treasury's Community Development Financial Institutions Fund. With this allocation, Tempe can offer commercial real estate and small business loans in addition to equity investments to qualifying projects in under-served areas of Tempe with the intent of improving the economic conditions of those areas.

Small Business Assistance

Tempe facilitates small businesses to establish and expand with advice and assistance through the permit and licensing process.

Networking and Educational Opportunities

Business programs and seminars are offered to inform and encourage Tempe's small business owners. The networking events, which often include motivational speakers, seminars and trade fairs, are made possible through partnerships with Tempe and community organizations.

Workforce Development

The City of Tempe and the Maricopa Community College Center for Workforce Development coordinate and broker customized services and programs tailored to meet the special needs of employers. These services include job recruitment assistance, access to job fairs, customized connections between employers and the agencies helping those seeking employment. The Center is a hub for workforce training, linking employers to colleges and skill centers to develop their workforce.

The State tools that Tempe may use for economic development are:

Foreign Trade Zones (FTZ)

Businesses located in these zones are eligible for up to an 80 percent reduction in state real and personal property taxes. Tax benefits in the FTZ allow businesses to use special procedures that help encourage U.S. trade activity

in competition with foreign alternatives, delayed or reduced duty payments on foreign merchandise, no duties on or quota charges on re-exports, deferred customs duties and federal excise tax on imports and access to streamlined customs. Establishment of an FTZ is being considered by the City of Tempe.

Government Property Lease Excise Tax (GPLET)

All real property tax on government owned land can be waived and replaced with an excise tax that is an established rate per square foot and based upon the type of use to encourage new business development by offsetting some of the costs during the early years. GPLET is an incentive commonly used in Tempe, where permitted by law.

Angel Investment

An investor may obtain an income tax credit of up to 35 percent for investing in a qualified small business once becoming certified by Arizona Commerce Authority (ACA).

Arizona Innovation Accelerator Fund

This program is a loan participation program to stimulate financing to small businesses and manufacturers, in collaboration with private finance partners to foster business expansion and job creation in Arizona.

Arizona Innovation Challenge

The Arizona Innovation Challenge funds investment in the minds of talented entrepreneurs in Arizona and around the world. The ACA awards the most promising technology ventures that participate in the Challenge (awards may range from \$100,000 to \$250,000).

Arizona Fast Grant

Fast Grant enables Arizona-based technology companies to initiate the commercialization process. The grant will pay a limited amount to provide one or more of select professional consulting services.

Arizona Step Grant

Grant funding from the United States Small Business Administration (SBA) with matching funds contributed by the ACA offers a number of services and tools to Arizona small businesses as they go global for the first time with sales or enter new international markets.

Commercial/Industrial Solar

Through this program, businesses installing a solar energy device on an Arizona facility may be eligible for an income tax credit per tax year.

Job Training

This program provides reimbursable grants to employers that implement job-specific training plans for new jobs or for training plans that increase the skill level of current employees.

DEMOGRAPHICS

Experts have many opinions on the changing workforce, and these are only some of the key trends in demographics:

- 1) The American work force is graying—and not just because the American population itself is graying. Adults are staying in the labor force longer and younger adults are slow to enter the labor force. Both trends took shape about two decades ago. Both are expected to continue after the economy recovers. According to one government estimate, 93 percent of the growth in the US labor force from 2006 to 2016 will be among workers ages 55 and older.¹
- 2) Shifts in the ethnic composition of the workforce will continue the patterns of recent decades. Immigrants will account for as much as half of net population growth over the next decades. Between 1996 and 2006, white non-Hispanic

¹ Lerman, Robert I. And Stefanie R. Schmidt, AN OVERVIEW OF ECONOMIC, SOCIAL and DEMOGRAPHIC TRENDS AFFECTING THE US LABOR MARKET, The Urban Institute, Washington, D.C., Final Report August 1999

entrants made up 49 percent of new labor force entrants, up from 43 percent during the previous decade. By 2020, white non-Hispanic workers are expected to comprise only 68 percent of the work force. Further, between 2000 and 2050, new immigrants and their children will account for 83 percent of the growth in the working-age population.²

In addition to the national trends, issues important for Tempe are:

Arizona State University (ASU) has produced more than 3,850 graduates each year (2008-2013) with degrees in life science, business, bio-chemistry and engineering. It's important to Tempe that these graduates choose to stay in Tempe and to live and work here as a way to offset the graying workforce and to attract the kinds of technology companies that are looking for highly trained workers. City efforts to enhance Tempe's quality of life have the potential to entice ASU graduates to stay, live and work in Tempe.

Factors that can attract young families to live in Tempe include the lowest annual commute to work time in the Valley (and where more than 50 percent of residents drive less than 20 minutes), the lowest mortgage as a percentage of household income and the ability to live in Tempe without a car (or two cars). Tempe's commitment to its multi-modal transportation alternatives provides that difference. These quality of life factors beat out every city in the Valley and more importantly are exceedingly better than many of the cities that Tempe competes with to attract business (San Jose, Denver, Salt Lake City and Austin). Tempe needs to market these attributes as more technology workers establish or relocate to Arizona. Quality of life "investments" that attract young families to live affordably in Tempe have the potential to bring new students to the Tempe/Kyrene school districts.

POPULATION

The 2010 Census identified that 161,719 people live in Tempe. Tempe's population has increased to 164,269 people by July 2011. Tempe's 2010 population density was 4,050.2 people per square mile. In 2010, 16.8 percent of the population were children under the age of 18, and 8.4 percent is 65 years or older. Tempe's U.S. Census and Maricopa Association of Governments (MAG) population projections are listed in Table 11.

Table 11 Tempe Population Projection

CENSUS	POPULATION	INCREASE	% CHANGE
2000	158,945	--	--
2010	161,719	2,774	1.7%
EST. 2020	183,000	21,000	12.9.7%
EST. 2030	211,000	28,000	25.5%
EST. 2040	217,000	6,000	2.8%

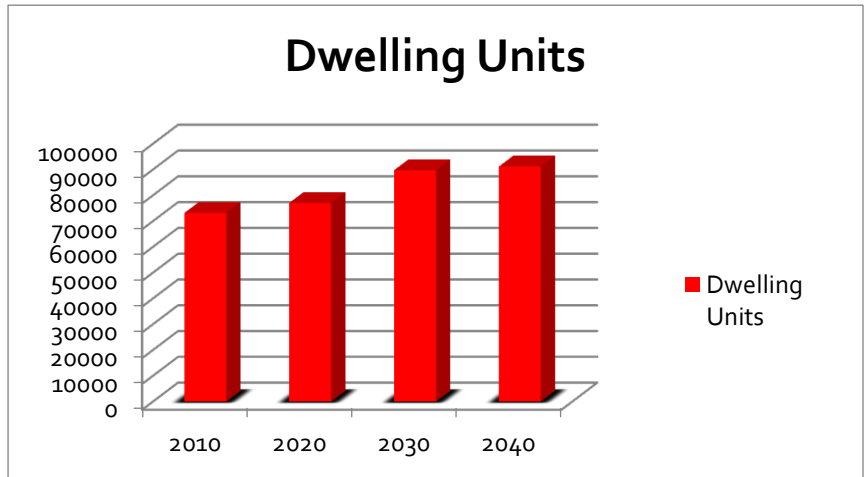
Source: Maricopa Association of Governments, 2010-2040 Projections, May 2013

² Ibid, Lerman.

Between 2010 and 2040 Tempe's estimated population will increase by approximately 55,000 for a total of 217,000 persons. MAG prepares estimates of future growth modeled for all cities in the region and includes known development and anticipated development. Future population growth projections identify that the largest percentage increase in population will likely occur in downtown Tempe, on and around the ASU campus, along the Apache Boulevard light rail corridor, at the northeast corner of Tempe, in north Tempe along Hayden and Scottsdale Roads, Rural Road south of the SR 60 freeway and in south Tempe along Priest Drive.

HOUSEHOLDS AND DWELLING UNITS

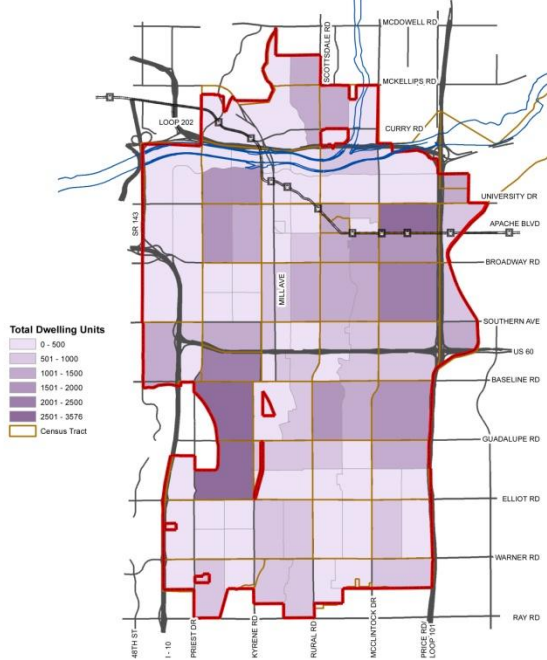
In 2010, nearly 32 percent of all Tempe households were made up of individuals. The average household size was 2.42 and the average family size was 3.05. Dwelling units identify the residential buildings and total number of units available. Typically the numbers of households are slightly less than dwelling units due to vacancy. Dwelling units within Tempe are projected to reach 91,000 units by 2040, an increase of more than 18,000 units within a period of nearly 30 years.



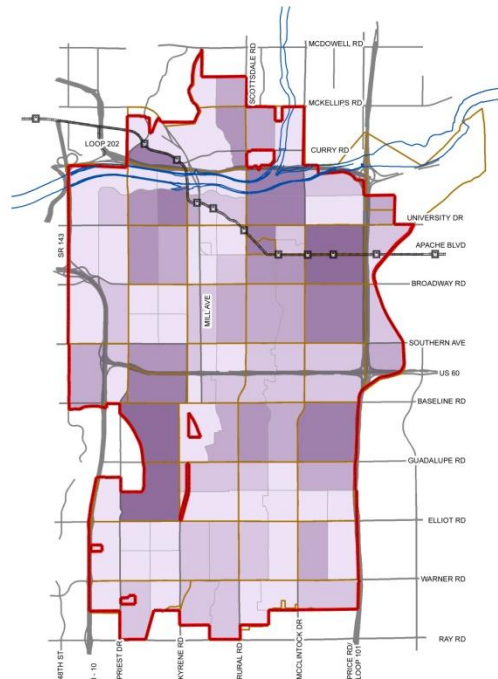
Source: Maricopa Association of Governments, 2010-2040 Projections, May

Figure 3 Dwelling Units 2010 -2040

**2010 TOTAL DWELLING UNITS
by TRANSPORTATION ANALYSIS ZONE (TAZ)**

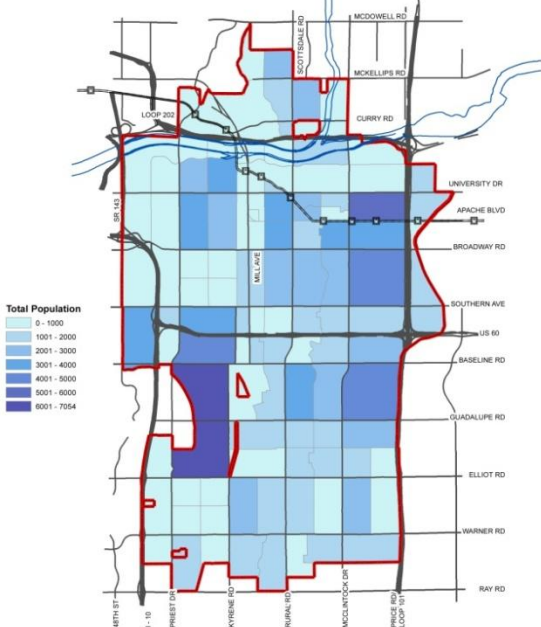


DWELLING UNITS at 2040

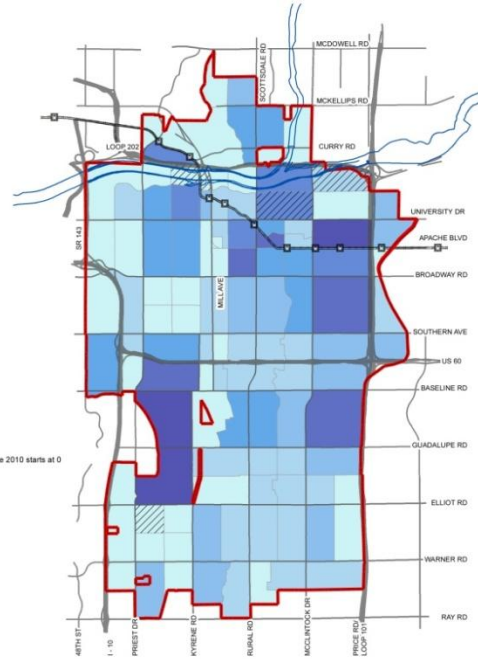


Source:
City of Tempe, Planning Division
Maricopa Association of Government, Draft Socioeconomic Projects - April 2013
US Census Bureau, Census 2010
Revised: May 6, 2013

**2010 TOTAL POPULATION by
TRANSPORTATION ANALYSIS ZONE (TAZ)**



TOTAL POPULATION at 2040



Source:
City of Tempe, Planning Division
Maricopa Association of Government, Draft Socioeconomic Projects - April 2013
US Census Bureau, Census 2010
Created: May 6, 2013

Figure 4. Population and Dwelling Unit Projection Maps 2010 and 2040

TRAVELWAYS

A variety of traffic data is regularly collected for the traffic volumes and turning movements at the City's key arterial streets. The City of Tempe maintains traffic volume data for major roadways throughout the City. The data is typically collected every other year. For specific information on traffic volume data, please visit <https://www.tempe.gov/index.aspx?page=460>.

The corridors with the highest volumes were identified in Table 12. They carry traffic from Tempe and adjacent communities to the two north-south freeways within the city, I-10 and the Price Freeway. They also carry traffic destined for downtown and other major employment centers.

Table 12 Highest Daily Traffic Volumes

ROADWAY	DIRECTION	2008-13 HIGHEST DAILY VOLUME	DESCRIPTION OF STREET GEOMETRY
MCCLINTOCK DRIVE	North-south	39,025	McClintock Drive is an arterial roadway with a cross section that varies from five to six through lanes.
RURAL ROAD/ SCOTTSDALE ROAD	North-south	51,380	Rural Road/Scottsdale Road is an arterial roadway with a cross section that varies from five to six through lanes.
PRIEST DRIVE	North-south	44,551	Priest Drive is an arterial north-south arterial with a cross-section that varies from four to six through lanes. It is discontinuous as a City street as it is in the Town of Guadalupe for just over one-mile south of Baseline Road.
ELLIOT ROAD	East-west	48,927	Elliot Road is a six-lane arterial with a center median. Median breaks are provided at regular intervals for business and cross-street access.
BROADWAY ROAD	East-west	49,560	Broadway Road is an arterial roadway with a cross section that varies from five to six through lanes.
SOUTHERN AVENUE	East-west	35,372	Southern Avenue is an arterial roadway with a cross section that varies from five to six lanes.
BASELINE ROAD	East-west	59,081	Baseline Road is a six-lane arterial.
48TH STREET	North-south	35,358	48th Street is a five lane arterial in the City. It transitions to six lanes at Broadway and north of Broadway becomes SR 143, a limited access facility.
WARNER ROAD	East-west	31,754	Warner Road is a four-lane arterial.
APACHE BOULEVARD	East-west	31,625	Apache Boulevard is a four-lane arterial. East of Terrace Road, it has a center median that accommodates the light rail line.

Green Streets

Green streets typically include collector streets that already serve as high volume bicycle and pedestrian corridors or some arterial streets where traffic volumes facilitate greater bicycle and pedestrian use. Green streets serve as priority routes for

bicyclists and pedestrians and function as connectors between off-street multi-use paths. Green streets may be located both inside and outside overlay districts (such as the transportation overlay district along Apache Boulevard) and are particularly important in providing pedestrian and bicycle access to parks, shopping, schools, civic places and other community destinations. With further enhancements and improvements, Tempe residents will be able to immediately recognize these streets as pedestrian and bicycle friendly. Typical characteristics of green streets can be found in the Tempe Transportation Plan - Transportation Toolbox, A Guide for Planning and Design of Friendly Streets and Sidewalks.

HIGHWAYS AND FREEWAYS

The State Transportation System is the multimodal transportation system in the State. This includes the system of State Routes, U.S. Highways, and Interstate Highways, which is owned and operated by ADOT, as well as transit, aviation and rail modes for which ADOT has an interest in advocating or supporting.

Expansion of Regional Circulation Systems

Arizona has been identified as having one of ten "megapolitan" regions of the United States in which two out of every three Americans are expected to live in the next 40 years. This Arizona region is the "Sun Corridor," which stretches from Santa Cruz County to central Yavapai County. Arizona adopted (in January 2010) a shared vision for quality of life in 2050 and based upon a strong economy was the foundation of the transportation planning vision called Building a Quality Arizona (BQAZ).

Arizona projects a population of nearly 15 million people by 2050 and identified that at least half the transportation system that Arizona will need in 2050 has yet to be built. As this population growth occurs, adding vehicles to an existing road network will certainly reduce travel speed, thereby exacerbating the state's existing traffic congestion for Arizona businesses, residents and visitors.

ADOT I-10 Corridor Improvement Study (Broadway curve)

In 2001, ADOT initiated a Corridor Improvement Study (CIS) to evaluate freeway improvement alternatives along the I-10 from State Route 51 to Loop 202 (Santan Freeway). Alternatives include the addition of local and express lanes in the study area. After identifying airspace issues with Phoenix-Sky Harbor International Airport in 2011, a new approach for addressing congestion along Interstate 10 in "Tempe was identified with a Corridor Master Plan. MAG will be developing this plan in association with ADOT, FHWA and the affected cities along I-10, including the City of Tempe. Recommendations for this plan are expected in fall of 2014, where the MAG Regional Council will identify a program for mitigating congestion along I-10. .



ADOT Passenger Rail Corridor Study (2012-2013)

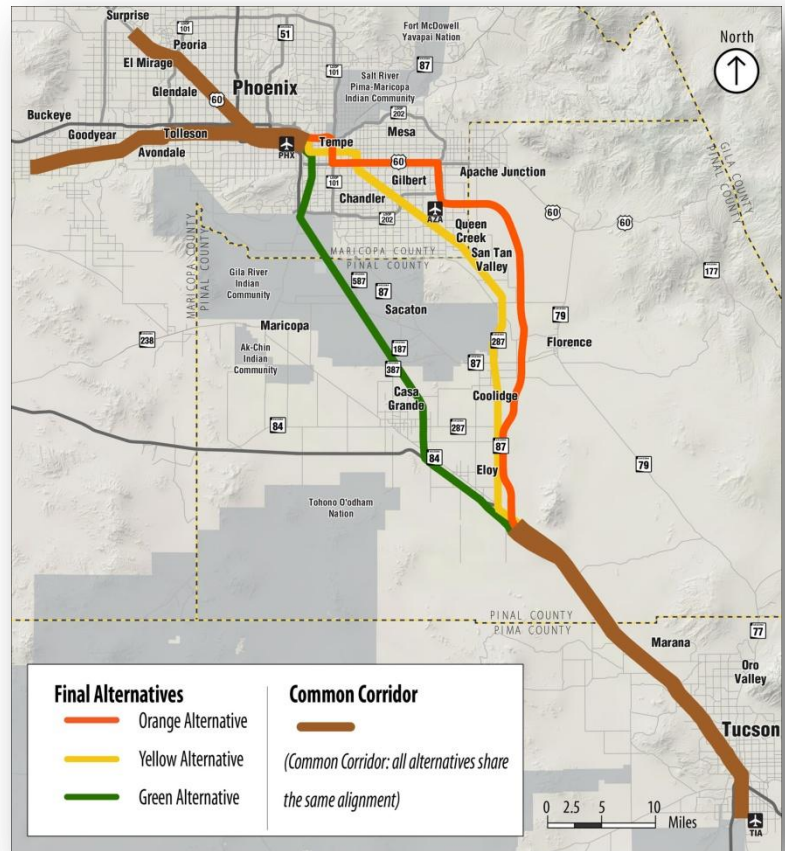
A Passenger Rail Corridor Study is underway to focus on identifying and comparing a number of ideas to solve the transportation problem that exists along Interstate 10 between Phoenix and Tucson. The 105-mile drive now takes 95 minutes at the speed limit. Demographers expect the area around I-10 from Tucson past Phoenix will be one of the fastest-growing regions in the country and it's identified as the Sun Corridor. Population growth models predict that, by 2050, the populations of Maricopa and Pima counties will roughly double and that Pinal County's will grow six-fold and job growth will rise even faster.

The study identified six possible rail routes between downtown Phoenix and Tucson International Airport and narrowed the options to two corridors and three alternative alignments.

The rail options would follow tracks paralleling I-10 south of the Picacho area. Those could be existing Union Pacific tracks or new tracks in the interstate right-of-way or a new path to the side of the freeway. North of Picacho Peak, the two options call for routes through the southeast Valley in the Queen Creek/Mesa Gateway airport area and the second relies on new track along I-10 with connection to the north side of Phoenix Sky Harbor,

Union Pacific has consistently told the state it has no capacity on its busy freight tracks to make way for passenger service. There is no funding for the project other than to study options. Arizona will be poised to look for funds once the potential corridors are identified and potential cost of the project is refined.

All the study options pass through Tempe and would have stops at Phoenix Sky Harbor International Airport. Tempe has the opportunity to plan for inter-city rail stations along the Mainline and Tempe branch alignments.



TRANSIT

REGIONAL TRANSIT

The Maricopa Association of Governments Regional Transportation Plan identifies areas where high capacity transit investments will be constructed. To maintain our economic vitality, Tempe needs to meet future travel demands with significant transit investments. High capacity transit, especially rail, fosters economic development. High Capacity Transit includes: Light Rail, Bus Rapid Transit, Streetcar and Commuter Rail.

The regional transit system is comprised of three components—regional fixed route (Supergrid), arterial bus rapid transit (BRT) and high capacity transit (HCT). Regional fixed route bus is a two-way service that provides both local and regional access to transit riders on the arterial street network. This service, also known in the county region as Supergrid, is to provide consistent levels of service across jurisdictions in the region. Supergrid service operates both weekdays and weekends. Fixed route bus is the mode for this service, which generally operates on arterial streets. Passenger access is available at bus stops, which are located approximately every quarter mile. The county region began operating Supergrid service in 2007. To date, three Supergrid routes are in service: Scottsdale/Rural Road, Chandler Boulevard, and Glendale Avenue. These routes provide consistent service levels and operate seven days a week.

Arterial bus rapid transit (BRT) is a two-way service that operates at higher speeds than Supergrid service by taking advantage of limited stops and other time- saving enhancements, including signal priority systems, queue jumpers and potentially semi-exclusive shared lanes. The proposed arterial BRT routes identified in the RTP are intended to operate weekdays both peak and off-peak and on weekends. Arterial BRT is generally overlaid on local bus or Supergrid service. Passenger access is available at enhanced bus stops located approximately one mile apart.

Express bus provides enhanced-speed, moderate-volume commuter or regional access in the county region and is designed to operate primarily on the region's freeway system, including High Occupancy Vehicle (HOV) lanes. Express bus service typically operates from park-and-ride locations to employment centers throughout the region. These routes provide service Monday through Friday during the morning and evening peak time periods. While express bus service usually operates one-way in the peak direction, two-way service may be warranted in reverse commute markets. Passenger access is generally available at park-and-ride facilities and a minimal number of other locations.

The region operates more than twenty express bus routes providing three types of service: suburb to downtown Phoenix (and the State Capitol), suburb to suburb, and suburb to light rail. The suburb to downtown Phoenix service, which is the most common type, generally operates morning inbound (to Phoenix) and evening outbound (from Phoenix). The suburb to suburb service operates between suburban communities and suburban employment centers, such as Scottsdale Airpark, during peak periods. Suburb to light rail service provides direct connections to light rail, such as the Northeast Mesa Express that operates between Power Road and Tempe Transportation Center. Four of the routes operate two-way service.

High Capacity Transit Systems

High-Capacity Transit (HCT) Peak Period provides higher-speed, high-volume commuter or regional access, when compared with express bus. While express bus sometimes operates in mixed traffic, HCT Peak Period generally operates in an exclusive guideway, providing service between park-and-ride locations and major employment centers. This service typically operates Monday through Friday during the morning and evening peak time periods traveling in the peak direction. Fixed route bus or rail vehicles (e.g., commuter rail) are the mode types for this service, which would operate in a dedicated guideway. Passenger access is typically available at park-and-ride facilities and a minimal number of limited non-parking locations.

Passenger and Freight Rail

The State's railroads, while not owned or operated by ADOT, are a critical part of Arizona's multimodal and intermodal transportation system and, likewise, an important part of the statewide and national economies.

Intercity passenger rail services are currently provided by Amtrak, and ADOT is looking to these services to provide an important travel alternative – as is the nation as a whole. There is no north-south connection between the major metropolitan areas of Phoenix and Tucson. Amtrak's Sunset Limited route traverses 1,995 miles between New Orleans, Tucson, and Los Angeles. The route crosses the southern tier of Arizona on the Sunset Route of the Union Pacific (UP)

Railroad with stations in Benson, Tucson, Maricopa, and Yuma. The Southwest Chief route travels 2,256 miles between Chicago, Flagstaff, and Los Angeles. The route crosses the north-central tier of Arizona on the Transcontinental Route of the BNSF Railway. There are four stations in Arizona served by the Southwest Chief: Winslow, Flagstaff, Williams Junction (connection to the Grand Canyon Railway discussed below), and Kingman. Over the longer term, there may be support for implementation of an interregional commuter rail service, for example between Phoenix and Tucson, to provide long distance commuters an alternative to driving (see Local and Regional Plans section regarding the ADOT Inter-city-Commuter Rail Study underway).

Goods moving on freight railways typically require truck transport on either or both ends of the trip, making highways the necessary enabler for freight rail transport. Both the BNSF Railway and Union Pacific Railroad have significant intermodal operations in Arizona; because of the State's proximity to Mexico, many of the State's jobs depend on rail freight, freight movements, and foreign trade.

Two freight rail lines pass through Tempe connecting south and east-west. Union Pacific owns the right-of-way and controls operations along the freight railroad tracks in Tempe. The main line enters Tempe in the northwest, runs south through Downtown Tempe and turns east parallel to Apache Boulevard. The freight rail line also runs south, west of Mill Avenue and east of Kyrene Road within the City boundary. As of 2013, freight traffic averages eight trains per day, and the Tempe local uses the Tempe/Kyrene branch lines once per day to serve industrial areas within the City. There are 44 railroad/roadway crossings in Tempe.

In 2012, the City of Tempe, in conjunction with the Arizona Corporation Commission, Union Pacific Railroad and Federal Railroad Administration, established a railroad Quiet Zone in Tempe. A Quiet Zone is a rail corridor at least one-half mile in length with one or more public highway-rail crossings where activation of train horns is prohibited except in certain situations. These exceptions are usually related to safety concerns such as pedestrians, bicyclists or motorists in too close proximity to the tracks. The Quiet Zone includes the portion of the Union Pacific Railroad north of Broadway Road from city limit to city limit.

Commuter Rail

The purpose of the MAG 2010 Commuter Rail Study was to define an optimized network of potential commuter rail corridors and the elements needed to implement a regional commuter rail system. As envisioned within the study, a 110-mile, four-line, commuter rail system would radiate from downtown Phoenix and would share existing Union Pacific Railroad freight track along three corridors in the Southwest, Tempe/Kyrene and Southeast and BNSF Railway freight track in the Northwest Grand Avenue corridor. The system would connect the downtowns of 18 of the Valley's communities along with both major airports.

The System Study provided a detailed evaluation of potential commuter rail links to the East Valley (including the Tempe, Chandler, and Southeast Corridors) and links to the West Valley. The System Study was formulated by incorporating the findings of the Grand Avenue (Grand) and Yuma West (Yuma) Corridor Development Plans, both of which were

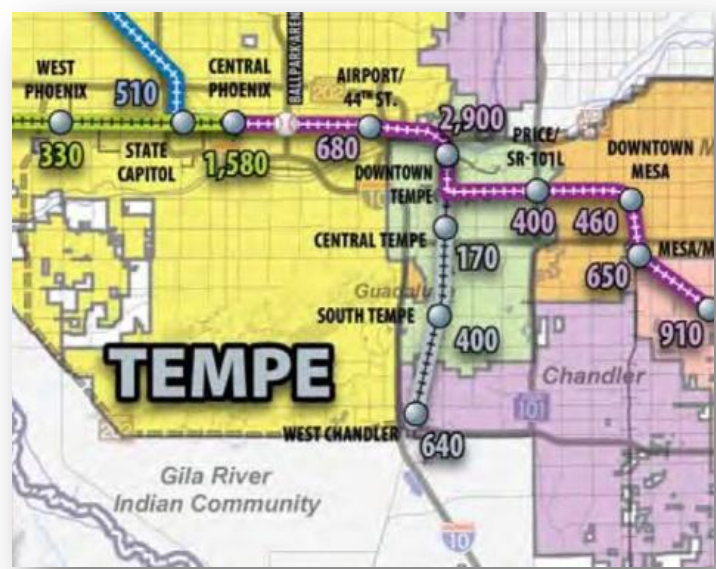


Figure 6 MAG Commuter Rail Study Alternatives

produced in conjunction with this System Study. Overall, using the then-recent 2007 socioeconomic and transit network model, the four-line system was projected to carry approximately 18,000 riders per day. A revised model incorporating the 2010 data would provide a more accurate and increased level of ridership.

Commuter rail systems are generally used in congested urban areas to improve travel time, mitigate congestion, add convenience, and provide an alternative means of travel along greater distances – particularly in times of increasing energy prices. Commuter rail trains typically provide service between suburbs to urban centers for the purpose of reaching activity centers, such as employment, special events, and intermodal connections. Designed to primarily meet the needs of regional commuters in the AM and PM peak travel times, commuter rail service typically occurs at lower frequency than light rail transit. The distance of most commuter rail corridors is also longer than that of light rail, ranging from 30 to 40 miles, with passenger stations generally spaced 3 to 7 miles apart within the MAG Region.

In relation to Tempe, two distinct corridors may provide access to residents of the community. The east-west Union Pacific mainline corridor would link Downtown Phoenix and Sky Harbor via Tempe with Mesa, Gilbert and Queen Creek. The Tempe/Kyrene Branch would link downtown Phoenix and Sky Harbor via Tempe with South Tempe, West Chandler and the I-10/Wild Horse Pass area.

The 2010 MAG System Commuter Rail Study was accepted by the MAG Regional Council in summer 2010 and the City of Tempe and its staff was an active stakeholder in the two year study process

REGIONAL TRANSPORTATION PLANS

MAG Regional Transportation Plan

The Regional Transportation Plan (RTP) is a comprehensive, performance based, multi-modal and coordinated regional plan, covering the period through Fiscal Year (FY) 2013. The RTP cover all major modes of transportation from a regional perspective, including freeways/highways, streets, public mass transit, airports, bicycle and pedestrian facilities, goods movement and special needs transportation. Tempe portions of the MAG Plan address:

Freeway Widening - General Purpose Lanes and HOV Lanes: Additional general purpose and new High Occupancy Vehicle (HOV) lanes have been completed on the regional freeway/highways adjacent to Tempe. This includes additional lanes on I-10, 101 Loop (Price Freeway), 202 Loop (Red Mountain Freeway).

Light Rail Transit: The alignment for the Light Rail Transit (LRT) Phase 1 segment was completed from Bethany Home Road and 19th Avenue into downtown Phoenix; from downtown Phoenix to downtown Tempe and Arizona State University; and continuing to the intersection of Main Street and Sycamore in Mesa.

The RTP also includes regional funding for the completion of six additional LRT/HCT segments on the system. These include a two-mile extension south light rail to Southern Avenue (Tempe Streetcar Extension). To date the Tempe South Extension has been designated as a modern streetcar, and has completed its Alternatives Analysis and Preliminary Design.

Regional Transit Framework Study (2009)

The MAG Regional Transit Framework identified and prioritized needs for regional transit improvements to supplement the existing RTP through 2030, with consideration for longer range transportation needs through 2050. MAG identified transit needs, deficiencies, opportunities, and constraints. Three scenarios for transit services and facilities were then developed to address future travel needs. Three regional transit scenarios were developed for 2030 to provide options for improving transit service in the region.

MAG Sustainable Land Use and Transportation Integration Study (ST-LUIS)

ST-LUIS was completed in three phases undertaken from 2010-2013, complemented by the stakeholder activities. These activities included two business/public forums coordinated by the Arizona Chapter of the Urban Land Institute (ULI). The perspectives of participants from these forums were integral to understanding the market realities in local communities. Study recommendations, findings, and a summary of the project's research and analysis activities, scenario planning, and tools and strategies development is found at http://www.bqaz.org/pdf/sustainable/BOAZ-STLU_2013-03-29_Key-Findings-and-Recommendations.pdf.

Recommendations from the study are to:

1. Provide a high quality, productive transit system supported by compact walkable and transit-oriented places.
2. Create a small, focused rail network with an upgraded bus system that feed the rail network and extends transit access to much of the region.

Findings:

- Transit Oriented Development (TOD) demand will be driven by projected regional growth in population and jobs and supported by demographic shifts.
- Transit supportive and compact walkable development is achievable with distinct opportunities in different parts of the region.
- A small, compact and selective High Capacity Transit (HCT) network is most productive.
- A large rail network would oversupply land for TOD.
- Targeted corridor modifications improve transit productivity
- Regional transit mode share and regional access increase with mix of LRT and upgraded bus services.
- Existing conditions drive the pathway for future HCT service.

The scenarios build on the transit enhancements identified in the MAG RTP (funded through proposition 400 and local sources) and are based on a defined level of financial investment. New enhancements beyond those already defined in the RTP include improvements to existing transit service, expansion of transit service to new areas, and the inclusion of new transit service options (e.g., express bus, arterial bus rapid transit, high capacity transit). The three scenarios are described in **Table 2**.

The scenarios evaluated in the study were:

Enhanced Transit - Scenario 1 – This scenario reflects a moderate expansion of the MAG's planned transit network, as well as a reallocation of total regional growth to specify transit-oriented development and compact development within one half mile of transit stations. The scenario includes 10 corridors.

Transit Supply - Scenario 2 – This scenario reflects a very generous expansion of MAG's planned transit network, and reallocation of total regional growth to direct transit-oriented and compact walkable development to station areas. This scenario includes all 44 corridors including LRT, BRT, streetcar, and commuter rail corridors.

Refined Transit Supply - Scenario 3 – This scenario was generated after Scenarios 1 and Scenario 2 were completed. This scenario tests a transit network that is more extensive than that of Scenario 1, but less extensive compared to Scenario 2. This scenario includes 25 corridors including LRT, BRT, streetcar, and commuter rail corridors.

The ST-LUIS study fits well with Tempe, which has moved forward with light rail and expanded bus transportation, and produced compact and transit oriented development along the light rail corridor. The addition of BRT connections to the larger region will also benefit current and future transit users living in Tempe.

Table 13 Regional Transit Framework Scenarios

SCENARIO	INVESTMENT LEVEL	PHILOSOPHY	CHARACTERISTICS
I: BASIC MOBILITY	Lowest (extend existing sources)	Continuation of RTP Minimal service expansion with same types of services and programs as currently programmed in the RTP	<ul style="list-style-type: none"> • Expands service to new areas • Improves service levels within a limited number of high demand transit corridors • Many deficiencies not addressed
II: ENHANCED MOBILITY	Moderate (comparable to peer regions level)	Concentrated Expansion <ul style="list-style-type: none"> • Moderate service expansion • Moderate increase in service area • Improved frequencies to meet standard service levels • Higher speed options (express bus, arterial BRT & HCT) • Activity centers outside urbanized area primarily connected through frequent, limited stop express services 	<ul style="list-style-type: none"> • Expands regional transit service levels • Improves transit travel speeds in highest priority corridors • Deficient service levels improved
III: TRANSIT CHOICE	Higher	Growth Expansion <ul style="list-style-type: none"> • Most aggressive service expansion • Comparatively greatest increase in service area • Improved frequencies to meet standard service levels • More high-speed options in urban/non-urban area • Activity centers outside urbanized area connected through frequent, limited stop express services and Super-grid bus 	<ul style="list-style-type: none"> • Expands regional transit service levels • Provides a more comprehensive regional transit system • Improves transit travel speeds in many more corridors • Nearly all deficiencies are addressed

Freight Transportation Framework Study (2012)

Planning for freight is approached on a corridor level. A joint State and County study is underway to look at the movement of freight through the state, in what is identified as the "Sun Corridor." The Sun Corridor mega-region stretches from Nogales, Mexico, to Prescott, Arizona. Approximately 85 percent of the population in Arizona resides within the Sun Corridor. The Sun Corridor's population is projected to reach approximately 8 million people by 2030, which would place a significant strain on the transportation network that connects Maricopa, Pinal, and Pima counties not only from a commuter perspective, but also from a freight operations and safety perspective.

Freight movement in Arizona is expected to double by 2030 with increases of 70 percent in tons moved by truck and 100 percent in tons moved by rail. Currently, 85 percent of freight moved in Arizona travels by truck, with 75 percent of that freight using Arizona's transportation infrastructure as it passes through our state en route to destinations in other states. Pass through freight represents lost opportunity for business development and job creation in the industrial, manufacturing and transportation logistics industries. Traffic congestion, lack of adequate highway infrastructure and the lack of cost-effective rail shipping are identified as weak links in Arizona's freight transportation system. ADOT identified that transportation and logistics industries result in some of the highest ancillary job development with one truck transportation job creating 2.2 others, one rail transportation job creating 3.14 others and one air transportation job creating 3.61 others.

Within the Freight Transportation Framework Study, Tempe was identified to be appropriate as a mixing center , (described as an area to store, consolidate and/or redirect domestic and import goods for distribution) for industrial areas along the I-10.

AVIATION

Air Traffic Growth

The airline industry is expecting moderate growth. The pressure on the airline industry to consolidate into economic s of scale is a global trend and reflecting the proposed merger request between US Airlines and American Airlines to the world's largest airline. Consolidations will eliminate overlapping routes between merging airlines. This is likely to strengthen the trend we currently see at Phoenix Sky Harbor International Airport; that fewer operations overall can sustain or moderately grow the number of total passenger enplaned each year. Allegiant Airlines is an example of how to deal with cost not by consolidation, but by maintaining a lean organization with route program that is flexible to changes in the demand in the leisure travel market to attractable destinations without depending on large hub airports.

Performance Based Navigation

The City supports an environment of cooperation with federal and other municipalities that own or operate centers for air transportation in the valley to look at all aspects of aviation, both economic and environmental. The implementation of Performance Based Navigation (PBN) confines the flight paths as more airlines adopt the new technology and air traffic control becomes more a management of a system rather than based on strategic intervention to ensure the airspace is safe at all times. Even though the FAA Modernization and Reform Act of 2012 exempted new PBN (Performance Based Navigation) from environmental review that results in measurable reductions in fuel consumption, carbon dioxide emissions, and noise, the technology has the potential to make flights paths more concentrated to areas with less population.

Safety is and will continue to be the top priority not just management of the system. The FAA values safety above all.

WATER RESOURCES

In its application for an Assured Water Supply (AWS) designation from the Arizona Department of Water Resources Tempe has demonstrated the physical, legal and continuous availability of water supplies in an aggregate volume of 88,518 acre-feet per year for a minimum of 100 years. Future water demands for all uses within the Tempe Water Service Area are projected to be approximately 75,787 acre-feet per year. AWS designated water supplies are about 17 percent greater in aggregate than the projected water demand for 2025.

From 2000 through 2012, total water demand in the Tempe Water Service Area was reduced by approximately 14 percent. The factors influencing the declining trend in water use in Tempe include: improved water use efficiency and greater water use awareness by customers, water conservation information, educational opportunities and water-saving financial incentives offered by the Tempe Water Conservation Office, changing economic conditions, Tempe's landlocked service area, and year-to-year variability of weather.

The City of Tempe relies on renewable surface water supplies, effluent (reclaimed water), safe-yield groundwater supplies and surface water or reclaimed water that has been stored in groundwater aquifers. Renewable surface water sources make up more than 90 percent of Tempe's annual water supply in an average year. These water supply sources include:

- Salt River Project (SRP) – Surface water delivered from storage in six SRP reservoirs on the Salt and Verde River, Class A Lands normal flow surface water deliveries, groundwater from SRP Wells

- Central Arizona Project (CAP) – Colorado River surface water delivered through the CAP system

- Modified Roosevelt Dam New Conservation Storage (NCS) – Water stored in the City of Tempe's additional conservation storage capacity created when Roosevelt Dam was enlarged in the 1990s

- Underground Storage Credits (Long Term Storage Credits) – CAP water or reclaimed water stored in aquifers for future use

- Groundwater – Safe yield groundwater allowance (Assured Water Supply Designation groundwater allowance + incidental recharge factor component)

In the future reclaimed water (effluent) --produced at the KRF will be used for non-potable water uses

The City of Tempe received an Assured Water Supply Designation from the Arizona Department of Water Resources on September 29, 2010 (AWS 2010-013, Decision and Order No. 86-002043.0001). The Assured Water Supply Designation certifies that Tempe has demonstrated the physical, legal and continuous availability of groundwater, surface water, Central Arizona Project/Colorado River water and effluent in an aggregate volume sufficient to meet water demands for a minimum of 100 years. The designation is in effect through 2025, at which time Tempe must reapply for certification.

Water demand projections in **Table 1** were developed by analyzing historical water use and water use trends for each land use category and projecting future water demands for some sectors by taking into account the potential for higher levels of development or redevelopment density. Mixed use developments, for example, will have both residential and non-residential components, some with much greater density of development than exists on those lands today, so new water demand factors were developed for this projected land use category. Analysis of water consumption trends by residential land use category has also led to the development of separate water duty factors for single-family and multi-family residential sector acreage. A review of commercial and industrial water use trends in the Tempe water service area indicates a range of water demands that are very site-specific to the type of industrial or commercial land use and to

changing economic conditions. The water duties for commercial and industrial land use acreage are combined, with a water duty that falls in the mid-range of water demand projections for these land use categories.

Table 14 Water Demand Projections for the Tempe Water Service Area - for 2040

LAND CATEGORY	ACREAGE	DEMAND FACTOR (AF/AC/YR)	DEMAND	DEMAND	AVG. DAILY DEMAND
			(af/yr)	(mg/yr)	(mgd)
RESIDENTIAL (TOTAL ACREAGE)	9,475				
RESIDENTIAL (SINGLE FAMILY - 75%)	7,106	2.75	19,542	6367	17.44
RESIDENTIAL (MULTI FAMILY - 25%)	2,369	5	11,845	3859	10.57
MIXED USE (HIGHEST DENSITY USES)	1,827	5	9,135	2976	8.15
COMMERCIAL	2,200	3	6,600	2150	5.89
INDUSTRIAL	3,595	3	10,785	3514	9.62
EDUCATIONAL	431	3.5	1,509	491	1.34
CIVIC	74	3	222	72	0.19
OPEN SPACE/PARKS	2,095	4.5	9,428	3071	8.41
PRIVATE OPEN SPACE	68	4.5	306	99	0.27
RIGHTS-OF-WAY	5,347	0.25	1,337	435	1.19
WATER	388	7	2716	885	2.42
RECREATIONAL/CULTURAL	165	3.5	577.5	188	0.51
COUNTY ISLANDS	152	3.5	532	173	0.47
GUADALUPE	512	2.45	1254.4	408	1.11
TOTAL	26,329		75,787	24695	67.65

Source: Tempe Public Works, Water Division. September 4, 2013

These future water demand projections assume that redevelopment activities and increased density of development in some portions of Tempe will continue through year 2040, as outlined in Tempe GP2040. Difficult to forecast economic factors play a significant role on the timing, type, and density of future development and redevelopment in the Tempe Water Service Area. The water demand projections for the service area presented here show the potential future water demands at full development in the Tempe Water Service Area based on land use category, realizing that economic conditions will drive the timing of development activity. Water demand projections for the Tempe water service area will be revised every few years to account for changing patterns in the density or rate of redevelopment activities. Water duties will also be adjusted when needed based on analysis of recent water consumption patterns across different land use sectors. Taking into account these variables in the timing and density of new development and redevelopment in Tempe, water demand projections for the Tempe Water Service Area in 2040 indicate that total water demand on lands with SRP water supplies may be up to approximately 75,787 acre feet per year, and total water demand for non-SRP portions of the water service area may be up to approximately 11,000 acre-feet per year

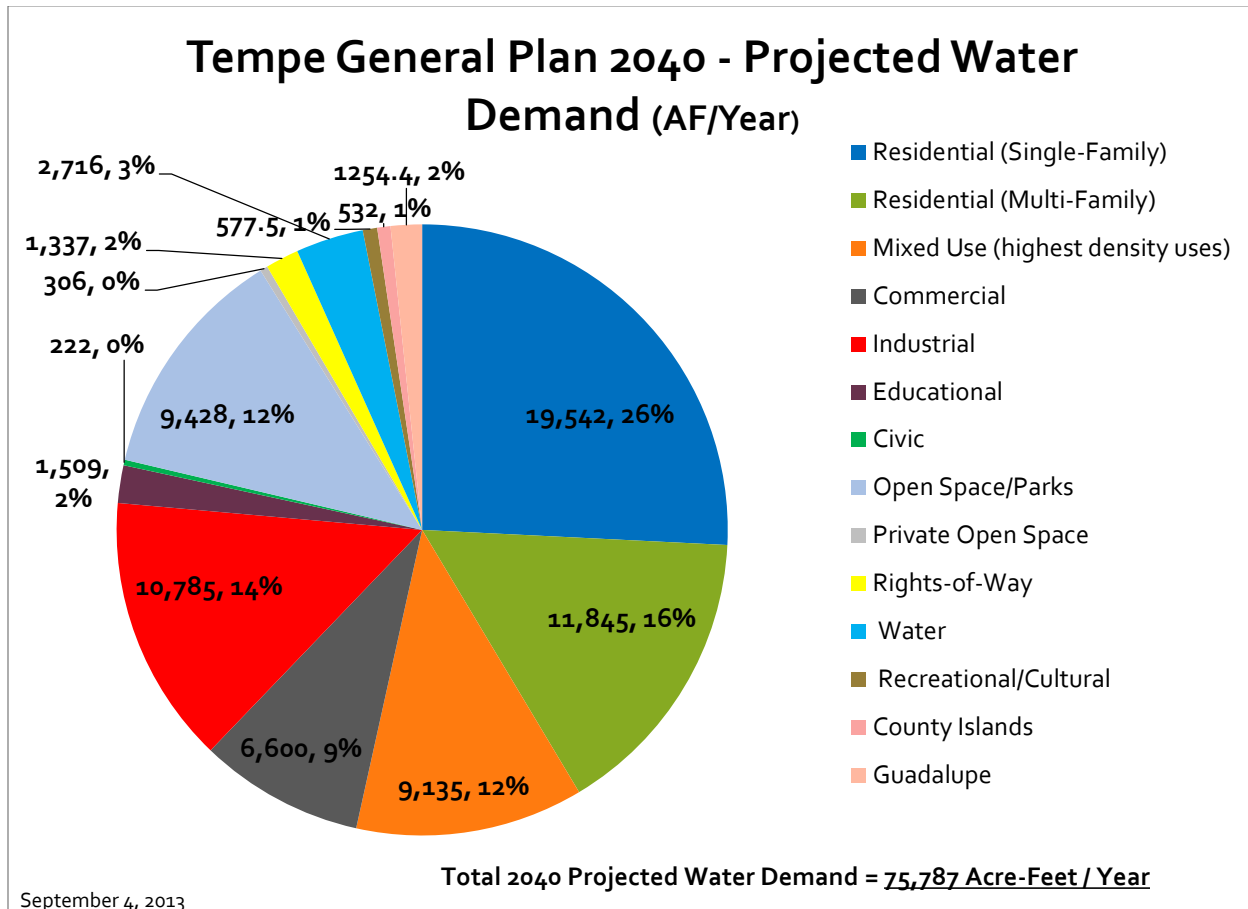


Figure 7 2040 Projected Water Demand

OPEN SPACE

The Open Space Element provides an inventory of open space areas and designated access points to these areas and resources. It also provides an analysis of forecasted needs, policies for managing, protecting and acquiring open space, and integrating regional connections to open space. In accordance with State law, this plan does not identify private open space that has not been identified in writing as dedicated open space. However, property identified on Arizona State University's main campus, as public property, has been included in this element. Open space is land or water retained for use as active or passive recreation areas or for resource protection in an essentially undeveloped state. It includes many forms. The Open Space Element includes a comprehensive inventory of the land used as public open space. This element provides strategies for management and protection of open space areas, resources to acquire additional open space, promote a regional system of integrated open space and consideration of existing regional open space plans. Recreational amenities are identified in the Recreation Element.

In the early 1970s Tempe began work on the Rio Salado Project, a large revitalization of Tempe's 5-mile stretch of the Salt River. This project includes environmental enhancements, the addition of recreational amenities, and economic development. The result is a 220-acre lake surrounded by 225 acres of landscaped park open space and 153 acres of natural

habitat. Open space includes many types: natural (includes Sonoran desert, riparian, Bosque and preserve), water, park (with developed landscaping), school playground/field, corridor or plaza.

The projected open space and land use maps include private open spaces, designated as such with written permission of the property owner. Planned open space is identified as areas where future park or open space amenities may be developed. Rights-of-way and retention areas are not shown on the maps unless they represent a substantial quantity of land. Tempe's land locked position within a greater regional area precludes annexing land for additional park or open space. Partnerships with schools and the inclusion of open space within private developments enhance the provision of open space. Arizona legislation recently changed to support community access to school fields when school is not in session. Tempe anticipates a slight increase in public open space with the development of vacant land or retention areas, which are planned for park development. Future open space and park needs will need to be met within private developments, or through the generosity of benefactors to the community.

Private open space represents a resource used by residents that is not reflected in the inventory. Access to approximately 668 acres of additional park and open space land is available on public (non-City of Tempe), semi-public, or private land. General Plan 2040 will, with the permission of the property owners, identify as much of this land for private open space.

Private Open Space

* In accordance with Arizona Legislation, private property may not be designated open space for the purposes of public planning, accounting, or protection through restriction without prior written consent of the owner. The existing land use map identifies private open space provided within our community. Designation on the projected land use map reflects private open space with written permission of the property owner, and is shown for accounting purposes.

Tempe's central location offers surrounding city parks and open spaces within reach of Tempe residences. Within approximately one mile of the city limits, Chandler, Mesa, Scottsdale and Phoenix there is access to 50 acres of community and neighborhood parks and nearly 17,000 acres of regional parks at South Mountain and Papago Park.

For the 1,408 acres of Tempe public parks there are a variety of facilities defined by size, population served, and amenities available.

Regional Open Spaces: These parks are typically 50 or more acres, and are major destinations to urban centers. They provide a high balance of active and passive spaces and can incorporate special event activities. These parks serve a population radius of 3 or more miles.

- Indian Bend Wash Park (Rio Salado Golf Course)
- Papago Park
- Tempe Town Lake & Rio Salado Park
- Kiwanis Community
- Hayden Butte Preserve

Community Parks: These parks are typically 10-50 acres and contain active and passive spaces, special attractions and added infrastructure. They typically serve a population residing in a 1-3 mile radius around the park:

- Tempe Beach Park
- Daley Park
- Clark Park
- Escalante Park
- Evelyn Hallman Park

Sportsfield Complexes: Typically 15-40 acres, these complexes are designed for baseball, softball, football and soccer and attract special tournament play serving a radius of approximately 10 miles. The complexes are lighted, have concessions, warm-up areas, picnic areas, playgrounds, parking, restrooms and fields.

- Benedict Sports Complex
- Tempe Sports Complex
- Tempe Diablo Stadium

Neighborhood Parks: These parks are 2-11 acres and include a picnic area, playground, outdoor courts for sports, multi-use paths, no restrooms, limited parking, low level lighting and practice areas for field sports. They serve a population residing in a half-mile radius around the park.

- | | |
|--------------------|-------------------------------|
| ▪ Alegre Park | ▪ Jaycee Park |
| ▪ Arredondo Park | ▪ Joyce Park |
| ▪ Campbell Park | ▪ Meyer Park |
| ▪ Celaya Park | ▪ Mitchell Park |
| ▪ Cole Park | ▪ Mouer Park |
| ▪ Corbell Park | ▪ Optimist Park |
| ▪ Creamery Park | ▪ Palmer Park |
| ▪ Daumler Park | ▪ Petersen Park |
| ▪ Dwight Park | ▪ Redden Park |
| ▪ Ehrhardt Park | ▪ Rotary Park |
| ▪ Esquer Park | ▪ Scudder Park |
| ▪ Estrada Park | ▪ Selleh Park |
| ▪ Gaiki Park | ▪ Sixth Street/City Hall Park |
| ▪ Goodwin Park | ▪ Stroud Park |
| ▪ Indian Bend Park | ▪ Svob Park |
| ▪ Harelson Park | ▪ Tempe Women's Club Park |
| ▪ Hanger Park | ▪ Waggoner Park |

- Hollis Park
- Hudson Park

Mini Parks: These parks are typically 1 acre or less and provide open play space in high-density areas. These pocket parks are designed as infill areas typically including one play feature or attraction and serving a population a quarter of a mile around the park.

- Plazita de Descanso Park
- Birchett Park
- Victory Park

Other Open Space Areas (privately owned properties require written permission for inclusion)

- Rio Salado Golf Course (private course on public land)
- Ken McDonald Golf Course
- Rolling Hills Golf Course
- Rio Salado Golf Course
- Rights-of-way
- Retention areas

RECREATION

The City's system of recreation facilities, include existing and proposed locations for passive and active recreational sites. Parks and natural areas are identified in the Open Space Element and bicycle routes are identified in the Pedestrian-Bikeways Network Element. Demographics, weather and lifestyles in Tempe heavily support the wide variety of recreational amenities provided by both public and private facilities. Increased populations of a growing urban community will put additional pressures on public parks. Further, easy access to Tempe from other communities and a history of quality facilities, makes Tempe a desirable destination for recreational amenities.

Service Area Radius Guidelines:

Mini and Neighborhood Parks (1-5 acres) -1/4 mile

Neighborhood Parks (5-10 acres) – ½ mile

Community Parks (10-50 acres) – 1 to 3 miles

Large Urban and Regional Parks (50+ acres) – 3 miles

Desert Parks – varies based on size, follows categories above

Golf Course / 9-hole (50-70 acres) – 10 miles

Golf Course /18-hole (110-150 acres) – 10 miles

Aquatic Centers – 5 miles

Neighborhood Pools – 2 miles

Sports Complex (40-80 acres) – 10 miles

Museums and Libraries – 3 miles

Adult Centers – 2 miles

Community Centers – 3 miles

Canals Access – ½ mile interval access points

Sports Fields – 2 miles

Table 15 Inventory of Recreation Amenities 2013

FACILITY	FACILITY OPERATOR
GOLF COURSES	
ASU KARSTEN GOLF COURSE, PRO SHOP & RESTAURANT (ASU OWNED)	ARIZONA STATE UNIVERSITY
KEN MCDONALD GOLF COURSE, PRO SHOP & RESTAURANT (CITY OWNED)	TEMPE
ROLLING HILLS GOLF COURSE, PRO SHOP & RESTAURANT (CITY OWNED)	TEMPE
SHALIMAR GOLF COURSE, PRO SHOP & RESTAURANT (PRIVATELY OWNED)	PRIVATE
RIO SALADO GOLF COURSE (PRIVATELY OPERATED ON PUBLIC LAND)	PRIVATE
SPORTS FACILITIES	
BENEDICT SPORTS COMPLEX	TEMPE
CLARK PARK AND RECREATION CENTER	TEMPE
CORONA DEL SOL HIGH SCHOOL TENNIS AND HANDBALL COURTS	TEMPE
ESCALANTE POOL AND COMMUNITY CENTER	TEMPE
ESQUER WATER PLAYGROUND AND SKATE/BIKE PARK	TEMPE
HUDSON WATER PLAYGROUND AND SKATE/BIKE PARK	TEMPE
JAYCEE PARK WATER PLAYGROUND	TEMPE
KIWANIS PARK BATTING CAGE	TEMPE
KIWANIS PARK RECREATION CENTER AND WAVE POOL	TEMPE
MARCOS DE NIZA HIGH SCHOOL TENNIS AND RACQUETBALL COURTS	TEMPE
MCCLINTOCK HIGH SCHOOL POOL	TEMPE
MCCLINTOCK HIGH SCHOOL RACQUETBALL AND TENNIS COURTS	TEMPE
NORTH TEMPE COMMUNITY CENTER	TEMPE
TEMPE BEACH PARK	TEMPE
DIABLO STADIUM COMPLEX	TEMPE
TEMPE HIGH SCHOOL TENNIS AND RACQUETBALL COURTS	TEMPE
TEMPE SPORTS COMPLEX AND SKATE PARK	TEMPE
SRP TOWN LAKE MARINA BOAT FACILITIES	TEMPE
WESTSIDE COMMUNITY CENTER	TEMPE
ASU RECREATION CENTER AND CAMPUS ATHLETIC FACILITIES	ARIZONA STATE UNIVERSITY

Tempe uses the following as a general guideline for the development and location of facilities and the accessibility for open space, parks, recreation and cultural facilities:

Table 16 Recreation Facility Inventory

FACILITY	CITY FACILITIES	PUBLIC FACILITIES	PRIVATE FACILITIES	TOTAL FACILITIES	RECOMMENDED STANDARD (IN POPULATION)	FACILITIES REQUIRED PER STANDARD	ADDITIONAL FACILITIES NEEDED BY 2020 POPULATION ESTIMATE= 183,000
SOFTBALL/BASEBALL FIELDS	23	13	1	37	1/5,000	36	0
MULTI-USE FIELDS BASEBALL/SOFTBALL & FIELD SPORTS	14.5	4	NA	18.5	1/5,000	36	17.5
FIELD SPORTS FOOTBALL/SOCCER/LACROSSE/ ETC FIELDS/	25	15	2	42	1/10,000 (Soccer) 1/20,000 (Football)	18 9	0
RUNNING TRACKS	0	6	0	6	1/10,000	18	12
BASKETBALL COURTS	47.5	46	9	102.5	1/1,250	146	43.5
TENNIS COURTS	19	60	18	97	1/4,000	45	0
SAND VOLLEYBALL COURTS	24	NA	NA	24	NA	NA	NA
PLAYGROUNDS	51	27	15	93	1/2,500	74	0
SHELTERS/RAMADAS	70	0	1	71	1/10,000	18	0
SWIMMING FACILITIES	3	2	5	10	1/20,000	9	0
SPLASH PADS/WET PLAYGROUNDS	4	NA	NA	4	NA	NA	NA
SKATE/BIKE PARKS	3	NA	NA	3	NA	NA	NA
DOG PARKS	5	NA	NA	5	NA	NA	NA
COMMUNITY/RECREATION CENTERS	7	0	3	10	1/30,000	6	0

NA- not available

Source for standards: http://www.prm.nau.edu/prm423/recreation_standards.htm

Tempe's population for 2020, 2030 and 2040 is projected to be 183,000, 211,000, and 217,000 respectively.

PUBLIC SERVICES

The Tempe community has a long history of receiving quality services, starting with higher education in 1885, railroad service in 1887, private water service in 1892, electric service in 1898 and telephone service in 1900. The first high school was built in 1900, and, and volunteer fire services began in 1902. The first municipal sewer system was constructed in 1913 and Council established the Department of Public Works in 1915. Tempe Beach Park, the first park in Tempe, opened in 1923 with the state's first Olympic-sized swimming pool. Rio Salado (Tempe Town Lake) planning began in 1966, and the first water treatment plant opened in 1967. The first Mill Avenue Arts and Crafts Fair (now Tempe Festival of Arts) was held in 1969, marking the beginning of a successful tradition of event coordination. In 1971, the Fiesta Bowl further enhanced Tempe's image as a premier event location. As Tempe has grown from 1894 to 2002, it has increased services to a growing community.

Tempe human services are designed to integrate resources and opportunities to assist residents of all ages and abilities in improving their quality of life and self-sufficiency. These services provide personal and professional assistance in a variety of ways to residents and families. The programs offered to Tempe residents and surrounding communities range from youth services such as the child care and enrichment program (Kid Zone), to diversion and counseling, to multi-generational activities and homelessness and housing assistance or family self-sufficiency training. Receiving a quality education is important to all residents and students, and the community prides itself on its well-educated public. While City of Tempe is not the institution in charge of schools yet it sees its role as a collaborative partner with those institutions to enhance education in Tempe.

HUMAN SERVICES

The programs offered to Tempe residents and surrounding communities range from youth services such as the child care and enrichment program (Kid Zone), to diversion and counseling, to multi-generational activities and homelessness and housing assistance or family self-sufficiency training.

The Kid Zone Before-and-After-School Enrichment Program is a dynamic community response to changing lifestyles and needs of families in Tempe. The program addresses the increased number of children needing a safe, enriching place when out-of-school. Health and life skills education is available as part of the curriculum. Kid Zone operates both before and after school programs at 18 Tempe and Kyrene Schools, children in the grades K-5 at 14 of our schools and K-8 at 3 of our schools. A pre-School Program for 2 year olds to Pre-Kindergarten is also offered.

Diversion works in partnership with the Tempe City Court, Prosecutors Office and Police Department to provide the following community based programs of redirection: Community, Adult and Youth Diversion, Domestic Violence

Intervention, Home Detention, Substance Abuse Screening and Probation. Tempe's counseling program is a state licensed outpatient mental health facility. Licensed therapists treat individuals, couples, children adolescents, and families. Multi-Generational and senior programs offer services and involvement opportunities for residents and community members of all ages. Specific programs and partnerships are available for adults 50+ and include health and wellness resources, recreational and social activities, volunteer and continued learning opportunities.

Homeless and Housing Assistance and self-sufficiency training services available from a variety of federal housing programs are administered to those who need assistance. Family Self-Sufficiency connects and teaches families about local community partnerships for support with education, training, financial literacy, day care, self-empowerment workshops, self-employment, and employment, often times with the goal to increase income or be self-reliant. Tempe's housing services provide rental assistance to low income households and pathways to success and permanent supportive housing programs. Tempe is committed to preventing and addressing Homelessness as part of a regional effort by:

- Resources and information to residents who are experiencing homelessness and those who are at risk,
- Assistance to residents and local businesses that have concerns about homelessness in our community,
- Communication by the City's Homeless Outreach Team,
- Participation in regional planning efforts through the Maricopa County Continuum of Care, as well as facilitate the Annual Homeless Street Count in Tempe and
- Providing community education on homelessness and its impact within Tempe.

Tempe Community Council (TCC) is a community-based nonprofit, supported by City of Tempe funds with a 40-year history of encouraging resident interaction and commitment to human services in Tempe. TCC serves as a unique convening point for government, nonprofits, the faith community and residents to work together to ensure that the most vulnerable in our community are served with dignity and provided with a comprehensive system of support. In addition, City of Tempe and Tempe Community Council partner through Commitment to Schools (C2C) to bring community resources into schools to reduce barriers to academic success. Trends identify the changing nature and increased vulnerability of many Tempe residents. The following are among the trends identified by our human service providers:

- Behavioral health issues and the development of prevention programming in substance abuse and mental health are paramount for healthy community,
- There is a need for more human services programming for older generations and multi-generational families,
- There is continued need for coordinated, collaborative and efficient delivery of human services on a regional and local level that maximizes resources, minimizes duplication and connects people in need more easily with vital resources,
- There is a lack of affordable, accessible, and livable housing for disabled, seniors, low-income and workforce populations,
- Vulnerable populations from the recent recession necessitate increased demand for basic needs (nutritious food, shelter, clothing, and homeless services). In addition and in order to regain stability, residents require supportive services, (transportation, affordable childcare, workforce development and affordable housing) to promote a path to self-sufficiency,
- Youth development programming and services was ranked most critical for a healthy community by key stakeholders in the 2012/2013 Human Services Survey, and
- Tempe students face many barriers to their success in school, including lack of early childhood education, lack of resources (food, clothing) and teen pregnancy.

EDUCATION

A strong focus on education is a key element to strengthening and enriching the community. The City of Tempe and the local schools have a long history of collaboration that serves to enhance education, facilitate development, coordinate the mutual use of public school buildings and public parks, and create complementary programs. Tempe City Council recently identified Education as key strategy on which the City should focus for the benefit of the community as the future offers more opportunities to further these goals.

Table 17 Inventory of Schools, Colleges and Universities

Arizona State University	
Rio Salado Community College	
Southwest College of Naturopathic Medicine	
Public Schools	
Tempe High School	Kyrene de los Ninos
McClintock High School	Kyrene del Norte
Marcos de Niza High School	C.I. Waggoner Elementary School
Corona Del Sol High School	Kyrene Middle School
Compadre Academy	
Aguilar Elementary School	Public Charter Schools
Arredondo Elementary School	Ascending Roots and Scholastic & Athletic Premise
Broadmor Elementary School	Ben Furlong Education Center
Bustoz Elementary School	Center for Educational Excellence
Carminati Elementary School	Classical Kids Academy
Connolly Middle School	D.W. Higgins Institute
Curry Elementary School	Grand Canyon College Prep Charter School
Evans Elementary School	Humanities and Science High School
Fees College Preparatory Middle School	Humanities and Sciences Academy Arizona
Frank Elementary School	Integrity Education Centre
Fuller Elementary School	International Commerce Institute - Tempe
Getz School	James Madison Preparatory School
Gilliland Middle School	Learning Crossroads Basic Academy
Holdeman Elementary School	LS Legends
Hudson Elementary School	Montessori Day Public Charter School
Laird Elementary School	Montezuma Middle School
Tempe Academy of International Studies	New School for the Arts Charter School
Meyer Elementary School	Pinnacle High School
Nevitt Elementary School	Student Choice High School
Rover Elementary School	Tempe Accelerated High School
Scales Technology Academy	Tempe Horizons Charter School
Thew Elementary School	Tempe Preparatory Academy
Ward Traditional Academy	Tutor Time Charter School

Wood Elementary School Kyrene de las Manitas Kyrene de la Mariposa	
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Schools in Tempe

Three school districts serve Tempe: Kyrene Elementary has six schools, Tempe Elementary has 22 schools, 20 of which are in Tempe, one in the Town of Guadalupe and one on the boarder of Tempe and Phoenix and Tempe Union has eight schools. As of 2012, there are no plans to add additional public schools within Tempe. There are also 20 charter and private schools for educational choice.

SCHOOL DISTRICTS

TEMPE ELEMENTARY SCHOOL DISTRICT - is composed of 22 schools that provide 16 elementary schools grades kindergarten through five, a developmental special needs school, four middle schools grades six through eight, a K-8 school and a K-8 traditional school. There are approximately 12,000 students in the district. The student population of Tempe Elementary School District consists of diverse cultural, ethnic, and socio-economic groups.

KYRENE SCHOOL DISTRICT - is comprised of six schools (five elementary and one middle school). Kyrene's boundaries extend beyond Tempe to include portions of Chandler, Guadalupe, and Phoenix. Kyrene enrolls approximately 18,000 students in kindergarten through eighth grade, and over 400 preschool children. In addition they provide alternative or enhanced approach to learning with Dual Language Academy, Kyrene Traditional Academy, College Preparatory Academy, Leadership Academy, and Self-Contained Gifted.

TEMPE UNION HIGH SCHOOL DISTRICT - (TUHSD) serves nearly 14,000 students in five comprehensive high schools, one non-traditional high school, and one academy for gifted students. High Schools within Tempe are Tempe High, McClintock High, Corona Del Sol High and Compadre Academy. The District encompasses 162 square miles and serves the City of Tempe, the Town of Guadalupe, the Gila River Indian community, the Ahwatukee Foothills area of Phoenix and parts of Chandler. Tempe High offers an international baccalaureate program.

COLLEGES AND UNIVERSITIES

ARIZONA STATE UNIVERSITY - with its home campus in downtown Tempe is the only public institution that offers four-year, graduate and doctoral education. The Tempe campus is the largest of ASU's campuses, with over 59,000 students (2012) enrolled in at least one class on campus. The Tempe campus is ASU's original campus, and Old Main, the first building constructed, still stands today. There are many notable landmarks on campus, including Grady Gammage Memorial Auditorium, designed by Frank Lloyd Wright, Palm Walk, which is lined by 111 palm trees, Charles Trumbull

Hayden Library, the University Club Building, and University Bridge. The Tempe campus is also home to all of the university's athletic facilities.

MARICOPA COMMUNITY COLLEGES—RIO SALADO COLLEGE -Maricopa Community Colleges administrative offices as well as Rio Salado Community College are located in Tempe. Rio Salado College provides two-year degrees as a distance learning college. Rio Salado College is individually accredited, yet part of a larger system — the Maricopa County Community College District. The District is the largest provider of health care workers and job training in Arizona — a major resource for business and industry and for individuals seeking education and job training. Approximately 1,000 occupational programs (degrees and certificates), and 37 academic associate degrees are offered within the college system. Transfer agreements with public and private colleges and universities enable seamless transitions to four-year institutions.

SOUTHWEST COLLEGE OF NATUROPATHIC MEDICINE (SCNM) — is a 4 year post-graduate medical school specializing in Naturopathic Medicine. The college trains students to be primary care physicians using methods such as botanical medicine, homeopathy, physical medicine, nutrition, acupuncture/Chinese medicine, hydrotherapy, pharmacology, and minor surgery.

Additionally, there are four for-profit technical training colleges and three religious institutions. The abundance of education facilities and institutions in Tempe provides significant opportunity for the city and institutions to collaborate and poses challenges to coordinate.

MUNICIPAL COURT

Tempe Municipal Court represents the judicial branch of government and is responsible for the neutral, fair and impartial administration of justice. The Court has jurisdiction of civil traffic, criminal traffic, criminal misdemeanors, City Ordinance violations, and protective orders.

Tempe Municipal Court has established the services to address the changing needs of the larger community. In 2003, Tempe created Mental Health Court. This is a collaborative effort involving a Judge, prosecutor, defense counsel, and mental health professionals to coordinate services for offenders with mental illness and ensure they receive equal access to justice. In 2006, Tempe along with two other founding courts established a Regional Homeless Court on the Human Services Campus at the Lodestar Day Resource Center in Phoenix. This court is designed to help homeless individuals who have demonstrated a commitment to end their homelessness resolve outstanding low level, victimless offenses. Regional Homeless Court services have expanded to hear cases from all limited jurisdiction courts in Maricopa County, including 23 Municipal Courts and 26 Justice of the Peace Courts.

Administration of justice includes the collection of fees and fines. Tempe developed a case management system that provides the ability to pay outstanding monies due by telephone (IVR – Interactive Voice Response system) and Internet (IWR – Interactive Web Response system). Tempe Municipal Court’s challenge in the next ten years is to ensure equal access to justice for society with ever-changing demographics and needs. In anticipation, Tempe Municipal Court has established a Language Access Plan to remove language barriers for people needing to access the court and initiated capital improvement projects to continue to provide physical accessibility to the public.

APPENDIX B

GLOSSARY

This Glossary has been provided to assist in understanding planning terms used in this document. These terms are part of the language used by elected and appointed City officials as well as City Staff. Additional phrases and more specific definitions are provided in the Zoning & Development Code.

20-Minute City: The ability to reach services that fulfill daily needs within travel distances of 20 minutes. This involves improving transport connections to desired destinations (especially walking, biking and transit), ensuring residential neighborhoods or new development provide sufficient customers (through housing) to support neighborhood services, as well as strategic location of services into commercial centers.

Accessory Unit: A secondary residential facility that is either attached to or detached from the primary residence.

Acre-foot: Equal to 325,851 gallons of water, or the amount of water that would cover one acre of land to a depth of one foot.

ADA: The Americans with Disabilities Act gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, State and local government services, and telecommunications. Specific criteria affecting building design and public accommodations are found in the accompanying *Americans with Disabilities Act Accessibility Guidelines (ADAAG)*.

Adaptive Reuse: A use of land or structure that is different from what was originally intended or built, but is economically feasible and compatible with the area or structure.

Affordable Housing: Housing costs, such as rent or mortgage and utilities that do not exceed a portion of household's gross income or create an undue burden to sustain basic household needs.

Air Pollution: Concentrations of substances in the atmosphere, such as dust, pollen, soot or chemicals, which are detrimental to the health, comfort or safety of individuals, or which may damage property.

Alley and Alleyways: Lanes or passageways used to access the rear of lots or buildings.

Alternate Modes of Transportation or Alternative Transportation: Modes of travel, such as bus, rail, carpool, vanpool, bicycle and pedestrian which do not use a single-occupancy vehicle.

Annexation: A legal means used by an incorporated community to increase its land area.

Aquifer: A water-bearing formation of sand, gravel, silt, clay or consolidated rock.

Archaeological Site: A site that has or shows potential for having important information about the understanding of human prehistory or history. Such information may consist of evidence of past human life, habitation or activity, as well as material remains.

Arizona Department of Environmental Quality (ADEQ): The State of Arizona agency responsible for addressing environmental quality issues as determined by the State Legislature and/or as mandated by the federal government through the Environmental Protection Agency.

Arizona Department of Transportation (ADOT): The State of Arizona agency that addresses research, planning, design, construction, maintenance, and operations of the state transportation system, such as the freeway system.

Arizona Department of Water Resources (ADWR): The State of Arizona agency that addresses water resource planning and enforcement of state and federal laws addressing use of groundwater and conservation measures.

Arizona Native Plant Law: Passed in 1997 to protect listed native plants which cannot be disturbed without a permit and tag from the Arizona Department of Agriculture.

Arterial Street: A street designed to move large numbers of vehicles within a community at a moderate speed, such as Rural Road, McClintock Drive, Broadway Road and Baseline Road.

Artifact: Any individual item or element related to an archaeological site or historic property.

Assessment: A contribution by several property owners toward a common benefit such as sidewalk, street, lighting or landscape treatments that would be beneficial to a specific area of the community.

Bicycle Lanes: On-street facilities designated for bicycles created by pavement striping.

Bikeways: Any road, path or way which, in some manner, is specifically designated as being open to bicycle travel, regardless of whether such facilities are designated for the exclusive use of bicycles or are to be shared with other transportation modes.

Blight: An area other than a slum, where sound municipal growth and the provision of housing accommodations is substantially retarded or arrested in a predominance of the properties by any of the following: a dominance of defective or inadequate street layout; faulty lot layout in relation to size, adequacy, accessibility or usefulness; unsanitary or unsafe conditions; deterioration of the site or other improvements; diversity of ownership; tax or special assessment delinquency exceeding the fair market value of the land; defective or unusual conditions of title; improper or obsolete subdivision platting; the existence of conditions that endanger life or property by fire and other causes. (Arizona Revised Statutes 36-1471)

Bond: A certificate of debt issued by a government guaranteeing payment of the original investment plus interest by a specified future date.

Brownfields: Abandoned or under-used sites upon which expansion or redevelopment is complicated by real or perceived environmental contamination.

Buffer Zone: A physical separation or distance between incompatible uses that could be negatively impacted. The area has more neutral land uses that do not create negative impacts such as open space, landscape treatment, retention, recreational use or parking.

Build-Out: A point in the development of a community where all parcels of land have been developed.

Capital Facilities: Necessary public amenities that are permanent to the City's assets, primarily financed by long-term debt and not from the City's annual operating budget, such as land purchases or facility design and construction.

Capital Improvement Program (CIP): A public document adopted by City Council that outlines a five-year plan for public acquisition and construction projects within the community. It is subject to annual review, modification and prioritization based on funding to guide the remaining years.

Carbon Monoxide: A colorless and odorless gas regulated by federal standards, which is a byproduct of burning carbon-based fuels.

Central Arizona Project (CAP): The Central Arizona Project provides Colorado River water to Tempe through the CAP Canal. The CAP system is operated by the Central Arizona Water Conservation District.

CERT: A Community Emergency Response Team (CERT) trained to give Tempe residents the decision-making and physical skills to offer immediate assistance to the community.

Charrette: A creative brainstorming session for planning and design, which can include neighbors, planning professionals, developers, architects, traffic specialists, businesses, city policy makers, and other special interest groups.

Circulation: Movement and interface of all modes of travel, including private automobile, bicycle, walking, and transit, within the complete network of transportation facilities. Freeway, multi-use paths, sidewalks, streets, railways and bus routes are elements of the transportation system that facilitates circulation of all modes.

Collector Street: A street intended to move a moderate number of vehicles within a community at a slow rate of speed, and connecting arterial and local streets. Examples include Alameda Drive, Hardy Drive and College Avenue.

Community Facility District: A special taxing district formed by the consent of property owners to recover capital costs by selling bonds and assessing taxes to service the bonds. The taxes are paid only by properties in the area benefiting from the facilities.

Community Park: Publicly-owned land, larger in scale than neighborhood parks, but smaller than regional parks, with public access to recreation opportunities beyond what neighborhood parks provide.

Commute Time: The amount of time that it takes to travel between places of residence and employment.

Consolidated Plan: A plan required by the U.S. Department of Housing and Urban Development (HUD), developed locally to coordinate management, administration and funding of all HUD Programs, including Community Development Block Grant (CDBG) and HOME Programs which provide quality housing and create diverse, safe, affordable, accessible and suitable residences.

County Island: An unincorporated geographic area surrounded by a city or cities and/or an Indian Community.

Creative Class: Creative Class is a class of workers whose job is to create meaningful new forms. It is composed of scientists and engineers, university professors, poets and architects, and also includes "people in design, education, arts, music and entertainment, whose economic function is to create new ideas, new technology and/or creative content" (Florida, Richard. *The Rise of the Creative Class*, 2002,).

Crime Prevention Through Environmental Design (CPTED): A theory that crime may be prevented by design of physical space, such as property access control, natural surveillance through architecture, landscape and lighting applications, creating sense of ownership, identification of property management and maintenance.

Cubic Feet per Second (CFS): The measure of water velocity by volume of water that passes a given point during a specified time period.

Demographics: The statistical study of a human population and related characteristics such as distribution and density.

Density: The ratio of the number of dwelling units or residential units per acre of land.

Day-Night Sound Level (DNL): The 24-hour average sound level in decibels averaged over a year. A maximum noise level is designated by the FAA to protect land uses by imposing a penalty for aircraft operations exceeding the allowed daily average during nighttime hours.

Diverse Continuity - a particular built environment in which the various components (buildings, signs, art elements, landscape) exhibit a distinguishable commonality of form, scale, materials, etc., yet are sufficiently differentiated so as to avoid monotony; the end result being a sense of place that is at once recognizable and vibrant.

Du/Ac: Dwelling units per acre: the number of residences on one acre of land.

Dwelling Unit: A residence (single family detached or attached, townhome, duplex, four-plex or apartment) with sleeping, eating, cooking, and hygiene facilities intended for non-transient occupancy by one household holding a mortgage or lease for residential purposes.

Easement: Authorization for a specified use of property or a portion of the property, such as aviation, construction, access or utility infrastructure or maintenance.

Economic Base: The combination of all businesses generating revenues within a community in the form of fees, permits, sales taxes, property taxes and resident income from employment.

Economic Impact Model: A mathematical model or formula that measures the direct and indirect costs and benefits of a project or development.

Eminent Domain: Authority of a government to take, or to authorize the taking, at fair market value, of private property for public use, health, welfare or safety.

Employment Center: An area targeted for business attraction, business retention and workforce development to promote employment growth within a city.

Employment Concentration: An area in which the concentration of people working measured by workers per acre, is higher than the average concentration of workers for the region.

Employment Zone: A regional area in which the majority of people both work and live.

Enterprise Zone: An area in which businesses may qualify for income tax and property tax benefits if they create new quality jobs, a percentage of which are filled by residents of an enterprise zone, are engaged in manufacturing to meet certain criteria or are investing in capital assets.

Existing Land Use: The actual use of a parcel of land, regardless of zoning.

Federal Aviation Administration (FAA): The federal agency responsible for airport flight operations, including contorting take-off and landing patterns to address efficient aviation transport, noise mitigation and public safety concerns. This agency has no authority in land use issues but is involved with airport planning as it pertains to their role.

Flood, 100-Year: The size of a flood expected to occur on average every 100 years, based on historical streamflow data, flood control structures and channel design. A 100-year flood may occur in any year, or in consecutive years in rare cases.

Flood Plain: A relatively level land area subject to flooding in any given year, and designated as an "area of special flood hazard" by the Federal Insurance Administration.

Floor Area Ratio: Dividing the total square feet of buildings on a parcel, by the size of parcel in square feet.

Freeway: A divided highway with controlled access points intended to move large quantities of vehicles through a community at high speed to serve larger regional transportation needs.

Gateway: A specialized treatment of specific locations on the boundaries of a community which may utilize a unique pavement treatment, landscaping or traffic signals, as well as distinctively designed signs to readily identify entry and exit to and from a community.

General Plan: A formally adopted public document, containing goals, objectives and policies for the physical development of the community.

General Plan Amendment: A change to the language in the General Plan or colors or text on the General Plan Land Use map.

Goal: A broad statement covering a long-term commitment to be reached by the achievement of smaller objectives.

Grade Separation: A physical structure (such as a bridge, barricade, overpass or underpass) or intersection that separates motor vehicles, pedestrians or bicyclists. Examples are the pedestrian bridge over the Superstition Freeway (US 60), the pedestrian bridge over University Drive through the Arizona State University campus and the railroad crossings at Mill Avenue and McClintock Drive.

Green Building: An approach to sustainable development featuring recycling, reuse, building siting and materials that respond to climatic conditions reducing impacts on the natural environment.

Green Street: Collector streets (half-mile) already serving as high-volume bicycle and pedestrian corridors which also serve as priority routes for bicyclists and pedestrians, while functioning as connectors to other bicycle/pedestrian corridors, such as off-street multi-use paths. Green Streets are particularly important in providing pedestrian and bicycle access to parks, shopping, schools, civic places, and other community destinations.

Green Waste: Materials such as lawn clippings and tree trimmings, normally disposed of as part of solid waste that can be turned into mulch and reused for landscape treatments.

Groundwater: Water from underground aquifers.

Groundwater Recharge: Water infiltration and percolation from land areas or streams, or by artificial means, through permeable soils into water-holding rocks providing underground storage (aquifers).

Growing Smarter: State legislation approved in 1998 and subsequent amendments, intended to increase public participation in community planning, promote regional cooperation in planning, preserve open space and develop strategies that address growth-related issues.

Habitat: The physical features, biological characteristics, and ecological system needed to provide food and shelter for wildlife.

Hardscape: Material such as tile, brick, concrete, or other surface treatment used in a landscape, such as a plaza or courtyard.

Heat Island: Areas that cannot naturally cool down as a result of concentrations of surfaces which absorb heat during the day and radiate it into the atmosphere at night, increasing both day-and-night-time temperatures. An ancillary result is increased use of energy to compensate for higher temperatures, further exacerbating the heat island effect.

High Capacity Transit: A public transit system, such as rail, that can accommodate large volumes of riders.

Historic District: A group of properties, located in a defined area, which express "a distinctive character worthy of preservation." As an overlay zone, it may encompass all types of buildings, structures, landmarks, places of social or cultural significance and archaeological sites.

Household: Person or persons occupying a dwelling unit.

Housing and Urban Development, U.S. Department of (HUD): A cabinet-level department of the federal government that administers housing and community development programs.

Impact Fee: A fee assessed to pay for the cost of capital facilities required to serve a new development. A developer may, in some cases, contribute construction of dedicated facilities instead of paying impact fees.

Improvement District: An area formed at the request and approval of benefiting properties to assess themselves for the costs of municipal improvements.

Infill Development: The development of a vacant parcel or re-use of a parcel between existing developments.

Infrastructure: The essential facilities that serve, support and protect the community, such as water, sewers, streets and freeways, public utilities, schools, libraries, parks, police and fire facilities.

Intensity: An expression of height and mass as represented by floor area ratio which compares the square footage of the building to the parcel size, which can include the amount of open space remaining on the site. Intensity has three components: building mass, development cover, and open space.

Jobs-Housing Ratio: The balance between the number of jobs and the number of housing units. The ratio is calculated by dividing the total number of jobs by the total number of housing units in a given area. The jobs-housing ratio measures the opportunity to live near work and thus reduce commuting miles.

Landlocked: An area of land, surrounded on all sides by other cities or jurisdictions, without opportunity to expand or annex beyond the existing city limits.

Land Re-Use: Intensification of land use either adding to existing development or redeveloping by demolishing existing structures and replacing them with a more complex or larger development.

Land Use Principles: The methods that the City Council, public officials and staff use to review development proposals.

Light Rail: A system of electrically-powered mass transit vehicles on a fixed exclusive guideway typically located in street rights-of-way.

Livability: Achieving the factors that make their community livable such as political stability, social cohesion, safety, healthcare, education, jobs, public services, transportation, recreation, housing, and environmental quality.

Local Street: A street that moves local traffic at low speeds for direct access to residential, commercial or industrial land and connects to collector and/or arterial streets.

Level of Service (LOS): A description of street capacity stating that no street shall operate above a designated percent of its planned capacity.

Low Impact Development (LID): An innovative stormwater management approach with a basic principle that is modeled after nature: manage rainfall at the source using uniformly distributed decentralized micro-scale controls. LID's goal is to mimic a site's predevelopment hydrology by using design techniques that infiltrate, filter, store, evaporate, and detain runoff close to its source.

M & I: Municipal and industrial.

Maricopa Association of Governments (MAG): Formed in 1967 to address regional planning needs, member agencies include incorporated cities and towns and the Indian Communities within Maricopa County. MAG is the metropolitan planning organization for transportation and the lead air quality planning agency.

Maricopa County Flood Control District: The county authority responsible for flood determination and prevention, as well as flood management, to protect people and property from flood damage.

Member Lands: Salt River Project (SRP) "member lands" are lands owned by SRP shareholders. These lands are entitled to SRP stored water (SRP reservoir storage) and SRP developed water (groundwater from SRP wells) in an annual allocation set by the SRP Board, depending on reservoir storage levels.

MGD: Million gallons per day, a unit of water measurement.

Mixed-use: A specialized land use consisting of a combination of at least two approved land uses that upgrade or replace existing single use sites with quality development that is sensitively adapted to surrounding land uses. Uses in this form of development integrate vertically and/or horizontally and share parking.

Mode: A transportation-oriented term identifying a particular form of transportation such as bus, bicycle, airplane, boat, pedestrian, shuttle, automobile, fixed guideway or commuter rail transit.

Multi-Modal: The use of more than one mode (a type or form) of transportation.

Multi-Modal Paths: Hard surface trails designed for non-motorized transportation. Signs, crossings, vegetation, rest and staging areas developed in conjunction with these paths are also primarily designed for non-motorized recreation.

National Register of Historic Places: As established by the Historic Sites Act of 1935 (16 U.S.C. § 461 et seq.) and expanded by the National Historic Preservation Act of 1966 (16 U.S.C. § 470 et seq.) as amended. It is the nation's official listing of prehistoric and historic properties worthy of preservation, affording protection and recognition for districts, sites, buildings and structures significant in American history, architecture, archeology, engineering and culture. This significance can be at the local, state or national level. The national register serves both as a planning tool and as a means of identifying buildings, sites and districts that are of special significance to a community and worthy of preservation.

Neighborhood: A geographic area of a community defined by individuals who live and work in the area and share common needs such as housing, employment, education, goods or services, recreation or social interaction. The defined area is fluid, varying with different stakeholders in the neighborhood, but consisting of natural, built, economic and social environments.

Neighborhood Action Plan: A short-term plan focusing on one or more problems or objectives identified by an area's residents or businesses, developed by a small group or association for the purpose of resolving specific immediate issues such as lighting, traffic, graffiti, code enforcement or public infrastructure maintenance.

Neighborhood Park: City-owned land intended to serve the social and recreational needs of people living or working within a one-mile area.

Neighborhood Revitalization: A process of identifying areas experiencing decline (indicated by property values, business retention, building occupancy, physical conditions or social activities); tracking patterns of social and economic depreciation; and defining appreciation outcomes and strategies to stabilize or give new energy to the area.

Noise Attenuation: Reducing the noise level from a source using building materials or surfaces such as earth berms or concrete walls.

Non-member Land: Land that does not have Salt River Project (SRP) water rights or entitlements, requiring water to be purchased from other sources. Other municipal water supplies must be used to account for water deliveries to these lands.

NPDES: National Pollutant Discharge Elimination System.

Objective: A specific end that the community strives to attain as it moves toward broader goals.

Open Space: Areas used for active and passive recreation such as parks, playgrounds and golf courses, which may include storm water retention areas, railroad and canal bank rights-of-way, utility easements, plazas, open amphitheaters or other areas where people gather for social, cultural or recreational reasons.

Ordinance: Public law, in the form of City Regulations, adopted by the City Council.

Overlay District: An additional layer of regulation that modifies certain requirements within the base zoning but cannot change or restrict uses set forth in the base zoning.

Ozone: Chemical compounds which have been exposed to radiation from the sun react with other chemical compounds to form Oxygen atoms joined together as a molecule (Triatomic Oxygen). Ozone is an air pollutant near the surface of the earth and is a protective layer in the upper atmosphere. It occurs naturally as well as from uses of chemicals such as petroleum, solvent, paint, hairsprays and other household products, which form ozone as a byproduct.

PM-10: Measured federal threshold of allowable particulate material in the air.

Particulate: Material that is suspended or discharged into the air by sources such as wind, agricultural or construction activities, vacant lots, unpaved roads and smoke, at concentrations which impact public health or safety and are regulated by federal standards.

Passive Energy: Using the steady supply of solar energy through building designs that carefully balance energy requirements with the building's site and window orientation. The term "passive" indicates that no additional mechanical

equipment is used, other than the normal building elements. All solar is through windows is controlled; minimum use is made of pumps or fans to distribute heat or effect cooling. All passive techniques use building elements such as walls, windows, floors and roofs, in addition to exterior building elements and landscaping, to control heat generated by solar radiation.

Paths and Trails: Paved and unpaved surfaces for bicycle, pedestrian or equestrian use such as on-street bicycle lanes and multi-use paths which are publicly or privately owned and maintained.

Pattern(s) of Disinvestment: A mature area where standards are relaxed or not enforced, resulting in undesirable physical conditions such as incompatible land uses, zoning, or variances. Also known as the "Broken Window Syndrome," continued deterioration leads to physically, visually, socially and criminally undesirable conditions, as well as increased community costs and decreased property values.

Pedestrian Network: System of sidewalks, paths or any other non-motorized dedicated ways for pedestrians. The network includes facilities adjacent to streets, separated from streets and off streets (e.g. canals), providing accessibility for persons with disabilities, as well as other amenities such as lighting, public art and shade.

Pedestrian-Oriented Development: Developments that are designed or retrofitted to relate to human scale, regardless of location or density, to reduce vehicle travel and create a safe accessible and walkable environment.

Photovoltaic: Electricity generated from solar energy.

Planned Area Development: A proposed unified development, defined by a map, adopted ordinance regulations, locations and phasing of all proposed uses and other site improvements.

Project Area Committee (PAC): A group of residents, landowners, tenants, business people and other stakeholders in a defined area that provide input and guidance for the creation and implementation of a redevelopment plan.

Policy: A course of action designed to guide implementation of goals and/or objectives.

Potable: Water that has been treated to meet all standards for drinking water

Precursor: A compound that participates in the chemical reaction that produces another compound. For example, carbon monoxide, methane, non-methane hydrocarbons and nitrogen oxides in the presence of solar radiation react with other chemical compounds to create ozone.

Projected Land Use: The anticipated future use of a parcel of land.

Public Art: Artwork(s) located in public places and facilities, typically funded by the city.

Quality: Characteristics, such as physical design and layout of facilities or amenities, relationship and scale of development to surrounding area and appearance in terms of building materials, colors and landscaping, that are distinctive and desirable solutions to land use development.

Quality Initiative in Building: Quality Initiative in Building: (QIB) is a process for the design and construction of Tempe public facilities buildings, developed by the City of Tempe Public Works Department, with input from the City Architect and other entities, The goal of the process is to realize quality buildings and structures which are functional, durable and aesthetically pleasing, while ensuring that community goals and operational objectives are met.

Quality of Life Indicators: The benefits derived from increased physical activity; breathing clean air; having access to transportation choices, jobs, housing, education, open space, and healthy food; having adequate opportunities for recreation and leisure time; living in a pleasant, safe, and cohesive community; and having a sense of social belonging, among others.³

Quasi-Public Land: Land that appears to be public property or used for a public function, such as a hospital, golf course, park or plaza, but is privately-owned.

Recharge: Storing surface water or reclaimed water supplies in aquifers for future recovery and use.

Reclaimed Water/Effluent: Wastewater that has been treated to be reused for non-potable water uses.

Reclamation Facility: Facility to treat municipal wastewater for reuse or discharge.

Recreation, Active: Organized play areas such as softball, baseball, football and soccer fields, tennis and basketball courts, and various forms of children's play equipment.

Recreation, Passive: Type of recreation or activity that does not require the use of organized play areas.

Redevelopment Project: Any undertaking to acquire slum or blighted areas or portions of these areas and lands, structures or improvements, the acquisition of which is necessary or incidental to the proper clearance or redevelopment of these areas, or to prevent the spread or recurrence of slum and blight conditions; to clear any areas by demolition or removal of existing buildings, structures, streets, utilities or other improvements and to install, construct or reconstruct streets, utilities and site improvements essential to the preparation of sites for uses in accordance with a redevelopment plan; to make land available for residential, recreational, commercial, industrial or other use or for public use or to retain land for public use in accordance with a redevelopment plan. (Arizona State Statutes 36-1471).

Redevelopment Area/District: Designated by State law and City ordinance as an area in need of redevelopment. (see Redevelopment Element for detailed definition and criteria).

Redevelopment Plan: A plan for a redevelopment area that provides for the acquisition, clearance, reconstruction, rehabilitation or future use of the area.

Regional: Pertaining to activities or economies of a scale greater than that of a single jurisdiction which affect a broad geographic area.

³ Forkenbrock, D. J., & Weisbrod, G. E. (2001). *NCHRP REPORT 456: Guidebook for Assessing the Social and Economic Effects of Transportation Projects*. Washington DC: National Academy Press.

Regional Public Transportation Authority (RPTA): Public agency responsible for planning and management of an efficient and effective transit system within the context of a regional transportation plan, including coordination of locally-adopted transit plans, a regional rideshare program and assistance in the Maricopa County Travel Reduction Program.

Regulation: A law, rule or other order prescribed by authority, either local, regional, state or federal.

Rehabilitation: The act or process of making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.

Reinvestment: Establishing appreciation outcomes and strategies to support these outcomes by putting time, money or other resources into property currently owned, for the purpose of maintenance or enhancement, strengthening the natural, built, economic and social components of a neighborhood.

Restoration: The act or process of accurately depicting the form, features and character of a property as it appeared at a particular period of time by means of the removal of features from other periods in its history, reconstruction of missing features and repair of existing features from the restoration period. The limited and sensitive upgrading of mechanical, electrical, and plumbing systems and other code-required work to make properties functional is appropriate within a restoration project.

Retention/Detention Basin: Area designed to retain storm water runoff, which may be landscaped and/or used during non-storm periods for passive or active recreation.

Reverse Frontage: A type of development where the back of a parcel or rear of a development fronting a second street.

Revitalization: Coordinated research and activities focused on influencing the physical conditions, market, image and social network of an area; working to inspire confidence by restoring new life or activity, sometimes through public improvements that spark private investment.

Right-Of-Way (ROW): The portion of land over which a public route or street is built or adjacent land the City has a right to develop or use.

Regional Public Transportation Authority (RPTA): Public agency responsible for planning and management of an efficient and effective transit system within the context of a regional transportation plan, including coordination of locally-adopted transit plans, a regional rideshare program and assistance in the Maricopa County Travel Reduction Program.

Rezoning: An amendment to the Zoning Map and/or text of a zoning ordinance to effect a change in the nature, density, or intensity of uses allowed in a zoning district and/or on a designated parcel or land.

Riparian Zone: Area of vegetation and wildlife habitat dependent on the availability of water typically associated with stream flow.

Roosevelt Dam: Primary water supply reservoir in the SRP system completed in 1911 and expanded in 1996.

Salt River Project (SRP): Comprising the Salt River Valley Water Users' Association and the Salt River Project Agricultural Improvement and Power District, the Salt River Project provides surface water supplies to Tempe from six reservoirs on the Salt and Verde Rivers, along with groundwater from SRP wells.

Secretary of the Interior Standards (for the Treatment of Historic Properties): The Secretary of the Interior is responsible for establishing professional standards and providing advice on the preservation and protection of all cultural resources listed in or eligible for the National Register of Historic Places. These standards apply to all proposed development grant-in-aid projects assisted through the National Historic Preservation Fund, as well as any project impacted by a federal undertaking, and are intended to be applied to a wide variety of resource types, including buildings, sites, structures, objects, and districts. These Standards, revised in 1992, were codified as 36 CFR Part 68 in the July 12, 1995 Federal Register (Vol. 60, No. 133). They replace the 1978 and 1983 versions of 36 CFR 68 entitled "The Secretary of the Interior's Standards for Historic Preservation Projects."

Service: Labor not normally associated with the production of a physical good or sale of products, such as doctors, lawyers, dentists, accountants, financial institutions and professional advisors and consultants.

Setback: Required separation between the property line and buildable area of a site, as prescribed by the Zoning & Development Code.

Sidewalk: The portion of a street designed for pedestrian use, usually grade separated by a curb.

Single Occupancy Vehicle (SOV): A vehicle with only one occupant.

Site: A parcel of land used or intended for use.

Solar Access: The ability to receive sunlight across a property for use of solar devices or landscape treatments on-site, free from shadows cast by structures or objects on adjacent properties.

Specific Plan: A planning tool authorized through state legislation to provide more detailed information about a particular area, which amends the General Plan. The plan must be preceded by a Neighborhood Vision Plan and a Community Plan. Specific Plans are created if implementation of a Community Plan requires changes to the zoning ordinance, or to create other land use planning tools listed in the Land Use Element (see Land Use Element for descriptions of planning tools and requirements).

Spot Zoning: The granting of zoning by the City Council that singles out a parcel of land for a zoning district different from that of surrounding properties.

SROG: Sub-Regional Operating Group, consisting of the Cities of Phoenix, Tempe, Mesa, Scottsdale and Glendale, that owns capacity in the 91st Avenue Wastewater Treatment Plant.

Statistics: The science of data collection and analysis used for interpreting current and future conditions or trends such as demographics, economic markets, or environmental impacts at local, regional, national and international levels.

Statute: State law established by the legislature.

Street Car: A rail transit system operating entire route predominantly on streets in mixed-traffic. This service typically operates with single-car trains with frequent stops.

Strip Zoning: The granting of zoning by the City Council along an arterial street. It is normally associated with commercial or non-residential zoning.

Subdivision: The legal division of a large parcel of land into smaller parcels.

Subsidize: To assist by providing money or granting terms or favors such as cash, vouchers, tax credits, interest deductions, tax deferment, etc. that reduce costs for individuals, groups or businesses.

Surface water: Water from rivers and reservoirs.

Sustainable: Able to balance social/cultural, economic and environmental impacts of current actions without compromising future resources; may also be defined as providing financial stability or environmental responsibility for the community.

Sustainability: Flexibility within development to meet short and long term planning, as well as financial and community goals of the City; the ability to maintain present resource availability without compromising the ability of future generation's resource use.

Transit: Transportation by bus, rail, boat or other conveyance, either publicly or privately owned, which provides general or special service to the public on a regular and continuing basis. This category does not include school buses, charter or sightseeing services, or single-occupancy vehicles.

Transit Streets: Street corridors (typically arterials) that serve important functions as transit routes. Bus routes with 15-minute (or less) service frequency during the peak, as well as streets that share space with the light rail corridor, are examples. Transit Streets will be improved for accessibility to transit for pedestrians and bicyclists.

Transit-Oriented Development: Designated or retrofitted developments near transit centers and stations which promote safe and convenient access to busses and light rail, increasing ridership opportunities.

Transmission Lines: Above-ground electrical lines supported on structures and carrying electricity from generating facilities, receiving points and substations to industrial, commercial, residential and public users.

Transportation System: A comprehensive network of all modes of travel, the infrastructure and facilities, including circulation routes, used to move people and supplies between points throughout a city and linked to a larger regional system.

Universal Design: The design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Utility Lines: Pipes, cables or wires carrying utilities such as water, sewer, storm drainage, electric, telecom, cable or natural gas.

Xeriscape: Derived from the Greek word "xeros", meaning "dry," xeriscape refers to a landscape that uses little supplemental water, implementing seven identified water-conserving principles: appropriate planning and design; efficient irrigation systems properly designed and maintained; use of mulch; soil preparation; appropriate turf areas; water-efficient plant material; and appropriate maintenance.

Zoning: The division of a city into areas organized by related uses, defined by districts, with specific allowable and restricted conditions. Zoning legally defines rights to use of property and can be changed only through a legal hearing process. It is intended to implement the projected land use plan, promote land use compatibility and aesthetics, protect public health, safety and welfare, and ensure proper government service.

Zoning Ordinance: City document recognized by state law as the legal implementation tool of the General Plan. Known in Tempe as the Zoning & Development Code, it contains maps and rules defining districts with permitted land uses and allowable activities, as well as specific development standards such as building height, setbacks, densities, parking, landscaping and design guidelines governing how property can be developed and used.

APPENDIX C

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APPENDIX D

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General Plan 2040 Document Location Addresses

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