



CITY OF SURPRISE
Regular City Council Work Session
16000 N. Civic Center Plaza
Surprise, AZ 85374
Tuesday, October 17, 2023 @ 4:00 PM
COUNCIL CHAMBERS

- A. Call To Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Proclamation and Community Acknowledgements
- E. City Manager Report
- F. City Clerk Report
- G. Call To The Public

INSTRUCTIONS: In order to address the City Council, you will need to fill out a Call to the Public Form available at the front counter, and then turn it in to the City Clerk before the meeting begins. You may also [fill out the Call to the Public form online](#) If submitting form electronically, please submit to City Clerk at least one hour before the meeting start time.

Note: A.R.S. 38-431.01(H)- During this time members of the public may address City Council only on issues within the jurisdiction of the City Council which are not an item on the agenda. At the conclusion of the open call, City Council may respond to criticism, may ask staff to review the matter or may ask that the matter be put on a future agenda. No discussion or action shall take place on any item raised.

Approval of items on the Consent Agenda – all items with an asterisk (*) are considered to be routine matters and will be enacted by one motion and one roll call vote to the City Council. There will be no separate discussion on these items unless a Councilmember requests, in which event the item will be removed from the consent agenda and considered in its normal sequence on the agenda.

Please be aware that Council Members may not discuss or respond to matters raised during call to the public that are not specifically identified on the agenda. Council Members may however, in their discretion, discuss or respond to relevant matters raised during a noticed public hearing or agenda item.

H. Regular City Council Work Session Agenda

CONSENT AGENDA:

REGULAR AGENDA ITEM - PUBLIC HEARING:

REGULAR AGENDA ITEM - NON-PUBLIC HEARING:

- | | | | |
|----|--|--|------------------------------------|
| 1. | Citywide | Updates on the Arts and Culture Division and an overview of public art definitions, background, and processes of public art. | Arts, Culture & Library Department |
| 2. | Citywide | Presentation and Discussion of the Draft City Council Strategic Plan Update. | None |
| | | | Eric Fitzer
City Manager Office |
| I. | Other Business and Future Agenda Items | | |
| J. | City Council Reports | | |
| K. | Executive Session | | |

For information Purposes; Upon a public majority vote of a quorum of the City Council, the Council may hold an executive session, which will not be open to the public, but for only the following purposes:

- discussion or consideration of personnel matters (A.R.S. §38-431.03 (A)(1));
- discussion or consideration of records exempt by law from public inspection (A.R.S. §38-401.03 (A)(2));

L. Adjournment

KRISTI PASSARELLI, CITY CLERK

POSTED: Thursday, October 12, 2023 @ 10:00 AM

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
Regular City Council Work Session

Council Meeting Date: October 17, 2023 Contact Person:
Submitting Department: Arts, Culture & Library District: Citywide
Department
Staff Recommendations:

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

Agenda Wording:

Updates on the Arts and Culture Division and an overview of public art definitions, background, and processes of public art.

Motion:

No action

Background:

The City of Surprise formed a new Arts and Culture Division in 2023. The Arts and Culture Division will provide updates on the Arts and Culture Division and an overview of public art definitions, background, and processes of public art.

Objective Analysis:

Provide general information on public art definitions, background, and processes.

Policy Compliant:

This item is compliant with City and Council policies.

Financial Impact:

This item does not have a financial impact.

Budget Impact:

This item does not have a budget impact.

FTE Impact:

This item does not have an impact on current staff levels.

ATTACHMENTS:

1. Public Art Overview Presentation (2)
-



SURPRISE
ARIZONA

PUBLIC ART BACKGROUND AND OVERVIEW

ARTS, CULTURE, AND LIBRARY DEPARTMENT
ARTS AND CULTURE DIVISION
OCTOBER 17, 2024

NEW ARTS AND CULTURE DIVISION

2002  SACAC
Established
by City
Council

2004  First Cultural
Arts
Strategic
Plan
Created

2016  Percent for
Art
Ordinance
Adopted

2018  Arts and
Culture
Masterplan
Approved

2022  Arts,
Culture,
and Library
Department
Established

April 2023  Arts and
Culture
Division
Established

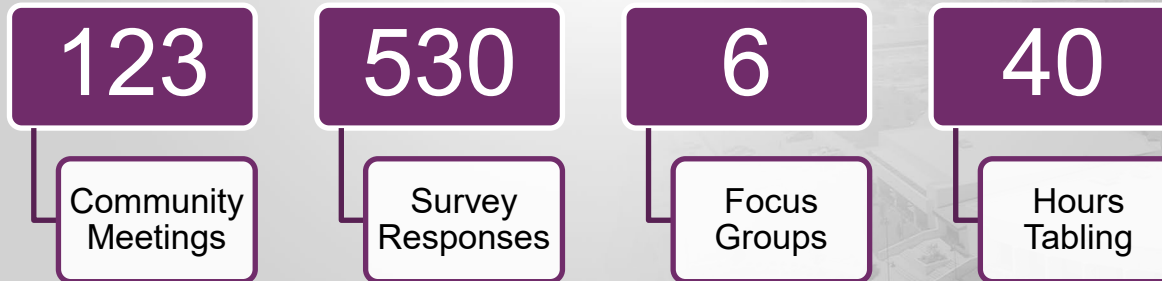


JULIE AKERLY, ARTS AND CULTURE MANAGER



DIVISION FIRST STEPS

1. **Talk to Surprise**
2. **Best Practices from Peers**
3. **Evaluate and Create Plans and Policies for Surprise**





AMERICANS FOR THE ARTS

DEFINITION OF PUBLIC ART

- In public places
- More than bronze statues & memorials
- Range of forms, sizes, and scales
- Interprets the history of the place and people

SURPRISE RESIDENTS THINK

PUBLIC ART IS:

- Exists in public spaces
- A physical artwork, sculpture, or mural
- An arts festival
- Easily accessible and informal
- A creative experience
- A performance in a public space
- Connected to the community



PERCENT FOR ART ORDINANCE

PUBLIC ART DEFINITION:

- All forms of non-ephemeral original works of art accessible to the public

“Art is how we decorate space, music is how we decorate time”

– Jean-Michel Basquiat

TYPES OF PUBLIC ART

Large Scale

Signature/Permanent



Small Scale

Local/Temporary



Art in Private Development



PUBLIC ART VS. ART FOR ART'S SAKE

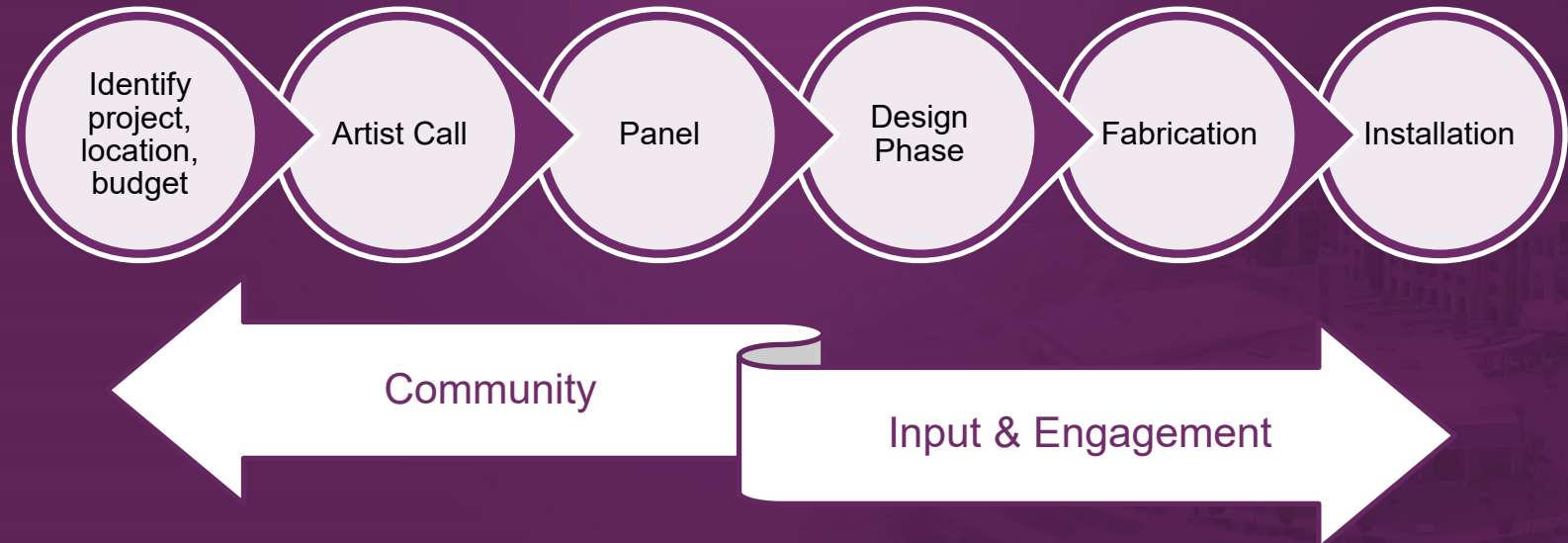
#1 Created with and for the community

#2 Experienced and appreciated by the public

#3 Includes public in the process



PUBLIC ART PROCESS



PUBLIC ART PROCESS

COMMUNITY INPUT

- Responding to City plans
- Surveys
- Pop-Up Gatherings
- Selection Panels
- Design Process
- Creation of Artwork



PUBLIC ART PROCESS

IDENTIFY PROJECT, LOCATION, BUDGET

Tiny Home

\$45,000

Upstate Minnesota



Estate

\$29,000,000

Paradise Valley, AZ

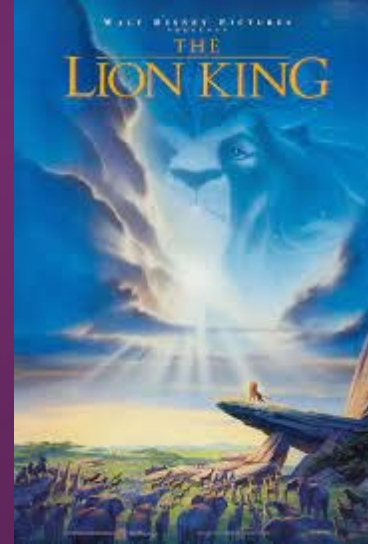
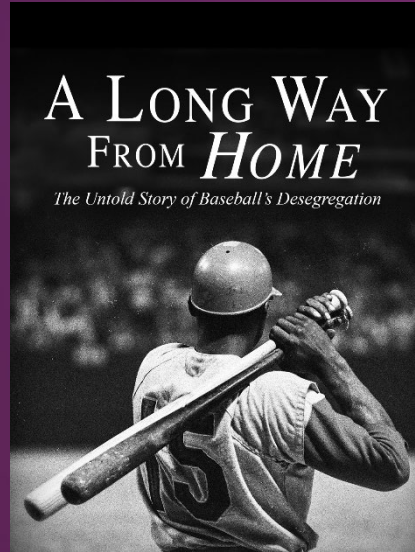


PUBLIC ART PROCESS

ARTIST CALL

- Project Description & Background
- Project Goals
- Artwork Budget & Total Project Budget
- Location
- Eligibility
- Criteria
- How to Apply
- Timeline

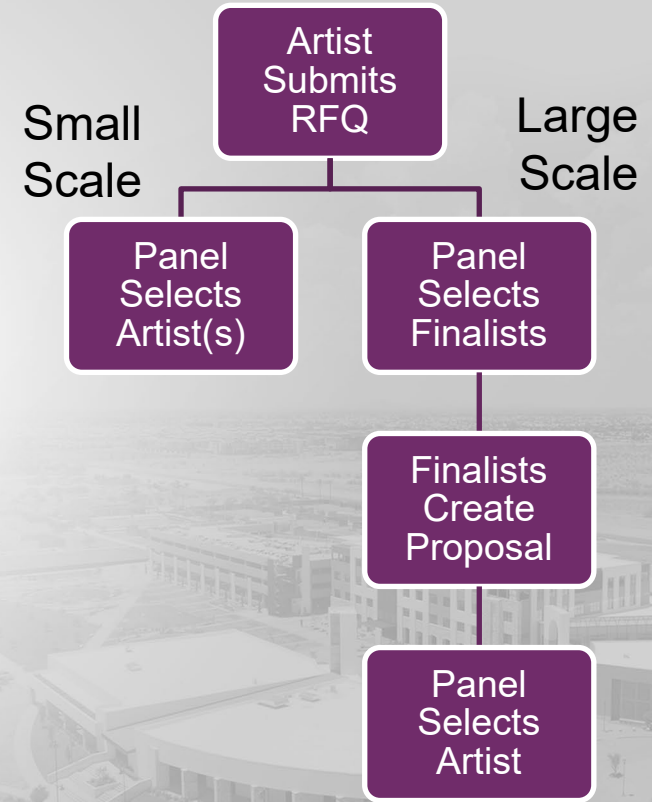
FAVORITE MOVIE GENRES



PUBLIC ART PROCESS

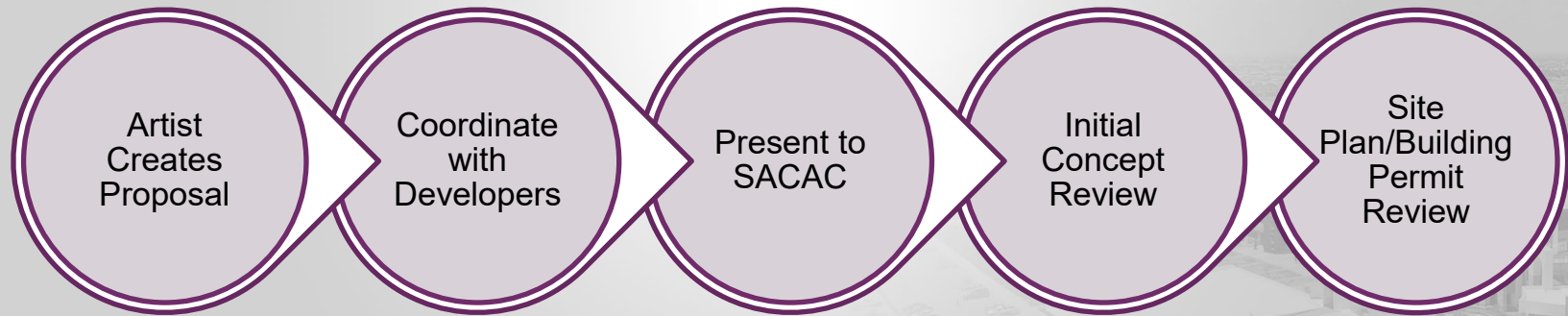
PANEL

- Initial review and scoring of all applicants **based on criteria** not preference
- Panelists review 50-100 applications
- Panelists meet to discuss and select artists for 3-8 hours



PUBLIC ART PROCESS

DESIGN PHASE (LARGE SCALE)



PROJECT TIMELINES

LARGE SCALE

Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25	Q3 25	Q4 25	Q1 26	Q2 26	Q3 26	Q4 26
Project Approval	Artist Selection			Design Phase					Fabrication		Installation

SMALL SCALE

Q1 24	Q2 24	Q3 24	Q4 24	Q1 25	Q2 25
Project Approval	Artist Selection		Design Phase		Installation



SURPRISE
ARIZONA

QUESTIONS OR COMMENTS?

Thank You



CITY OF SURPRISE Regular City Council Work Session

Council Meeting Date: October 17, 2023

Contact Person: Eric Fitzer, Director of Strategic Initiatives

Submitting Department: City Manager Office

District: Citywide

Staff Recommendations: None

Consent: No

Regular: Yes

Public Hearing: No

Report/Discussion: No

Agenda Wording:

Presentation and Discussion of the Draft City Council Strategic Plan Update.

Motion:

Presentation and Discussion Only

Background:

The City Council Strategic Plan was first adopted by the City Council in February 2011. During the February 21, 2023 work session, staff provided an overview of the recommended updates to the City Council Strategic Plan.

On June 6, 2023 staff introduced the revised draft plan. The City Council expressed an interest in revisiting the entirety of the City Council Strategic Plan. In the time since the June 6, 2023 council meeting staff has met with all councilmembers individually to gain insight into additional items of council interest as well as internally with department directors, their designees and city management.

This item is for presentation and discussion only.

Objective Analysis:

This item has been placed on the agenda for presentation and discussion of the recommended modifications to the City Council Strategic Plan.

Policy Compliant:

This item is compliant with City Council policies and the City of Surprise Municipal Code.

Financial Impact:

There is no financial impact associated with this item.

Budget Impact:

There is no budget impact associated with this item.

FTE Impact:

There is no FTE impact associated with this item.

ATTACHMENTS:

1. 01 Draft City Council Strategic Plan Strategies and Goals Update Track Changes 100223
 2. 02 Draft City Council Strategic Plan Strategies and Goals Update Clean 101723
 3. 03 City Council Strategic Plan Update Presentation 101723
-

RED HIGHLIGHTED TEXT = Draft Changes June 6, 2023
BLUE UNDERLINED TEXT = DRAFT Additions
BLUE STRIKE TEXT = DRAFT Subtractions

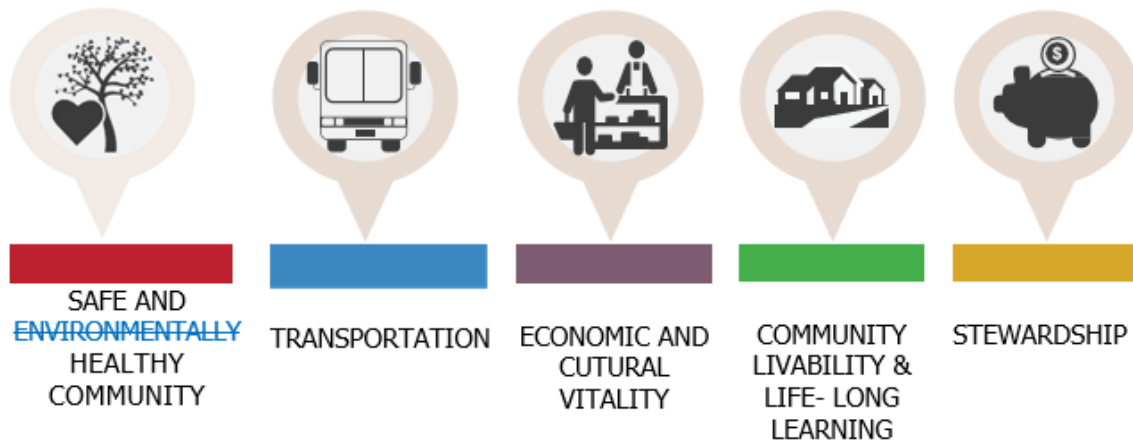
Introduction

City Council Strategic Plan provides a framework for establishing community priorities and focuses resources in achieving shared goals and outcomes that make Surprise a sustainable vibrant place for residents, businesses, and visitors - today and in the future.

~~Following visioning sessions and other public engagement opportunities, the Surprise City Council first adopted the Strategic Plan in 2011.~~

Surprise's City Council Strategic Plan uses the city's vision and the five City Council strategic priorities described below as its roadmap for action. The City Council has adopted city-wide goals to advance each area by fiscal year 2025. To stay current with changing dynamics over time, Council may review and adjust the Strategic Plan as necessary. ~~In 2013, Council added new elements and specific goals to the plan. Council also adopted new revisions to the plan in 2019 to provide high-level initiatives~~ to better support the vision of our growing community.

To make this vision become a reality, the City Council Strategic Plan identifies the following strategic priorities:



These priorities, with their accompanying strategies, will guide City Council policy and budgetary decision making, shape partnerships locally and regionally, and involve the residents of Surprise in building the future of our community. In concert with other planning and policy documents, including the long-range General Plan, the Strategic Plan will provide the guidance and tools to achieve our community's shared vision.

SAFE AND ENVIRONMENTALLY HEALTHY COMMUNITY

Maintain a safe and healthy community amid historical growth; ~~foster innovation to sustain the natural environment and resources.~~

Strategy 1.1: MITIGATE CRIMES AND ACCIDENTS BY ENHANCING COMMUNITY AWARENESS OF PUBLIC SAFETY SYSTEMS AND PARTNERING WITH GOVERNMENTAL ORGANIZATIONS, COMMUNITY GROUPS AND OTHER FIRE AND CRIME PREVENTION PROGRAMS.

- Maintain a partnership with area schools to provide fire and law enforcement safety awareness education to the student population through the School Resource Officer (SRO) program and other such programs which work to engage adolescents and when necessary, intervene.
- Increase awareness of residents and visitors by providing information that enhances their knowledge of how public safety agencies deliver service to the community through police department community events, fire department open houses, and the effective use of media and social media.
- ~~Maintain the priority of~~ Provide for and enhance community education opportunities such as in traffic and fire safety, crime prevention, personal safety, and the prevention of accidents in the home and workplace.
- Develop a data driven Community Safety Plan to ~~C~~continue to engage the community; including identifying outreach procedures and programs which encourage participation by ~~to~~ high-risk populations through Community Risk Reduction based on quantitative data analysis.

Strategy 1.2: PROVIDE PUBLIC SAFETY WORKERS WITH THE TOOLS AND TRAINING NECESSARY TO MEET COMMUNITY PUBLIC SAFETY NEEDS.

- Identify, develop and/or enhance training programs by establishing dedicated personnel, Deploy a Fire training division(s) and/or reallocating resources and assets to fully coordinate, manage, administer, and oversee ~~the daily operations of the~~ training and continued education of personnel division.
- Provide appropriate training (including scenario-based opportunities), education, and certifications to effectively serve the community.
- Strategically plan for the necessary resources including personnel, equipment, vehicles, and facilities, including training facilities, for public safety service providers.
- Explore and utilize innovative technology and data driven analytics to enhance operational support for public safety service providers.

Strategy 1.3: ENSURE PROPER, TIMELY AND APPROPRIATE RESPONSE.

- Strategically ~~Deploy~~ fire department public safety resources ~~to~~ through data driven analytics in order to meet ideal suburban incident response time goals ~~and deploy police department resources to reduce or maintain emergency (priority 1) response times.~~
- Continue to work in concert with other public safety, governmental and non- governmental agencies, and seek additional opportunities to work cooperatively to enhance customer service and efficiency.
- Work internally and externally to ensure that qualifying post incident recovery of public and private resources occurs.
- Enhance community resiliency efforts by ~~E~~expanding citywide emergency management capabilities and community engagement through further development of program planning, city-wide training, and exercise opportunities.

Strategy [1.4](#): PROVIDE EXTRAORDINARY INTERNAL AND EXTERNAL CUSTOMER SERVICE.

- Maintain and build upon relationships with [neighborhoods](#), communities and the public that encourage collaboration, communication, trust, and understanding.
- Provide customers with a venue to openly discuss issues of concern and [conflict resolution such as mediation services](#).
- Ensure public safety is incorporated into the plans and goals of non-public safety departments by maintaining relationships.
- Further enhance volunteer opportunities for community members including the crisis management response teams by recruiting qualified staff that will develop, train, and manage volunteers.

Strategy [1.5](#): [PROPERLY PLAN FOR AND](#) ENSURE FISCAL RESPONSIBILITY IN ALL PUBLIC SAFETY EFFORTS.

- [Develop a comprehensive Public Safety Master Plan that will assess the City's public safety system, including reviewing the adequacy of the existing deployment system, identifying and prioritizing infrastructure including people, buildings, assets, technologies, training and plan for the future.](#)
- Be receptive to discuss and implement change in service provision methods and change in the needs of the community to include the support of innovation, efficiency, and continual improvement.
- Continuously evaluate the effectiveness and efficiency of the ground ambulance service delivery system.
- Promote efficiencies in public safety while enhancing service delivery, leveraging technology [and data analytics](#) to [strategically deploy](#) and maximize resources.
- Aggressively pursue grant funding from appropriate sources to assist in providing public safety services.

Transportation

Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region, ease of movement into, within, and out of Surprise, and supports a high standard of community life.

Strategy [2.1](#): IMPROVE ACCESS TO AND FROM SURPRISE, [SPECIFICALLY EAST/WEST CONNECTIONS](#).

- Work with neighboring jurisdictions and regional partners to plan for and develop [seamless arterial system](#) connections.
- Facilitate planning for [system](#) connections [between southern and northern surprise and](#) to major existing and future transportation corridors, e.g. SR303, I-10, I-11, and Maricopa County.
- [Work with Regional, State and Federal agencies and elected officials on facilitating system improvements and securing funding for improvements to the Grand Avenue Corridor; e.g. SR303/163rd Ave and & Grand Ave, Jomax and Grand Ave etc.](#)

Strategy [2.2](#): IMPROVE [INTERNAL CIRCULATION THE TRANSPORTATION SYSTEM BY CONTINUOUSLY PLANNING FOR THE FUTURE, EVALUATING THE PRESENT AND COMPLETING MISSING AND INCOMPLETE LINKS IN THE ARTERIAL CITY NETWORKSYSTEM](#)

- Complete scalloped city streets (streets not built to their full planned width).

- ~~Maintain an updated Long Range Master Street Plan to guide the successful development for arterials in the Surprise planning area.~~ Develop a comprehensive Multimodal Transportation Master Plan that will assess the City's transportation system, conduct a needs assessment, identify and prioritize large scale initiatives and projects.

Strategy 2.3: DEVELOP AND IMPLEMENT A ROBUST MULTIMODAL TRANSIT SYSTEM THAT PROVIDES FOR TRANSIT CONNECTIVITY TO THE REGION

- Coordinate with all regional partners and West Valley communities for provision of public transit services provided to Surprise residents.
- Pursue grants and explore fund options for transit-oriented development, and develop public transit services, such as ~~local circulator~~ micro transit.
- Identify transit connections for Bell Road, SR303, and the arterials connecting to the freeway.
- Identify gaps and provide solutions to provide for local multi-modular linkages, e.g. bicycle and pedestrian facilities ~~such as microtransit~~.
- Seek partnerships with the private, public and nonprofit sectors on attracting transportation options within the City.

Strategy 2.4: IDENTIFY FUNDING SOURCES FOR TRANSPORTATION SYSTEM.

- Commit to an annual CIP allocation for local transportation improvement projects
- Routinely conduct community outreach to gauge resident interest in additional ~~local tax with~~ revenue streams dedicated to local transportation projects.
- Research ways to ~~D~~develop and possibly implement a new transportation impact fee ordinance to comply with state law.
- Ensure that planning efforts include identification and ~~R~~review of local, regional and federal programs to identify potential ~~federal~~ funding opportunities for the City's transportation system projects.
- Actively participate in public and private regional organizations that address transportation.
- Consider developing "shovel-ready" plans for local transportation priority projects to put the city in a position to secure funds that may become available.

Strategy 2.5: DEVELOP AND MAINTAIN A BALANCED TRANSPORTATION SYSTEM FOR NON-VEHICULAR MODES OF TRAVEL, INCLUDING BICYCLING AND WALKING.

- Identify missing links to enable non-vehicular travel throughout the City of Surprise
- Ensure that access to and from areas which connect pedestrians and bicyclists to their destinations are thoughtfully planned and offer separation from vehicular activities; e.g. access through parking areas, rights-of-way, etc.
- Develop and implement a complete streets policy to accommodate multimodal transportation needs on city streets (share-the-road models to accommodate vehicles, bikes, pedestrians).
- Encourage alternate healthier transportation modes throughout the city, ~~focusing on those that produce little to no harmful emissions~~ e.g. walking, biking.
- Support robust carpooling and park-'n'-ride initiatives.

Economic and Cultural Vitality

Promote a healthy economy through strategies that add employment, attract new businesses and capital investment; support opportunities for veterans and people of all abilities and income levels to thrive; provide tourism and cultural opportunities.

Strategy 3.1: PROMOTE SURPRISE AS A LOCATION FOR QUALITY ADVANCED MANUFACTURING OR LOGISTICS BUSINESSES THAT USE INNOVATIVE TECHNOLOGIES TO IMPROVE THEIR PRODUCTS OR PROCESSES.

- Continue to proactively market “shovel-ready” sites and available real estate within the City.
- Deliver economic development business retention and expansion principles to facilitate an advantageous growth environment for advanced manufacturing and logistics businesses.
- Maintain workforce development, marketing, and business retention partnerships that support the goal of growing and retaining advanced manufacturing and logistics industries.

Strategy 3.2: PROVIDE HANDS-ON APPROACH TO SUPPORTING INNOVATION, ENTREPRENEURSHIP AND SMALL BUSINESSES.

- [Develop and market the partnerships and programming to help small businesses in the City of Surprise.](#)
- [Engage with small business organizations to enhance resources and networking opportunities for the small business community.](#)
- [Identify best practices and programs of Promote and market the AZTechCelerator facility and engage in opportunities to imbed in university programming to help small businesses and/or new development in the City Center of Surprise.](#)
- [Continuously engage the Surprise Regional Chamber of Commerce to identify needs within the Surprise small business community.](#)
- Foster entrepreneurship and small business education and partnerships.
- Leverage local, regional, statewide, national, and global partnerships that facilitate entrepreneurial growth in Surprise and the Greater Phoenix West Valley.

Strategy 3.3: IDENTIFY LOCAL, REGIONAL, STATEWIDE, NATIONAL, AND GLOBAL PARTNERSHIP WHICH SERVE TO PROMOTE LOCAL JOB GROWTH, LOCAL BUSINESS ENVIRONMENT ENHANCEMENT, AND BUSINESS-TO-BUSINESS COMMUNITY ENGAGEMENT OPPORTUNITIES IN SURPRISE.

- Advance partnerships that promote initiatives to market and encourage new business growth, existing business retention, and other business engagement opportunities.
- Utilize the credibility, contacts, and resources of partnerships to add value to recruitment and retention efforts.
- Continue to cross-market local employment opportunities and job fairs with partners in order to enhance Surprise workforce development initiatives.
- Market Foreign Trade Zone [and Opportunity Zone.](#)

Strategy 3.4: PURSUE OPPORTUNITIES TO ATTRACT DESIRABLE RETAIL SERVICES OR PRODUCTS TO THE CITY OF SURPRISE WHICH ARE DESTINATION-ORIENTED AND/OR FAMILY-ORIENTED ENTERTAINMENT VENUES.

- Actively market and promote premiere retail sites in the City of Surprise, such as City Center, [Asante](#) and the Loop 303, to include entertainment and venues for community youth.
- Continue to promote opportunities to build and expand upon relationships with existing retail businesses, brokers, industry experts, and developers in pursuit of additional quality retail growth.
- Maintain strong support for retail promotional initiatives with ongoing workforce development support, research analytics, and local, regional, statewide, and national partnerships.
- Promote Surprise as a tourism and meeting destination through innovative marketing initiatives, [collaborative real estate solutions](#) and shared promotions with [new and](#) local hotel, hospitality, and retail partners.

Strategy 3.5: ATTRACT AND ENCOURAGE THE GROWTH OF SPECIALTY, WORLD- CLASS MEDICAL SERVICES AND TREATMENTS AIMED AT SERVING THE NEEDS OF RESIDENTS AND VISITORS.

- Advance efforts to distinguish, market, and promote the City of Surprise as a premiere medical location at the center of local, regional, and statewide healthcare excellence and talent.
- Strengthen partnerships with existing regional medical corporations to promote Surprise sites as future growth locations.
- Remain vigilant to identify opportunities to engage with industry and workforce experts to identify development potential.
- Promote the sharing of research analytics and marketing collateral with industry opportunities.

Strategy 3.6: FOSTER THE DEVELOPMENT OF SURPRISE CITY CENTER.

- In cooperation with the developer, work to brand enhance the design of collateral private/public buildings and spaces that speak to the history and future of the City Center.
- Identify land options and outline potential city support to prospective end-users.
- Continue to communicate the vision of the Surprise Center to potential projects.
- Promote the vision of a dynamic, high-density commercial future with a special sense of character and place within Surprise City Center in marketing strategies.
- Identify pedestrian, bicycle connections and parking solutions for recreation, tourism, education, and shopping.

Strategy 3.7: IDENTIFY, PROMOTE AND LEVERAGE NEW AND EXISTING OPPORTUNITIES FOR NARROWING COMPETITIVENESS ISSUES TO FOSTER ECONOMIC DEVELOPMENT PROJECTS.

- Continuously research, categorize and communicate local/regional, statewide, and national competitive incentives offered that may facilitate projects in the City of Surprise.
- Promote the use of creative and in-kind value-added incentives within the City of Surprise to help corporations advance their hiring, growth, and time-to-market goals.
- Encourage the use of reasonable, legal, post- performance incentives, especially for projects that will offer the City of Surprise substantial, measurable public benefit.
- Identify and promote infrastructure improvements to encourage new investment, increased services and amenity offerings.

Strategy 3.8: LEVERAGE NEW OPPORTUNITIES TO ATTRACT VISITORS AND ENGAGE RESIDENTS WITH ENHANCED EVENT AND ENTERTAINMENT OPPORTUNITIES.

- Create and update infrastructure to streamline the process for third party events in order to build and promote year- round tourism activity.
- Develop local and regional partnerships that will increase tourism-related room nights, exploring the marketing of tourism package opportunities.
- Collaborate with land owners and developers to support tourism and entertainment development in Surprise.
- Create multi-beneficial partnerships with hotels, restaurants, and regional tourism groups to strategically attract tourism events and development that will create revenue opportunities for all parties involved.
- Continue to expand, develop and refine neighborhood, community and regional scale events which offer a diverse lineup of offerings e.g. festivals, concerts, fitness events, individual and team sports competitions etc.

Strategy 3.9: STRATEGICALLY MARKET SURPRISE AS AN INTENTIONAL SPORTS AND TOURIST DESTINATION.

- Develop a comprehensive tourism advertising and communications plan to promote sports and tourism- based events and initiatives.
- Increase strategic collaboration with key partners to expand our ability to identify and target demographics for tourism.
- Market Tourism Fund opportunities to attract professional event and entertainment groups.
- Research and initiate other possible sources for creating Tourism revenue in Surprise.

COMMUNITY LIVABILITY & LIFE-LONG LEARNING

Provide a high quality residential and business-built environment; revitalize at-risk communities and assist vulnerable populations; collaborate with K-8 schools, skill centers, and higher educational institutions to support innovative services/ programs and learning opportunities for all ages.

Strategy 4.1: MAINTAIN HIGH STANDARDS OF DESIGN FOR NEW AND REVITALIZED HOUSING DEVELOPMENTS **WHILE PROVIDING AN EFFICIENT AND TIMELY REVIEW PROCESS.**

- Ensure Surprise Land Development Ordinance maintains current design standards for neighborhoods and buildings.
- Seek the inclusion of parks, trails, and community facilities when planning for new housing development, as detailed in the Parks & Recreation Master Plan.
- Focus on quality housing in future development for all income levels and abilities.
- Emphasize neighborhood preservation and rehabilitation.
- Continue in neighborhood and building design which focuses and utilizes principles of Crime Prevention Through Environmental Design (CPTED) that emphasize design of the physical environment.
- **Ensure the development review process is customer focused, responsive, and timely.**

Strategy 4.2: SUPPORT OUR EDUCATIONAL PARTNERS TO ADDRESS LIFE- LONG LEARNING INITIATIVES AND PUBLIC WORKFORCE DEVELOPMENT.

- Work with all educational partners to identify innovative learning opportunities for all ages, workforce development programs for all ages, and shared-facility agreements.
- Support city and school/ college initiatives and partnerships to engage with our youth population, while promoting Career and Technical Education (CTE) opportunities in Surprise to enhance vocational and technical training opportunities for Surprise residents.
- Maintain a direct connection between the city and schools through the Surprise Youth Council and other youth initiatives, promoting educational enrichment programs.
- Identify areas of opportunity in city/public professions and development recruitment, retention and professional development programs that include education, private, non-profit, and/or other agency partners to better ensure the highest level of service for Surprise residents and visitors.

Strategy 4.3: RESPECT NATURE BY PROTECTING CRITICAL WILDLIFE CORRIDORS.

- Implement code and design guidelines for wildlife corridors.
- Follow the identified wildlife corridors listed in the Parks and Recreation Master Plan as new development occurs.
- Engage public and private stakeholders to secure easements and properties which have developable and limited developable potential along wildlife corridors.

Strategy 4.4: COLLABORATE WITH PARTNERS TO MANAGE THE NEEDS OF OUR SENIOR POPULATION, ADDRESS POVERTY ISSUES, AND MAKE HOMELESSNESS RARE, SHORT-LIVED, AND NON-RECURRING.

- Collaboration with the Veterans, Disability, and Human Services Commission.
- Coordination with local and regional agencies to address homelessness issues.
- Expansion of programming through the Human Service & Community Vitality department to specifically address senior citizen/aging issues.
- Collaborate on programs to support veterans, employment, [attainable](#) housing, and mental health.

Strategy 4.5: IMPROVE RESIDENTS' QUALITY OF LIFE BY REINVESTING IN OUR EXISTING PARKS.

- [Provide a diversity of activities at our city parks for the enjoyment of all residents. will be able to enjoy outstanding parks that fulfill a diversity of activities.](#)
- [Design for beauty, function and longevity.](#)
- [Continuously evaluate the development and potential redevelopment of sports, tourism, event, community and recreation facilities to optimize programming and usage.](#)

Strategy 4.6: PROMOTE ACTIVE RECREATION, SPORTS AND TOURISM.

- [Continue to build and support active recreational programs and facilities.](#)
- [Surprise will eContinue to be recognized for their continued investments in world-class facilities in that supporting recreational, amateur and professional sports.](#)

Strategy 4.7: PROVIDE A CONNECTED PARK EXPERIENCE THROUGH THE DEVELOPMENT OF AN OVERALL PARK SYSTEM FRAMEWORK.

- [Capitalize on the linear nature of our natural wash corridors and man-made features.](#)
- [Create a city-wide framework of connected parks, greenways, and open spaces that define the City of Surprise.](#)

Strategy 4.8: PURSUE OPPORTUNITIES TO CREATE NEW PARKS AND OPEN SPACE.

- [Pursue opportunities to acquire and create new public parks, open space, and conservation areas that support the needs of our residents and visitors.](#)
- [Protect the health of our natural environment.](#)
- [Identify and target properties which may be fully or partially encumbered by way of deed restrictions, fly over restrictions, flooding restrictions etc. and assess the feasibility of future sports, tourism, park and recreational development and/or natural open space preservation.](#)

Strategy 4.9: PROVIDE CITY-OPERATED ENHANCED COMMUNITY SERVICES AND ENGAGEMENT THROUGH ARTS, CULTURE AND THE LIBRARY SERVICES SYSTEM DESIGNED TO SERVE SURPRISE RESIDENTS.

- [Provide innovative library services utilizing a collaborative approach to support community engagement.](#)
- [Continuously expand library catalogues, collections and programs to enhance services provided to customers.](#)
- [Increase the quality of life for residents and visitor. Amplify the arts and culture sector in Surprise by supporting, growing and sustaining the creative economy through artist opportunities, partnerships with cultural organizations, and grants.](#)
- [Expand partnerships with Surprise institutions, organizations, schools, and develop new programs for specific community groups that would benefit from the arts for improved health, well-being, and social connection such as Veterans and Seniors.](#)

STEWARDSHIP

Foster a culture of transparency and fiscal responsibility in [managing resources and](#) providing excellent municipal services.

Strategy [5.1](#): REDUCE TOTAL ENERGY USAGE IN CITY-OWNED FACILITIES AND EQUIPMENT

- Develop an energy savings plan for city-owned facilities.
- Continue to seek grants that will provide for more sustainable choices at city facilities.
- Incorporate energy-savings methods into the budget for new city facilities.
- Seek out cleaner technologies for city fleet vehicles.

Strategy [5.2](#): MAKE GOOD USE OF OUR PHYSICAL RESOURCES AND ENSURE PROPER DISPOSAL OF THOSE RESOURCES.

- ~~Enhance recycling program and educate citizens about residential recycling~~ Adjust and adapt the City recycling program to the ever changing recycling market to ensure the City is doing everything it can to reduce the negative impact on the environment, conserve materials, and reduce the amount of reusable waste in landfills in a fiscally viable manner.
- Promote city's household hazardous waste disposal program to allow for proper disposal of electronics, paint and other hazardous household waste.
- Develop an anti-litter program in partnership with local businesses and organizations.

Strategy [5.3](#): ENSURE SUFFICIENT WATER RESOURCES FOR CURRENT AND FUTURE NEEDS.

- Continue water conservation initiatives to the public and those carried out by the city. ~~at our parks (non potable water use on turf; reduce overseeding at appropriate locations).~~
- Expand the city's water portfolio and infrastructure to meet projected growth needs [and to ensure safe and reliable water delivery](#).
- Manage growth to achieve a proper balance of land and water resources.

Strategy [5.4](#): MAINTAIN THE CITY'S STREETS AND ROADS AT A HIGH LEVEL OF SERVICE.

- Explore and review alternative funding methods for transportation operations and maintenance.
- Assess and maintain pavement of the city's total roadway network at an acceptable level.
- Develop infrastructure maintenance cycles to extend useful life of all assets.

Strategy [5.5](#): MAINTAIN THE CITY'S INFRASTRUCTURE AND FISCAL RESOURCES, IN PREPARATION OF ECONOMIC FLUCTUATIONS.

- Routinely research and update utility rates, impact fees, and other user fees (such as recreation classes) to best recover service costs.
- Secure grant funding to support city programs and services where possible.
- Optimize and protect the use of technology to assist in the city's critical built infrastructure and cybersecurity.

[DRAFT Strategy 5.6: ATTRACT, DEVELOP AND RETAIN A HIGHLY SKILLED AND DIVERSE WORKFORCE TO PROVIDE EXCELLENT SERVICES IN THE COMMUNITY.](#)

- [Foster a positive employee experience and inclusive culture where all employees are afforded the opportunity to contribute to the organization's goals and objectives.](#)
- [Continuously assess total compensation \(pay and benefits\) in order to offer competitive packages for employees.](#)
- [Develop and look at ways to expand training opportunities for employees, especially in the areas of people development and customer service.](#)
- [Develop strategic and innovative approaches to address current and future recruitment needs.](#)

- [Identify ways to brand and market the City of Surprise as an employer of choice.](#)



CITY COUNCIL STRATEGIC PLAN

UPDATE

Final Draft October 17, 2023



The City of Surprise delivers exemplary
and innovative public service with
integrity and professionalism;
in a fiscally responsible manner; creating
a safe and attractive community where
residents and businesses can thrive.

CITY COUNCIL - 623.222.1300

MAYOR **Skip Hall**

DISTRICT 1 **Nick Haney**

DISTRICT 2 **Aly Cline**

DISTRICT 3 **Patrick Duffy**

DISTRICT 4 **Ken Remley**

DISTRICT 5 **Jack Hastings**

DISTRICT 6 **Chris Judd**

CITY MANAGER'S OFFICE - 623.222.1100

CITY MANAGER **Bob Wingenroth**

ASSISTANT CITY MANAGER **Tracy Montgomery**

CHIEF FINANCIAL OFFICER/DEPUTY CITY MANAGER **Andrea Davis**

- Council & Management Updated September 2023 -

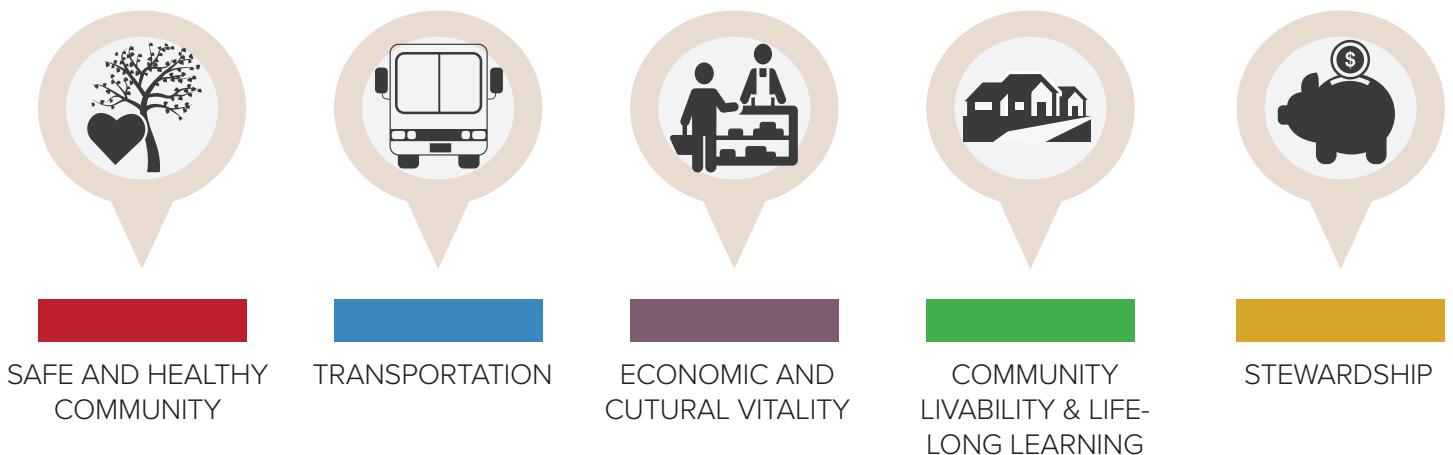
INTRODUCTION

The City Council Strategic Plan provides a framework for establishing community priorities and focuses resources in achieving shared goals and outcomes that make Surprise a sustainable, vibrant place for residents, businesses and visitors - today and in the future.

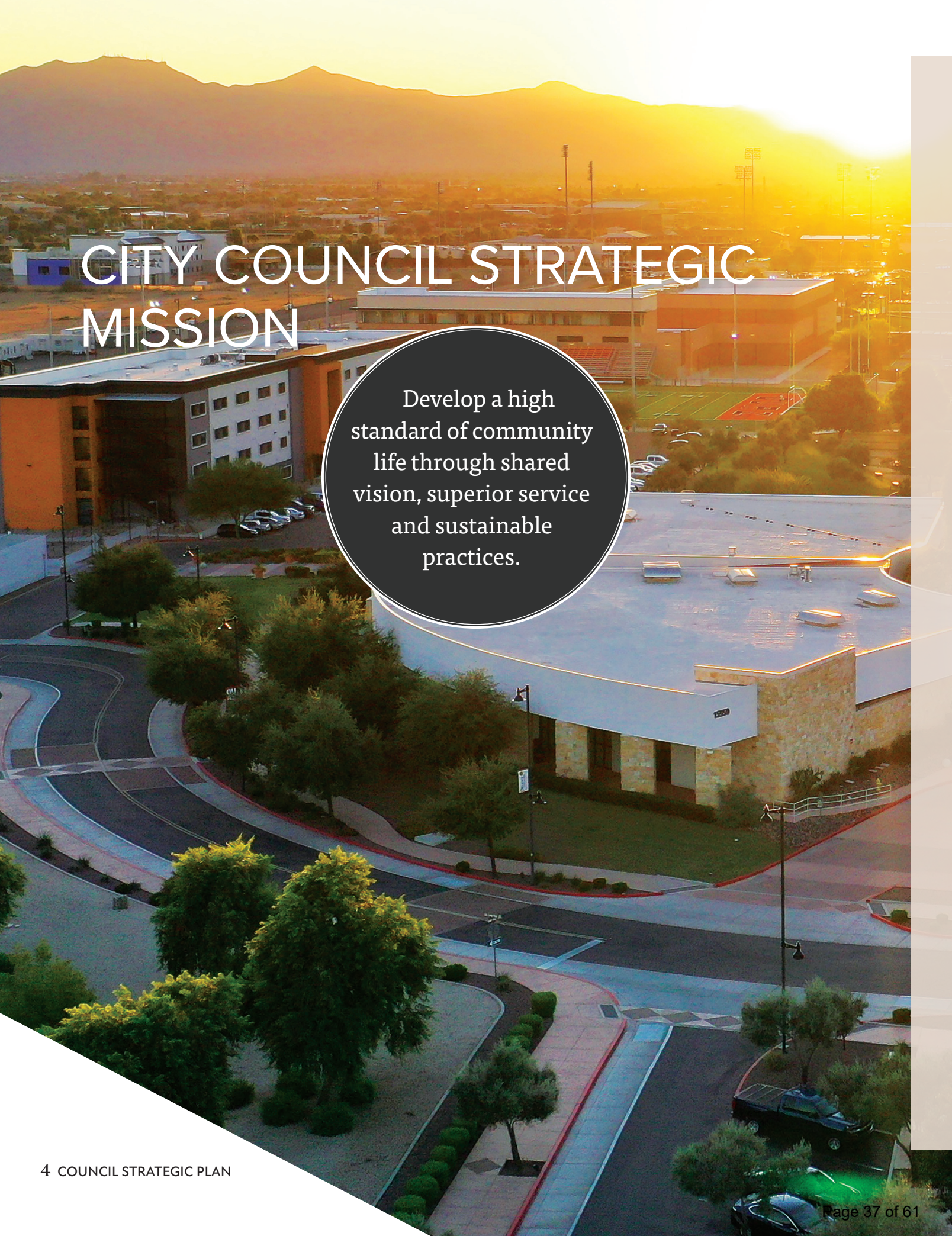
The Surprise City Council Strategic Plan uses the City's vision and the five City Council strategic

priorities described below as its roadmap for action. The City Council has adopted citywide goals to advance each area by fiscal year 2025. To stay current with changing dynamics over time, Council may review and adjust the Strategic Plan as necessary to better support the vision of our growing community.

To make this vision become a reality, the City Council Strategic Plan identifies the following strategic priorities:

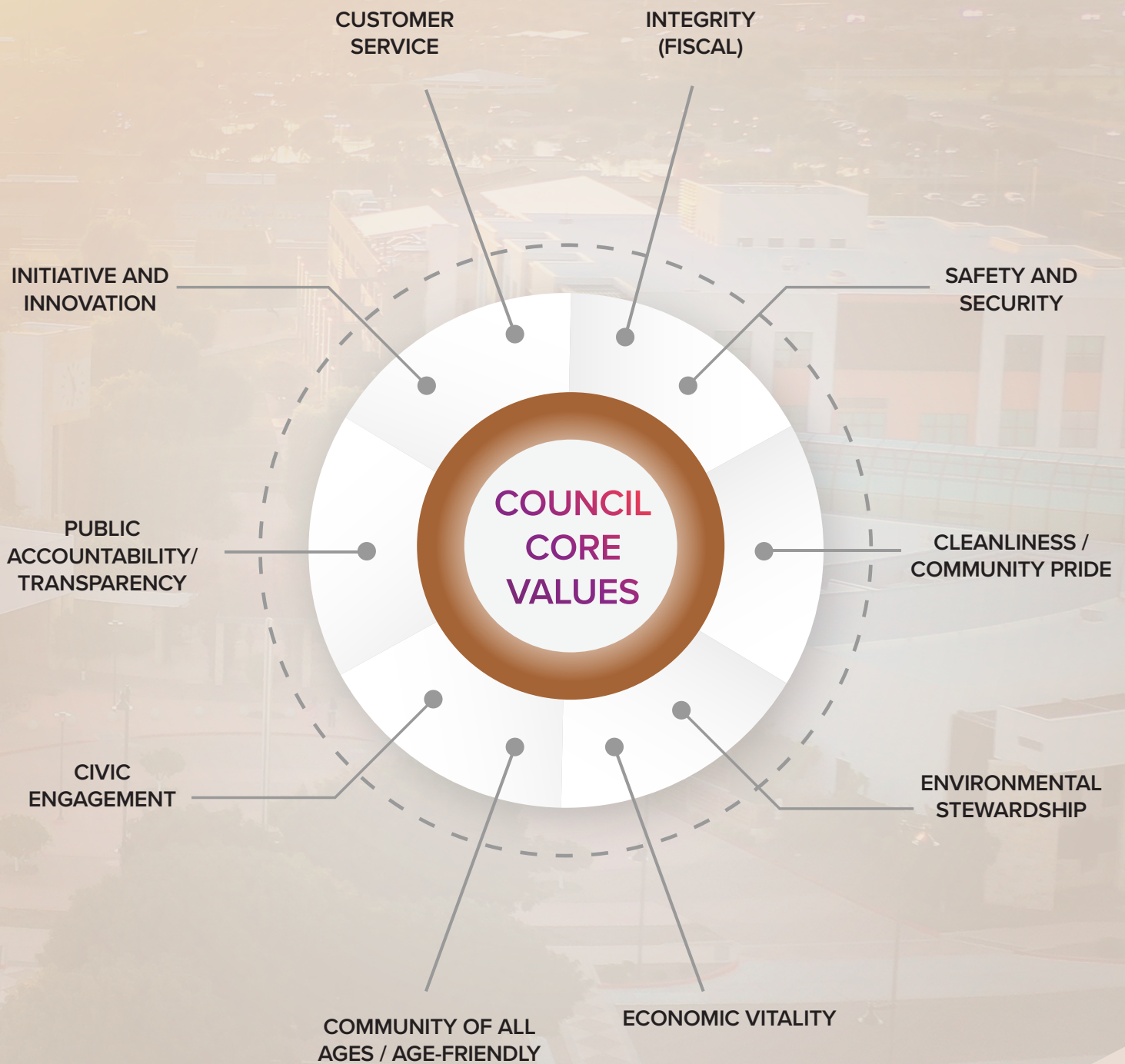


These priorities, with their accompanying strategies, will guide City Council policy and budgetary decision-making, shape partnerships locally and regionally, and involve the residents of Surprise in building the future of our community. In concert with other planning and policy documents, including the City of Surprise General Plan, the Strategic Plan will provide the guidance and tools to achieve our community's shared vision.

An aerial photograph of a city at sunset. The sun is low on the horizon, casting a warm orange glow over the scene. In the background, a range of mountains is visible. The middle ground features a large, modern building with a flat roof and several windows. To the right of the building is a green field, possibly a sports field. In the foreground, there are trees, a paved road, and a parking lot with several cars. The overall atmosphere is peaceful and scenic.

CITY COUNCIL STRATEGIC MISSION

Develop a high standard of community life through shared vision, superior service and sustainable practices.





SAFE AND HEALTHY COMMUNITY

Maintain a safe and
healthy community amid
historical growth.

Strategy 1.1:

MITIGATE CRIMES AND ACCIDENTS BY ENHANCING COMMUNITY AWARENESS OF PUBLIC SAFETY SYSTEMS AND PARTNERING WITH GOVERNMENTAL ORGANIZATIONS, COMMUNITY GROUPS AND OTHER FIRE AND CRIME PREVENTION PROGRAMS.

- Maintain a partnership with area schools to provide fire and law enforcement safety awareness education to the student population through the School Resource Officer (SRO) program and other such programs which work to engage adolescents and when necessary, intervene.
- Increase awareness of residents and visitors by providing information that enhances their knowledge of how public safety agencies deliver service to the community through community events, open houses and the effective use of media and social media.

- Provide for and enhance community education opportunities such as in traffic and fire safety, crime prevention, personal safety and the prevention of accidents in the home and workplace
- Develop a data driven Community Safety Plan to continue to engage the community; including identifying outreach procedures and programs, which encourage participation of high-risk populations.

Strategy 1.2:

PROVIDE PUBLIC SAFETY WORKERS WITH THE TOOLS AND TRAINING NECESSARY TO MEET COMMUNITY NEEDS.

- Identify, develop and/or enhance training programs by establishing dedicated personnel, divisions and/or reallocating resources and assets to coordinate, manage, administer and oversee training and continued education of personnel.
- Provide appropriate training (including scenario-based opportunities), education and certifications to effectively serve the community.

- Strategically plan for the necessary resources including personnel, equipment, vehicles and facilities, including training facilities, for public safety service providers.
- Explore and utilize innovative technology and data driven analytics to enhance operational support for public safety service providers.

Strategy 1.3:

ENSURE PROPER, TIMELY AND APPROPRIATE RESPONSE.

- Strategically deploy public safety resources through data driven analytics in order to meet incident response goals.
- Continue to work in concert with other public safety, governmental and non-governmental agencies, and seek additional opportunities to work cooperatively to enhance customer service and efficiency.
- Work internally and externally to ensure that qualifying post-

- incident recovery of public and private resources occurs.
- Enhance community resiliency efforts by expanding citywide emergency management capabilities and community engagement through further development of program planning, citywide training and exercise opportunities.

Strategy 1.4:

PROVIDE EXTRAORDINARY INTERNAL AND EXTERNAL CUSTOMER SERVICE.

- Maintain and build upon relationships with neighborhoods, communities and the public that encourage collaboration, communication, trust and understanding.
- Provide customers with a venue to openly discuss issues of concern and provide conflict resolution such as mediation services.
- Ensure public safety is incorporated into the plans

and goals of non-public safety departments by maintaining relationships.

- Further enhance volunteer opportunities for community members, including the crisis management response teams, by recruiting qualified staff that will develop, train and manage volunteers.

Strategy 1.5:

PROPERLY PLAN FOR AND ENSURE FISCAL RESPONSIBILITY IN ALL PUBLIC SAFETY EFFORTS.

- Develop a comprehensive Public Safety Master Plan that will assess the City's public safety system, including reviewing the adequacy of the existing deployment system, identifying and prioritizing infrastructure, including people, buildings, assets, technologies, training and plans for the future.
- Be receptive to discuss and implement change in service provision methods and change in the needs of the community to include the support of innovation, efficiency and continual improvement.

- Continuously evaluate the effectiveness and efficiency of the ground ambulance service delivery system.

- Promote efficiencies in public safety while enhancing service delivery, leveraging technology and data analytics to strategically deploy and maximize resources.

- Aggressively pursue grant funding from appropriate sources to assist in providing public safety services.



TRANSPORTATION

Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region; ease of movement into, within and out of Surprise; and supports a high standard of community life.

Strategy 2.1: IMPROVE ACCESS TO AND FROM SURPRISE.

- Work with neighboring jurisdictions and regional partners to plan for and develop system connections.
- Facilitate planning for system connections between southern and northern Surprise and to major existing and future transportation corridors (e.g. SR303, I-10, I-11 and Maricopa

County).

- Work with Regional, State and Federal agencies and elected officials on facilitating system improvements and securing funding for improvements to the Grand Avenue Corridor (e.g. SR303/163rd Avenue and Grand Avenue; Jomax Road and Grand Avenue; etc.).

Strategy 2.2: IMPROVE THE TRANSPORTATION SYSTEM BY CONTINUOUSLY PLANNING FOR THE FUTURE, EVALUATING THE PRESENT AND COMPLETING MISSING AND INCOMPLETE LINKS IN THE CITY SYSTEM.

- Complete scalloped city streets (streets not built to their full planned width).
- Develop a comprehensive Multimodal Transportation Master Plan that will assess the City's transportation system, conduct a needs assessment,

identify and prioritize large-scale initiatives and projects.

Strategy 2.3: DEVELOP AND IMPLEMENT A ROBUST MULTIMODAL TRANSIT SYSTEM THAT PROVIDES FOR TRANSIT CONNECTIVITY TO THE REGION.

- Coordinate with all regional partners and West Valley communities for provision of public transit services provided to Surprise residents.
- Pursue grants and explore funding options for transit-oriented development, and develop public transit services, such as microtransit.
- Identify transit connections for Bell Road, SR303 and the arterials connecting to the freeway.

- Identify gaps and offer solutions to provide for local multi-modal linkages (e.g. bicycle and pedestrian facilities).
- Seek partnerships with the private, public and nonprofit sectors on attracting transportation options within the city.

Strategy 2.4: IDENTIFY FUNDING SOURCES FOR TRANSPORTATION SYSTEM.

- Commit to an annual CIP allocation for local transportation improvement projects.
- Routinely conduct community outreach to gauge resident interest in additional revenue streams dedicated to local transportation projects.
- Research ways to develop and possibly implement a new transportation impact fee ordinance to comply with state law.

- Ensure that planning efforts include identification and review of local, regional and federal programs to identify potential funding opportunities for the City's transportation system projects.
- Actively participate in public and private regional organizations that address transportation.

Strategy 2.4:
(continued)

- Consider developing “shovel-ready” plans for local transportation priority projects to put the City in a position to secure funds that may become available.

Strategy 2.5:
DEVELOP AND
MAINTAIN A BALANCED
TRANSPORTATION SYSTEM
FOR NON-VEHICULAR MODES
OF TRAVEL, INCLUDING
BICYCLING AND WALKING.

- Identify missing links to enable non-vehicular travel throughout the city of Surprise.
- Ensure that access to-and-from areas that connect pedestrians and bicyclists to their destinations are thoughtfully planned and offer separation from vehicular activities (e.g. access through parking areas, rights-of-way, etc.).
- Develop and implement a complete streets policy to accommodate multimodal transportation needs on city streets (share-the-road models to accommodate vehicles, bikes, pedestrians).
- Encourage alternate, healthier transportation modes throughout the city (e.g. walking, biking).
- Support robust carpooling and park-and-ride initiatives.

A microphone on a stage with a blurred crowd in the background. The microphone is silver with a red mesh grille. The background is a blurred crowd of people, with warm, bokeh-style light spots. A large, dark purple triangular shape is overlaid on the top right of the image. A white line forms a large 'V' shape at the bottom of the page.

ECONOMIC AND CULTURAL VITALITY

Promote a healthy economy through strategies that add employment; attract new businesses and capital investment; support opportunities for veterans and people of all abilities and income levels to thrive; and provide tourism and cultural opportunities.

Strategy 3.1:
PROMOTE SURPRISE AS A
LOCATION FOR QUALITY
ADVANCED MANUFACTURING OR
LOGISTICS BUSINESSES THAT USE
INNOVATIVE TECHNOLOGIES TO
IMPROVE THEIR PRODUCTS OR
PROCESSES.

- Continue to proactively market “shovel-ready” sites and available real estate within the city.

- Deliver economic development business retention and expansion principles to facilitate an advantageous growth environment for advanced manufacturing and logistics businesses.

- Maintain workforce development, marketing and business retention partnerships that support the goal of growing and retaining advanced manufacturing and logistics industries.

Strategy 3.2:
PROVIDE HANDS-ON APPROACH
TO SUPPORTING INNOVATION,
ENTREPRENEURSHIP AND SMALL
BUSINESSES.

- Develop and market partnerships and programming to help small businesses in the City of Surprise.

- Engage with small business organizations to enhance resources and networking opportunities for the small business community.

- Identify best practices and programs of the AZTechCelerator and engage

in opportunities to embed in university programming and/or new development in City Center.

- Foster entrepreneurship and small business education and partnerships.

- Leverage local, regional, statewide, national and global partnerships that facilitate entrepreneurial growth in Surprise and the Greater Phoenix West Valley.

Strategy 3.3:
IDENTIFY LOCAL, REGIONAL,
STATEWIDE, NATIONAL AND
GLOBAL PARTNERSHIPS WHICH
SERVE TO PROMOTE LOCAL
JOB GROWTH, LOCAL BUSINESS
ENVIRONMENT ENHANCEMENT
AND BUSINESS-TO-BUSINESS
COMMUNITY ENGAGEMENT
OPPORTUNITIES IN SURPRISE.

- Advance partnerships that promote initiatives to market and encourage new business growth, existing business retention and other business engagement opportunities.

- Utilize the credibility, contacts and resources of partnerships to add value to recruitment and retention efforts.

- Continue to cross-market local employment opportunities and job fairs with partners in order to enhance Surprise workforce development initiatives.

- Market Foreign Trade Zone and Opportunity Zone.



Strategy 3.4:

PURSUE OPPORTUNITIES TO ATTRACT DESIRABLE RETAIL SERVICES OR PRODUCTS TO THE CITY OF SURPRISE WHICH ARE DESTINATION-ORIENTED AND/OR FAMILY-ORIENTED ENTERTAINMENT VENUES.

- Actively market and promote premiere retail sites in the City of Surprise, such as City Center, Asante and the Loop 303, to include entertainment and venues for community youth.
- Continue to promote opportunities to build and expand upon relationships with existing retail businesses, brokers, industry experts and developers in pursuit of additional quality retail growth.
- Maintain strong support for retail promotional initiatives

with ongoing workforce development support, research analytics and local, regional, statewide and national partnerships.

- Promote Surprise as a tourism and meeting destination through innovative marketing initiatives, collaborative real estate solutions and shared promotions with new and local hotel, hospitality and retail partners.

Strategy 3.5:

ATTRACT AND ENCOURAGE THE GROWTH OF SPECIALTY, WORLD-CLASS MEDICAL SERVICES AND TREATMENTS AIMED AT SERVING THE NEEDS OF RESIDENTS AND VISITORS.

- Advance efforts to distinguish, market and promote Surprise as a premiere medical location at the center of local, regional and statewide healthcare excellence and talent.
- Strengthen partnerships with existing regional medical corporations to promote Surprise sites as future growth locations.

- Remain vigilant to identify opportunities to engage with industry and workforce experts to identify development potential.
- Promote the sharing of research analytics and marketing collateral with industry opportunities.

Strategy 3.6:

FOSTER THE DEVELOPMENT OF SURPRISE CITY CENTER.

- In cooperation with the developer, work to enhance the design of private/public buildings and spaces that speak to the history and future of City Center.
- Identify land options and outline potential City support to prospective end-users.
- Continue to communicate the vision of Surprise City Center to potential projects.
- Promote the vision of a dynamic, high-density commercial future with a special sense of character and place within Surprise City Center in marketing strategies.

- Identify pedestrian, bicycle connections and parking solutions for recreation, tourism, education and shopping.

Strategy 3.7:
**IDENTIFY, PROMOTE AND
LEVERAGE NEW AND EXISTING
OPPORTUNITIES FOR
NARROWING COMPETITIVENESS
ISSUES TO FOSTER ECONOMIC
DEVELOPMENT PROJECTS.**

- Continuously research, categorize and communicate local/regional, statewide and national competitive incentives offered that may facilitate projects in the city.
- Promote the use of creative and in-kind value-added incentives within the city to help corporations advance their hiring, growth and time-to-market goals.
- Encourage the use of reasonable, legal, post-performance incentives, especially for projects that will offer the city of Surprise substantial, measurable public benefit.
- Identify and promote infrastructure improvements to encourage new investment, increased services and amenity offerings.

Strategy 3.8:
**LEVERAGE NEW OPPORTUNITIES
TO ATTRACT VISITORS
AND ENGAGE RESIDENTS
WITH ENHANCED EVENT
AND ENTERTAINMENT
OPPORTUNITIES.**

- Create and update infrastructure to streamline the process for third party events in order to build and promote year-round tourism activity.
- Develop local and regional partnerships that will increase tourism-related room nights, exploring the marketing of tourism package opportunities.
- Collaborate with land owners and developers to support tourism and entertainment development in Surprise.
- Create multi-beneficial partnerships with hotels, restaurants and regional tourism groups to strategically attract tourism events and development that will create revenue opportunities for all parties involved.
- Continue to expand, develop and refine neighborhood, community and regional scale events, which offer a diverse lineup of offerings (e.g. festivals, concerts, fitness events, individual and team sports competitions etc.).

Strategy 3.9:
**STRATEGICALLY MARKET
SURPRISE AS AN INTENTIONAL
SPORTS AND TOURIST
DESTINATION**

- Develop a comprehensive tourism advertising and communications plan to promote sports and tourism-based events and initiatives.
- Increase strategic collaboration with key partners to expand our ability to identify and target demographics for tourism.
- Market Tourism Fund opportunities to attract professional event and entertainment groups.
- Research and initiate other possible sources for creating tourism revenue in Surprise.

A young girl with dark hair is in a swimming pool, adjusting her goggles. She is wearing a red and white polka-dot swimsuit. In the background, another person is partially visible, also in the water. The image has a green diagonal overlay.

COMMUNITY LIVABILITY & LIFE-LONG LEARNING

Provide a high quality residential and business-built environment; revitalize at-risk communities and assist vulnerable populations; collaborate with K-8 schools, skill centers and higher educational institutions to support innovative services/programs and learning opportunities for all ages.

Strategy 4.1:

MAINTAIN HIGH STANDARDS OF DESIGN FOR NEW AND REVITALIZED HOUSING DEVELOPMENTS, WHILE PROVIDING AN EFFICIENT AND TIMELY REVIEW PROCESS.

- Ensure Surprise Unified Code maintains current design standards for neighborhoods and buildings.
- Seek the inclusion of parks, trails and community facilities when planning for new housing development, as detailed in the Parks & Recreation Master Plan.
- Focus on quality housing in future development for all income levels and abilities.
- Emphasize neighborhood preservation and rehabilitation.
- Continue in neighborhood and building design that focuses and utilizes principles of Crime Prevention Through Environmental Design (CPTED), which emphasize design of the physical environment.
- Ensure the development review process is customer focused, responsive and timely.

Strategy 4.2:

SUPPORT OUR EDUCATIONAL PARTNERS TO ADDRESS LIFE-LONG LEARNING INITIATIVES AND PUBLIC WORKFORCE DEVELOPMENT.

- Work with all educational partners to identify innovative learning opportunities for all ages; workforce development programs for all ages; and shared-facility agreements.
- Support City and school/college initiatives and partnerships to engage with our youth population, while promoting Career and Technical Education (CTE) opportunities in Surprise to enhance vocational and technical training opportunities for Surprise residents.
- Maintain a direct connection between the City and schools through the Surprise Youth Council and other youth initiatives, promoting educational enrichment programs.
- Identify areas of opportunity in City/public professions and development recruitment, retention and professional development programs that include education, private, non-profit and/or other agency partners to better ensure the highest level of service for Surprise residents and visitors.

Strategy 4.3:

RESPECT NATURE BY PROTECTING CRITICAL WILDLIFE CORRIDORS.

- Implement code and design guidelines for wildlife corridors.
- Follow the identified wildlife corridors listed in the Parks and Recreation Master Plan as new development occurs.
- Engage public and private stakeholders to secure easements and properties which have developable and limited developable potential along wildlife corridors.

Strategy 4.4:

COLLABORATE WITH PARTNERS TO MANAGE THE NEEDS OF OUR SENIOR POPULATION, ADDRESS POVERTY ISSUES AND MAKE HOMELESSNESS RARE, SHORT-LIVED AND NON-RECURRING.

- Collaboration with the Veterans, Disability & Human Services Commission.
- Coordination with local and regional agencies to address homelessness issues.
- Expansion of programming through the Human Service &

Community Vitality Department to specifically address senior citizen/aging issues.

- Collaborate on programs to support veterans, employment, attainable housing and mental health.

Strategy 4.5:

IMPROVE RESIDENTS' QUALITY OF LIFE BY REINVESTING IN OUR EXISTING PARKS.

- Provide a diversity of activities at our City parks for the enjoyment of all residents.
- Design for beauty, function and longevity.

- Continuously evaluate the development and potential redevelopment of sports, tourism, event, community and recreation facilities to optimize programming and usage.

Strategy 4.6:

PROMOTE ACTIVE RECREATION, SPORTS AND TOURISM.

- Continue to build and support active recreational programs and facilities.

- Continue to invest in world-class facilities that support recreational, amateur and professional sports.

Strategy 4.7:

PROVIDE A CONNECTED PARK EXPERIENCE THROUGH THE DEVELOPMENT OF AN OVERALL PARK SYSTEM FRAMEWORK.

- Capitalize on the linear nature of our natural wash corridors and man-made features.

- Create a citywide framework of connected parks, greenways and open spaces that define the city of Surprise.

Strategy 4.8:

PURSUE OPPORTUNITIES TO CREATE NEW PARKS AND OPEN SPACE.

- Pursue opportunities to acquire and create new public parks, open space and conservation areas that support the needs of our residents and visitors.
- Protect the health of our natural environment.
- Identify and target properties that may be fully or partially encumbered by way of deed restrictions, flyover restrictions,

flooding restrictions, etc., and assess the feasibility of future sports, tourism, park and recreational development and/or natural open space preservation.

Strategy 4.9:

PROVIDE ENHANCED COMMUNITY SERVICES AND ENGAGEMENT THROUGH THE ARTS, CULTURE & LIBRARY SYSTEM DESIGNED TO SERVE SURPRISE RESIDENTS.

- Provide innovative library services utilizing a collaborative approach to support community engagement.
- Continuously expand library catalogues, collections and programs to enhance services provided to customers.
- Amplify the arts and culture sector in Surprise by supporting, growing and sustaining the creative economy through artist opportunities, partnerships with cultural organizations and grants.
- Expand partnerships with Surprise institutions,

organizations and schools; and develop new programs for specific community groups that would benefit from the arts for improved health, well-being and social connection, such as veterans and seniors.

STEWARDSHIP

Foster a culture of transparency and fiscal responsibility in managing resources and providing excellent municipal services.

Strategy 5.1:
**REDUCE TOTAL ENERGY USAGE
IN CITY-OWNED FACILITIES AND
EQUIPMENT.**

- Develop an energy savings plan for City-owned facilities.
- Continue to seek grants that will provide for more sustainable choices at City facilities.

- Incorporate energy-savings methods into the budget for new City facilities.
- Seek out cleaner technologies for City fleet vehicles.

Strategy 5.2:
**MAKE GOOD USE OF OUR
PHYSICAL RESOURCES AND
ENSURE PROPER DISPOSAL OF
THOSE RESOURCES.**

- Adjust and adapt the City recycling program to the ever-changing recycling market to ensure the City is doing everything it can to reduce the negative impact on the environment, conserve materials and reduce the amount of reusable waste in landfills in a fiscally viable manner.

- Promote the City's household hazardous waste disposal program to allow for proper disposal of electronics, paint and other hazardous household waste.
- Develop an anti-litter program in partnership with local businesses and organizations.

Strategy 5.3:
**ENSURE SUFFICIENT WATER
RESOURCES FOR CURRENT AND
FUTURE NEEDS.**

- Continue water conservation initiatives to the public and those carried out by the City.
- Expand the City's water portfolio and infrastructure to meet projected growth needs and to ensure safe and reliable water delivery.

- Manage growth to achieve a proper balance of land and water resources.

Strategy 5.4:
**MAINTAIN THE CITY'S STREETS
AND ROADS AT A HIGH LEVEL OF
SERVICE.**

- Explore and review alternative funding methods for transportation operations and maintenance.
- Assess and maintain pavement of the city's total roadway network at an acceptable level.

- Develop infrastructure maintenance cycles to extend useful life of all assets.

Strategy 5.5:
**MAINTAIN THE CITY'S
INFRASTRUCTURE AND FISCAL
RESOURCES IN PREPARATION OF
ECONOMIC FLUCTUATIONS.**

- Routinely research and update utility rates, impact fees and other user fees (such as recreation classes) to best recover service costs.
- Secure grant funding to support City programs and services where possible.

- Optimize and protect the use of technology to assist in the City's critical built infrastructure and cybersecurity.

Strategy 5.6:

ATTRACT, DEVELOP AND RETAIN
A HIGHLY SKILLED AND DIVERSE
WORKFORCE TO PROVIDE
EXCELLENT SERVICES IN THE
COMMUNITY.

- Foster a positive employee experience and inclusive culture where all employees are afforded the opportunity to contribute to the organization's goals and objectives.
- Continuously assess total compensation (pay and benefits) in order to offer competitive packages for employees.
- Develop and look at ways to expand training opportunities for employees, especially in the areas of people development and customer service.
- Develop strategic and innovative approaches to address current and future recruitment needs.
- Identify ways to brand and market the City of Surprise as an employer of choice.



SURPRISE
ARIZONA

surpriseaz.gov/StrategicPlan

Page 57 of 61



City Council Strategic Plan Update

October 17, 2023

City Council Strategic Plan

Mission: Develop a high standard of community life through shared vision, superior service, and sustainable practices.



SAFE AND HEALTHY
COMMUNITY



TRANSPORTATION



ECONOMIC AND
CUTURAL VITALITY



COMMUNITY
LIVABILITY & LIFE-
LONG LEARNING



STEWARDSHIP

City Council Strategic Plan - Focus

1. Safe and Healthy Community

- Maintain a safe and healthy community amid historical growth..

2. Transportation

- Develop an efficient, cost effective, multi-modal transportation system that provides connectivity to the region; ease of movement into, within and out of Surprise; and supports a high standard of community life.

3. Economic & Cultural Vitality

- Promote a healthy economy through strategies that add employment; attract new businesses and capital investment; support opportunities for veterans and people of all abilities and income levels to thrive; and provide tourism and cultural opportunities ages

4. Community Livability & Life-Long Learning

- Provide a high quality residential and business-built environment; revitalize at-risk communities and assist vulnerable populations; collaborate with K-8 schools, skill centers and higher educational institutions to support innovative services/programs and learning opportunities for all ages.

5. Stewardship

- Foster a culture of transparency and fiscal responsibility in managing resources and providing excellent municipal services resources.



SURPRISE
ARIZONA

**QUESTIONS OR
COMMENTS?**

Thank You