



**CITY OF SURPRISE**  
**General Plan Advisory Group Meeting**  
**16000 N. Civic Center Plaza**  
**Surprise, AZ 85374**  
 Tuesday, May 9, 2023 @ 6:00 PM  
 COMMUNITY ROOM

- A. Call To Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Current Events and Reports
- E. Staff Reports
- F. General Plan Advisory Group Agenda:

CONSENT AGENDA:

- 1. Internal Consideration and action to approve or disapprove the April 11, 2023 GPAG meeting minutes. Jason Moquin  
Community  
Development

REGULAR AGENDA ITEM - NON-PUBLIC HEARING:

- 2. Internal **Review and Discussion of Draft Goals and Policies** Jason Moquin  
Community  
Development
  - Introduction and Discussion of Small Group Approach
  - Small Group Review Activity (Two Rounds)
  - Overall Group Report Out of Review Comments

- G. Other Business and Future Agenda Items

GPAG Meeting No. 8, June 13, 2023

- H. Executive Session

For information purposes: Upon a public majority vote of a quorum (“Commission”), the Commission may hold an executive session, which will not be open to the public, but for only the following purposes: discussion or consideration of records exempt by law from public inspection (A.R.S. §38-431.03(A)(2));

or discussion or consultation for legal advice with the attorney or attorneys of the public body (A.R.S. §38-431.03(A)(3)).

Confidentiality Requirements: Pursuant to A.R.S. §38-431.03(C)(D), any person receiving executive session information pursuant to A.R.S. §38-431.02 shall not disclose that information except to the Attorney General or County Attorney or by agreement of the Commission, or as otherwise ordered by a court of competent jurisdiction.

The Commission may vote to hold an executive session for the purpose of obtaining legal advice from the Commission’s attorney on any matter listed on the agenda pursuant to A.R.S. § 38-431.03(A)(3).

- I. Adjournment

**SPECIAL NOTE: PERSONS WITH SPECIAL ACCESSIBILITY NEEDS, INCLUDING LARGE PRINT MATERIALS OR INTERPRETER, SHOULD CONTACT THE CITY CLERK'S OFFICE @ 623.222.1200 OR TTY 623.222.1002, BY NO LATER THAN 24 HOURS IN ADVANCE OF THE REGULAR SCHEDULED MEETING TIME.**

**CITY OF SURPRISE  
GENERAL PLAN ADVISORY GROUP  
MEETING NO. 6  
MEETING MINUTES**

**April 11, 2023  
6:00-8:00 PM**

**Council Chambers Community Room  
16000 N Civic Center Plaza, Surprise, AZ 85374**

**GENERAL PLAN ADVISORY GROUP MEETING #6**

**GPAG MEMBERS IN ATTENDANCE:**

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Anthony Robinson, Parks & Recreation | <input checked="" type="checkbox"/> Jeff Gibbs, COS Resident                         | <input checked="" type="checkbox"/> Mitchell Rosenbaum, Planning & Zoning Comm. |
| <input type="checkbox"/> Chris McComb, Imagine Prep. Academy             | <input checked="" type="checkbox"/> Jennifer Breading-Goodrich, COS Resident         | <input checked="" type="checkbox"/> Scott Phillips, Developer                   |
| <input type="checkbox"/> Daniel Gyorffy, COS Resident                    | <input checked="" type="checkbox"/> Kent Xander, Land Broker                         | <input checked="" type="checkbox"/> Steve Doolittle, COS Resident               |
| <input type="checkbox"/> Dennis Tyner, Ottawa University                 | <input checked="" type="checkbox"/> Margaret Lieu, Arts Commission                   | <input checked="" type="checkbox"/> Susan Draper, COS Resident                  |
| <input type="checkbox"/> Holly Medina, West Mec                          | <input type="checkbox"/> Mark James, Luke AFB  | <input checked="" type="checkbox"/> Taylor Earl, Land Use Attorney              |
| <input checked="" type="checkbox"/> Jay Leonard, COS Resident            | <input checked="" type="checkbox"/> Michael Boule, COS Water Resource Mgmt. Director | <input type="checkbox"/> William Lally, Land Use Attorney                       |

**CITY OF SURPRISE STAFF IN ATTENDANCE:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Jason Moquin, Planning Manager  | <input checked="" type="checkbox"/> Lloyd Abrams, Comm. Dev. Director |
| <input checked="" type="checkbox"/> Trever Fleetham, Planner-Senior |   |

**MICHAEL BAKER INTERNATIONAL (CONSULTANT STAFF) IN ATTENDANCE:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Matthew Klyszeiko, Consultant Project Manager | <input type="checkbox"/> Steven Sifferman, Consultant Planner |
|---|---|

**General Plan Advisory Group (GPAG) Meeting convened at 6:00 P.M.**

**Current Events and Reports:**

Planning Manager Moquin reviewed recent, current, and planned efforts outlined below:  
Joint City Council/Planning and Zoning Commission Workshop on February 23, 2023  
State of the City Address on March 30, 2023

**Consent Agenda:**

**Item No 1. Consideration and action to approve the General Plan Advisory Group Meeting Minutes of February 15, 2023.**

Approved

**Regular Agenda Item – Non-Public Hearing:**

**Item No 2. Arts & Culture – Arts & Culture presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International introduced Connie Whitlock of WHAM Art Association who presented on the impact that Arts & Culture activities have for a community. She put forth that nonprofit arts and culture organizations act as economic drivers, creating an industry that supports jobs, generates government revenue, and is the cornerstone of the tourism industry. She stated that cities that emphasize art benefit through more civic engagement, better child welfare, and lower poverty rates. Additionally, arts and culture have a great impact in economic development terms

since participation in arts by fostering and incubating the essential skills and leadership needed in today's world. Ultimately, art organizations are funded from a combination of earned income and contributed revenue mostly from private organizations, but a small percentage from government support. Investing in art locally helps further the creative economy and the expansion of creative enterprises and occupations. Art organizations in Surprise include Groundfloor Artists, Musical Surprise, Stage Left Productions, West Valley Arts HQ, and WHAM.

### *Arts & Culture Discussion*

The open discussion among the GPAG committee began in agreement that there has been a recent loss of interest in locally supporting art, however, the committee agreed that the Surprise community needs to emphasize art in order to generate local support, especially among young people. The definition of Art as understood by the City should include music and culture. This expanded definition should come across in the General Plan. Margaret Lieu, who sits on the Surprise Art Commission, expressed her vision of building an art center as a landmark for the City of Surprise.

### **Item No 3. OPEN SPACE – Open Space Presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International introduced the Open Space Component of the current General Plan. He summarized the six opportunities for open space conservation and access and the current trails framework of greenways, wash corridors, and created corridors that connected the community together and connect the people to the natural surroundings. Wildlife corridors were also discussed in light of the threat of total isolation of the White Tanks Mountains. Natural corridors to and through the mountain range are critical to a healthy ecosystem and thriving community. Within the land use of the current General Plan is the Open Space designation, which includes public and privately held lands that are intended to be preserved for natural areas, conservation areas and/or trail and other regional recreational facilities. Additionally, the Scenic Lands Development Sub Area is noted in the land use plan and consists of approximately 68,000 acres (over one-third of the Surprise Planning Area) of unique and scenic qualities that are only found in these pristine natural settings

### *Open Space Discussion*

The GPAG committee discussed on how there is no need for drastically changing the approach to open space preservation and wildlife corridors from the current General Plan. While the current General Plan is good, the open space land needs to be protected. This is due in part to the developed portions of the City not having as much open space as compared to the more rural areas. Perhaps Surprise should look to ways for transitioning land along McMicken Dam to preserve that area as open space. Also, the updated General Plan should include clarifying language between created and natural open space.

### **Item No 4. HOUSING – HOUSING Presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International summarized the City's resources for housing and the most recent statistics available for housing in the community. The current median sale price is \$406,000, according to Redfin as of April 2023. A recent study in November 2022 of the top 200 cities from SmartAsset ranked Surprise as the #1 destination where more young residents are buying homes. The presentation also delineated the difference between Housing Affordability and Housing Opportunity. Housing Affordability is when the occupant is paying no more than 30 percent of gross income for housing costs, including utilities as defined by the US Department of Housing and Urban Development. Housing Opportunity is focused on secure, stable, and attainable housing in areas of opportunity. Provides for a range of housing that considers neighborhood characteristics such as transportation options, proximity to jobs, educational resources, etc. to balance all needs associated with housing (including affordability).

## *Housing Discussion*

The GPAG committee endorsed the phrasing of the goal for Surprise to “be a home for everyone.” The committee further noted how it is interesting that there is broad community acceptance of the terms “affordable/attainable/workforce” housing. It only becomes locally contentious when discussing the siting of these types of housing options. While there is more acceptance of these terms than anticipated, they should be used cautiously since some people may interpret the terms as a subtle way of promoting increased density in the City. The committee concluded this discussion by settling that it is important for the General Plan to define a framework for addressing a diversity of housing options for all people as well as including a path for how all types of housing can “fit” in the community.

### **Item No. 5: SELECTION OF GPAG CHAIR & VICE CHAIR**

After closing last discussion topic on Housing, Consultant Klyszeiko of Michael Baker International turned the meeting back over to Planning Manager Moquin who introduced next agenda item selecting Chair and Vice Chair for the GPAG.

Planning Manager Moquin explained completion of the series of GPAG informational meetings (mtgs 1-6). At this point the General Plan Update process is transitioning to a Committee led approach for remaining time of the General Plan development and ratification process. Planning Manager Moquin then explained what the role of the Chair and Vice Chair would include.

- After group discussion, a motion by Committee Member Phillips was made to nominate Committee Member Mr. Steve Doolittle as the GPAG Committee Chair. Motion was second by Committee Member Robinson.
- Mr. Doolittle thanked the Committee for the nomination and followed up with clarifying questions, role and the responsibilities of the Chair. Following the discussion, the committee voted unanimously appointing Mr. Doolittle as the Chair of the GPAG.
- The group discussion then transitioned to electing a Vice-Chair. A motion was made by Chair Doolittle and second by Committee Member Rosenbaum to nominate Ms. Margaret Lieu as GPAG Committee Vice Chair. There was unanimous approval from the committee.

To close the meeting Planning Manager Moquin then facilitated a brief discussion with the Committee to help guide discussions with the newly appointed Chair and Vice-Chair regarding the agenda and format of GPAG Mtg #7.

### **ADJOURNMENT:**

General Plan Advisory Group adjourned at 8:00 P.M.

The foregoing instrument is a full, true and correct copy of the original document.

ATTEST BY: \_\_\_\_\_  
Jason Moquin, Planning Manager

DATE: May 1, 2023

**CITY OF SURPRISE  
GENERAL PLAN ADVISORY GROUP  
MEETING NO. 6  
MEETING MINUTES**

**April 11, 2023  
6:00-8:00 PM**

**Council Chambers Community Room  
16000 N Civic Center Plaza, Surprise, AZ 85374**

**GENERAL PLAN ADVISORY GROUP MEETING #6**

**GPAG MEMBERS IN ATTENDANCE:**

- |  |  |   |
|--|--|---|
| <input checked="" type="checkbox"/> Anthony Robinson, Parks & Recreation | <input checked="" type="checkbox"/> Jeff Gibbs, COS Resident                         | <input checked="" type="checkbox"/> Mitchell Rosenbaum, Planning & Zoning Comm. |
| <input type="checkbox"/> Chris McComb, Imagine Prep. Academy             | <input checked="" type="checkbox"/> Jennifer Breading-Goodrich, COS Resident         | <input checked="" type="checkbox"/> Scott Phillips, Developer                   |
| <input type="checkbox"/> Daniel Gyorffy, COS Resident                    | <input checked="" type="checkbox"/> Kent Xander, Land Broker                         | <input checked="" type="checkbox"/> Steve Doolittle, COS Resident               |
| <input type="checkbox"/> Dennis Tyner, Ottawa University                 | <input checked="" type="checkbox"/> Margaret Lieu, Arts Commission                   | <input checked="" type="checkbox"/> Susan Draper, COS Resident                  |
| <input type="checkbox"/> Holly Medina, West Mec                          | <input type="checkbox"/> Mark James, Luke AFB  | <input checked="" type="checkbox"/> Taylor Earl, Land Use Attorney              |
| <input checked="" type="checkbox"/> Jay Leonard, COS Resident            | <input checked="" type="checkbox"/> Michael Boule, COS Water Resource Mgmt. Director | <input type="checkbox"/> William Lally, Land Use Attorney                       |

**CITY OF SURPRISE STAFF IN ATTENDANCE:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Jason Moquin, Planning Manager  | <input checked="" type="checkbox"/> Lloyd Abrams, Comm. Dev. Director |
| <input checked="" type="checkbox"/> Trever Fleetham, Planner-Senior |   |

**MICHAEL BAKER INTERNATIONAL (CONSULTANT STAFF) IN ATTENDANCE:**

- |   |   |
|---|---|
| <input checked="" type="checkbox"/> Matthew Klyszeiko, Consultant Project Manager | <input type="checkbox"/> Steven Sifferman, Consultant Planner |
|---|---|

**General Plan Advisory Group (GPAG) Meeting convened at 6:00 P.M.**

**Current Events and Reports:**

Planning Manager Moquin reviewed recent, current, and planned efforts outlined below:  
Joint City Council/Planning and Zoning Commission Workshop on February 23, 2023  
State of the City Address on March 30, 2023

**Consent Agenda:**

**Item No 1. Consideration and action to approve the General Plan Advisory Group Meeting Minutes of February 15, 2023.**

Approved

**Regular Agenda Item – Non-Public Hearing:**

**Item No 2. Arts & Culture – Arts & Culture presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International introduced Connie Whitlock of WHAM Art Association who presented on the impact that Arts & Culture activities have for a community. She put forth that nonprofit arts and culture organizations act as economic drivers, creating an industry that supports jobs, generates government revenue, and is the cornerstone of the tourism industry. She stated that cities that emphasize art benefit through more civic engagement, better child welfare, and lower poverty rates. Additionally, arts and culture have a great impact in economic development terms

since participation in arts by fostering and incubating the essential skills and leadership needed in today's world. Ultimately, art organizations are funded from a combination of earned income and contributed revenue mostly from private organizations, but a small percentage from government support. Investing in art locally helps further the creative economy and the expansion of creative enterprises and occupations. Art organizations in Surprise include Groundfloor Artists, Musical Surprise, Stage Left Productions, West Valley Arts HQ, and WHAM.

### *Arts & Culture Discussion*

The open discussion among the GPAG committee began in agreement that there has been a recent loss of interest in locally supporting art, however, the committee agreed that the Surprise community needs to emphasize art in order to generate local support, especially among young people. The definition of Art as understood by the City should include music and culture. This expanded definition should come across in the General Plan. Margaret Lieu, who sits on the Surprise Art Commission, expressed her vision of building an art center as a landmark for the City of Surprise.

### **Item No 3. OPEN SPACE – Open Space Presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International introduced the Open Space Component of the current General Plan. He summarized the six opportunities for open space conservation and access and the current trails framework of greenways, wash corridors, and created corridors that connected the community together and connect the people to the natural surroundings. Wildlife corridors were also discussed in light of the threat of total isolation of the White Tanks Mountains. Natural corridors to and through the mountain range are critical to a healthy ecosystem and thriving community. Within the land use of the current General Plan is the Open Space designation, which includes public and privately held lands that are intended to be preserved for natural areas, conservation areas and/or trail and other regional recreational facilities. Additionally, the Scenic Lands Development Sub Area is noted in the land use plan and consists of approximately 68,000 acres (over one-third of the Surprise Planning Area) of unique and scenic qualities that are only found in these pristine natural settings

### *Open Space Discussion*

The GPAG committee discussed on how there is no need for drastically changing the approach to open space preservation and wildlife corridors from the current General Plan. While the current General Plan is good, the open space land needs to be protected. This is due in part to the developed portions of the City not having as much open space as compared to the more rural areas. Perhaps Surprise should look to ways for transitioning land along McMicken Dam to preserve that area as open space. Also, the updated General Plan should include clarifying language between created and natural open space.

### **Item No 4. HOUSING – HOUSING Presentation and Discussion.**

Consultant Klyszeiko of Michael Baker International summarized the City's resources for housing and the most recent statistics available for housing in the community. The current median sale price is \$406,000, according to Redfin as of April 2023. A recent study in November 2022 of the top 200 cities from SmartAsset ranked Surprise as the #1 destination where more young residents are buying homes. The presentation also delineated the difference between Housing Affordability and Housing Opportunity. Housing Affordability is when the occupant is paying no more than 30 percent of gross income for housing costs, including utilities as defined by the US Department of Housing and Urban Development. Housing Opportunity is focused on secure, stable, and attainable housing in areas of opportunity. Provides for a range of housing that considers neighborhood characteristics such as transportation options, proximity to jobs, educational resources, etc. to balance all needs associated with housing (including affordability).

## Housing Discussion

The GPAG committee endorsed the phrasing of the goal for Surprise to “be a home for everyone.” The committee further noted how it is interesting that there is broad community acceptance of the terms “affordable/attainable/workforce” housing. It only becomes locally contentious when discussing the siting of these types of housing options. While there is more acceptance of these terms than anticipated, they should be used cautiously since some people may interpret the terms as a subtle way of promoting increased density in the City. The committee concluded this discussion by settling that it is important for the General Plan to define a framework for addressing a diversity of housing options for all people as well as including a path for how all types of housing can “fit” in the community.

### Item No. 5: SELECTION OF GPAG CHAIR & VICE CHAIR

After closing last discussion topic on Housing, Consultant Klyszeiko of Michael Baker International turned the meeting back over to Planning Manager Moquin who introduced next agenda item selecting Chair and Vice Chair for the GPAG.

Planning Manager Moquin explained completion of the series of GPAG informational meetings (mtgs 1-6). At this point the General Plan Update process is transitioning to a Committee led approach for remaining time of the General Plan development and ratification process. Planning Manager Moquin then explained what the role of the Chair and Vice Chair would include.

- After group discussion, a motion by Committee Member Phillips was made to nominate Committee Member Mr. Steve Doolittle as the GPAG Committee Chair. Motion was second by Committee Member Robinson.
- Mr. Doolittle thanked the Committee for the nomination and followed up with clarifying questions, role and the responsibilities of the Chair. Following the discussion, the committee voted unanimously appointing Mr. Doolittle as the Chair of the GPAG.
- The group discussion then transitioned to electing a Vice-Chair. A motion was made by Chair Doolittle and second by Committee Member Rosenbaum to nominate Ms. Margaret Lieu as GPAG Committee Vice Chair. There was unanimous approval from the committee.

To close the meeting Planning Manager Moquin then facilitated a brief discussion with the Committee to help guide discussions with the newly appointed Chair and Vice-Chair regarding the agenda and format of GPAG Mtg #7.

### ADJOURNMENT:

General Plan Advisory Group adjourned at 8:00 P.M.

The foregoing instrument is a full, true and correct copy of the original document.

ATTEST BY: \_\_\_\_\_  
Jason Moquin, Planning Manager

DATE: May 1, 2023

## GPAG Meeting No. 7

### Goals and Policies Approach Outline

#### STEP 1 - APPROACH

In order to cover all of the Values in our allotted time, we will pair the Values into three stations (i.e. tables) as follows:

- A Welcoming Place & A Livable Community
- A Connected City & A Healthy Lifestyle
- A Competing Economy & A Sustaining Environment

#### STEP 2 - PROCESS

The small group review process will utilize two 30-minute rounds of conversation with 3-4 committee members and 1 staff facilitator seated around a table at each station. At the end of the 30 minutes, each member of the group moves to a different new station (i.e. table). Only the staff facilitator stays at the station to welcome the next group and briefly fills them in on what happened or what was shared in the previous round.

After the two 30-minute rounds of conversation, we will have three 10-minute rounds of report out where the table facilitator will share with the entire committee the various comments or feedback that was provided during the small group conversations. During this time, members of the committee will have a final chance to offer any closing observations based on the discussion summary.

#### STEP 3 – HOW TO COME PREPARED

To be as efficient with our time as possible, we ask that you complete the following preliminary efforts prior to the meeting:

- Please complete a preliminary read through of the Draft Goals along with their associated Policies. This will allow you to have a general familiarity with the overall composition of the draft material, leaving more time for actual small group conversation rather than baseline review.
- As you review the goals and policies, consider taking brief notes to guide your discussion comments during the meeting. You may also share your notes with the General Plan Team to ensure all comments are captured and considered.
- Given that we will have three stations and time for only two rounds of small group conversations, please evaluate the station pairings listed above and come prepared to identify the two groupings you most closely associate with and/or are interested in. (NOTE: The meeting report out format will still provide opportunity to review and comment on any station you don't get to participate in.)

## FINDING YOUR WAY BY INTEREST

This list is a companion to the Table of Contents, providing references for various areas of interest that were most commonly identified by community members during the public outreach process and are covered in multiple Sections of the Surprise 2040 - General Plan.

IF YOU WANT TO KNOW HOW THE GENERAL PLAN ADDRESSES...

<b>Water</b>	<ul style="list-style-type: none"> <li>How we will conserve water.....</li> <li>How we will manage our water resources.....</li> </ul>	Goals 5.4, 6.1, 6.2, 6.4, 6.6, 6.7 Goals 5.4, 6.1, 6.5
<b>Housing</b>	<ul style="list-style-type: none"> <li>How we will create housing opportunity at all levels.....</li> </ul>	Goals 2.1, 2.2, 2.3, 3.1, 3.2, 6.4, 6.5, 6.7
<b>Transportation</b>	<ul style="list-style-type: none"> <li>How we will increase mobility options.....</li> <li>How we will help to relieve congestion.....</li> </ul>	Goals 2.1, 3.1, 3.2, 3.4 Goals 2.1, 2.2, 3.1, 3.2, 3.3, 3.4
<b>Neighborhoods</b>	<ul style="list-style-type: none"> <li>How we will promote quality design.....</li> <li>How we will protect existing rural development.....</li> </ul>	Goals 2.1, 2.2, 2.3, 3.1, 3.2, 5.1, 5.2, 5.3, 5.4, 5.5, 6.1, 6.2, 6.4 Goals 1.1, 1.2, 1.3, 2.1, 2.3, 3.1, 3.2, 3.3, 3.4
<b>Open Space</b>	<ul style="list-style-type: none"> <li>How will we prioritize open space.....</li> <li>How will we increase access to open space areas.....</li> </ul>	Goals 2.1, 2.3, 3.1, 5.1, 5.2, 6.1 Goals 2.1, 3.1, 3.2, 3.4, 5.1, 5.2

## DRAFT GOALS & POLICIES ORGANIZED BY VALUE

Value 1: A Welcoming Place

(We value) A strong inclusive culture and commitment to action through embracing continued public engagement and collaboration among residents, government entities, institutions, and the business community. **(4 Goals, 13 Policies)**

Old GP	Surprise 2040 GP
LU-G1 CRR- G5 NEIGH-G1* ECON G1	<b>Goal 1.1 Build strong neighborhoods and local connections</b> Surprise's rapid residential growth has produced and will continue to produce some of the most desired neighborhoods in the West Valley. As time moves forward, the City will encourage these existing and future new neighborhoods to interact through both planned events and unplanned opportunities in order to build and solidify local connections between them to strengthen the community as a whole.
CRR- G5-P1 LU- G1-P4 NEIGH- G1-P4 ECON- G1-P6	1. Promote future development that creates opportunities for community engagement and interaction through civic-wide and neighborhood-level events.

CRR- G5-P2 LU- G1-P6	2. Provide technical assistance and education to community associations, neighborhood groups, and individuals seeking to explore local enhancement opportunities.
LU- G7	<b>Goal 1.2 Promote public outreach and participation</b> The City's public outreach strategies and initiatives should promote ease of access for public participation in the various public activities, including the planning process. Broadening the horizon of participation empowers the public in taking part of the local decision-making process.
LU- G7-P1* LU- G7-P2	1. Provide ample opportunities to participate in the planning process through both traditional communication processes and emerging social media technologies.
LU- G7-P1*	2. Commit staff resources to encourage public participation.
LU- G7-P3	3. Require that applicants of new development projects have early and frequent communication with affected citizens and stakeholders.
NEIGH- G4	<b>Goal 1.3: Foster effective communication</b> Effective communications and constructive relationships should be developed among the City, neighborhoods, local businesses, community institutions, and residents. This builds a public environment on a foundation of public trust and common goals for the community.
NEIGH- G4-P2	1. Promote strong city public relations with the community and effective communication among residents.
NEIGH- G4-P4	2. Promote youth involvement in the community through activities that encourage participation and responsible behavior.
CRR- G6-P6	3. Proactively communicate to resident and business owner stakeholders during the planning and implementation of development or redevelopment projects.
NEIGH- G4-P1	4. Advertise to residents the available civic programs and services that aim to improve local vitality through creating educational and marketing materials.
New Goal	<b>Goal 1.4: Provide good governance through service excellence</b> Surprise is focused on attracting, developing, motivating, and retaining a high quality, engaged and productive workforce and staff that is committed to good governance by supporting a strong inclusive culture, collaborating with various partner entities, and providing excellent service. Within this context, the City will continuously evaluate capacity to ensure resources are effectively balanced with community need.
New Policy	1. Clearly communicate the City's Vision and Values to ensure staff and potential new hires understand Surprise's community-driven objectives.
New Policy	2. Encourage a work culture of open collaboration within and between municipal departments.
New Policy	3. Develop a working knowledge of strategies from comparable communities in the region in cultivating a city workforce seeking to provide good governance.
New Policy	4. Provide clearly defined advancement opportunities for all staff levels to provide better service to the community.

**Value 2: A Livable Community**

(We value) Responsible growth that promotes vibrant neighborhoods with distinct identities, offering a wide variety of attractive housing options for a diverse population. **(4 Goals, 37 Policies)**

Old GP	Surprise 2040 GP
LU- G1* Growth- G4 Growth- G5 NEIGH- G1* NEIGH- G3* CRR- G1 CRR- G4 ECON- G1 HOUS- G1	<p><b>Goal 2.1: Maintain a well-managed community form</b></p> <p>The City of Surprise will provide a high quality of life and a unique living experience by offering a sense of place through design and an intimate community atmosphere while providing close access to all the conveniences of an active urban area. Deliberate use of land resources and strategic expansion will be balanced with context sensitive infill development and protection of character-contributing existing development to strengthen the overall community form.</p>
LU- G1-P1 LU- G1-P2 CRR- G4-P3 ECON- G1-P7 HOUS- G1-P2	<p>1. The City will guide the design, pattern, and scale of development that provides visual diversity, choice of lifestyle, opportunities for social interaction, and that respects desirable community character and context for both existing and future residents.</p>
NEIGH- G2-P1 CRR- G1-P5 CRR- G2-P4	<p>2. Enhance education efforts for neighborhood groups to learn about property maintenance issues, property standards, enforcement procedures, and zoning.</p>
NEIGH- G2-P2 CRR- G1-P1	<p>3. Strengthen compliance with zoning ordinances and other codes to enhance neighborhood livability.</p>
NEIGH- G2-P3 NEIGH- G2-P4 CRR- G1-P2 CRR- G1-P4	<p>4. Promote actions that keep neighborhoods safe, clean, free of graffiti and debris, minimize illegal dumping, and support neighborhood cleanup activity.</p>
LU- G3-P4 NEIGH- G1-P3 NEIGH- G1-P6	<p>5. The City shall encourage proper design and effective use of the built environment to help increase personal safety at all times of the day by promoting neighborhood and building design that focuses on issues of public safety by incorporating principles of Crime Prevention Through Environmental Design (CPTED) into the planning design guidelines</p>
LU- G1-P7	<p>6. The City shall continue to establish and refine the SUDC to promote both design and development standards that are applied consistently and yield positive and equitable development guidance to establishing desired character areas.</p>
Growth- G4-P1 LU- G1-P3	<p>7. Maintain a commitment in the Surprise Center area to ensure it grows as the heart of the city, with a dynamic, high quality mixed-use environment where people can live, shop, work, and socialize.</p>

<p>Growth- G5-P1  Growth- G5-P4  Growth- G5-P5  Growth- G5-P7  NEIGH- G3-P3  CRR- G4-P1  HOUS- G2-P9</p>	<p>8. Continue the City's commitment to revitalize and redevelop the Original Town Site area through strengthening design guidelines and encouraging adaptive reuse of properties in order to preserve the local cultural identity and heritage.</p>
<p>LU- G6  HOUS- G1  HOUS- G2  HOUS- G3  HOUS- G4  CRR- G3</p>	<p><b>Goal 2.2: Be a home for everyone</b>  Upholding the condition and quality of the city's housing stock is necessary to maintain safe, attractive, and livable neighborhoods for all people who want to live in Surprise. Surprise will also work to preserve housing opportunity through providing more diverse, accessible options within suitable neighborhoods that expand the range of housing types, densities, and prices.</p>
<p>LU- G6-P1  LU- G6-P2  LU- G6-P3  HOUS- G1-P1  HOUS- G2-P1  H&amp;S- G1-P3</p>	<p>1. The City shall proactively update local ordinances, policies, and building codes to encourage development of residential neighborhoods that broaden the choice of type, size, price amenities, and conveniences so as to allow for a wide variety of options for all who live or want to live in Surprise.</p>
<p>HOUS- G1-P5  HOUS- G1-P6</p>	<p>2. Explore creative housing opportunities such as accessory dwelling units, live-work spaces, and residential mixed-use areas, where appropriate to the character of the area in the City.</p>
<p>HOUS- G3-P2  HOUS- G2-P4  HOUS- G3-P5  HOUS- G2-P6</p>	<p>3. Establish appropriate incentives and leverage other funding sources for the development of safe and quality housing that accommodates a diversity of housing types at a variety of prices that will better serve the evolving demographic and economic needs of residents.</p>
<p>HOUS- G2-P10  HOUS- G2-P11</p>	<p>4. Preserve neighborhoods by working with HUD to continue operating and funding its Housing Rehabilitation Assistance Program for income qualified homeowners.</p>
<p>HOUS- G3-P3  HOUS- G2-P8</p>	<p>5. Promote various residential options with supporting amenities and conveniences to establish complete neighborhoods and overall community livability.</p>
<p>HOUS- G2-P7</p>	<p>6. Preserve and expand quality, affordable rental options within various areas of the City.</p>
<p>HOUS- G1-P7</p>	<p>7. Locate higher density housing along transit corridors to maximize direct patron access and buffer proximate lower density housing neighborhoods.</p>

<i>New Policy</i>	8. Maintain a rural quality of life and character in the established rural areas of Surprise and its planning area while still accommodating medium and high-density redevelopment in appropriate areas of the City.
CRR- G3-P1 CRR- G3-P2 CRR- G3-P3	9. Support and promote programs and other assistance options that will increase home ownership among entry level and medium income households.
HOUS- G4-P1 HOUS- G4-P2	10. Ensure City policies support governmental efforts at all levels that prohibit discrimination in the sale or rental of housing and other prohibited practices in addition to providing access to education and training for the development community and property owners in meeting fair housing requirements.
HOUS- G3-P1 HOUS- G3-P2 HOUS- G3-P3	11. Support policies and design for residential housing options in Surprise to meet the unique needs of people who are elderly and/or disabled, including encouraging standards set the Americans with Disabilities Act (28 CFR Part 36) for all residential projects.
HOUS- G3-P5 HOUS- G3-P6 H&S- G1-P5	12. Integrate elderly and assisted care facilities into neighborhoods and create nonvehicular connections for them to the wider community in order to promote opportunities for reducing the reliance on automobiles, aging in place, and continuum of care for the elderly.
HOUS- G3-P7 HOUS- G3-P8	13. Support agencies and organizations that coordinate or provide temporary and permanent housing services for the wide variety of household needs of the City's vulnerable populations.
HOUS- G1-P9 HOUS- G2-P13 HOUS- G2-P14 HOUS- G2-P15 HOUS- G2-P16 HOUS- G3-P9 HOUS- G3-P10 HOUS- G3-P11 HOUS- G3-P12 HOUS- G3-P13 HOUS- G3-P14 HOUS- G3-P15 HOUS- G3-P16	14. Participate actively in identifying regional, state, federal, and private partners to find solutions for the residents living in Surprise who are in need of housing assistance that includes maintaining a diverse portfolio of existing housing or looking for opportunities to provide housing on parcels primed for infill, revitalization, or redevelopment efforts.
NEIGH- G2 NEIGH- G3* CRR- G2 CRR- G6 CRR- G7 CRR- G8	<p><b>Goal 2.3: Foster a sense of place through maintenance, reuse, or redevelopment of maturing areas</b></p> <p>The redevelopment, rehabilitation, and conservation of property and neighborhoods sustains the long-term cultural and economic well-being of Surprise. To this end, Surprise will utilize ongoing maintenance and redevelopment strategies to provide for the long-term stability of maturing residential and commercial neighborhoods. Comprehensive revitalization efforts should be focused in targeted areas to maximize scarce resources. Appropriate reuse and rehabilitation of vacant and obsolete buildings will also be encouraged.</p>

CRR- G2-P2	1. Foster long-term housing and neighborhood vitality through preservation and revitalization of mature neighborhoods.
CRR- G2-P5	2. Identify and promote the preservation of neighborhoods that exhibit unique cultural or architectural attributes.
CRR- G2-P3 CRR- G2-P4 CRR- G2-P5 CRR- G7-P4 CRR- G7-P5	3. Continue the City’s strategic and proactive policy of redevelopment intervention efforts and appropriate legal tools to help maintain the community’s mature areas and sustain quality of life.
CRR- G1-P6 CRR- G6-P2 CRR- G6-P9 CRR- G7-P1 CRR- G8-P5 CRR- G8-P6 NEIGH- G1-P1 NEIGH- G3-P2	4. Identify and inventory distressed residential and commercial neighborhoods and vacant buildings in the City and create suitable redevelopment plans that include prioritization measurements and evaluation as part of the revitalization process.
CRR- G2-P1 RR- G2-P3 NEIGH- G2-P5 NEIGH- G2-P6* LU- G1-P6	5. Support policies and coordinate City programs that provide opportunities for residential and commercial property owners to improve or renovate their properties and examine existing regulations that may be barriers to adaptation of existing homes or businesses.
CRR- G6-P7 CRR- G6-P8	6. Encourage redevelopment efforts that provide opportunities of housing for all people who desire to live in Surprise.
CRR- G7-P3 CRR- G7-P5 CRR- G8-P2 CRR- G8-P3 HOUS- G1-P8	7. Promote the adaptive reuse of existing structures and build out of vacant and underutilized land in Surprise through infill, reuse, revitalization, and redevelopment activities for appropriate rural, suburban, or urban housing development.
CRR- G6-P10 CRR- G7-P2 CRR- G8-P4 NEIGH- G3-P1 NEIGH- G2-P6*	8. Install and upgrade public improvements in targeted areas, where needed, to encourage and strengthen rehabilitation and redevelopment activity and to improve the aesthetic appeal of the City overall.
CRR- G6-P1 HOUS- G1-P4	9. Identify and pursue federal, state, and private grant programs to accomplish neighborhood revitalization goals to provide long-term stability.

<p>LU- G4 LU-G1*</p>	<p><b>Goal 2.4: Protect Luke Air Force Base</b> Surprise will incorporate a future land use pattern that fosters the continued use of Luke Air Force Base and Auxiliary Field #1 to conduct mission-critical training while also accommodating community growth and development.</p>
<p>LU- G4-P1</p>	<p>1. The City shall comply with all applicable statutes of the State of Arizona, applicable to territory within the vicinity of a military airport or ancillary military facility and land within the high noise and accident potential zones of Luke AFB or any ancillary military facility.</p>
<p>LU- G4-P2</p>	<p>2. The City shall require all new development to comply with the “Western Maricopa County/Luke Air Force Base Compatibility Plan” or city approved alternative document(s).</p>
<p>LU- G4-P4</p>	<p>3. The City shall continue to coordinate with Maricopa County (within the Surprise Planning Area) and Luke Air Force Base to review development proposals to determine their propensity to cause hazards or impediments for F-35 training operations within the Luke Compatibility District.</p>
<p>LU- G4-P5</p>	<p>4. The City shall continue to assist property owners located within the Luke Compatibility District to increase their understanding of Luke Air Force Base’s mission, potential impacts associated with military aviation operations, land use constraints, and potential mitigation measures to guide appropriate development.</p>
<p>LU- G4-P6</p>	<p>5. The City shall continue to participate in the Fighter Country Partnership group to provide early notification of development applications for Territory in the Vicinity of Luke Air Force Base and Auxiliary Field #1.</p>
<p>LU- G4-P7</p>	<p>6. The City shall continue to work closely with Luke Air Force Base to maintain security around the perimeter of Auxiliary Field #1 to minimize trespassing.</p>

**Value 3: A Connected City**

(We value) Safe and accessible mobility choices for all ages and abilities, including well-maintained road networks, public transit, sidewalks, bike lanes, and trails with an emphasis on embracing new infrastructure technologies and future transportation modes. **(4 Goals, 36 Policies)**

Old GP	Surprise 2040 GP
ROAD- G1* ROAD- G3* ROAD- G4 ROAD- G5	<p><b>Goal 3.1: Develop a complete transportation network to support desirable patterns of development</b></p> <p>There is a complex relationship between roadways and adjacent land uses. As the city continues to grow, the transportation network must work in conjunction with the land use plan. The city will strive to integrate existing and future land uses with roadway system design, operations, and aesthetics in a manner that aligns with the character of the neighborhoods that these roads serve.</p>
ROAD- G1-P1 ROAD- G5-P7	<p>1. The City will maintain the Surprise transportation system to serve current and future needs and protect the investment in the City’s roadways, utilizing the MAG roadway construction standards and specifications.</p>
ROAD- G1-P3 ROAD- G1-P13 ROAD- G5-P2 <i>New Policy</i>	<p>2. Prioritize opportunities to restore and reconnect the traditional street grid by plan for the one mile spacing of arterial roadways in Surprise to the extent possible for improved access across the City in both north-south and east-west directions.</p>
ROAD- G1-P11	<p>3. Maintain strong access management policies for incoming development accessing major arterials and parkways. To the extent feasible, promote internalized driveways for limiting driveway access onto major arterials to enhance the operations and capacity of these roadways in order to reduce the need to expand system capacity in the future.</p>
ROAD- G3-P7 ROAD- G3-P8	<p>4. Ensure that the local transportation system is fully and effectively connected to the regional transportation system by supporting construction of regional freeways to provide improved access between Surprise and the region.</p>
ROAD- G4-P4	<p>5. Collaborate with existing properties with approved PAD’s to equitably evaluate and address the adjustments in the Functional Classification Plan to accommodate necessary modifications to proposed alignments and rights-of-way widths.</p>
ROAD- G5-P1 ROAD- G5-P3	<p>6. The City of Surprise shall require that newly proposed developments demonstrate that there are adequate services and facilities or plans to provide the necessary services and facilities in order to serve the development during the development approval process. The City shall also initiate and/or require development applicants to prepare and update master plans and strategic plans as needed to prepare for infrastructure needs and financial resources to serve growth.</p>
ROAD- G5-P4 ROAD- G5-P5 ROAD- G5-P10	<p>7. Strive to integrate land use and roadway compatibility decisions per suggested measures outlined in the Implementation Element of General Plan by encouraging land use patterns that reduce the amount of external travel by developing neighborhoods where mixed use centers and services are easily accessible from residences and revising subdivision regulations to include connectivity standards and guidelines that require greater street connectivity, and provide allowances for pedestrian and bicycle connections when street connectivity cannot be made.</p>

ROAD- G5-P12 ROAD- G5-P13 ROAD- G5-P14	8. Strive to protect neighborhoods and the environment from adverse effects of transportation facilities and services by ensuring the design of transportation facilities are done in a fashion which is environmentally sensitive to our desert, mountains, scenic corridors, open spaces and neighborhoods and also promoting the design of well landscaped streets, with low water usage plants, to help improve the community aesthetics.
ROAD- G5-P15	9. Establish a process for existing neighborhoods to request traffic calming, including how to evaluate the request, select the appropriate type of calming treatment, and fund recommendations.
ROAD- G5-P6 ROAD- G5-P11	10. Prepare a Scenic Roadway Corridors overlay district and/or design guidelines to require the design and construction of Scenic Corridor roadways that embrace the terrain and scenic quality in the roadway design, landscaping, lighting, and building development standards for properties located within these corridors.
ROAD- G5-P8	11. Partner with BNSF railroad to identify a comprehensive intermodal transportation network to serve the daily needs of this future facility. An internal collector roadway that promotes truck traffic while segregating truck trips from adjacent planned residential communities is a priority. Partner with ADOT to identify coordinated access management and turning movements onto US 60.
ROAD- G5-P9	12. Install truck route signage on Bell Road and Dysart Road and segments of Cactus Road and Peoria Avenue to identify truck routes in the City.
ROAD- G4-P3 ROAD- G4-P5 ROAD- G4-P6 ROAD- G4-P7 LU- G3-P1 LU- G3-P2	13. Continually update the CIP for priority roadway projects to make investment choices that assist in the construction and preservation of roadway facilities and recommended greenway trails that support employment growth areas and residential growth areas identified in the Growth Area Element.
ROAD- G4-P1 ROAD- G4-P8	14. Investigate alternative funding options for the design, construction, operation and maintenance of transportation facilities and services in Surprise, especially by continuing to apply for all applicable state and federal grants to develop and maintain the transportation system in Surprise.

<p>ROAD- G1-P6 ROAD- G1-P7 ROAD- G1-P8 ROAD- G3-P1 ROAD- G3-P2 ROAD- G3-P3 ROAD- G3-P5 ROAD- G3-P6 ROAD- G3-P11 ROAD- G4-P2 ROAD- G4-P9</p>	<p>15. Continue to develop and maintain strategic partnerships with Arizona Department of Transportation, Maricopa County Department of Transportation, the Maricopa Association of Governments, the Regional Public Transit Association, and adjacent jurisdictions for regional projects and services that benefit Surprise, such as: (place detail in call out box)</p> <ul style="list-style-type: none"> <li>-- With ADOT and the City of Peoria, Surprise will prioritize the need to establish a partial interchange on the Loop 303 at Litchfield Road.</li> <li>-- With the City of Peoria, MCDOT, ADOT, Surprise will coordinate the extension of Jomax Road from US60 to Happy Valley Road, and for a future traffic interchange with the Loop 303.</li> <li>-- With MAG, MCDOT and the City of Peoria, the City will continue to emphasize the need for additional east-west major arterial roadway bridge crossings of the Agua Fria River to support anticipated growth. Potential bridge crossings at Olive Avenue, Happy Valley Road and Lone Mountain Road are preferred crossings to service growth at a timeframe complimentary to development proximate to these areas.</li> <li>-- With ADOT, MAG, FHWA and MCDOT, Surprise will preserve a 350-foot right-of-way for the future White Tanks Freeway and planned parkways as designated in the Roadway Systems Element.</li> <li>-- With MAG, Surprise will continue to leverage funding opportunities for the construction of planned parkway facilities. Added emphasis may be placed on parkways if support for additional freeway facilities is lacking</li> <li>-- With ADOT, MAG, and MCDOT, Surprise will strive to find efficient means to transport truck traffic in a manner that minimizes the impacts upon residential and pedestrian oriented land uses through requiring the use of collector roadways or frontage roads for warehouse and distribution uses land uses along the Loop 303 corridor in order to promote the guided direction of freight truck trips.</li> <li>-- Continue to coordinate and cooperate with regional agencies and adjacent communities to assure continuity of roadway, transit, and alternative modes of travel across jurisdictional boundaries.</li> <li>-- With Flood Control District of Maricopa County, Maricopa County and MAG, Surprise will explore additional opportunities to work with adjacent communities to ensure bicycle and pedestrian network continuity across jurisdictional boundaries.</li> </ul>
<p>ROAD- G2 TRANS- G1 TRANS- G2 AM- G1 Growth- G2</p>	<p><b>Goal 3.2: Promote safe movement of people, goods, and vehicles across all modes of travel</b></p> <p>The ongoing development growth across Surprise presents the opportunity to plan for a variety of transportation options to connect the City. Surprise will develop and promote a balanced, multi-modal transportation system that sustains a mix of vehicular, bicycle, pedestrian, transit, and freight trucking options to ensure safe movement and efficient linkages of all people and goods in the City.</p>
<p>ROAD- G2-P1 ROAD- G2-P2 ROAD- G2-P4 ROAD- G2-P5</p>	<p>1. Adopt a Complete Streets Plan and Policy document that provides specific direction for the planning, evaluation, prioritization, and implementation of complete street elements for Surprise roadways using guidance from the MAG Complete Streets Guide.</p>
<p>ROAD- G2-P3 AM- G1-P1 AM- G1-P2</p>	<p>2. The City of Surprise shall require developers to design and construct safe and convenient pedestrian and bicycle connections that meet or exceed the national average in order to internally and externally link residential uses to nearby commercial uses, schools, parks, transit stops and adjacent neighborhoods.</p>

AM- G1-P3 AM- G1-P4	3. Develop, monitor, and update a Citywide Bicycle Development Plan that promotes bicycle programs that encourage education, safety and enforcement.
ROAD- G2-P6 ROAD- G2-P7 AM- G1-P5 HOUS- G3-P4	4. Update the Gap Study in order to identify and prioritize opportunities to improve safety for bicycling and walking such as grade separations, mid-block crossings, and multimodal intersections. An emphasis of this effort should also look at creating non-vehicular connections between housing and senior centers, childcare centers, preschools, youth centers, and other community facilities to provide opportunities for intergenerational connections. Additionally, a nonmotorized mobility network should be recommended along the newly recognized greenway system to move the City toward a comprehensive walking and biking network.
AM- G1-P6 AM- G1-P7	5. Encourage businesses and employers to provide bicycle support facilities such as locking bicycle parking areas, lockers, and showers at commercial and industrial facilities.
TRANS- G1-P1 TRANS- G1-P2 TRANS- G1-P3 TRANS- G2-P6	6. Provide and expand transportation demand management strategies and long-range plans to help reduce traffic congestion and encourage alternative modes of travel that include transit planning as an integral component, which takes into account the wide variety of transportation needs of the entire community.
TRANS- G2-P1 TRANS- G2-P2 TRANS- G2-P3 TRANS- G2-P7 TRANS- G2-P8	7. Pursue a Citywide local transit system that connects homes, businesses, schools, and employment centers. Integrate the Surprise local transit system with the regional transit system, including developing transit fare recovery policies consistent with regional standards and collaborate with regional agencies to ensure increased transit service frequency, connectivity, and availability in Surprise.
TRANS- G2-P4 TRANS- G2-P5 Growth- G2-P1 Growth- G2-P2	8. Implement transit priority, circulation improvement measures, and design techniques to ensure increased transit access and ridership, such as supporting the provision of high frequency transit service and capital investments to benefit high density/growth intensity areas.
H&S- G1-P6 Growth- G5-P6	9. Promote the design of walkable, inclusive communities, especially as part of all OTS development.
NEIGH- G1-P2	10. Improve pedestrian safety throughout the neighborhood, especially in areas where the children play and walk to school.
ROAD- G1* ROAD- G3*	<b>Goal 3.3: Relieve vehicular congestion</b> Traffic is a concern for many Surprise residents. Beyond supporting alternative modes of travel, the design of roadways and the level of connectivity those roads have plays a major role in ensuring for a more efficient and convenient system. To achieve residents’ desires for a reduction of vehicular congestion, Surprise will support a high level of connectivity between neighborhoods and destination centers.
ROAD- G1-P2 PB&S- G1-P1	1. Design roadways to support planned and existing land uses to achieve a LOS C or greater and maintain no less than a LOS D on major arterial and parkways.
ROAD- G3-P9	2. Maximize the effective use of roadway capacity by managing access to arterials, and assuring a high level of cross access between adjacent developments
ROAD- G3-P10	3. Utilize new technologies such as Intelligent Transportation Systems (ITS) to maximize the capacity and efficiency of the transportation system.
ROAD- G3-P4	4. Identify and prioritize freight truck infrastructure projects that are needed to maintain mobility and enhance the City’s (and regions) economic competitiveness.

ROAD- G1-P12	5. Strive to improve traffic flow by completing missing and incomplete links in the arterial network in Surprise.
ROAD- G1-P10	6. Regularly conduct (every two years) customer satisfaction surveys to determine areas in need of improvement to supplement and support findings from bi-annual traffic counts and LOS analyses of roadways in Surprise.
ROAD- G1-P14	7. Conduct roadway count studies and travel time studies on a more frequent and regular basis to assist the city with the goal of keeping the rate of travel time increases below the growth rate of traffic volumes under the Character Area land use planning approach.
ROAD- G1-P9	8. Partner with McDOT to accept the recommendations of the Capacity Study to promote the expansion of capacity of roadways such as El Mirage Road and Sun Valley Parkway that provide regional connection to and from Surprise and have experienced significant increases in average daily vehicle trips over the past several years.
AM- G2	<b>Goal 3.4: Plan for emerging transportation technologies</b> Emerging transportation modes and services, including micromobility, bike- and car-sharing, ride hailing, electric and autonomous vehicles, and public transit innovations, can affect travel activity, affordability, and overall infrastructure design. Surprise will continue to collaborate, asses, and program the supporting infrastructure needed to realize those technologies that most appropriately improve efficiencies and better ways of moving people or goods across the City.
AM- G2-P1	1. Provide preferential parking for alternative fuels vehicles, including EVs.
AM- G2-P2	2. Develop safe and convenient connections for EVs throughout the City.
AM- G2-P3	3. Enforce laws regulating the use of EVs.
<i>New Policy</i>	4. Develop infrastructure for EVs to attract permanent residents and tourism visitors to Surprise.

**Value 4: A Competing Economy**

(We value) Reliable employment supported by small to large businesses spanning multiple sectors, education and vocational training that is responsive to economic fluctuations and market shifts, coupled with enticing destinations attracting, visitors, new employers, and innovative workforce talent. **(4 Goals, 31 Policies)**

Old GP	Surprise 2040 GP
ECON- G1 LU- G2	<p><b>Goal 4.1: Support economic competitiveness</b>                      Surprise is home to a variety of businesses and industries that offer opportunities for quality employment and capital investment. Surprise will continue to form strong economic foundations by positioning itself as a first-choice location for new and existing businesses that generate a diversity of local high-quality jobs. This will continue Surprise's transformation from a bedroom community to a competitive economic destination.</p>
ECON- G1-P1 ECON- G1-P2	1. Encourage and promote partnerships between research institutions and businesses in emerging industries, technologies, and incubators. Additionally, facilitate and enhance collaboration among the Surprise business community and City government.
ECON- G1-P3	2. Attract and retain businesses that provide high-paying jobs to strengthen the economic base of Surprise.
ECON- G1-P10	3. Support small business enterprise with access to professional resources that will assist in all stages of a business life cycle.
ECON- G1-P8	4. Research the feasibility of siting a university-backed technology park in one of the City's employment centers.
ECON- G1-P9	5. Conduct research to determine the feasibility of establishing an inland port or a Military Reuse Zone in proximity to Aux 1
LU- G2-P1 LU- G2-P2	6. The City shall strive to enhance the existing jobs to housing balance, pursuing one new job for every new dwelling unit. The City shall also strive to maintain a reasonable balance between employment income levels and housing costs within the city, recognizing the importance of housing choice to economic development in the city.
LU- G2-P3	7. The City shall continue to promote Surprise as a location for clean industry, high-tech manufacturing, and corporate office development.
LU- G2-P4	8. The City shall encourage new employment centers by providing the infrastructure necessary to accommodate new industry, while also remaining flexible to future economic shifts and needs
NEIGH- G3-P4	9. Support economic development efforts in targeted areas with public improvements to community facilities when needed.
<i>New Policy</i>	10. The City shall seek to encourage job creation and employment attraction that serves to provide high-quality careers for younger members of the workforce as a way to retain and attract younger people to Surprise.
ECON- G2 ECON- G3	<p><b>Goal 4.2: Be a Regional Economic Partner</b>                      Surprise has distinguished itself through offering a competitive local economy when attracting major industries looking to locate to the metro area. Surprise will continue to promote and diversify itself as a strong regional, statewide, national, and global partner in forming economic relationships with other jurisdictions and entities.</p>

ECON- G2-P1 ECON- G2-P2 ECON- G2-P3 ECON- G2-P4 ECON- G2-P5 LU- G2-P5	1. In order to enhance the existing jobs to housing balance, the City of Surprise shall promote targeted employment expansion and relocation for clean industry, high-tech manufacturing, and corporate office development in the City through the use of preferred business attraction incentives, especially in the Loop 303/Prasada and the Surprise City Center areas.
ECON- G2-P6 ECON- G2-P7	2. Market the AZ TechCelerator to home-based technology businesses and other startup companies that match the vision of the AZ TechCelerator as a place for idea generation and business development.
ECON- G2-P8 ECON- G2-P9	3. Determine the feasibility of attracting family-oriented entertainment venues and identify fully serviced sites within the city to accommodate this use.
ECON- G3-P1 ECON- G3-P2 ECON- G3-P4 LU- G2-P6	4. Partner with state and local jurisdictions, governmental organizations, local colleges, non-profit agencies, and the local and regional business community to leverage Surprise’s resources and workforce in implementing strategic programs and techniques in areas including, but not limited to, national and international marketing, regional economic issues and opportunities, workforce development, industry cluster development, and establishing emerging industries in order to showcase the City's ability to compete nationally and internationally for economic growth.
ECON- G3-P3	5. Utilize the research services that GPEC and MAG have to offer and participate in domestic and international marketing missions that support the City’s quest for strategic industry targets.
ECON- G2-P10 ECON- G2-P11	6. Promote economic development program opportunities, such as the Greater Maricopa Foreign Trade Zone (GMFTZ), GPLET utilization, and Foreign Trade Zones to expand economic development opportunities in Surprise.
R&O- G4 New Goal	<b>Goal 4.3: Elevate Tourism through attractions</b> As the annual calendar of events continues to grow, Surprise will work to bring more opportunities for entertainment events to the City for the enjoyment of its residents and to attract tourists and visitors from across the region and state. Special attention will be given to promoting and cultivating various destinations for sports and leisure activities as a continued pillar of economic development for the City.
R&O- G4-P1	1. Continue to develop facilities and signature events that attract both amateur and professional sport tournaments at the local, regional, and national level.
R&O- G4-P2	2. Develop facilities and a sports complex to host soccer, lacrosse, and other field sport signature events while providing expanded recreational facilities for the residents.
R&O- G4-P3	3. Develop an indoor Fieldhouse Facility to host volleyball, basketball and court signature events while providing expanded recreational facilities for the residents.
New Policy	4. Attract entertainment and destination venues that will provide entertainment opportunities for residents and promote tourism.
New Policy	5. Create multi-beneficial partnerships with local businesses including hotels, restaurants, and entertainment venues to attract and support tourism-driven events and provide positive experiences for residents and tourists.
New Policy	6. Expand tourism development and create walkable connections to support city center growth, enhancing the economic impact for the community and reducing leakage to other cities.

<p>ECON- G4 EDU- G1 EDU- G2 EDU- G3 EDU- G4</p>	<p><b>Goal 4.4: Offer life-long learning and skill-building</b> In order for a well-educated workforce to choose to live and flourish in the City, Surprise will encourage an environment of broad, continuous learning for residents of all ages. This work will be achieved through focus and collaboration among a spectrum of partners including educational districts and institutions, businesses, public agencies, and community non-profits.</p>
<p>ECON- G4-P1 ECON- G4-P2 ECON- G4-P3 EDU- G3-P1 EDU- G3-P3</p>	<p>1. Support accessible and effective education through a variety of institutions that leads to local workforce attraction and retention in order to help the community meet the challenges of a changing knowledge-based economy. This will be done in part by strengthening the community’s public and private relationships with educational institutions to promote incubator activities, research, and entrepreneurial partnerships and opportunities.</p>
<p>EDU- G2-P3</p>	<p>2. Enhance visibility of educational providers in the City and access of residents to the providers in order to promote and encourage opportunities for lifelong learning.</p>
<p>ECON- G4-P4 ECON- G4-P5 EDU - G1-P5</p>	<p>3. Attract new educational opportunities and retain existing with a special emphasis on continuing to attract higher education institution(s) that will enhance educational and cultural opportunities for Surprise residents.</p>
<p>EDU- G1-P1 EDU- G1-P2 EDU- G2-P1 EDU- G2-P2 EDU- G2-P4</p>	<p>4. Expand public, public-private, community, and school partnerships and collaborate with them to identify opportunities to help implement their goals and to ensure that they can adequately serve all new development. This will be done by Surprise working with the schools to locate their sites strategically so that they serve as the nucleus of new neighborhoods and master planned communities.</p>
<p>EDU- G2-P5</p>	<p>5. All developers requesting project approval must work with the local school districts to determine the impact on the school system and implement strategies agreed on by both parties to address the impact.</p>
<p>EDU- G1-P4</p>	<p>6. Work to identify strategies to share facilities and develop shared use agreements.</p>
<p>EDU- G4-P1 EDU- G3-P2 EDU- G4-P2</p>	<p>7. Support education-based facilities such as museums, libraries, conference centers, science centers, gardens, etc. Additionally, take advantage of public spaces such as city hall, fire stations, and parks as a place to educate the public on native plants, water and energy conservation methods, career opportunities, and other public issues through static displays or special events.</p>
<p>EDU- G4-P3 EDU- G4-P4</p>	<p>8. Create and adopt a Youth Master Plan to address the needs and desires of the City’s younger generations to promote efforts related to youth education and their involvement in the community.</p>
<p>EDU- G3-P4</p>	<p>9. Surprise students, teachers, and parents are provided with access to affordable broadband communications as a critical element for advancing education.</p>

**Value 5: A Healthy Lifestyle**

(We value) A safe community with modern amenities, including a wide range of outstanding parks and recreational facilities, access to public and health services, and well-supported arts and cultural events and venues. **(5 Goals, 48 Policies)**

Old GP	Surprise 2040 GP
R&O- G1* R&O- G2 R&O- G3* R&O- G6	<b>Goal 5.1: Offer superior recreational amenities and activities</b> As the City grows, Surprise will continue to create and maintain a high quality of life for its residents by providing a wide variety of recreational opportunities that includes high-quality, safe, sustainable, and distinctive parks and trails, along with robust recreational programming.
R&O- G2-P1	1. Periodically review and update the Parks, Recreation and Trails Master Plan in the City’s as it applies to development proposals to determine if they are meeting the need for new City and Community level parks
R&O- G2-P8	2. Maintain a Capital Improvements Program (CIP) that includes, land costs, infrastructure, design, construction, and revitalization of parks utilizing available resources over a ten-year timeframe.
R&O- G2-P3	3. Ensure all City parks have adequate facilities and personnel to manage, maintain and operate an attractive, safe, and effective park system.
R&O- G2-P2 R&O- G2-P5 R&O- G2-P6 R&O- G2-P7 R&O- G2-P9 R&O- G2-P10 LU- G1-P8	4. Park Area and Dedication Policies: -- Increase the amount of park and open space identified in the City’s developments to total 13 percent (i.e., equally divided between parks and open space areas) of the net project area. -- Identify and acquire Community Parks (greater than 25-acres in size) for city ownership, that are not constrained by more than 50% of land area utilized for storm water management. -- Community level parks should be developed when the residential designated land within its service area is 50 percent built-out. -- Privately developed neighborhood (HOA) parks will have meaningful playgrounds and neighborhood amenities provided for the residents, with storm water management limited to a maximum of 70% of land area. -- Privately developed neighborhood (HOA) parks and school recreational facilities proposed as an amenity in a subdivision shall be developed in conjunction with the first phase of the proposed development. -- The minimum park size dedicated donated to the City or offered to the City through development agreements will be 15-acres in size, with no more than 50% of the land area utilized for storm water management.
R&O- G2-P4	5. Regularly evaluate and update the requirements for impact fees and dedication of land in-lieu of impact fees as needed to assemble land and fund park design, development and maintenance.
R&O- G6-P1 R&O- G6-P2 <i>New Policy</i>	6. Evaluate the need for multi-purpose Recreation Center(s) to serve all age groups and abilities <i>with facilities for year-round activities.</i>
R&O- G6-P3	7. Initiate and maintain partnerships with school districts, charter schools, and other educational providers within the planning area to utilize their facilities for City sponsored recreation programs.
R&O- G6-P4	8. Continue to develop city-wide events and celebrations that build community civic pride and attract visitors to the City for signature events.

<p>LU- G5*  Growth- G3*  R&amp;O- G1*  R&amp;O- G3*  R&amp;O- G5  R&amp;O- G7  R&amp;O- G8</p>	<p><b>Goal 5.2: Foster a system of natural opens spaces</b>  Surprise is situated amongst unique areas with exceptional natural beauty and residents are eager to protect those attributes for future generations. In order to balance the planning of new development and preserving natural resources, Surprise will look to expand the City’s Open Space System to protect valued resources and meet the future needs of residents. Additionally, Surprise will coordinate signature greenway planning and capital improvement projects with other jurisdictions to support open space accessibility, wildlife movement and recreation needs in the larger region.</p>
<p>R&amp;O- G3-P1  LU- G5-P4  LU- G5-P5  <i>New Policy</i></p>	<p>1. The City shall develop a comprehensive signature greenway, trail and pocket park system along the extensive natural desert washes that also serve to promote off-street trail connections between neighborhoods and businesses in Surprise <i>that can additionally serve as a recreational destination for the City.</i> This includes linear greenspaces and trails along the CAP canal, McMicken Dam Outlet channel, Trilby Wash, Iona Wash, 2 West Wash and Whitman Wash, and other regionally significant wash corridors.</p>
<p>R&amp;O- G3-P4  R&amp;O- G3-P5</p>	<p>2. Provide a connected parkway road system that provides continuous open space and trails access along at least one side of roadways as part of the Greenway system that also has grade separated crossings along the Greenway at major arterials, canals, washes and railroads and includes safe roadway crossings at intersections so that multiuse trail corridors are integrated into contiguous open space.</p>
<p>R&amp;O- G7-P5</p>	<p>3. Achieve an open space standard of 3.5 acres per 1,000 residents through partnerships, conservation easements and acquisitions.</p>
<p>R&amp;O- G7-P1  R&amp;O- G7- P2  R&amp;O- G7- P4</p>	<p>4. Identify appropriate locations for natural open space areas and Greenway corridors within the Surprise planning area and create an open space zoning classification within the City’s municipal code to implement the designation of open space in the general plan. Additionally, zone areas identified as “Conservation Areas” on the MAG Desert Spaces Plan will be designated as open space.</p>
<p>R&amp;O- G7-P3</p>	<p>5. Ensure that property owners provide approval, in writing, prior to rezoning lands for open space per State of Arizona Revised Statutes.</p>
<p>R&amp;O- G7-P12</p>	<p>6. Protect scenic resources such as ridgelines, steep-slopes (greater than 10 percent), and Palo Verde-Saguaro foothill vegetation areas as open space through the use of density transfer or purchase of development rights, acquisition, donation, or other acceptable methods</p>
<p>R&amp;O- G3-P2</p>	<p>7. Evaluate the appropriate impact fee or dedication of in-lieu land to assemble major wash corridors as part of the City’s signature Greenway and linear park system</p>
<p>R&amp;O- G8-P2  R&amp;O- G5-P5</p>	<p>8. Discourage development within the boundaries of 100-year floodplain and wash corridors and encourage the dedication of a continuous 50-foot minimum setback on both sides of the 100-year floodplain boundary as a recreational buffer and trail corridor. Ensure that any development in the floodplain that does occur is processed through appropriate regulatory agencies and meets all necessary requirements.</p>
<p>R&amp;O- G7-P8</p>	<p>9. Utilize natural washes as part of a connected trail system throughout the planning area. Washes should also be considered as natural drainage conveyances, as part of the community’s stormwater management system.</p>
<p>R&amp;O- G8-P3</p>	<p>10. Ensure that natural drainage channels are protected and where feasible used as part of a connected trails system that links open space, parks, recreational facilities, schools, and other public facilities.</p>

<p>Growth- G3-P1 Growth- G3-P2 Growth- G3-P3</p>	<p>11. Allow for growth management strategies, such as the transfer of development rights, to conserve open space and strengthen connections between open space areas within, and outside of growth areas by to safeguard and maintain significant historic, archaeological, and natural resources in the growth areas.</p>
<p>R&amp;O- G3-P3 R&amp;O- G5-P1 R&amp;O- G5-P2 R&amp;O- G5-P3 R&amp;O- G5-P4 R&amp;O- G7-P6 R&amp;O- G7-P7 R&amp;O- G7-P9 R&amp;O- G7-P10 R&amp;O- G7-P11</p>	<p>12. Partnerships and Coordination for Open Space Efforts:  -- Coordinate with the Maricopa County Parks Department to utilize county land to buffer adjacent uses, provide trail connections, and potentially add a trailhead at the north edge of the White Tank Mountain Regional Park.  -- Coordinate with Maricopa County Planning and Development Department to incorporate adopted park and open space standards within proposed projects developed inside the planning area.  -- Establish a White Tank Mountain North Trailhead Park. Pursue partnerships with the Maricopa County Parks Department to secure and develop a trailhead park on the northern boundary of the White Tank Mountains.  -- Monitor the planning and design process of the West Valley Recreation Corridor that focuses on the connectivity of the Agua Fria/ New River Corridor from Estrella Regional Park to north of Lake Pleasant Regional Park for pedestrians, bicyclists, and equestrian uses.  -- Coordinate with the Cities of Buckeye and Peoria to establish and maintain appropriate trail connections where common jurisdictional boundaries exist.  -- Work with the Town of Buckeye, Maricopa County and the Arizona Game and Fish Department to identify and implement wildlife open space corridors between White Tank Mountain Regional Park, the Hassayampa River, Agua Fria River and McMicken Dam.  -- Communicate regularly with the Arizona State Land Department and other public agencies to gain their consent for the appropriate designation, disposition, or acquisition of land classified as parks or open space under their control within the Surprise planning area.  -- Pursue the establishment of a Hassayampa Preserve with the BLM as a continuation of The Nature Conservancy’s Hassayampa River Preserve.  -- Pursue the establishment of a Bradshaw Mountain Park trailhead with the United States Forest Service. The opportunity would establish a park at the boundary of the USFS land providing controlled access, trails, and open space to the residents of Surprise.  -- Work with The Nature Conservancy, Trust for Public Lands and other conservancies to identify and secure open space from public use.</p>
<p>H&amp;S- G1 EP- G4 NEIGH- G1*</p>	<p><b>Goal 5.3: Increase access to wellness opportunities</b>  Surprise will be a leading community in promoting a comprehensive vision for healthy living and facilitate an environment with resources for maintaining high levels of personal and community health and wellness. This includes planning for access to fresh foods, healthcare, and recreational areas to enhance residents’ opportunity to make healthy choices.</p>
<p>NEIGH- G1-P1</p>	<p>1. Develop a wellness indicator for neighborhoods.</p>
<p>H&amp;S- G1-P4</p>	<p>2. Encourage wellness through preventative health options.</p>
<p>H&amp;S- G1-P2</p>	<p>3. Create education programs to promote good personal health.</p>
<p>H&amp;S- G1-P1</p>	<p>4. Continue to identify and reduce barriers to create an accessible community for all.</p>
<p>NEIGH- G1-P5</p>	<p>5. Coordinate neighborhood and family support systems to emphasize and maintain a healthy, stable, and balanced social and physical environment within the community.</p>
<p>EP- G4-P1 EP- G4-P2</p>	<p>6. Identify opportunities and locations throughout the community for community gardens, farmers markets, and other local food sources and incorporate them into neighborhoods.</p>

PB&S- G1* PB&S- G2 LU- G3 CD- G2* CD- G3*	<b>Goal 5.4: Ensure for quality community services</b> In order to meet the needs of the City’s growing population and keep the community safe, Surprise will maintain and enhance processes, policies, and facilities to ensure efficient and effective delivery of police, fire, emergency, and other public services.
CD- G2-P1 CD- G3-P4 PB&S- G2-P9	1. Ensure capital improvement plans (CIPs) provide a balanced infrastructure that will benefit both private and public sectors and contain a mechanism to conduct comprehensive analyses and inform future CIPs for long-term public facility replacement requirements and costs.
CD- G3-P3	2. Promote infrastructure capacity in identified growth areas.
PB&S- G1-P2 PB&S- G1-P3 PB&S- G1-P4 PB&S- G1-P5 PB&S- G2-P6	3. Ensure the City of Surprise has adequate municipal facilities as determined by location and design in order to serve efficiently the needs of the residents and encourage the integration of public service centers to include: fire and police stations, community centers, libraries, and other public facilities. Primary community activities, municipal government, and administrative services should be focused in the Civic Center complex.
PB&S- G1-P6 PB&S- G1-P7	4. To the extent that is consistent with policies and finances of the City, continue to maintain high quality and efficiency in public and emergency services to provide effective, visible emergency service presence in the community, timely and appropriate response to calls for service, and appropriate involvement in the resolution of problems.
PB&S- G2-P2 PB&S- G2-P4 PB&S- G2-P5	5. Design city buildings and facilities to complement the character and context of the surrounding area, ensure they provide accessible public buildings and facilities to all community members, and meet or exceed municipal facility industry standards for space/staff ratios with public buildings.
PB&S- G2-P7 PB&S- G2-P8	6. Design and construct public facilities to provide flexible functions that ensure adaptability with the changing needs of the community, especially for events, classes, and other civic activities.
PB&S- G2-P3 PB&S- G2-P10	7. Incorporate green building standards in the updating and remodeling of City buildings and facilities to ensure consistency with environmental protections endeavors.
CD- G2-P3	8. Update funding mechanisms regularly including impact fees for public services.
CD- G2-P2	9. Offer fee or cost reduction when publicly financing or funding is in the City’s best interest.
PB&S- G1-P9 CD- G2-P4	10. Pursue alternative means of funding, volunteer services, and alternate resources to improve public service and facilities.
PB&S- G1-P8	11. Plan and prepare for the future service needs of the community.
CRR- G1-P3	12. Train citizens through emergency preparedness programs.
LU- G3-P3	13. The City shall expand neighborhood watch programs throughout Surprise.
LU- G3-P5	14. Support partnerships for neighborhood and school safety
A&C- G1 A&C- G2	<b>Goal 5.5: Cultivate our authenticity</b> To keep the City grounded in its past and fostering its creativity, Surprise will continue work to increase access to its history, culture, and the arts for residents and visitors. Historic and cultural resources in the City and the rural agricultural areas will be identified and preserved, and art will be a valued important component to incorporate into both public and private projects.
A&C- G2-P1	1. Make efforts to include art in capital improvement projects, including more art at City Hall.

A&C- G2-P2 A&C- G2-P3	2. Provide incentives to developers that include art in their new, redevelopment, and revitalization projects, when appropriate, through public art donations, working with local artists, students, and community groups to create public art projects.
A&C- G1-P5 A&C- G1-P6	3. Continue to develop interpretive materials and community events to promote City's arts, heritage and cultural resources for both residents and visitors.
A&C- G2-P5	4. Continue to recruit theaters, museums, art galleries, recreation attractions, and civic-oriented uses in the City.
A&C- G1-P4 A&C- G2-P6	5. Identify permanent funding sources and partnership opportunities to promote art and cultural programs in the City.
A&C- G2-P4	6. Continue to encourage the integration of arts into the development of the Surprise Center area.
A&C- G2-P7 A&C- G2-P8 A&C- G2-P9	7. Encourage development and revitalization of key sites of interest in the Original Townsite through arts and promote them for residents and visitors to enjoy.
A&C- G1-P3	8. Identify opportunities to partner with the Arizona State Historic Preservation Office and similar organizations to enhance the City's historic preservation program

**Value 6: A Sustaining Environment**

(We value) Thoughtful development, resource conservation, and appropriate infrastructure provisions that take financial, social, and environmental impacts into account to secure a resilient and adaptive future for all. **(7 Goals, 37 Policies)**

<p>Growth- G3*          LU- G5*          Cons- G1          Cons- G2          EP- G1          EP- G2          EP- G5          WR- G7</p>	<p><b>Goal 6.1: Protect the health of our diverse environment</b>          The planning area for Surprise is ecologically diverse. Surprise will research, promote, and incorporate innovative policies and practices that protect this diversity through environmental stewardship. The City will look to preserve and maintain the natural surrounding landscape in its planning area, including in the City's Growth Areas, so as to maintain the high level of environmental quality and also enhancing the quality of life for residents and maintain scenic amenities for all to enjoy.</p>
<p>Growth- G3-P1          Growth- G3-P2          Growth- G3-P3          LU- G5-P2          LU- G5-P6          CONS- G2-P1          CONS- G2-P2          CONS- G2-P3          CONS- G2-P4          CONS- G2-P5          CONS- G2-P6          EP- G1-P1          EP- G1-P2          EP- G1-P3          EP- G1-P4          EP- G5-P1          EP- G5-P2          EP- G5-P3          EP- G6-P6</p>	<p>1. Surprise will seek to retain its aesthetic values and heritage of the Sonoran Desert by being a steward of its environment of the land in its planning area by:          -- Preserving significant areas of the desert as natural open space for both recreation and wildlife uses.          -- Protecting historical and archaeological resources          -- Maintaining the scenic quality of the local vistas and other visual amenities          -- Integrating environmental quality protection into all phases of local planning, policy, and development, emphasizing environmental education for the community          -- Balancing the needs of municipal growth and open space preservation</p>
<p>EP- G2-P1          EP- G2-P2          EP- G2-P3          EP- G2-P4          EP- G2-P5          EP- G2-P6</p>	<p>2. Work to improve the air quality and actively participate in achieving regional air quality standards through encouraging the reduction of transportation emissions and other sources of air pollution. This can include reducing City fleet emissions, improved traffic management, circulation system improvements, alternative transportation modes, and reducing particulate pollutions from other sources.</p>
<p>CONS- G1-P1          CONS- G1-P2          CONS- G1-P3          CONS- G1-P4          CONS- G1-P5          EP- G6-P4</p>	<p>3. Preserve wildlife ecosystems, sensitive habitats, and protected species' habitats by implementing comprehensive management strategies for enhancing wash corridors, studying stormwater recharge design alternatives, and discouraging mass grading of large parcels.</p>

WR- G7-P1 WR- G7-P2 WR- G7-P3 WR- G7-P4	4. In compliance with federal and state water quality initiatives, the City will strive to protect and maintain the quality of its groundwater sources by developing plans and pursue funds to mitigate potential water contamination.
Growth- G1 LU- G8 CD- G1 EN- G1 EN-G2 EN- G3 EP- G6	<b>Goal 6.2: Utilize a systems approach to sustainability</b> An enduring community must establish a sustaining framework that meets the needs of the present without compromising the ability of future generations in Surprise to meet their own needs. Surprise will align with this endeavor by considering the environmental, economic, and social dimensions of the City in an interconnected manner. New growth will be guided through the use of more defined and efficient development practices, seeking to support the City's efforts to reduce its overall reliance on non-renewable resources. Additionally, Surprise will commit to adhering to financially sustainable practices through requiring that development pay its share of the cost of public service needs generated by the development.
Growth- G1-P7 LU- G8-P1 LU- G8-P2 EP- G6-P1 EP- G6-P2	2. Encourage sustainable and durable green building practices to lessen the demand on infrastructure for all new construction and further existing community education programs on the economic and environmental benefits of these practices.
EN- G1-P1 EN- G1-P2 EN- G1-P3 EN- G2-P1 EN- G2-P2 EN- G2-P3 EN- G2-P4 EN- G2-P5 EN- G2-P6 EN- G3-P1 EN- G3-P2 EN- G3-P3 EN- G3-P4 EN- G3-P5 EP- G6-P3	3. Surprise will develop and implement citywide strategic energy planning that includes initiatives such as: -- Pursuing opportunities for local energy supply management -- Educating the public on ways to improve energy efficiency and conservation -- Encourages a built form that facilitates energy efficiency, especially in harnessing solar energy -- Offer financial or regulatory incentives for meeting building energy performance standards in new construction or renovation -- Reducing the energy usage at City facilities -- Support regional efforts to increase the supply of energy from renewable sources, distributed generation, and cogeneration
EP- G6-P5 EP- G6-P7	4. The City will aim to retain native and mature trees and discourage the use of invasive plants and support the removal of existing invasive species.
LU- G8-P3	5. Participate in local, regional, and statewide sustainability efforts.
CD- G1-P1 CD- G1-P2 CD- G1-P3 CD- G1-P4 CD- G1-P5	6. The City will promote financial sustainability through Promote financial sustainability by planning the timely maintenance of municipal infrastructure in order to reduce infrastructure costs and maximize the life capital of projects, ensuring new development pays its "fair share" of growth, sustaining an open public dialogue that quantifies the community's desires for investment of funds for maintenance, capital improvements, and redevelopment efforts.

<p>H&amp;S- G2  H&amp;S- G3  H&amp;S- G4  H&amp;S- G5  H&amp;S- G6  H&amp;S- G7  CONS- G3  WR- G8*</p>	<p><b>Goal 6.3: Reduce risk and thrive under change</b>  Providing for an overall environment for safe and healthy living is a mainstay for any desirable community. Beyond planning for personal health initiatives, Surprise desires to minimize the threats of natural and human-induced hazards by employing broad interdisciplinary-derived methods and emerging techniques to respond, adapt, and thrive under these changing conditions.</p>
<p>H&amp;S- G2-P1  H&amp;S- G2-P2  H&amp;S- G2-P3  H&amp;S- G2-P4  H&amp;S- G2-P5  CONS- G3-P1  CONS- G3-P2  CONS- G3-P3  CONS- G3-P4  WR- G8-P1  WR- G8-P5</p>	<p>1. Surprise shall continue to emphasize the safety of the City from both natural and human induced hazards through a multi-pronged approach of investing in appropriate infrastructure, minimizing exposure to flooding and subsequent damage, managing hillside slope development, and promoting policies that aid in hazard prevention.</p>
<p>H&amp;S- G3-P1  H&amp;S- G3-P2  H&amp;S- G3-P3  H&amp;S- G3-P4  H&amp;S- G3-P5  H&amp;S- G3-P6  H&amp;S- G3-P7  H&amp;S- G3-P8  H&amp;S- G3-P9  H&amp;S- G3-P10  H&amp;S- G3-P11  H&amp;S- G3-P12  H&amp;S- G3-P13  H&amp;S- G3-P14  H&amp;S- G3-P15  H&amp;S- G3-P16  H&amp;S- G3-P17  H&amp;S- G3-P18</p>	<p>2. The City will ensure that the community is well prepared to respond to natural and human-induced catastrophic events by having emergency preparedness plans in place that provide periodic reviews of emergency facilities and resources and form strong partnerships with local, regional, state, federal, and private entities in order to provide comprehensive and efficient services during emergency events.</p>

<p>H&amp;S- G5-P1  H&amp;S- G5-P2  H&amp;S- G5-P3  H&amp;S- G5-P4  H&amp;S- G5-P5  H&amp;S- G5-P6  H&amp;S- G5-P7  H&amp;S- G5-P8  H&amp;S- G5-P9  H&amp;S- G5-P10  H&amp;S- G5-P11  H&amp;S- G5-P12</p>	<p>3. Surprise will continue to equip the Surprise Fire Department and other emergency responder services to achieve a level one response team in the City and encourage comprehensive fire prevention practices through evaluating building codes, installing fire prevention and suppression technologies, and community education.</p>
<p>H&amp;S- G4-P1  H&amp;S- G4-P2  H&amp;S- G4-P3  H&amp;S- G4-P4  H&amp;S- G4-P5  H&amp;S- G4-P6  H&amp;S- G4-P7</p>	<p>4. Surprise will strive to prevent the exposure to risks of damage or injury to people and property to hazardous material by designating routes for vehicles transporting hazardous materials away from residential neighborhoods and periodically reviewing these routes in the City. Surprise will be a strong partner and supporter of safety legislation for the handling hazardous materials.</p>
<p>H&amp;S- G6-P1  H&amp;S- G6-P2  H&amp;S- G6-P3  H&amp;S- G6-P4  H&amp;S- G6-P5  H&amp;S- G6-P6</p>	<p>5. Surprise will utilize emerging techniques and strategies to mitigate risk, including:  -- Principles of Crime Prevention through Environmental Design (CPTED)  -- "Safescape" concepts in development review of new projects  -- Supporting health and injury prevention  -- Promoting alarm system use in all nonresidential buildings  -- Consider photo-radar use to monitor dangerous traffic intersections  -- Ensure these techniques scale as the City continues to grow</p>
<p>H&amp;S- G7-P1  H&amp;S- G7-P2  H&amp;S- G7-P3  H&amp;S- G7-P4  H&amp;S- G7-P5  H&amp;S- G7-P6</p>	<p>6. Ensure the dissemination of critical information is clear, accurate, and efficiently communicated when needed that can provide both proactive community guidance in preparing for emergency risks and enhanced effectiveness of municipal emergency response systems.</p>
<p>PU- G1  PU- G2  PU- G3  PU- G4  PU- G5  CD- G2*  CD- G3*  WR- G8*</p>	<p><b>Goal 6.4: Provide exceptional core utilities</b>  Surprise must utilize technological innovation and strategic investment in its public municipal utilities (i.e. water, wastewater, stormwater, and solid waste) infrastructure to support its current and future residents, businesses and visitors in a manner that supports reliable services and efficient patterns of development.</p>
<p>Growth- G1-P1  Growth- G1-P2  Growth- G1-P3</p>	<p>1. Promote and give priority to infrastructure improvements in identified growth and infill areas that are contiguous with existing development so as to make development decisions predictable, fair, and cost effective.</p>

Growth- G1-P4 Growth- G1-P5 Growth- G4-P3	
CD- G2-P1 CD- G3-P4 PB&S- G2-P1 ECON- G1-P7	1. Utility infrastructure and services provided by the development should be mutually beneficial for the City and the developer, and they should be maintained at high-quality levels throughout the City, especially within targeted employment centers and other establish priority areas.
PU- G1-P1 PU- G1-P2 PU- G1-P3 PU- G1-P4	2. Surprise will provide affordable water, wastewater collection, treatment, and water reuse utilities through coordinating with private utility companies and other public services to plan improvements to infrastructure, facilities, and services in both developed and undeveloped parts of the planning area.
PU- G2-P1 PU- G2-P2 PU- G2-P3 PU- G2-P4 PU- G2-P5	3. Actively pursue and support programs and activities that reduce the amount of waste that must be landfilled through strategies such as: -- Encouraging new or remodeled multifamily residential and all non-residential development to incorporate convenient recycling options -- Continuing public education programs to encourage waste reduction techniques -- Considering development of a residential and commercial food waste composting program -- To the extent possible, purchase goods containing recycled materials for City use.
PU- G3-P1 PU- G3-P2 PU- G3-P3 PU- G3-P4	4. The City will undertake educational programs promoting voluntary collection of recyclable items and encourage businesses to take a more active role in recycling techniques. Surprise will periodically evaluate the feasibility of a recovery plant for reusable materials from solid waste and potential energy generation.
EP- G6-P7 WR- G8-P3	5. Invest in the maintenance, repair, and replacement of the stormwater utility infrastructure while also considering sustainable stormwater management measures, including but not limited to vegetated roofs, pervious pavements, rainwater harvesting, and low impact development.
PU- G4-P1 PU- G4-P2 PU- G4-P3 PU- G4-P4 PU- G4-P5 PU- G4-P6 PU- G4-P7 PU- G4-P8 PU- G4-P9 PU- G4-P10 PU- G4-P11 PU- G4-P12 PU- G4-P13 PU- G4-P14 PU- G4-P15 PU- G4-P16	6. Surprise should plan utility corridors to be fiscally and environmentally responsible and efficient in addition to being aesthetically acceptable to the community.

LU- G4-P3	7. The City shall review its capital improvement plan (CIP) and master water and sewer infrastructure plans such that extensions of service capacity do not induce inappropriate development within the Luke Compatibility District.
CD- G3-P3 CD- G3-P4	8. Consider long-term revenue implications of land use decisions aiming to promote revenue generating land uses when investing in public utilities.
PU- G5-P1 PU- G5-P2 PU- G5-P3 PU- G5-P4 PU- G5-P5	9. Foster innovations in technology to enhance public services and utilities by creating incentives to provide resources for advanced technology and communication.
WR- G1 WR- G3 WR- G4* WR- G6*	<b>Goal 6.5: Continuously and responsibly manage our water resources</b> The City will continuously pursue to develop and implement programs that protect and enhance the City’s water supply portfolio in accordance with the adopted Water Resource Management Plan. Within this work, the City will monitor and support efforts to improve regional cooperation and communications among appropriate agencies and communities.
WR- G1-P1 WR- G1-P3 WR- G1-P4 WR- G3-P1 WR- G3-P4 WR- G3-P5	1. Surprise will leverage existing water portfolio assets to grow local resources while also working as an equal partner with ADWR and other agencies in efforts to pursue new water sources to convey these waters throughout the region so as to maintain a 100-year Assured Water Supply designation from ADWR.
WR- G3-P2 WR- G3-P3 WR- G3-P6	2. Surprise will look to enhance its water resources portfolio through investing in acquisition of all forms of water assets, including long-term water and extinguishment credits, water rights, additional CAP allocation and recharge, and other water sources. Additionally, the City will standardize data methods for economic comparison of alternative water supplies and programs.
WR- G1-P2	3. Assist the private water companies in conservation, long-range planning, and identification of their roles as water suppliers for the region.
WR- G4-P1 WR- G4-P4	4. Include conservation of water resources in area plans to guide land use decisions with an emphasis on xeriscaping new developments to maintain washes and to limit turf installation to recreation areas.
WR- G6-P1	5. Maximize the use of effluent as a source of recharge water and integrate effluent management plans.
WR- G1-P5	6. The City will expand processes to communicate current and planned water programs to the public.
WR- G2 WR- G4*	<b>Goal 6.6: Bolster water conservation</b> In the spirit of bettering the use of water across the City, Surprise will continue to promote water conservation in accordance with the adopted Water Resource Management Plan. The use of reclaimed water will also be encouraged, and there will be further investment into best management practices for the optimal capture of stormwater runoff.
WR- G2-P1 WR- G2-P2 WR- G2-P3 WR- G2-P5	1. In meeting ADWR conservation requirements, Surprise will support the conservation and efficient water use to minimize the need for new water sources, expand programs and regulations to reduce water waste, and pursue policies that benefit the local ecology.

WR- G2-P4	2. Make information about water-conserving landscaping and water harvesting methods and resources available for property managers, designers, and homeowners.
<i>New Policy</i>	3. Look to tie more closely known water supply and density of future development at the local level.
WR- G5 WR- G6*	<b>Goal 6.7: Ensure for safe and reliable water delivery</b> The City of Surprise will continue to invest in water treatment, storage, and distribution systems to ensure reliable delivery of high-quality water to meet daily and emergency needs.
WR- G5-P1 WR- G5-P2 WR- G5-P3	1. Develop a plan for future development of the City's water supply and distribution system to meet established system pressure and fire flow standards (including reservoirs, mains, and hydrants) that may also include a surface water treatment plant to satisfy the City's potable water needs.
WR- G4-P2 WR- G4-P3	2. Surprise will ensure new developments possess water resources to serve future residents and will further require development with large water demand developments to provide the City with water rights associated with the land being developed.
WR- G6-P2 WR- G6-P3	3. Support the extension of reclaimed water distribution infrastructure in order to increase the use of reclaimed water and secondary effluent throughout the areas of hydrologic impact.
WR- G5-P4	4. Work with regional agencies to provide and improve emergency measures to ensure adequate water, storage, and distribution during supply interruptions.

**Policies Removed:** HOUS- G1-P3, ECON- G1-P5

DRAFT GOALS ORGANIZED BY ELEMENTS

		REQUIRED ELEMENTS												ELECTIVE ELEMENTS				
		Land Use & Growth Areas	Circulation	Recreation & Open Space	Revitalization & Redevelopment	Housing & Neighborhood Preservation	Environmental Planning & Conservation	Water Resources	Energy	Public Services & Facilities (Utilities)	Public Buildings	Safety	Cost of Development	Economic Development	Arts & Culture	Education	Health	
Goals	Goal 1.1	Build strong neighborhoods and local connections	●		●	●	●			●	●			●	●		●	
	Goal 1.2	Promote public outreach and participation				●				●			●			●		
	Goal 1.3	Foster effective communication				●							●	●	●	●	●	
	Goal 1.4	Provide good governance through service excellence								●	●	●	●	●		●	●	
	Goal 2.1	Maintain a well-managed community form	●			●	●						●	●	●			
	Goal 2.2	Be a home for everyone	●	●	●	●	●	●	●	●	●		●	●	●			
	Goal 2.3	Foster a sense of place through maintenance, reuse, or redevelopment of maturing areas	●		●	●	●	●	●			●	●	●	●			●
	Goal 2.4	Protect Luke Air Force Base	●	●	●		●	●	●	●	●	●	●	●	●			●
	Goal 3.1	Develop a complete transportation network to support desirable patterns of development	●	●		●	●	●					●	●	●			●
	Goal 3.2	Promote safe movement of people, goods, and vehicles across all modes of travel		●	●		●						●		●			●
	Goal 3.3	Relieve vehicular congestion	●	●		●	●	●		●			●	●	●			●
	Goal 3.4	Plan for emerging transportation technologies		●		●	●	●		●	●	●		●	●			
	Goal 4.1	Support economic competitiveness	●	●		●				●	●	●			●		●	
	Goal 4.2	Be a Regional Economic Partner							●	●	●	●			●			
	Goal 4.3	Elevate Tourism through attractions	●			●								●	●	●		
	Goal 4.4	Offer life-long learning and skill-building			●		●				●	●			●		●	
	Goal 5.1	Offer superior recreational amenities and activities	●	●	●				●	●		●			●	●		●
	Goal 5.2	Foster a system of natural opens spaces	●	●	●	●			●	●			●					●
	Goal 5.3	Increase access to wellness opportunities		●	●	●			●	●		●		●	●	●	●	●
	Goal 5.4	Ensure for quality community services	●	●			●				●	●						
	Goal 5.5	Cultivate our authenticity			●	●	●				●	●			●	●		●
	Goal 6.1	Protect the health of our diverse environment	●		●				●									●
	Goal 6.2	Utilize a systems approach to sustainability	●		●		●		●	●				●	●			
	Goal 6.3	Reduce risk and thrive under change		●	●				●			●	●				●	
	Goal 6.4	Provide exceptional core utilities					●		●	●	●			●	●			
	Goal 6.5	Continuously and responsibly manage our water resources	●		●	●			●	●					●			●
	Goal 6.6	Bolster water conservation	●			●			●	●								●
	Goal 6.7	Ensure for safe and reliable water delivery				●			●	●				●	●			●



**CITY OF SURPRISE**  
**General Plan Advisory Group Meeting**

---

Council Meeting Date: May 9, 2023                      Contact Person: Jason Moquin, Planning Manager  
Submitting Department: Community Development    District: Internal  
Staff Recommendations:

---

Consent: No            Regular: No            Public Hearing: No            Report/Discussion: Yes

---

**Agenda Wording:**

GPAG Meeting No. 8, June 13, 2023

---

**Motion:**

---

**Background:**

---

**Objective Analysis:**

---

**Policy Compliant:**

---

**Financial Impact:**

---

**Budget Impact:**

**FTE Impact:**

---

**ATTACHMENTS:**

---