

El Mirage General Plan

El Mirage, Arizona

El Mirage... Arizona's Sustainable Community!



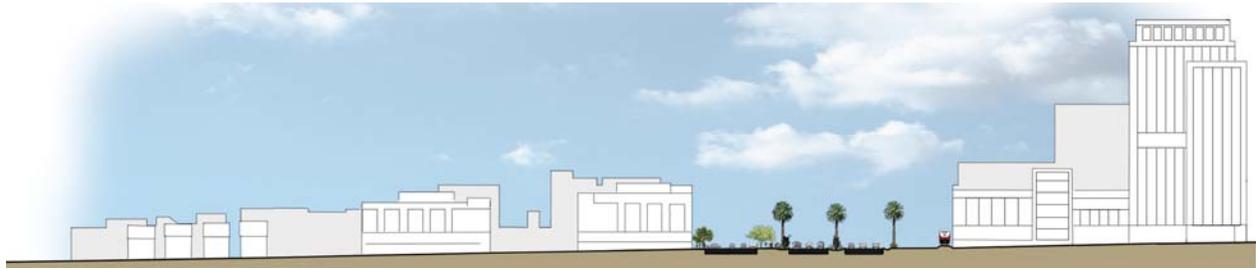
The Planning Center SERA Architects Nolte Engineering Theater Simple



Background & Current Conditions



Mixed-Use Transit Oriented Development - Salt Lake City Gateway Plaza



El Mirage General Plan

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Prepared for:

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El Mirage, Arizona 85335

Prepared by:

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With assistance from:

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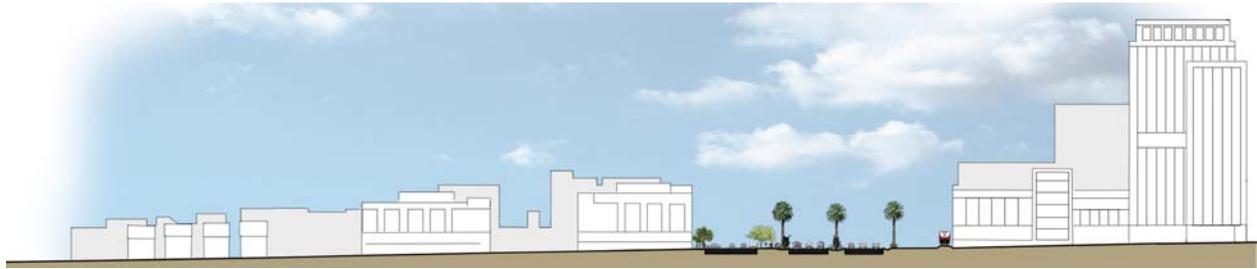
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December 28, 2009

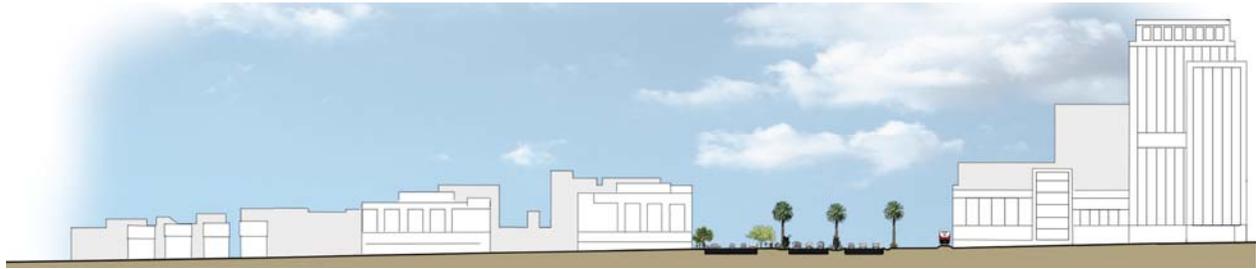


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Del Mar Metro Station, Transit Oriented Development, Pasadena, Texas



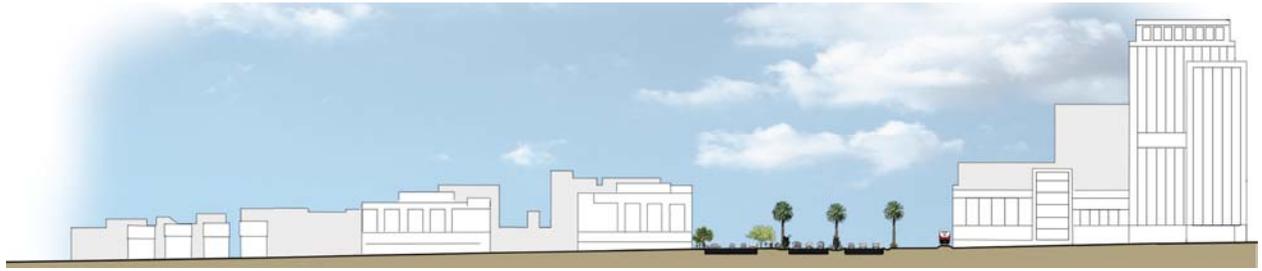
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Luke Air Force Base

Territory in the Vicinity of a Military Airport or Ancillary Military Facility and High Noise and Accident Potential Zones

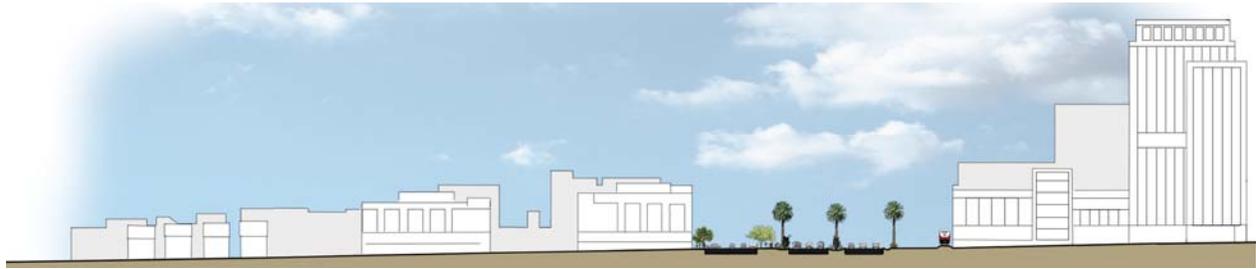
This General Plan and all zoning regulations of the City shall comply with all applicable statutes of the State of Arizona, including those statutes applicable to (1) territory within the vicinity of a military airport or ancillary military facility and (2) land within the high noise and accident potential zones of Luke AFB or any ancillary military facility. For example, land uses within high noise or accident potential zones, as defined in A.R.S. §28-8461, must be compatible with the operation of Luke AFB pursuant to A.R.S. §28-8481 – including, without limitation, the prohibitions against new or expanded residential development within the high noise or accident potential zones except pursuant to: (1) a development plan or building permit issued before the General Plan amendment; (2) a written compatibility finding issued by Luke AFB; and/or (3) an agreement between the City and Luke AFB. Therefore, the language and provisions of this General Plan shall be interpreted and construed to comply with the A.R.S. §28-8481, and any construction or interpretation contrary to A.R.S. §28-8481 is hereby rejected and renounced.



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ACKNOWLEDGEMENTS

City Council

Current Council	Former Council
Michele Kern, Mayor	Fred Waterman, Mayor
Adam Super, Council Member	Michele Kern, Vice-Mayor
Ben Lewis, Council Member	Adam Super, Council Member
David Shapera, Vice Mayor	Roger Cleveland, Council Member
Roger Cleveland, Council Member	Roy Delgado, Council Member
Roy Delgado, Council Member	William Conner, Council Member
William Conner, Council Member	Xavier Bedolla, Council Member

City Manager Administration Office

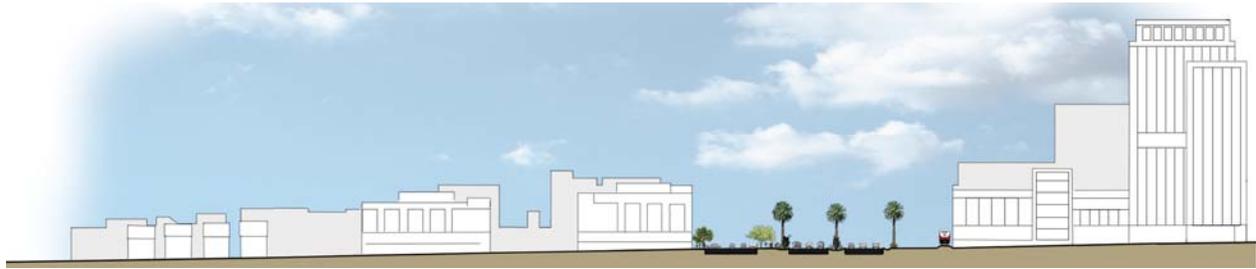
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Dr. Spencer Isom	Assistant City Manager
Rick Flaaen	City Attorney
Scott Chesney	Economic Development Director

Planning and Zoning Commission

Current Commission	Former Commission
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Bill Morrison, Commissioner	Deidra Gossett, Commissioner
Brandon Forrey, Commissioner	Hugh Flisyn, Commissioner
	Keith Turley, Commissioner
	Robert Jones, Commissioner

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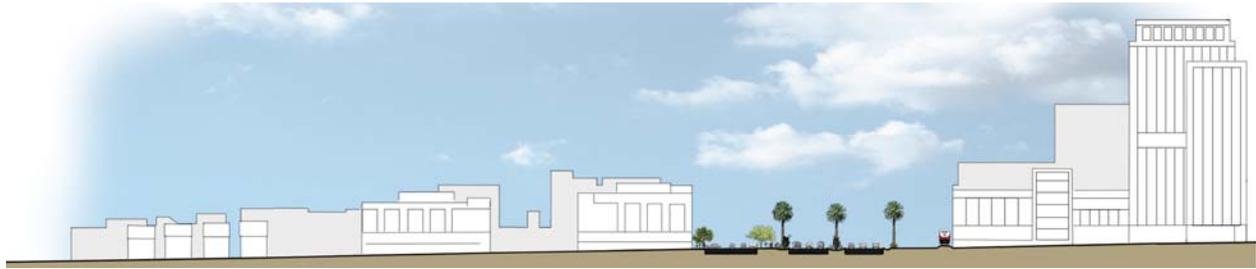
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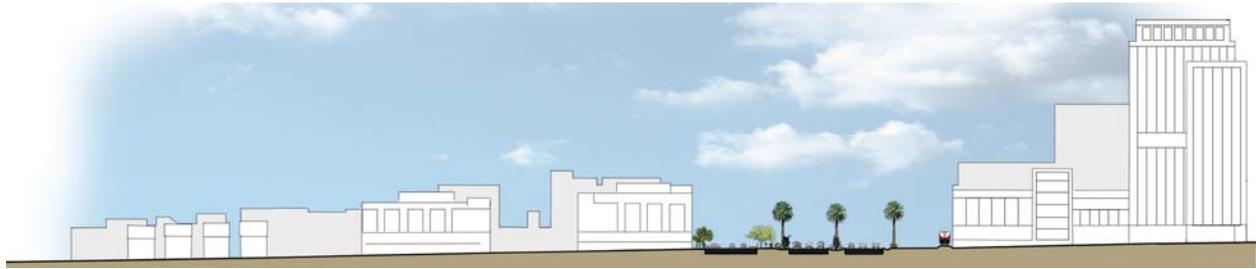
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DESIGN CHARRETTE PARTICIPANTS (Continued)

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Herb Dreiseszun	Owner	Thomson Ranch Partnership
Mark Schwartz	Owner	Thomson Ranch Partnership
Alex and Rachel Gomez	Owners	Rio Mirage Café
Neils Roberts	Owner	Roberts Resorts
Scott Roberts	Owner	Roberts Resorts
Alan Bukis	President	Southwest Stair, Inc.
Eron Kissel	Store Manager, El Mirage	Wal-Mart



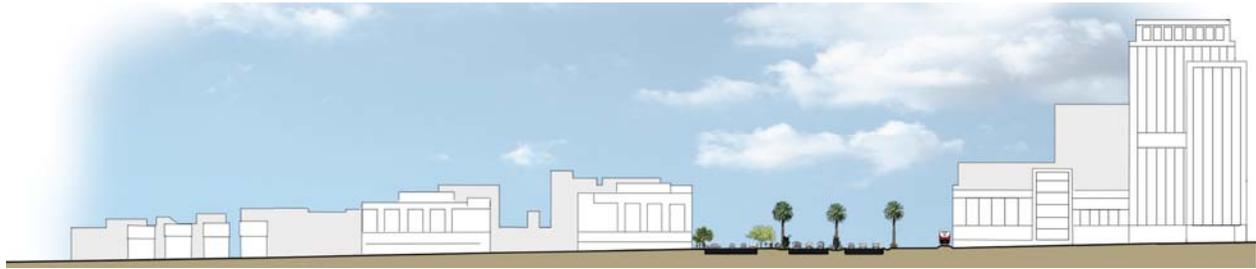
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DESIGN CHARRETTE PARTICIPANTS (Continued)

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Hugh Flisyn	President	HOA - Dysart Park
Sam Hernandez	President	HOA - Pueblo Futuro
Mike Humes	President	HOA - Montana Blanca
Mary Koestner	President	HOA - Sundial III
Ben Lewis	President	HOA - Rancho El Mirage
Jim McPhetres	President	HOA - Grande Mirage
Keith Turley	President	HOA - Sundial IV



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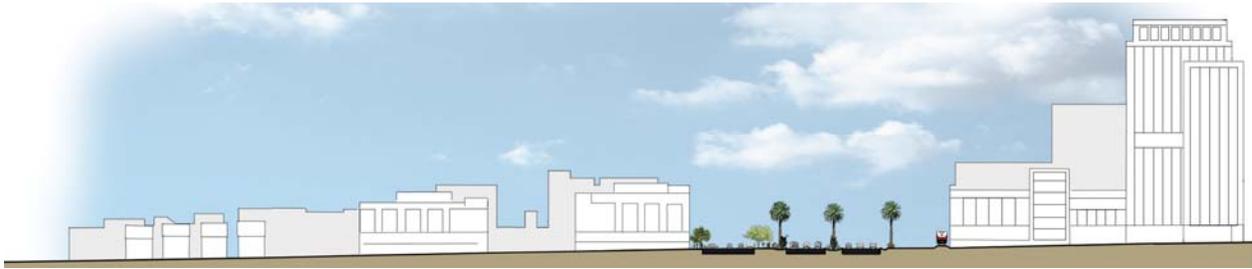
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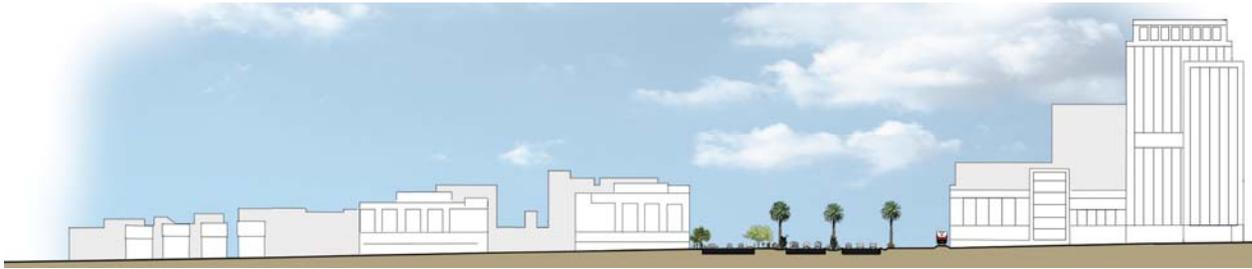
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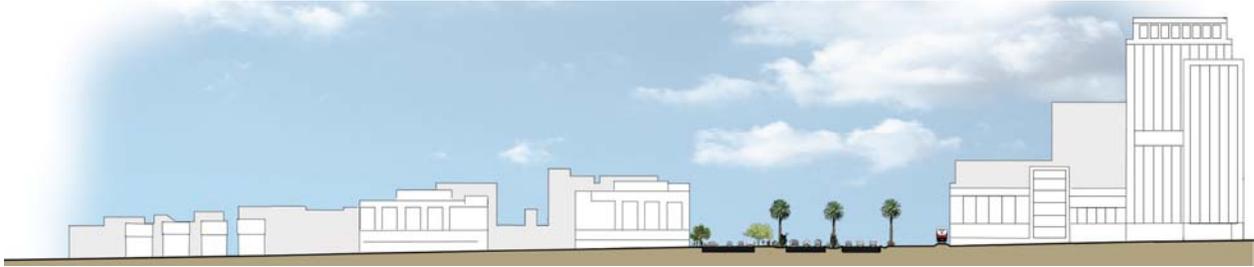
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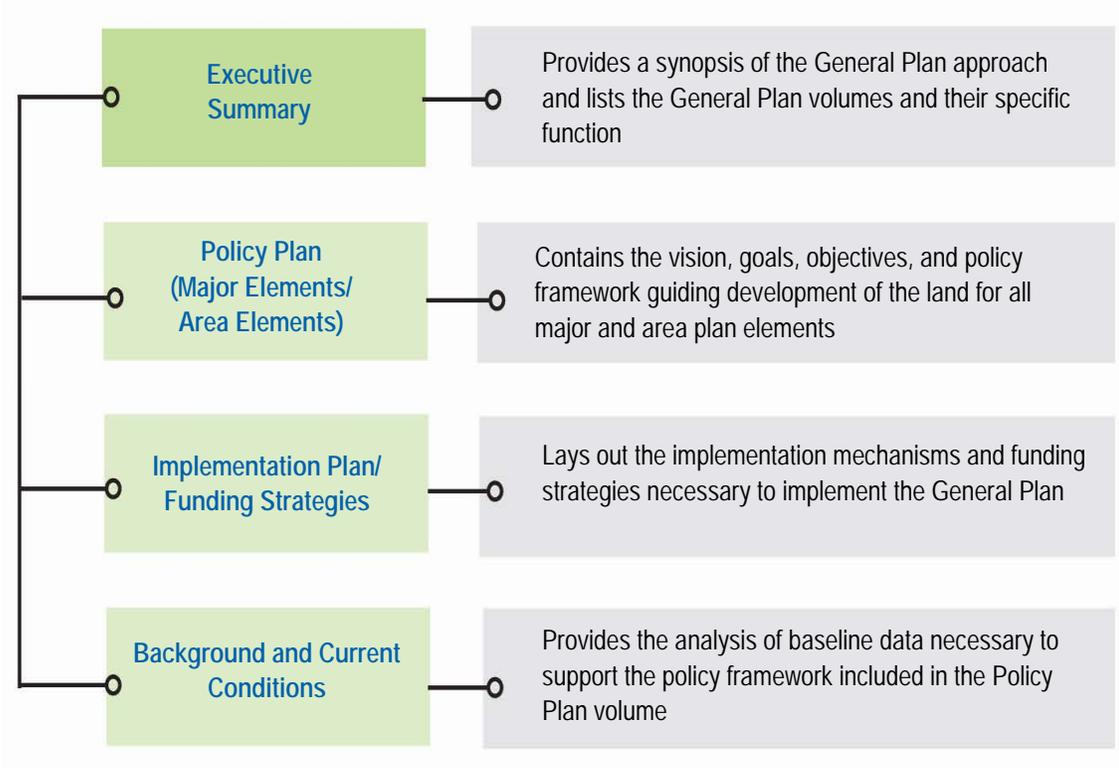


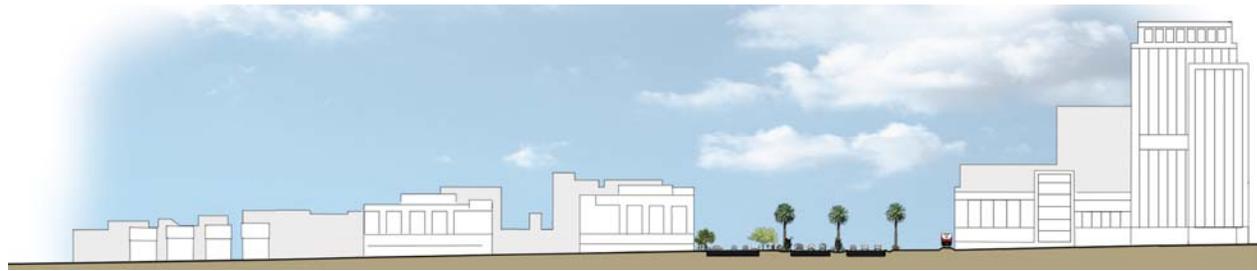
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How to Use this Document

The City of El Mirage General Plan comprises four volumes. The following diagram illustrates the relationship between these documents.

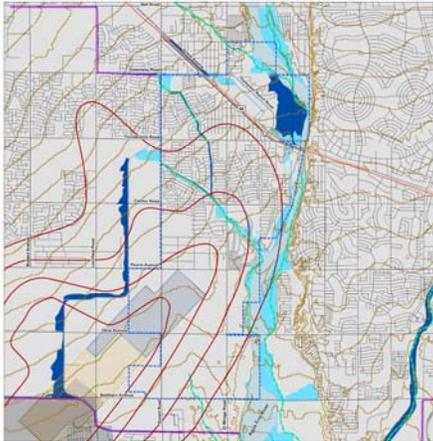




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The Background and Current Conditions Volume



Opportunities and Constraints

Physical Setting

Summarizes in text, tabular and map form the regional and local context such as City boundaries, location and major corridors and adjacent jurisdictions and provides information regarding annual climatic conditions.

History and Background

Includes a brief description of the history of El Mirage and provides insights on City growth patterns. In addition, this section provides a history of annexation, and it includes in tabular form size of annexed area from the year of incorporation.

Background Analysis and Inventory

Describes the physical and regulatory opportunities and challenges impacting development of the land in El Mirage. It provides an overall assessment based on best available data that may influence, constrain or help define planning areas.

Demographic Profile

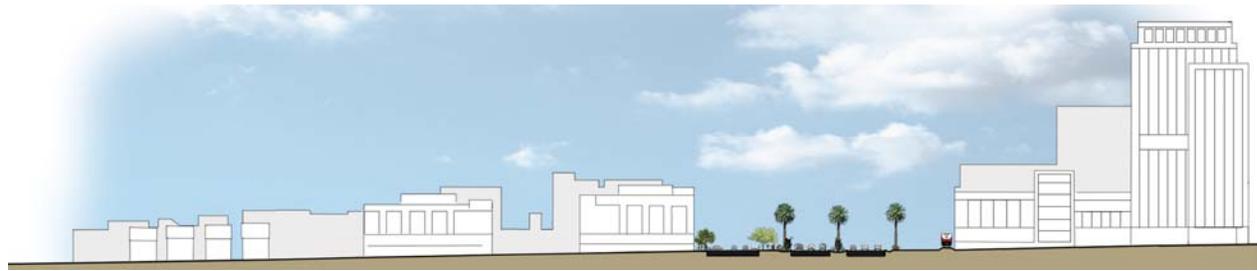
Includes population counts, estimates and projections for the planning horizon as well as housing estimates and projections based on Maricopa Association of Governments socio-economic projections of population and housing by municipal area and U.S. Bureau of the Census.

Land Use and Zoning

Examines the current land use and zoning districts regulating the use of the land in the City, describes land ownership patterns and includes the land use alternatives resulting in the development of major planning areas adopted in the Policy Plan.

Growth Areas and Analysis of Vacant Land

Identifies the major planning areas adopted in the Policy Plan and provides an assessment of existing and potential vacant land by planning area.

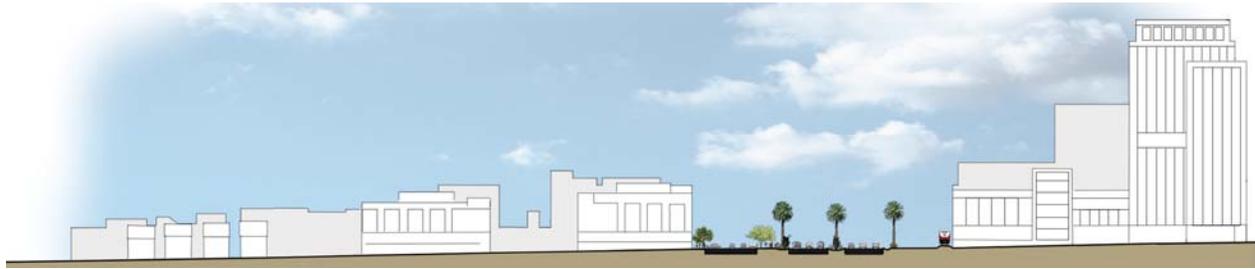


Planning Process

The General Plan planning process involves five basic steps:

1. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the area, which has been accomplished through the preparation of this *Background and Current Conditions* volume. Although not an adopted document with legal status, it provides a foundation and basis for the formulation of the General Plan;
2. The preparation and facilitation of an all-inclusive Community Involvement Program;
3. The formulation of a vision statement for future growth and development;
4. The preparation of guiding principles, goals, policy framework and implementation measures that serve as the road map for future development; and
5. The implementation of the General Plan, which is accomplished through the preparation, adoption and enforcement of the Implementation Plan.





Summary of Current Conditions

This volume enumerates and examines the complex issues restricting growth in the City of El Mirage. With the exception of few small unincorporated parcels, annexation is not possible for El Mirage. The City is landlocked. As a result, the City's Designated Growth Area is limited to the current City corporate boundary.

As shown in this volume, the Luke Air Force Base (AFB) noise contours cover a large extent of land within the City. El Mirage receives the largest impact from Luke in the western Maricopa region. The City's Designated Growth Area encompasses a total of 7,193 acres. Of this total, 4,239 acres, or 67 percent, are currently impacted by Luke AFB Accident Potential Zones and noise contour zones. This presents a major development constraint to the city and severely impacts the development potential and long-term viability of its Designated Growth Area.

State legislation requires that amendments to general plans support the continued operation of a military airport or ancillary military facility as defined in Section 28-8461 of the Arizona Revised Statutes. State legislation mandates that areas within APZs and noise contours are addressed in municipal general plans to ensure that land development is compatible with the high noise and accident potential generated by military airport operations. Such legislation provides the guiding principles for the *Regional Compatibility Plan*.

The U.S. Department of Defense created the *Air Installation Compatible Use Zone (AICUZ) Program* to assist communities located adjacent to military airports to establish land uses that are compatible with military operations. Elements of this national program were also integrated in the preparation of the *Regional Compatibility Plan*. The *Regional Compatibility Plan* incorporates Growing Smarter and Growing Smarter Plus legislation requirements.

State legislation defines the "Accident Potential Zone One" as an area three thousand feet wide by five thousand feet long that starts at the end of each clear zone and that is centered and measured on the extended runway centerline, terminating eight thousand feet from the end of each runway. The legislature also defines the "Accident Potential Zone Two" as an area three thousand feet wide by seven thousand feet long that starts at the end of each accident potential zone one and that is centered and measured on the extended runway centerline, terminating fifteen thousand feet from the end of each runway, except that, for Luke Air Force Base (AFB), accident potential zone two extends thirty thousand feet southwest from the end of each runway.

The *Arizona Military Regional Compatibility Project* was conceived as a proactive endeavor to convene the stakeholders around each installation to address land use compatibility issues. The Compatibility Project is the result of legislation passed in 2001 (*Senate Bill 1120*) that appropriated funds to develop comprehensive land use plans in the noise and accident potential zones surrounding active military airports.



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The *Western Maricopa County/Luke Air Force Base Regional Compatibility Project* enumerates compatible land uses for each noise contour and accident potential zone. The City of El Mirage adopted regulations for compatible land uses within these zones.

The Burlington Northern and Santa Fe (BNSF) Railroad and Grand Avenue form a barrier separating those areas of the City located north and south of this regional corridor. This presents a unique challenge for the integration of El Mirage downtown. It also provides an opportunity to create a unique urban core in a very distinct environment.

The proposed improvements for El Mirage Road from Thunderbird Road to Bell Road and along Grand Avenue open economic development opportunities and provide the connectivity necessary for such an urban core to thrive. The proximity of the BNSF Railroad favors heavy rail commuter train and Transit Oriented Development. Another major opportunity within the Designated Growth Area is the Agua Fria River Corridor, which traverses the City along its eastern boundary. There is a pressing need to balance economic development strategies and public infrastructure projects within a framework that maximizes available lands outside of those areas where major impacts restrict development while taking advantage of the opportunities offered by El Mirage Road improvements, Grand Avenue revitalization, the BNSF Railroad and the Agua Fria River.

The need to create a sustainable community that provides opportunities to live, work, and play, combined with the constraints of being landlocked and severely impacted by Luke AFB prompted City leaders to launch a General Plan that requires a complete change in direction and maximizes available land. The new direction for El Mirage calls for higher density, transit oriented development and focuses on retail, services, mixed-use and employment. Success is contingent on numerous variables such as downtown revitalization, transportation network improvements and realignments, heavy rail commuter train and channelization of the Agua Fria River. These efforts must combine to produce the synergies necessary to create a sustainable community.

Based on this analysis, the Growth Areas Element sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of the City with the intent to achieve sustainability. A comprehensive, systematic and inclusive approach is used to define growth areas, infill and redevelopment areas based on each area's specific needs, opportunities and challenges. The next step of this approach is to identify specific growth management strategies designed to promote the long-term viability of each planning area while weighing in the built environment.



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The long-term sustainability and vitality of the city demands a set of strategies and partnerships that take into consideration these complexities. The specific strategies, partnerships and direction necessary to create a sustainable community are provided in the major elements and area elements of the *Policy Plan* volume. The Growth Areas Element, provided in the *Policy Plan* volume, describes these elements and serves as the foundation of the Policy Plan.

Planning Efforts

All jurisdictions in the State of Arizona are required by the Arizona Revised Statutes (ARS) 9-461.05 to adopt a general plan to guide future development. The elements included in a general plan are determined by the size of the jurisdiction's population. El Mirage General Plan includes twelve major elements and five area elements and exceeds state mandates. These elements are included in *the General Plan Policy Plan* volume.

Since its incorporation in 1951, the City of El Mirage has taken steps to meet development pressures and manage growth while fulfilling the residents' vision for the community. The City adopted a General Plan in 2003 to guide future growth, planning, and land use that exceeded state mandates.

A number of planning and economic development challenges and opportunities have taken place since the adoption of the last general plan that required the City to reposition itself by appropriately directing development to:

- Position the City strongly in the region;
- Take competitive advantage of the City's regional location as the gateway of the Northwest Valley;
- Attract the retail and services needed to serve the existing and projected population and required to develop a strong revenue base for the community;
- Responsibly respond to development pressures;
- Efficiently manage the anticipated growth;
- Minimize the impact of Luke AFB Noise Contours in the community;
- Maximize the use of developable land outside of the impact of the Luke AFB Noise Contours;
- Consider alternative scenarios that respond to possible changes in Luke AFB's operation, mission, or possible decommission.



Community Involvement

El Mirage General Plan is the product of an extensive outreach effort that involved residents, Home Owner Associations, property owners, business owners, other major stakeholders, elected and appointed officials, adjacent jurisdictions, Luke AFB representatives, ASU Global Institute of Sustainability, regional agencies, investors, developers and other interested parties. All community involvement processes are described at length in the *Policy Plan* volume. The El Mirage Design Charrette was the recipient of the 2009 Public Participation Award from the Arizona Chapter of the American Planning Association.

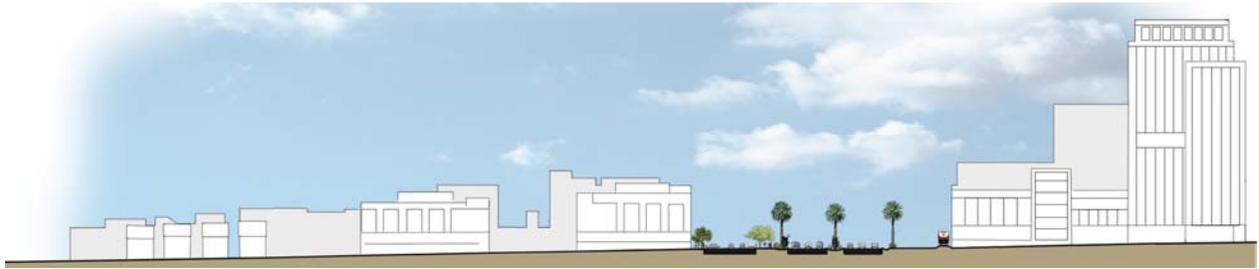
Table 1 includes a summary of public input by theme and by category compiled during different stages of the design charrette planning process.

Table 1
Public Input Summary by Theme

Public Input Themes	Park Bench	Stakeholders	Directors	Totals	Percent of Total
Sustainability	5	4	4	13	4
Community Character/Placemaking	38	21	6	65	19
Infrastructure/Transportation	14	17	2	31	9
Community Services	16	5	6	27	8
Economic Vitality/Viability	38	17	10	65	19
Livability/Quality of Life	46	1	3	50	15
Recreation/Connectivity	101	12	4	117	35
Totals	258	77	35	368	100

Source: El Mirage Design Charrette 2008

As shown on Table 1, of the 368 comments received, a total of 117 comments, or 35 percent, expressed the need to improve recreation and increase connectivity throughout the City; a total of 65 comments, or 19 percent, focused on economic vitality/viability; a total of 65 comments, or 19 percent, expressed the need to create community character through placemaking; a total of 50 comments, or 15 percent, focused on livability and/or quality of life; a total of 31 comments, or 9 percent, expressed the need for infrastructure and transportation improvements; a total of 27 comments, or 8 percent focused on community services; and a total of 13 comments, or 4 percent, directly addressed the need to become a sustainable community.



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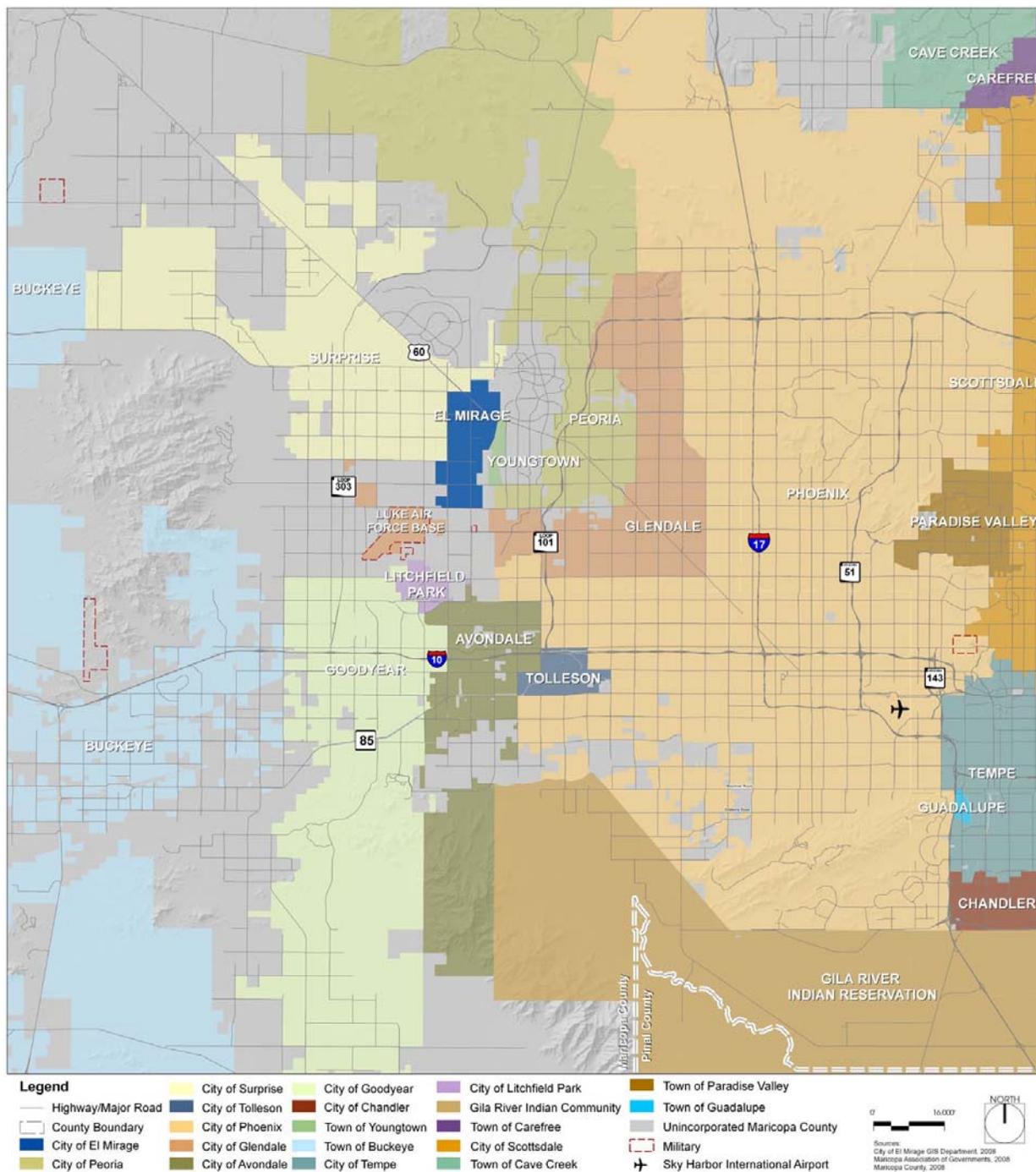
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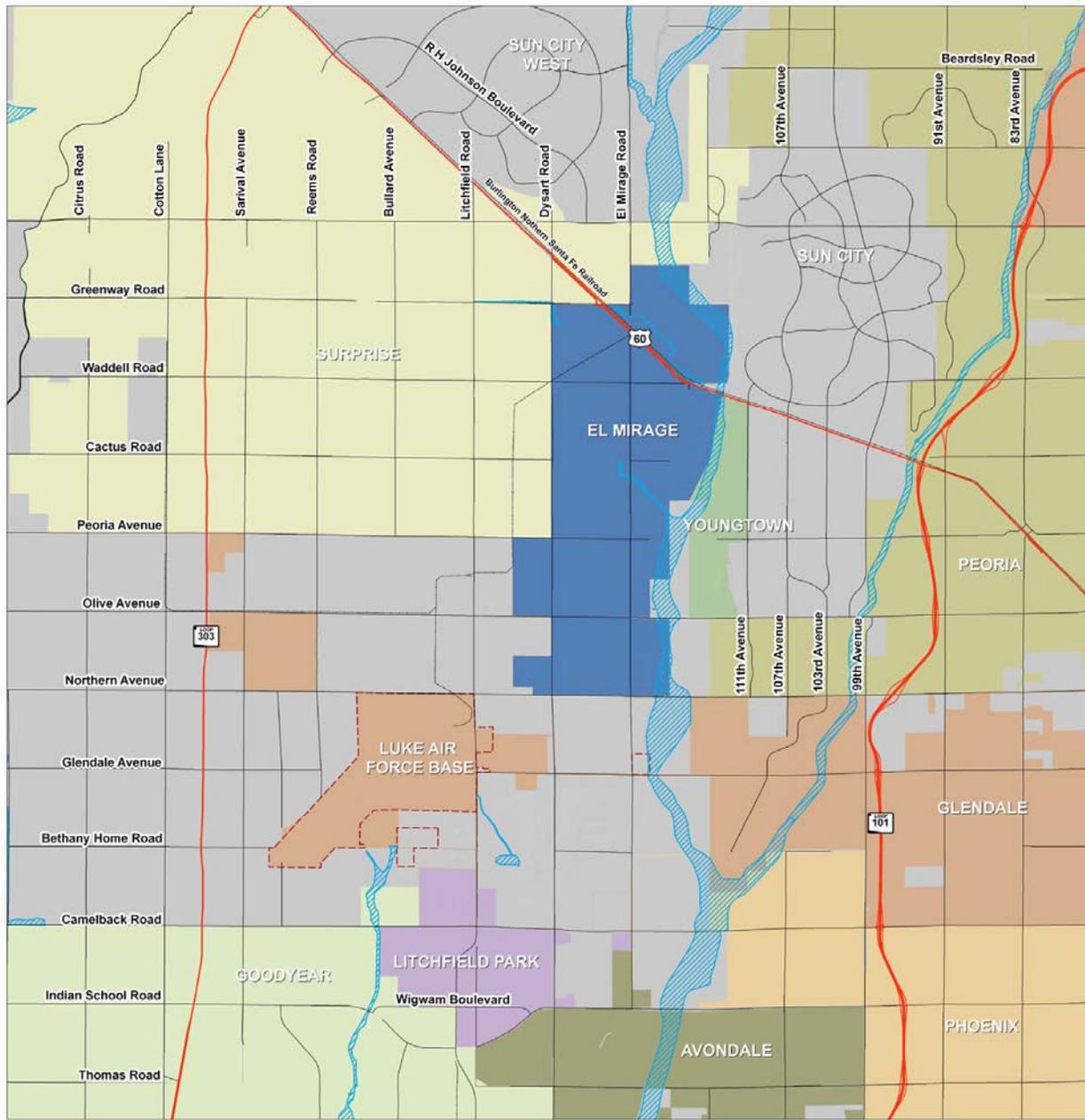
Regional Context

El Mirage is located in Maricopa County, Arizona, in the Phoenix Metropolitan Area, approximately 19 miles northwest of downtown Phoenix and 23 miles northwest of the Phoenix Sky Harbor International Airport. The City is part of the Phoenix-Mesa Metropolitan Statistical Area (MSA). (See Exhibit 1: Regional Context).

El Mirage is bordered to the west and south by the City of Glendale strip annexation and Maricopa County; on the west and north by the City of Surprise and some unincorporated Maricopa County areas. The Agua Fria River borders the City on the east as well as the Town of Youngtown and Sun City. The Agua Fria River ends at its confluence with the Gila River south of El Mirage, in Avondale. (See Exhibit 2: Local Context and Exhibit 3: Luke AFB Vicinity).

El Mirage is the gateway to the Northwest Valley. Located in the heart of the rapidly growing west valley, the City has grown from a small town dependent on agriculture to a diverse urban economy with a population of 32,607 residents in 2006. The City currently encompasses approximately 12 square miles of land and is landlocked.



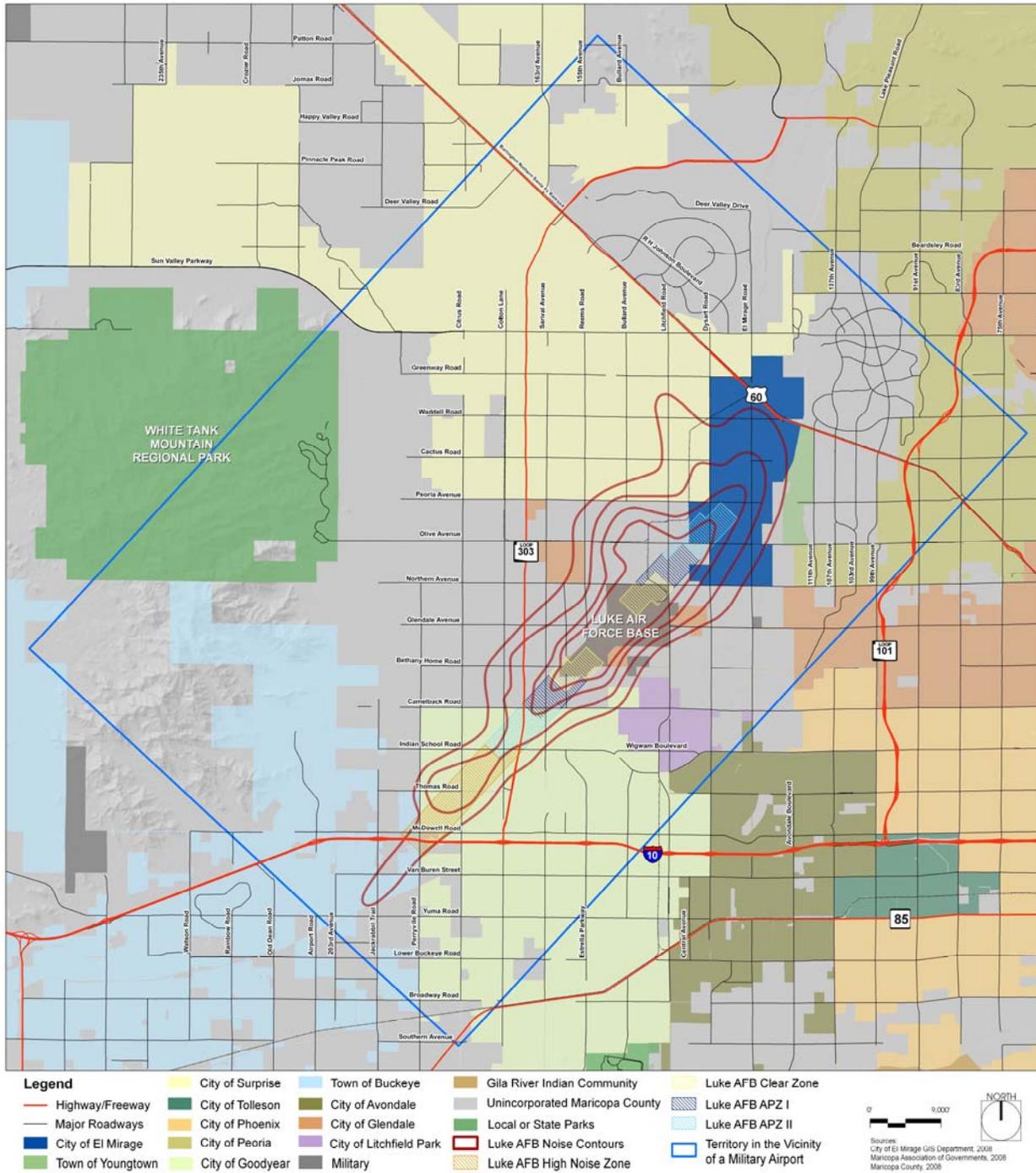


- Legend**
- Highway/Freeway
 - Major Roadways
 - City of Surprise
 - City of Phoenix
 - City of Goodyear
 - Town of Youngtown
 - City of El Mirage
 - City of Glendale
 - City of Litchfield Park
 - City of Avondale
 - Unincorporated Maricopa County
 - Military
 - Floodway

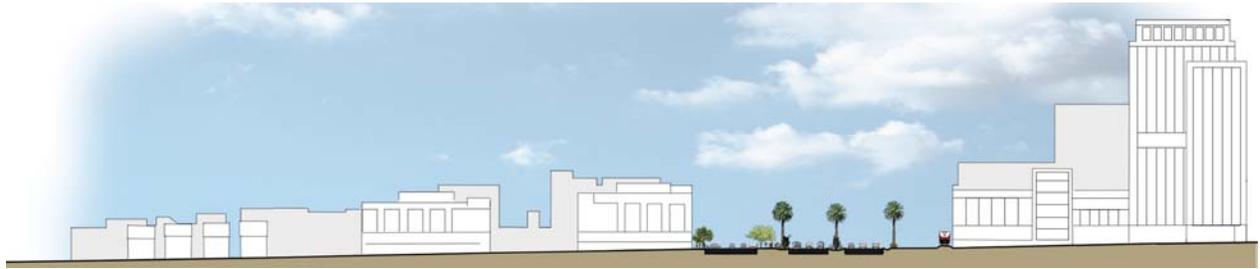
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Sources:
City of El Mirage GIS Department, 2008
Maricopa Association of Governments, 2008
Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS Data, 2008.



Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.



Climate

On average, the warmest month in the City is July and the coolest month is January. The highest recorded temperature was 122°F in 1995. The lowest recorded temperature was 20°F in 1971.

Table 2 shows average monthly temperatures and average monthly precipitation for El Mirage. As shown on Table 2, the annual average total precipitation is 0.75 inches. Most of the precipitation occurs between December and March, with the highest precipitation in the months of February and March. El Mirage frost-free period ranges from 188 to 295 days. The City enjoys over 330 days of sunshine.

Table 2
Average Monthly Temperatures (F) and
Average Monthly Precipitation (Inches)

Month	Average Temperature (F)		Average Total Precipitation (Inches)
	Average Low	Average High	
January	41	68	1.03
February	45	73	1.15
March	49	78	1.15
April	54	86	0.29
May	63	95	0.14
June	72	105	0.05
July	79	108	0.82
August	78	106	1.06
September	71	101	0.75
October	59	90	0.81
November	47	77	0.69
December	41	68	1.09
Yearly Average	58	88	0.75

Source: The Weather Channel Climatology Average Monthly Graph for El Mirage, Arizona, 2008.



El Mirage General Plan

El Mirage, Arizona

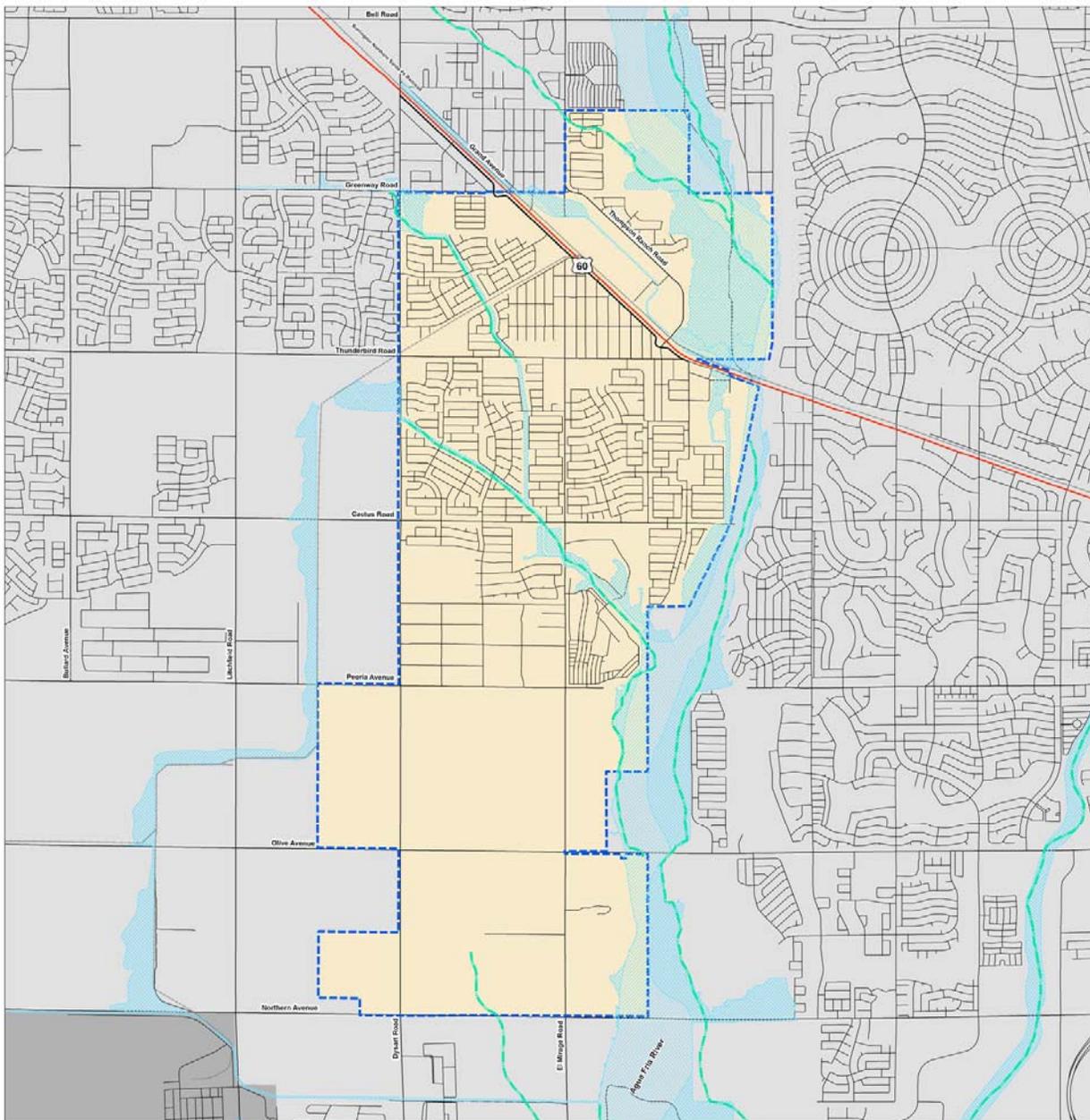
Physical Setting

El Mirage lies on the west bank of the usually dry Agua Fria River at an elevation of 1,145 feet. The topography is generally flat, ranging from 1,070 feet elevation on its southeast corner to approximately 1,160 feet on its northwest corner. (See Exhibit 4: Physical Setting).

The adoption of the *Agua Fria Watercourse Master Plan* in July 2005 by the Board of Directors of Maricopa County Flood Control District and the subsequent adoption of this plan by El Mirage Council via Resolution RO8-08-21 dated August 28, 2008, set the stage for a new identity along the Agua Fria River. The adoption of this plan is a step forward in accomplishing the vision of a reclaimed river aligned with parks, open space, and regional transportation. These efforts provide a great opportunity for both El Mirage and the County Flood Control District to strengthen their partnership while implementing their common vision.

An emerging combination of initiatives offers an unprecedented opportunity to achieve the vision for the Agua Fria River corridor. These initiatives include:

- Proposals by extraction companies to channelize sizable portions of the river;
- New bridge crossings inside the City on Peoria Avenue, Olive Avenue and Northern Avenue to improve regional transportation;
- City commitment to create a sustainable community where residents can live, work and play that includes higher densities, a strong retail base and corporate employment by designating a Transit Oriented Development mixed-use district at the Agua Fria Gateway that incorporates open space, recreation and habitat integration;
- The City's annexation strategy to bring the Agua Fria River inside corporate boundaries.

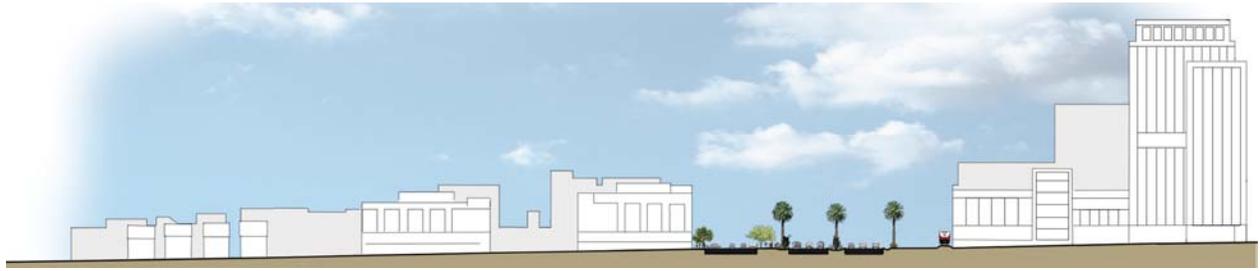


- Legend**
- Highway 60
 - Major Roadways
 - Railroad
 - Existing Parcels
 - Streams/Washes (Approximate Location)
 - City of El Mirage
 - Floodway
 - 100-Year Floodplain
 - Luke Air Force Base



Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.



El Mirage General Plan

El Mirage, Arizona

History and Background

The Hohokam were the earliest inhabitants of what is known today as El Mirage. The Hohokam occupied a wide area of south-central Arizona from roughly Flagstaff south to the Mexican border. They are thought to have originally migrated north out of Mexico around 300 BC to become the most skillful irrigation farmers in the Southwest. The ingenious Hohokam developed an elaborate irrigation network using only stone instruments and organized labor. They were commonly known as the Canal Builders.

They also became entrepreneurs in a thriving trade with their neighbors, the Anasazi and the Mogollon. Their fate is unclear, but they seem to have disappeared from the archeological record between the first half of the 15th century and the time when the Spanish first came upon their descendents, Pima-speaking Indians still using the ancient irrigation techniques.

In 1867, most of the Hohokam canals were retrenched and used for farming. Federal irrigation projects constructed in the 20th century provided a more consistent and assured water supply throughout the Phoenix valley for agriculture.

During the early 1930s, migrant farm workers settled in El Mirage on the west bank of the Agua Fria River. Mexican migrants came to El Mirage to help build the canals and harvest the first crops. They founded El Mirage in 1937. El Mirage was incorporated in 1951. At the time of incorporation, the city was primarily a compact residential community. Until the recent population boom, the city had a small-town atmosphere.

According to the U.S. Bureau of the Census, El Mirage grew from about 5,001 residents in 1990 to 32,607 residents in 2006. It is anticipated that the City will continue to experience growth in the next decades.



Annexation History

At the time of incorporation in 1951, El Mirage encompassed 134 acres or .2 square miles. Table 3 lists approximate acreages for each major annexation. Exhibit 5 shows the history of annexation. As provided in Table 3, the current City corporate boundary encompasses approximately 7,286 acres or 11.2 square miles. These figures include a pending annexation of approximately 915 acres or 1.4 square miles. The current City limit without the annexation is approximately 6,371 acres or 9.9 square miles.

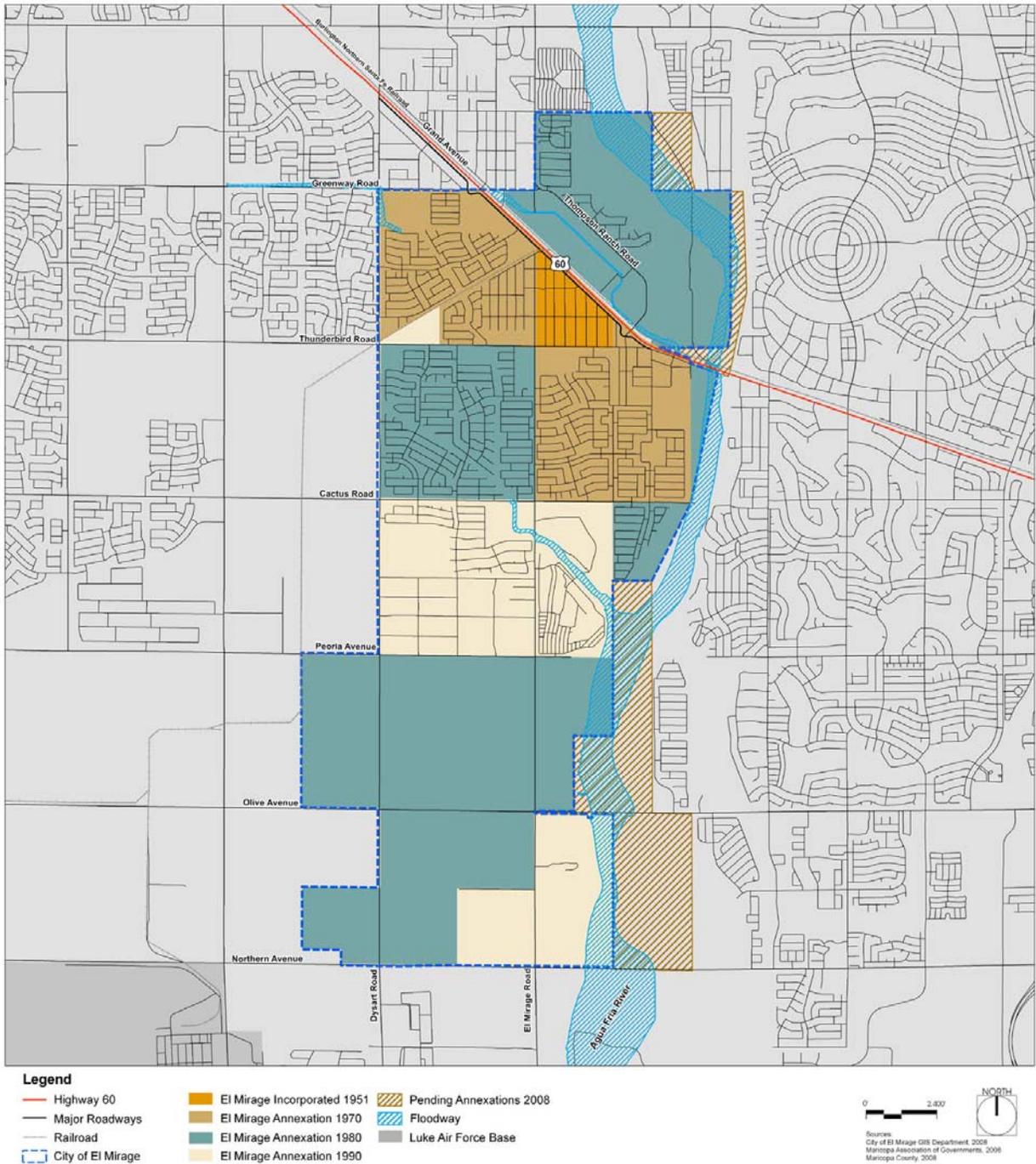
Table 3
History of Annexation

Year	Annexed Area		Total City Corporate Area	
	Acreage	Square Miles	Acreage	Square Miles
1951 ¹	134	.2	134	.2
1970	1,227	1.9	1,361	2.1
1980	3,486	5.4	4,847	7.5
1990	1,492	2.3	6,339	9.8
2008 ²	32	.06	6,371	9.9
Pending Annexation	915	1.4	7,286	11.2

Source: The Planning Center, 2008

¹ Year of incorporation

² Includes areas annexed to the City and a pending annexation of 915 acres or 1.4 square miles.



Sources: The Planning Center based on City of El Mirage GIS Department data, El Mirage, Arizona, 2008.



Background Analysis and Inventory

This section examines the physical and regulatory opportunities and challenges impacting development in El Mirage. It provides an overall assessment of opportunities and constraints based on best available data that may influence, constrain, or help define planning areas.

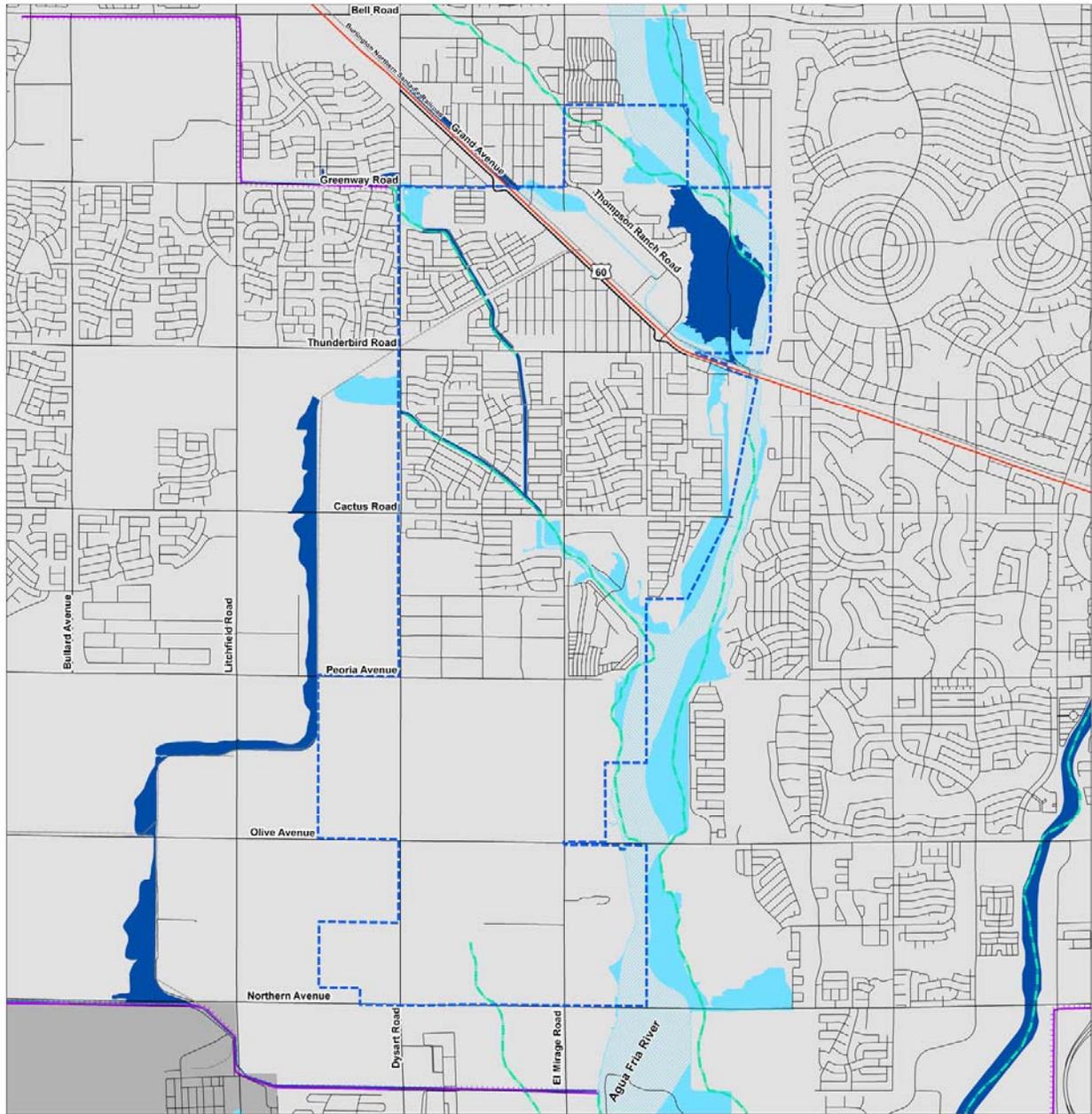
Hydrology

El Mirage lies on the west bank of the usually dry Agua Fria River. The river borders the City along its eastern boundary. The Agua Fria River is a 120 mile long intermittent stream that flows generally south from 20 miles northeast of Prescott, Arizona, and ends at its confluence with the Gila River in Avondale, south of El Mirage. The river is within the Gila River Watershed. Illustration 1 shows the Agua Fria River and the Gila River Watershed. Exhibit 6 delineates the portion of the Agua Fria River floodway, FEMA Zone A, FEMA Zone AE, streams and channels within El Mirage Planning Area.

Illustration 1
Gila River Watershed Showing the Agua Fria River



Source: Arizona Department of Water Resources, 2008.



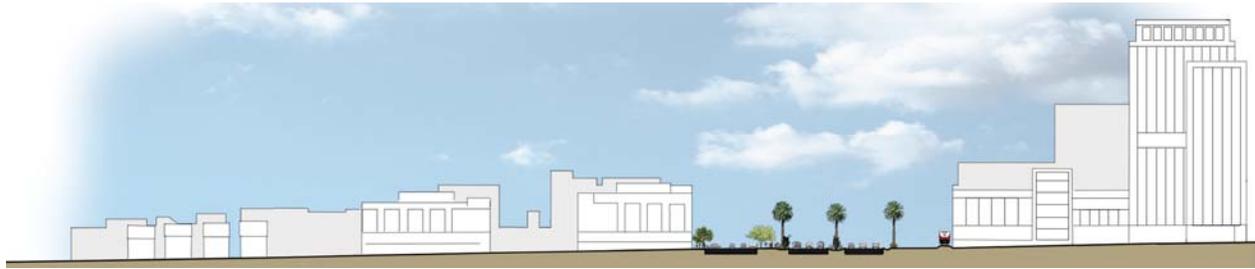
Legend

- Highway 60
- Major Roadways
- Local Roads
- Railroad
- Channels (Approximate Location)
- Streams/Washes (Approximate Location)
- City of El Mirage
- Floodway
- FEMA Zone AE
- FEMA Zone A
- Luke Air Force Base

0 2,400' NORTH

Sources:
 City of El Mirage GIS Department, 2008
 Maricopa County, 2008
 Federal Emergency Management Agency, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Flood Control District of Maricopa County GIS data, 2008.



El Mirage General Plan

El Mirage, Arizona

North of the City, the Waddell Dam forms Lake Pleasant along the Agua Fria River. The Waddell Dam is designed to contain runoff generated upstream of the dam and as a reservoir for the Central Arizona Project. This dam reduces the volume and peak flows in the river. There are areas of surface water in the River. This is due to irrigation practices and discharges from wastewater treatment plants, such as El Mirage Water Reclamation Facility.

Agua Fria Watercourse Master Plan

El Mirage City Council adopted the *Agua Fria Watercourse Master Plan* developed by the Flood Control District of Maricopa County. The master plan outlines the path to implementing 15 miles of the Agua Fria Watercourse.

Agua Fria Implementation – Peoria to Grand Avenue

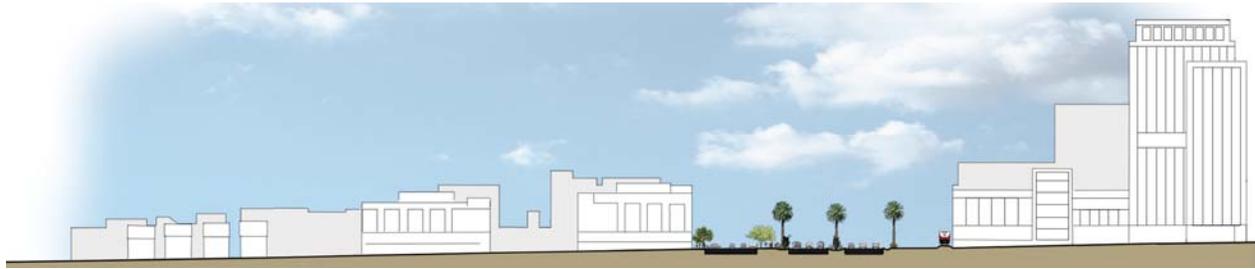
The portion of the Agua Fria River between Peoria Avenue and Grand Avenue extends along the eastern boundary of El Mirage. A pending annexation will include the portion of the River outside of the City into corporate boundaries. According to the *Agua Fria Watercourse Master Plan*, development has constrained the river, particularly north of Cactus Road. There will be no terrace between Cactus and Grand Avenue. The river bottom in this area has a variety of owners. There are no active aggregate mines in this area.

El Mirage Landfill

The inactive El Mirage Landfill is located within the City limits west of the Agua Fria River and south of Grand Avenue. Uncertainty surrounding the construction and operation of the inactive landfill presents a number of challenges to channelizing this portion of the river:

- The landfill encroaches into the historic river channel;
- Operation records are lacking, raising uncertainty of nature and extent of waste;
- Bottom lining, leachate collection and methane controls may not exist;
- Waste probably extends below the level of the river bottom;
- Groundwater tests suggest volatile organic compound (VOC) contamination;
- Past floods eroded the landfill and washed waste material down the river;
- Ownership of the river bottom is fragmented.

The *Agua Fria Watercourse Master Plan* calls for minimal channel excavation and armoring the entire channel sides and bottom along the landfill to a grade control structure (no drop) at Grand Avenue to avoid potential exposure of waste material and to protect the landfill from erosion.



Brownfield Candidate

The Arizona Department of Environmental Quality (ADEQ) administers the U.S. EPA “Brownfields” program to provide liability relief, financial aid, and tax incentives to clean up and redevelop contaminated property. EPA grants are available for site investigations to determine the nature and extent of contamination and identify remedial measures to rehabilitate the site.

Deferring Channelization

According to the *Agua Fria Watercourse Master Plan*, channelization above Grand Avenue and below Peoria Avenue can take place without channelizing the area in between. The Grand Avenue/BNSF bridges confine the river at the upstream end while the narrow floodplain at Peoria Avenue makes an interim diversion into a channelized section feasible.

Agua Fria Implementation – Grand to Bell Road

Between Grand Avenue and Bell Road, the Agua Fria River includes several jurisdictions: unincorporated County, City of El Mirage and City of Surprise. Grand Avenue and railroad crossings constrain the river to a narrow section. The recommended channelization alternative is a narrow lined channel for the half-mile north of Grand Avenue. North of the Acoma Drive alignment, the channel widens to the normal 1,200-foot corridor and includes the terrace.

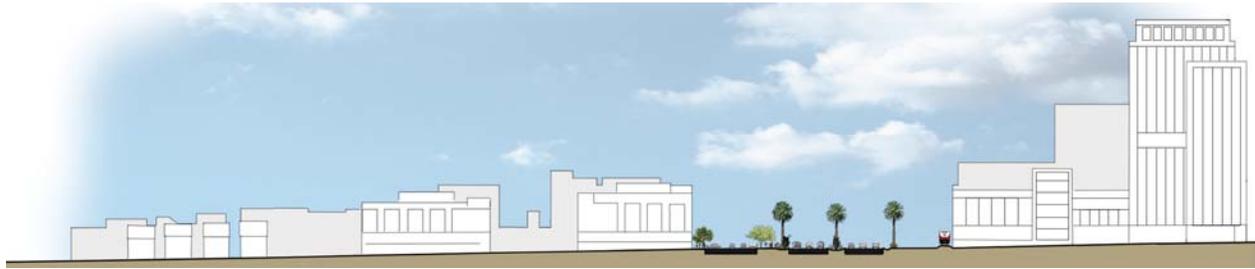
Property Owners

Vulcan Materials is the operator of the mine through this area. Property ownerships are listed with the Maricopa County Assessor as CALMAT Land Co. and Arizona Sand and Rock. Vulcan Materials submitted a mine permit application depicting a simple channel with bank protection, but without any terrace.

MCDOT owns two parcels extending about one-fourth of a mile south of the Bell Road bridge. J&J Property Holdings owns 37 acres south of MCDOT and west of the Vulcan property. SRP owns two narrow parcels between the Vulcan properties and Sun City, between Grand Avenue and the Greenway Road alignment.

Compliance with the Agua Fria Watercourse Master Plan

The Flood Control District’s ability to require compliance with the *Agua Fria Watercourse Master Plan* requires the municipality to adopt this master plan. The City of El Mirage adopted the *Agua Fria Watercourse Master Plan*. As a result, land use designations and zoning ordinances should conform to the Master Plan. El Mirage currently regulates aggregate mines under its I-3 Mining-Industrial Zone district, which requires a reclamation plan. The Vulcan operation conforms to the I-3 zoning district requirements. The adoption of the *Watercourse Master Plan and Channelization Alternative* will give El Mirage a greater ability to manage mining in the Agua Fria River within the City’s corporate boundary.



Topography

El Mirage lies at an elevation of 1,145 feet. The topography is generally flat with elevations ranging from 1,070 feet above sea level elevation on its southeast corner to approximately 1,160 feet above sea level on its northwest corner. (See Exhibit 7: Topography).

For the most part, topography does not cause any development constraint within the planning area. The only exceptions are those areas along the edge of the Agua Fria River. The *Agua Fria Watercourse Master Plan* recommends minimal channel excavation and armoring the entire channel sides and bottom along the landfill to a grade control structure (no drop) at Grand Avenue to avoid potential exposure of waste material and to protect the landfill site from erosion.

Land Subsidence

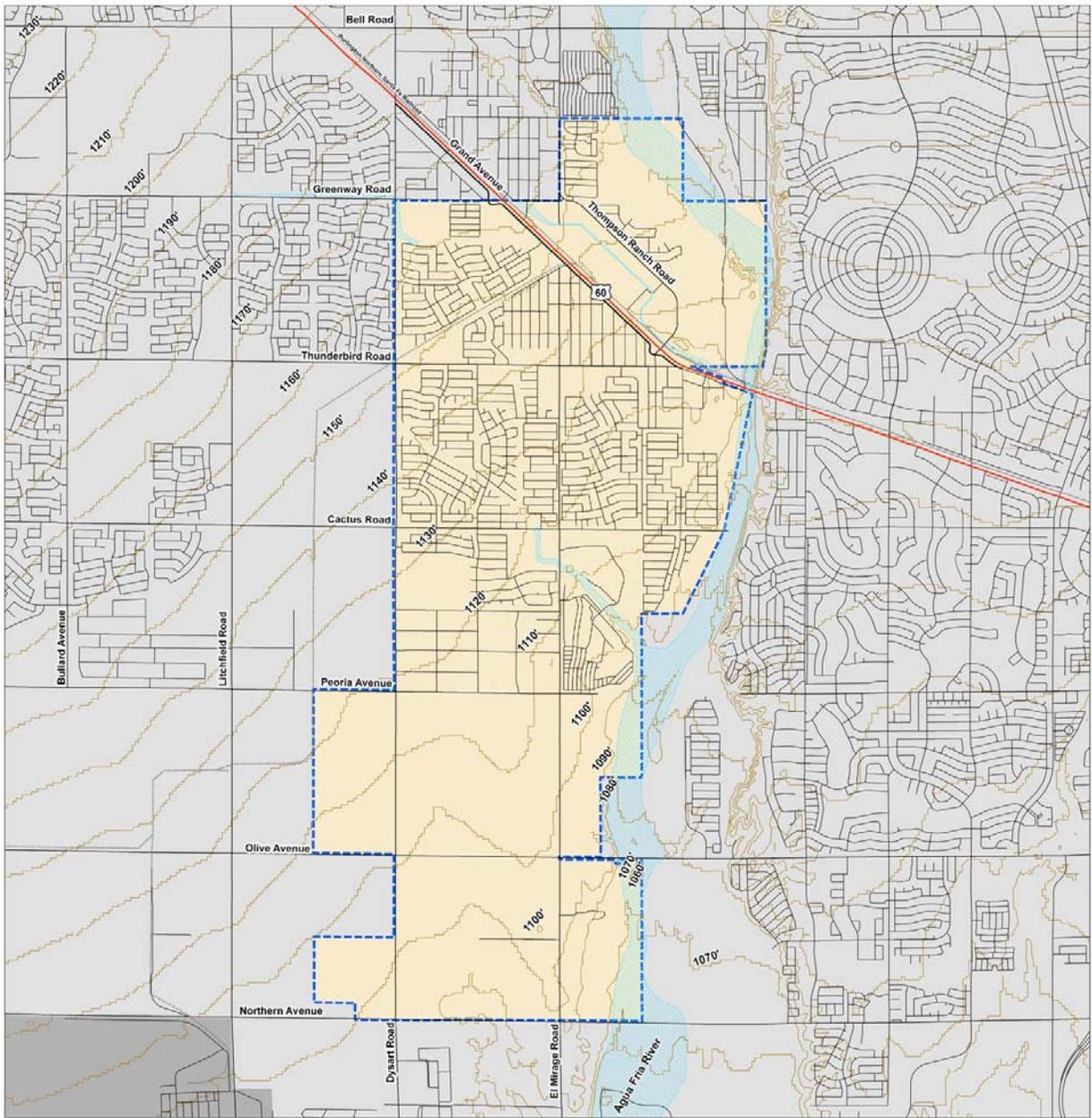
Land subsidence has been occurring across Arizona since the 1940's. In most cases, there is no clear and identifiable sign that land subsidence has occurred in an area. Some areas in Maricopa and Pinal Counties have subsided more than eighteen feet since 1940.

Land subsidence in the basins of Arizona is generally due to compaction of the alluvium caused by lowering of the water table. As the water table declines, pores in the alluvium once held open by water pressure are no longer supported and collapse. Collapse and subsequent lowering in elevation of the land surface is defined as land subsidence. This subsidence is generally not recoverable. If this subsidence occurs over areas of bedrock, differential subsidence can occur.

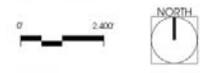
Differential subsidence is when adjacent areas subside at different rates. Bedrock will not compress like the surrounding alluvium, creating a subsurface platform. Differential subsidence occurs where shallow bedrock and deep bedrock are adjacent to each other, creating a zone of differential change in surface elevation. Because of these different amounts of subsidence, tension can build in the alluvium layer at this differential subsidence zone, forming an earth fissure.

Land subsidence has been detected over the years using surveying techniques such as differential leveling and high accuracy Global Positioning System surveying. In the early 1990's scientists began to use Synthetic Aperture Radar and Interferometer Processing to detect land surface elevation changes. The latest has been developed into a highly reliable land subsidence monitoring technique that has been utilized by the Arizona Department of Water Resources since 2002. The Department has identified numerous subsidence features around the State and continues to monitor the extent and rates of these features on an annual basis.

Land subsidence maps were developed by the Arizona Department of Water Resources using archived and current Interferometer Processing data with the goal of providing hydrologists, geologists, water managers, planners and the public the most accurate land subsidence data. Exhibit 8 shows land subsidence areas identified within El Mirage planning area.

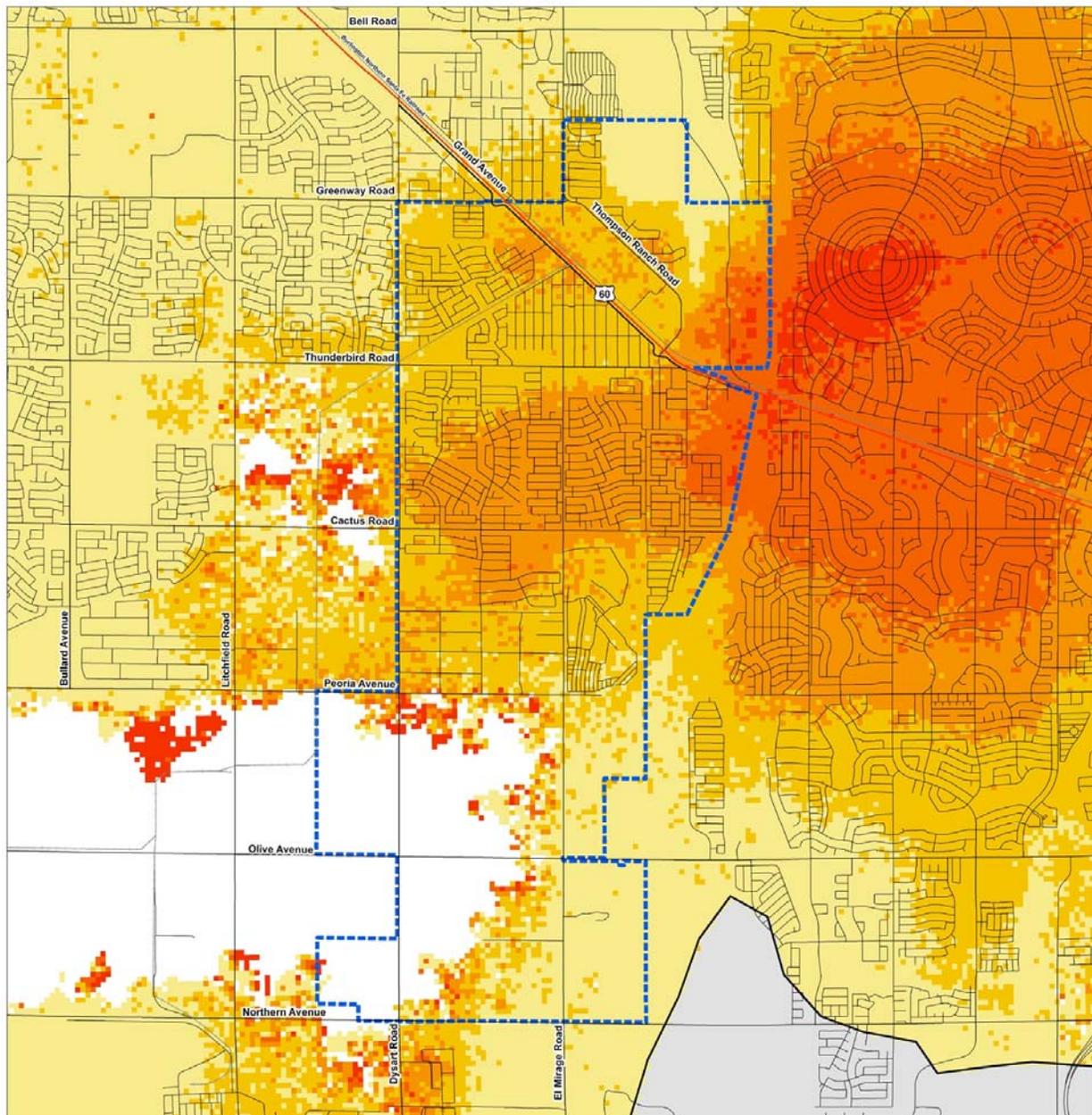


- Legend**
- Highway 60
 - Major Roadways
 - Local Roads
 - Railroad
 - 10' Contours
 - City of El Mirage
 - Floodway
 - Luke Air Force Base



Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Flood Control District of Maricopa County GIS data, 2008.



Legend

- Highway 60
- Major Roadways
- Local Roads
- Railroad
- City of El Mirage
- Subsidence Feature

Subsidence (Jan. '07 to Feb. '08)

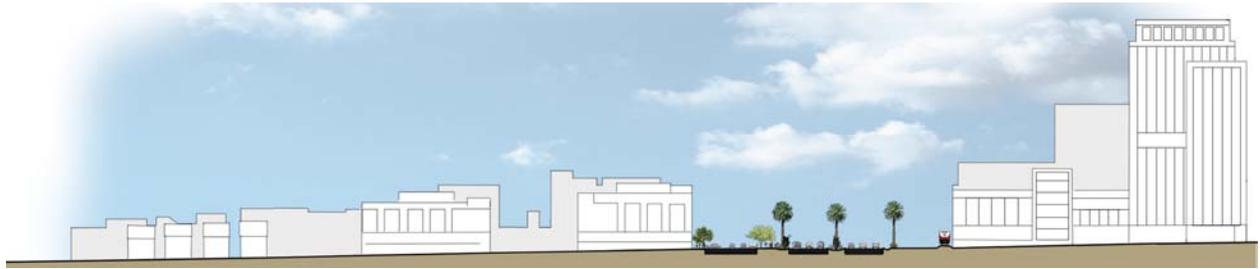
- Decorrelation/No Data
- -2.0 to -3.0 cm
- -1.5 to -2.0 cm
- -1.0 to -1.5 cm
- -0.5 to -1.0 cm
- 0 to -0.5 cm

Decorrelation (white areas) are areas where the phase of the received satellite signal changed between satellite passes, causing the data to be unusable. This occurs in areas where the land surface has been disturbed (i.e. agriculture areas, areas of development, etc).

0 3,000' NORTH

Sources:
ADWR EnviSat Time-Series InSAR Data, 2008
City of El Mirage GIS Department, 2008
Maricopa Association of Governments, 2008
Maricopa County, 2008

Source: The Planning Center based on Land Subsidence in Western Metropolitan Phoenix ADWR EnviSat Time-Series InSAR Data, Arizona Department of Water Resources, 2008.



Earth Fissures

Earth fissures have been known in Arizona since 1927 and became increasingly common starting in the 1950s. The Arizona Geological Survey defines earth fissures as cracks at or near the earth's surface that are the result of differential subsidence. Earth fissures start out as small cracks and may not be visible on the surface. They propagate upward to the surface from the compacted aquifer sediments at or near the lowered water table depths. Fissures may initiate where there is a change in the mechanical or physical properties of the rocks, such as where the sediment layers intersect bedrock at basin margins, where buried bedrock highs poke up through the sediments, or where there are changes in the composition of sediment layers such as from clay/shale to sand/gravel.

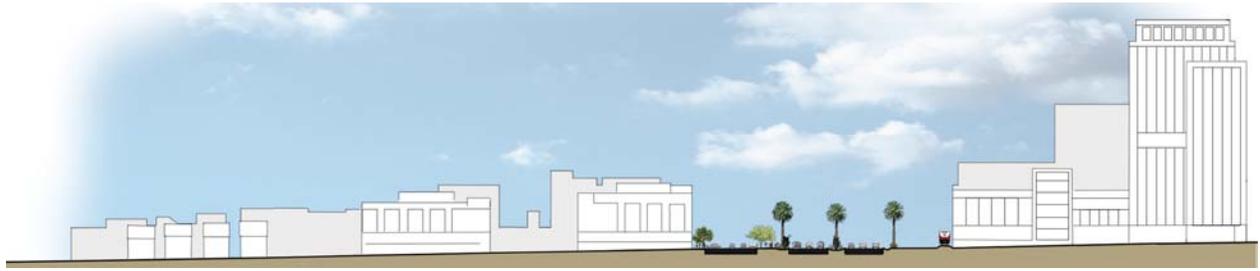
The southern and western part of Arizona lies within the Basin and Range Province, which comprises deep sediment-filled basins separated by long narrow mountain ranges. Bedrock under the valleys is commonly 6,000 feet or more below the surface. These deep basins hold large quantities of groundwater in storage, but in some basins, this water has been pumped as much as 500 times faster than nature can recharge it.

As groundwater tables lower, aquifer sediments undergo compaction. If compaction is great enough, the ground surface sinks. Earth fissures have developed around the margins of most Arizona basins where the land has subsided more than a few feet. In the Luke basin, immediately southwest of El Mirage, the land had subsided about 18 feet by 1992.

Fissures may exist for months or years in the subsurface, extending their lengths for thousands of feet, before eventually breaking through to the surface. Thus, the absence of surface expression of earth fissures does not preclude their existence below ground, just waiting for conditions such as diversion of runoff into the area, continued subsidence or heavy rainfall to break through.

Although earth fissures may seem to appear overnight following intense rainfall, the precursor fissure may have been forming for years or even decades at depth. In the earliest stages of development, a fissure may appear at the surface as a series of small depressions, or hairline cracks only a fraction of an inch wide and tens of feet long. Heavy rain softens the surface material, allowing it to cave into the underlying fissure.

Once a fissure opens to the surface, water running into the fissure erodes the sides and washes the material deep down into the fissure system, often enlarging the original small crack into an impressive gully. Many fissures are spectacular open cracks that are immediately obvious even to the untrained eye. Others are old and eroded and look like washes, or are mostly filled with sediment. In these cases, other characteristics must be relied on to determine if the feature is a fissure versus a wash, an old irrigation ditch, or a drainage control berm.



El Mirage General Plan

El Mirage, Arizona

In the past, earth fissures were largely ignored because they mostly occurred in undeveloped areas around the edges of the basins where few people lived and where their impact was minimal. With new construction expanding into areas where earth fissures exist, the potential for risk and damage to property has increased. The potential hazard of earth fissures is that they may cause property and infrastructure damage, damaging pipelines, roads, canals, flood retention structures, bridges, buildings, and private property.

The issue today is not so much new earth fissures forming where people have built houses, but that people are building on or adjacent to known earth fissures and in areas that may be vulnerable to fissuring as excessive groundwater withdrawal results in further subsidence. Until recently, specific disclosure of the presence of earth fissures on property being sold was not required by the state. Also, land subdivided into five or fewer parcels is not subject to locally required background geotechnical assessments. With the recent increased awareness of problems with earth fissures, however, responding to the growing risk from this hazard becomes a need.

In response to the re-opening of an old earth fissure in the Queen Creek area south of Phoenix, the state passed legislation in 2006 to address earth fissures. Arizona Geological Survey was tasked by statutes to undertake comprehensive mapping of earth fissures and deliver fissure map data to the State Land Department starting in 2007 and every five years subsequently. A.R.S. 33-422 requires disclosure of earth fissures within non-incorporated areas, and the Fissure Mapping Program generates detailed maps of the hazards to help the public assess the risks.

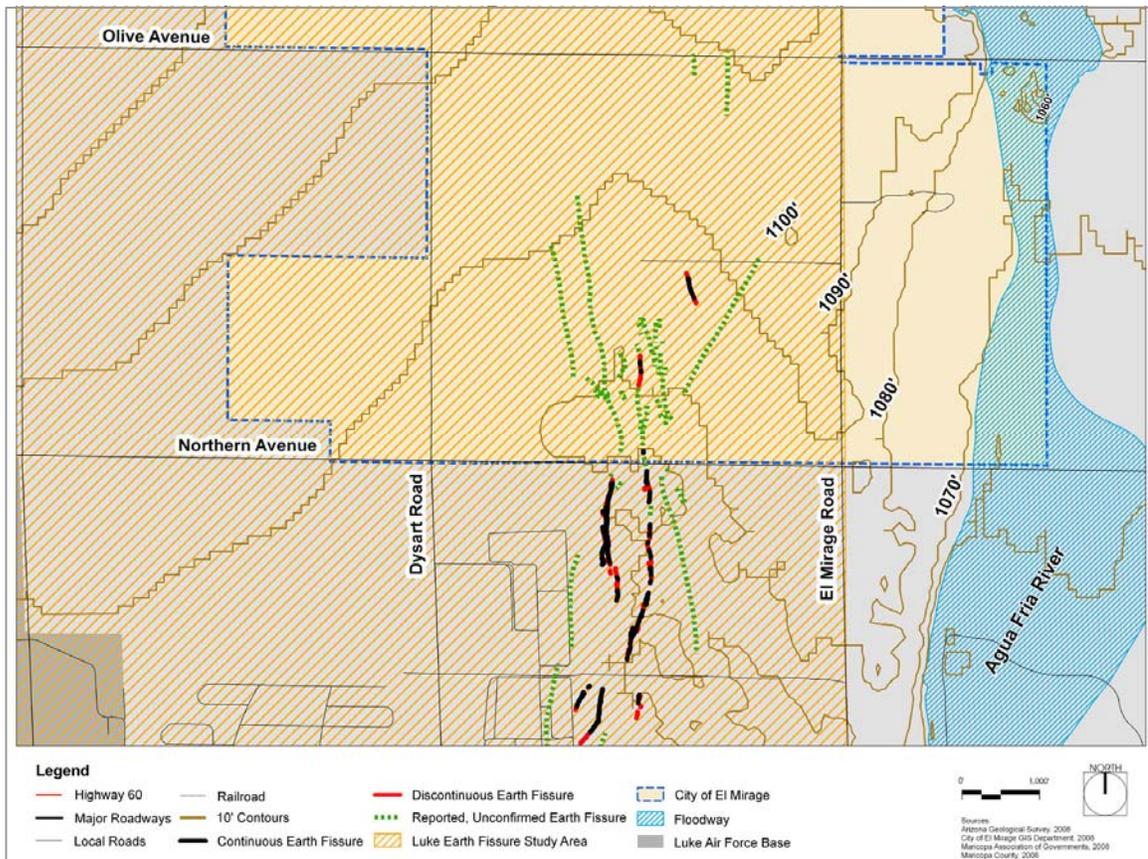
Illustration 2 shows earth fissures within the Luke Study Area. Continuous features determined with certainty upon field checking as earth fissures are displayed on the map as solid lines. Discontinuous fissures that are inferred to exist but are not visible continuously at the surface, such as a known fissure on both sides of a road that is not visible crossing under the pavement, are shown as a red line to indicate the fissure's approximate location. Fissures that are visible on photographs but have since been obscured by human activity or erosion are considered unconfirmed. Because their location cannot be mapped directly on the ground, their location must be based solely on older aerial photographs. These reported and unconfirmed fissures are shown as dashed green lines. Locations of some features will remain uncertain even after field observation.



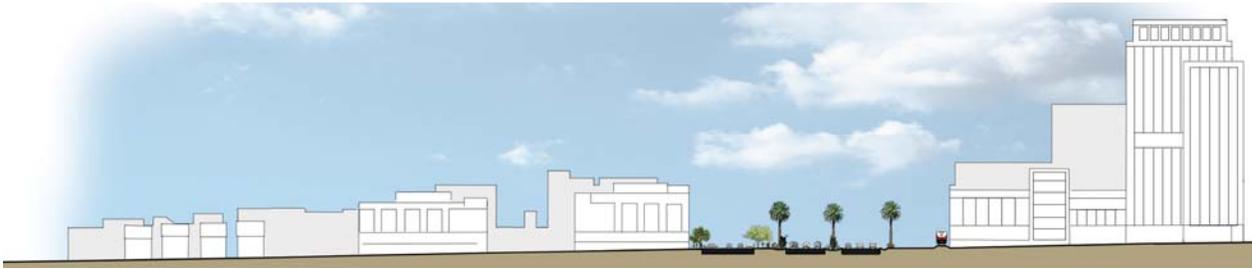
El Mirage General Plan

El Mirage, Arizona

Illustration 2
 Earth Fissure Map of the Luke Study Area:
 Maricopa County, Arizona



Source: The Planning Center based on Earth Fissure Map of the Luke Study Area: Maricopa County, Arizona, Digital Map Series, Earth Fissure Map 8 (DM-EF-8) Arizona Geological Survey, November 2008.

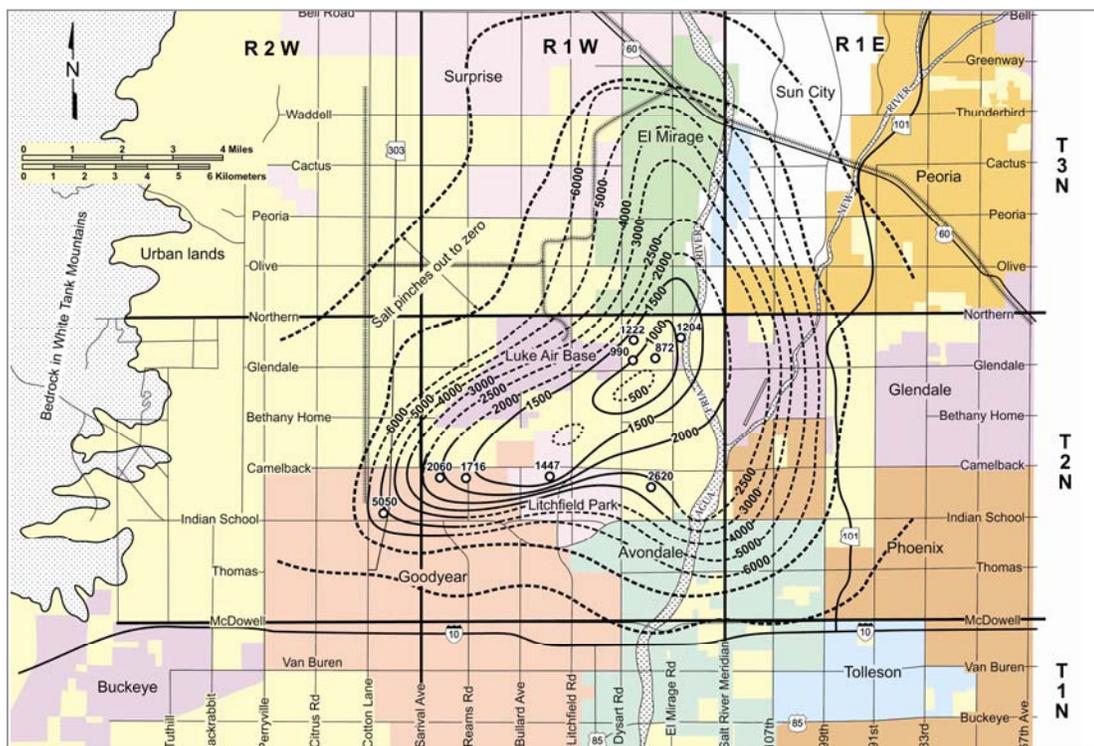


Luke Salt Deposit or Luke Salt Dome

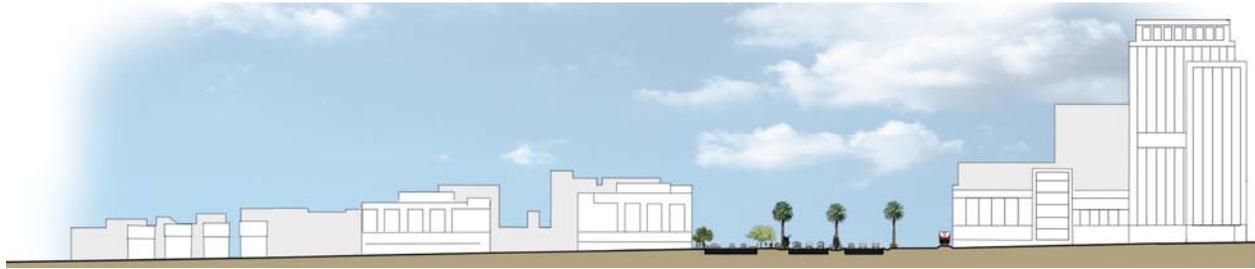
The Luke Salt Deposit also known as the Luke Salt Dome is an irregular ridge-like body of salt of non-marine origin with several local domes and a broad triangular base, approximately 10,000 feet thick, occupying a large area of the Phoenix Valley underneath El Mirage, Peoria, Sun City and Glendale.

The salt body may be a structural massif formed by plastic flow or, as proposed by several authors, it may be a thick steep-sided prism of evaporates in the center of a clastic sedimentary basin. Only the upper 3,000 feet have been penetrated. The salt body is overlain locally by anhydrite 90 feet thick. It is thought to be intertongued with coarse- to fine-grained valley fill of Tertiary age, probably pre-Pliocene in age and older than the Pliocene Verde Formation. Illustration 3 shows the Luke Salt Deposit based on Arizona Geological Survey data.

Illustration 3
Luke Salt Deposit



Source: Luke Salt Deposit, Steven L. Rauzi, Arizona Geological Survey, Map 36, August 15, 2002.



El Mirage General Plan

El Mirage, Arizona

Illustration 4 shows depth contour delineations with approximate salt depths from 1,500 feet to 6,000 feet within El Mirage Planning Area based on the Arizona State Land Department Arizona Land Resources Information System dated 1997. The solid contours are based on gravity data plus the depth of salt in deep wells. Drilling data indicates that the salt body is at least 5,000 feet thick within the 1,500 feet depth contour and may be as much as 10,000 feet thick. The dashed contours are based on gravity data only and could change if the salt is penetrated by new drilling. Mapped depth contours should only be used as reference points. Recent drillings report salt deposits at 700 feet depths in the 2000 depth contour.

Solar Ponds and Energy Generation

The *Central Arizona Salinity Study* completed in 2007 researches, reviews and evaluates various concentrate disposal technologies and practices for the purpose of identifying the best method to manage concentrate from desalination processes in Arizona. This study identifies technologies that are currently available in the industry and provides a basic cost analysis for each technology.

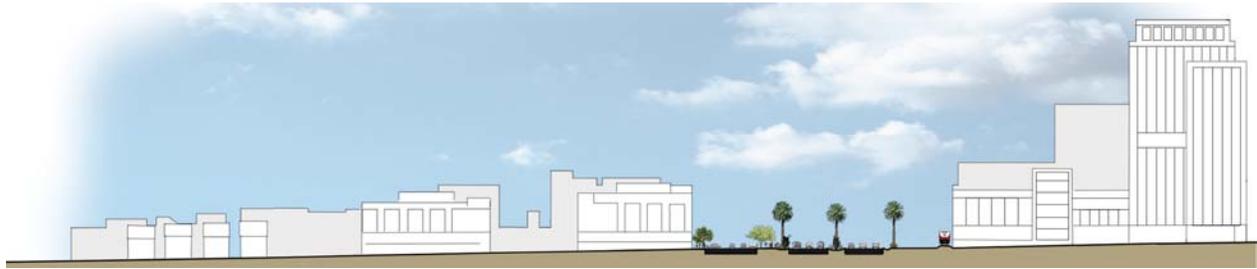
One concentrate management option is the use of solar ponds. Solar ponds are a method to store concentrate and produce heat which can be used to generate electricity. The process takes advantage of the heat-storing ability of saline water. The heat created in solar ponds can be integrated into several technologies including: concentration of brine for recovery of usable water; generating a heat source for thermal desalination for zero liquid discharge; and/or using the stored solar heat from turbine-generated electricity.

Central Arizona averages 211 days of sunshine and 85 mostly sunny days per year. This abundance of solar heat could be very conducive in producing thermal energy from solar ponds. The opportunity exists to establish solar ponds in areas of the City with salt deposits at lower contour depths that are also heavily impacted by Luke AFB APZs.

Soils

This section is based on data provided in the Soil Map for Maricopa County, Arizona, Central Part (El Mirage) prepared by the United States Department of Agriculture, Natural Resources Conservation Service. Table 4 shows generalized soils within the Designated Growth Area. Exhibit 9 shows generalized soils within the Designated Growth Area.

To generate the generalized soils exhibit, soil series were grouped by similar characteristics and place of occurrence. By definition, a soil series encompasses a group of soils with similar soil taxonomy and soil characteristics such as place of occurrence or geography, slopes, permeability and runoff time. When analyzing potential soil impact to development, the grouping of abstract soil series assists in the identification of areas where there is potential regional impact.



It is important to understand that a substantial amount of the land within the Designated Growth Area has been graded and/or developed. Therefore, much of the soil data provided by data sets prepared by the Natural Resources Conservation Service depicts soil conditions in areas where the soils have already been disturbed by agriculture, aggregate extraction activities, development, or grading.

Table 4
Generalized Soils by Place of Occurrence

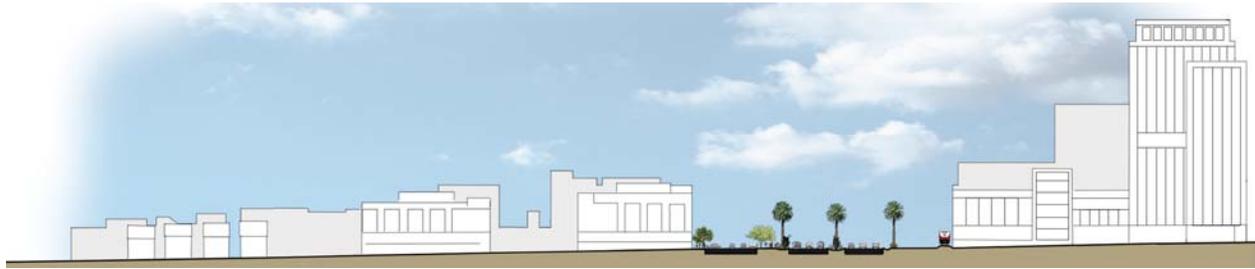
Place of Occurrence	Soil Characteristics
Alluvial Fans	Well drained soils typically formed in alluvial fans, floodplains and terraces. Slopes 0 to 15 percent.
Relict Basin Floors	Very deep, well drained soils typically formed in relict basin floors. Slopes 0 to 3 percent
Floodplains	Very deep, somewhat excessively drained soils formed in recent stratified stream alluvium and floodplains. Slow runoff. Moderately rapid permeability. Slopes 0 to 3 percent.
Torrifluvents	Frequently flooded floodplains. Slopes 0 to 3 percent
Gravel Pit	Aggregate gravel pits

Source: Maricopa County Central Part (AZ651) Soil Data Version 6, August 21, 2008, United States Department of Agriculture, Natural Resource Conservation Service, Soil Survey.

Summary of Geologic and Topographic Conditions

Geologic conditions exist within El Mirage Planning Area that may constitute constraints to development. Land subsidence, earth fissures, and salt dome features are present. The relative risk of these potential conditions has been mapped by the Arizona Geological Survey and Arizona Department of Water Resources. These maps indicate where potentially adverse geological conditions may exist. Such conditions will require some level of evaluation by a State licensed geologist or civil engineer, or both. Correction of these conditions may often create unintended environmental impacts which must be addressed during the development permit phase of development projects.

The City could benefit from requiring specific geotechnical reports as part of the submittal requirements for development permits, subdivision approvals, or grading permits. These reports may include: a preliminary soils report and geologic report such as a geological reconnaissance report and a geotechnical investigation report. Each type of report is briefly described below.



El Mirage General Plan

El Mirage, Arizona

Geologic Reconnaissance Report

This type of preliminary geologic study may be required for minor projects or when the level of risk is considered low due to the suspected geologic hazard mapped at the site. This report generally includes a visit to the site and a review of available records, maps, and photographs that might provide information about the geotechnical conditions at the site.

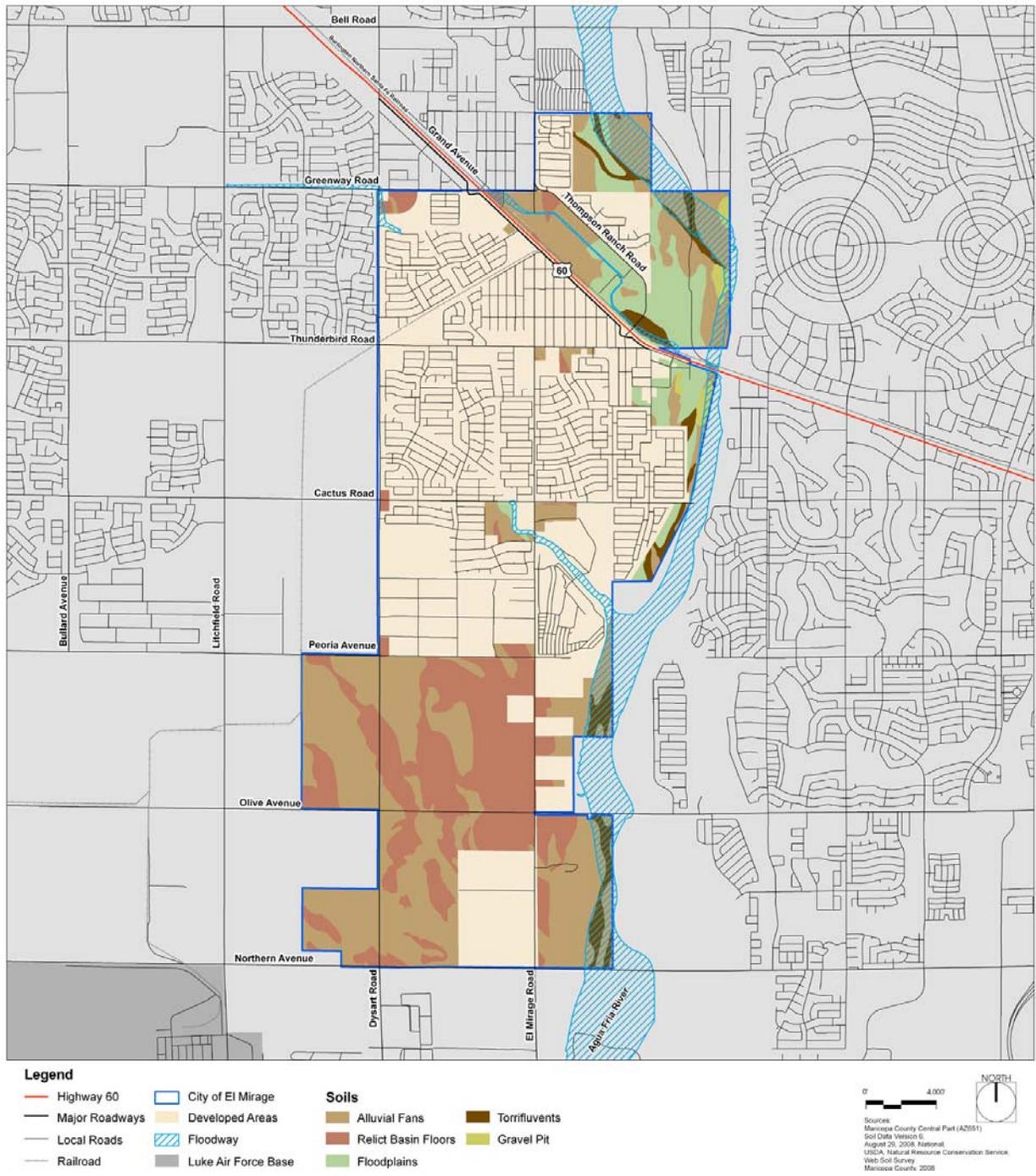
Preliminary Soils Report

This report is the result of an initial geotechnical investigation conducted to evaluate existing site conditions in order to obtain general soil and stability information. This basic report may be required for all projects involving grading and when development is located within geologic hazard zones considered risky for the type of development proposed.

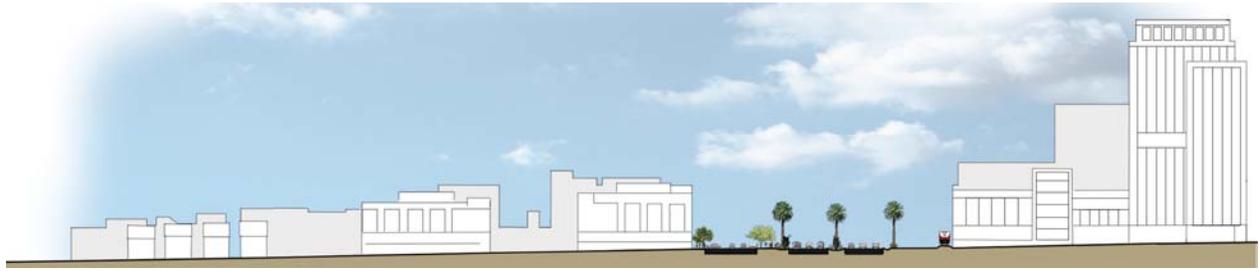
Geotechnical Investigation Report

When there is a higher risk, such as when land subsidence or earth fissures are suspected nearby or when the reconnaissance finds evidence of a significant hazard on the site, a geotechnical investigation report may be required. Such investigation would include field work, such as trench excavations and/or borings, geologic mapping, soil samples, laboratory analysis, and a thorough evaluation of all encountered geotechnical hazards.

The geotechnical study and subsequent review may discover or identify adverse geologic or geotechnical conditions which cannot be addressed without more extensive investigation as determined by the consultant. In that case, additional investigation may be required to evaluate and provide recommendations to correct the condition prior to approving the project or prior to issuing subsequent construction permits.



Source: Maricopa County Central Part (AZ651) Soil Data Version 6, August 21, 2008, USDA, Natural Resource Conservation Service, Soil Survey.



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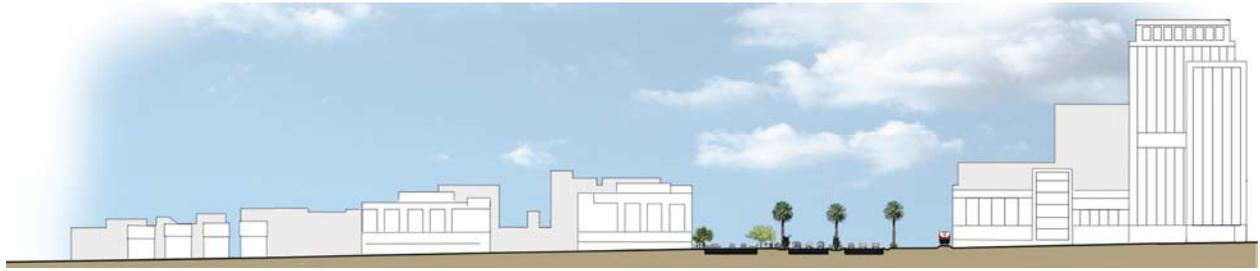
Luke Air Force Base (AFB)

This section examines the impact of Luke AFB on El Mirage economy and describes different mitigation measures that may allow the City to minimize such impact while supporting the Base's mission and operations. Exhibit 10 shows the impact of Luke AFB Accident Potential Zones and Noise Contours on the City of El Mirage.

In addition to Luke AFB's regulatory constraints, El Mirage is landlocked. Different land use alternatives or growth scenarios are presented in Section VI: Land Use and Zoning. This section focuses primarily in presenting analysis of the impact of the Base.

The following documents were reviewed during the preparation of this section:

- Arizona Military Regional Compatibility Project: Western Maricopa County/Luke Air Force Base Regional Compatibility Plan, March 2003;
- Luke AFB Arizona Air Installation Compatible Use Zone Study (AICUZ Study) Volumes I and II, November 2003;
- Federal Aviation Regulations, Part 77, Objects Affecting Navigable Airspace, March 1993;
- Sections 28-8480, 28-8481 and 28-8482, Article 7: Airport Zoning and Regulations, Title 28 of the Arizona Revised Statutes, which address planning and zoning; military airport and ancillary facility's operation compatibility; compliance, review, penalty and definitions and control the impacts generated by military airport operations on public health and safety, particularly in high noise and Accident Potential Zones (APZs)
- Section 9-461.06, Adoption and Amendment of General Plan; Expiration and Readoption, Arizona Revised Statutes; and
- Section 21-5-15: Airfield Impact Overlay Zone (A-1), Article 21-5, Chapter 21: Zoning Ordinance, Volume 2, City of El Mirage City Code.



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Western Maricopa County/Luke AFB Regional Compatibility Plan

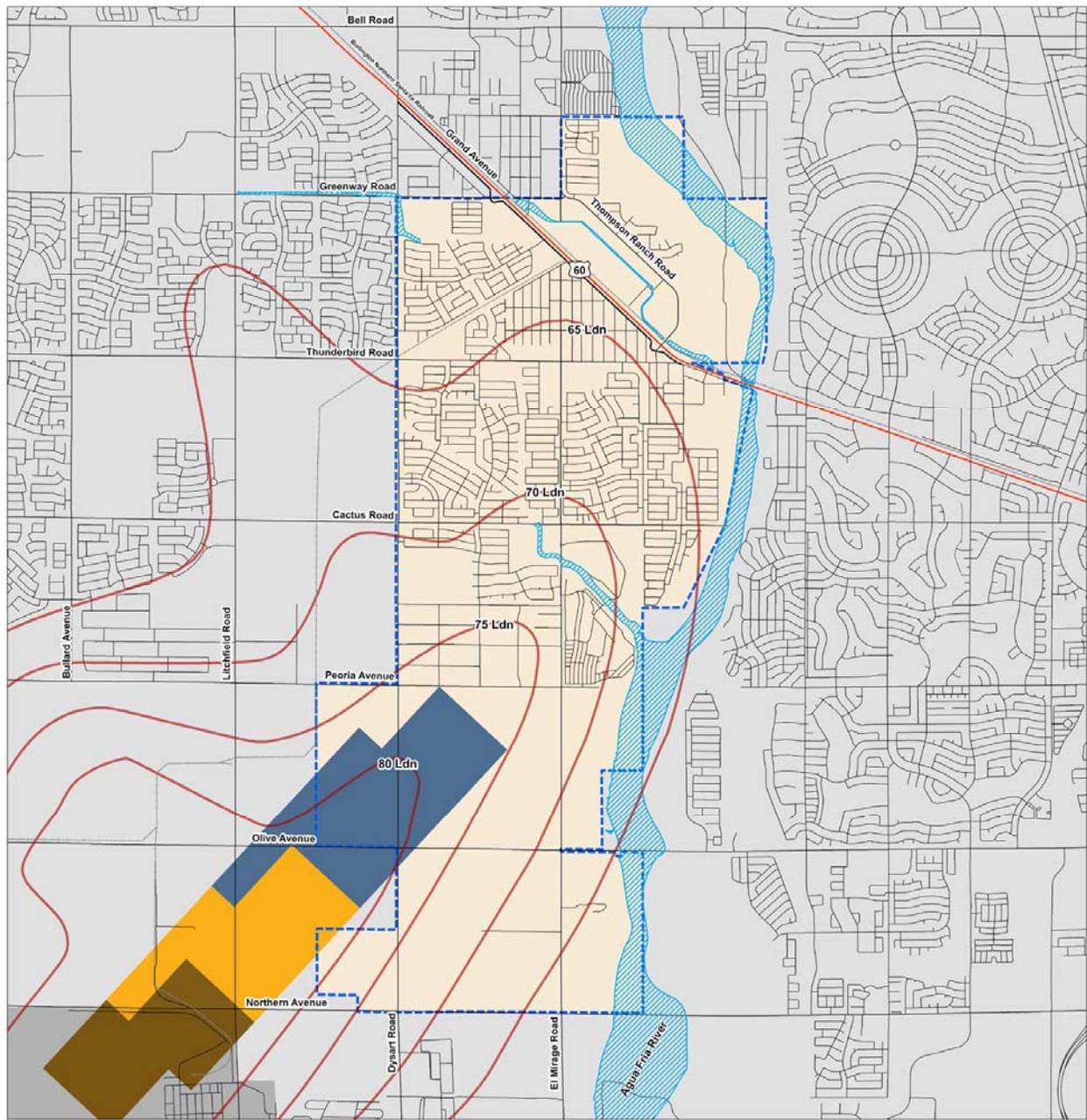
The focus of State legislation is to mandate that areas within APZs and noise contours are addressed in municipal general plans and to ensure that land development is compatible with the high noise and accident potential generated by military airport operations. Such legislation provides the guiding principles for the *Regional Compatibility Plan*.

The U.S. Department of Defense created the *Air Installation Compatible Use Zone (AICUZ) Program* to assist communities adjacent to military airports in planning for compatible land use. Elements on this national program were also integrated in the preparation of the *Regional Compatibility Plan*. In addition, the *Regional Compatibility Plan* incorporates Growing Smarter and Growing Smarter Plus legislation requirements.

Purpose of the Regional Compatibility Plan

The purpose of the *Regional Compatibility Plan* is to facilitate the implementation of compatible land uses around Luke AFB through a cooperative coordinated program among the affected jurisdictions in Maricopa County. The *Regional Compatibility Plan* is based on the following guiding principles:

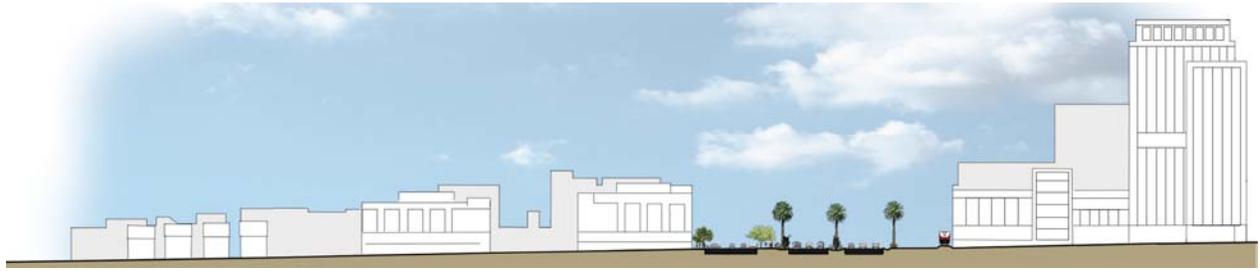
- Create feasible and sustainable solutions that are consistent with Title 28, Article 7, Airport Zoning and Regulation and Growing Smarter and Growing Smarter Plus legislation;
- Address areas within the vicinity of military airports in municipal general plans to ensure development is compatible with the high noise and accident potential generated by military airport operations;
- Ensure openness to various viewpoints throughout the process;
- Focus on fair and equitable solutions for all impacted parties;
- Establish, maintain, and enhance consistency and continuity in the decision-making process;
- Achieve consent on the means to control encroachment; and
- Devise compatible land use solutions that accommodate urban development while preserving Luke AFB's military mission.



- Legend**
- Highway 60
 - Major Roadways
 - Local Roads
 - Railroad
 - Luke Air Force Base Noise Contour
 - City of El Mirage
 - Luke Air Force Base
 - Floodway
 - Accident Potential Zone 1
 - Accident Potential Zone 2
 - Clear Zone



Sources: City of El Mirage GIS Department, El Mirage, Arizona, and Flood Control District of Maricopa County, 2008.



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Land Impacted by the Regional Compatibility Plan

As shown in Exhibit 10, Luke AFB Accident Potential Zones and noise contours cover a large extent of land within the City of El Mirage. The City of El Mirage receives the largest impact from the Air Force Base in the western Maricopa region. Table 5 shows the impact of Luke AFB on El Mirage.

As shown on Table 5, the acreage within El Mirage corporate boundary is currently 7,193 acres. Luke AFB APZs and noise contour zones impact approximately 4,239 acres or 59 percent of the entire planning area. This presents a major development constraint to the city and severely impacts the development potential and long term viability of the planning area.

Table 5
Impact of Luke AFB on the City of El Mirage

Area	Approximate Acres	Percent Coverage	Major Constraint
Accident Potential Zone (APZ I)	7	59	<ul style="list-style-type: none"> New residential development is prohibited. See Tables 6 and 7 for compatible land uses.
Accident Potential Zone (APZ II)	446		
80 Ldn or Higher Noise Contour Zone	198		
75 Ldn Noise Contour Zone	823		
70 Ldn Noise Contour Zone	1,340		
65 Ldn Noise Contour Zone	1,878		
Total Acres Impacted by Luke AFB³	4,239		
Total Acreage within the City of El Mirage	7,193	100	

Source: *The Planning Center GIS Department, 2008.*

³ APZ I overlaps with Ldn 80 and Higher Noise Contour Zone and APZ II overlaps with Ldn 75 Noise Contour Zone. Taking this into consideration, the total acreage affected by the base is 4,239 acres.



Compatible Land Uses

The *Regional Compatibility Plan* lists *compatible uses* and recommends intensity of use standards for the APZs and noise contours. Table 6 enumerates compatible land uses and recommended intensity of use standards for APZ I and II. Table 7 lists compatible land uses and recommended intensity of use standards for the noise contours.

Table 6
Compatible Uses and Intensity of Use Standards for
APZ I and APZ II

Accident Potential Zone	Recommended Compatible Uses	Recommended Intensity of Use Standards
APZ I	<ul style="list-style-type: none"> General Agriculture/Livestock (excluding accessory retail sales) Agriculture processing and services Wholesale trade and distribution Manufacturing and industrial processing (except chemical petroleum, rubber and plastics, and professional and scientific equipment) Rail lines and roadways Vehicle parking Communication facilities and utilities Outdoor recreation (not including places for people to gather, such as picnic areas, swimming pools, playgrounds, etc.) Permitted uses include golf courses without club houses and parks/nature trails without museums or exhibits 	<ul style="list-style-type: none"> <u>Intensity of Use</u>: Not to exceed one employee per 8,000 sq. ft. of net lot area.⁴ <u>Lot Size</u>: Minimum net lot area shall be no less than 400,000 sq. ft. <u>Lot Coverage</u>: Maximum lot coverage shall be twenty-five percent of the net lot area
APZ II	<ul style="list-style-type: none"> Same recommended uses than in APZ I with the following exceptions: Professional and scientific equipment manufacturing is a compatible use Cemeteries (not including chapels or offices) are a compatible use 	<ul style="list-style-type: none"> <u>Intensity of Use</u>: Not to exceed one employee per 5,000 sq. ft. of net lot area. <u>Lot Size</u>: Minimum net lot area shall be no less than 200,000 sq. ft. <u>Lot Coverage</u>: Maximum lot coverage shall be thirty percent of the net lot area

Source: Arizona Military Regional Compatibility Project: Western Maricopa County/ Luke Air Force Base Regional Compatibility Plan, March 2003.

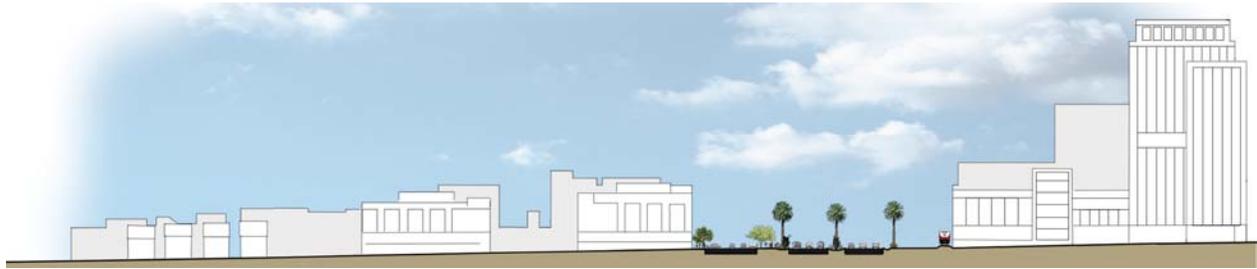
⁴ Net lot area is defined as the total lot area minus that part of the property dedicated to public right-of-way.



Table 7
Compatible Uses and Intensity of Use Standards for
Noise Contours

Noise Contour Zone	Recommended Compatible Uses	Recommended Intensity of Use Standards
80 dnl and Higher Contour Zone	<ul style="list-style-type: none"> • Agriculture (limited to row crops only, with no structures or livestock) • General agriculture/livestock (including accessory retail sales except where prohibited) • Agricultural processing and services • Wholesale trade and distribution • Manufacturing and industrial processing • Chemical, petroleum, rubber and plastics manufacturing and processing • Rail lines and roadways • Vehicle parking • Communication facilities and utilities • Outdoor recreation (not including places for people to gather, such as picnic areas, swimming pools, playgrounds, etc.) Permitted uses include golf courses without club houses and parks/nature trails without museums or exhibits 	<p><u>Intensity of Use Standards:</u> No recommended intensity of use standards.</p> <p><u>Noise Attenuation Requirements:</u> Uses located in the 65 dnl noise contour and higher must meet the noise attenuation standards established in Section 28-8482 of the Arizona Statutes.</p>
75-79 dnl Contour Zone	All the uses permitted in 80 dnl and Higher Contour Zone with the following additions: <ul style="list-style-type: none"> • Retail Sales • Restaurants, eating and drinking establishments with no outdoor food service • Business, personal and professional services, including general offices • Government services (not including outdoor public service facilities) • Indoor recreation (including clubhouses, swimming pools, etc) 	
70-74 dnl Contour Zone	All the uses permitted in 75-79 dnl Contour Zone	
65-69 dnl Contour Zone	All the uses permitted in 70-74 dnl Contour Zone	

Source: Arizona Military Regional Compatibility Project: Western Maricopa County/ Luke Air Force Base Regional Compatibility Plan, March 2003.



Implementing the Regional Compatibility Plan

The City of El Mirage adopted the *Airfield Impact Overlay Zone (A-1)*, Section 21-5-15 of the *Zoning Ordinance*, to promote and protect the public health, safety, and general welfare in the vicinity of Luke AFB and to encourage future compatible development within the areas of impact.

Federal Aviation Regulations

Part 77: Objections Affecting Navigable Airspace, Subpart C, of the *Federal Aviation Regulations (FAR)*, includes obstruction standards to air navigation. According to FAR determinations provided in section 77.23, an existing object, including a mobile object, and a future object would be an obstruction to air navigation if it is of greater height than any of the following heights or surfaces:

- A height of 500 feet above ground level at the site of the object.
- A height that is 200 feet above ground level or above the established airport elevation, whichever is higher, within 3 nautical miles of the established reference point of an airport, with its longest runway more than 3,200 feet in actual length, and that height increases in the proportion of 100 feet for each additional nautical mile of distance from the airport up to a maximum of 500 feet.

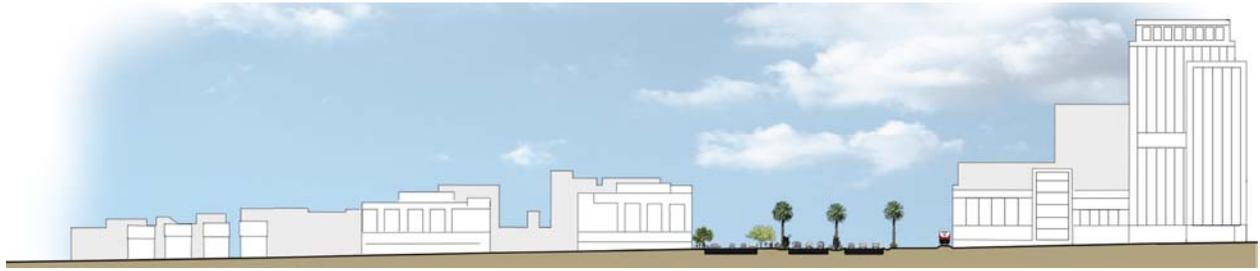
Impact of FAR Height Limitations on Future Development

Table 8 provides the approximate distance from the end of the runway of Luke AFB to major intersections in El Mirage measured in nautical miles.

Table 8
Approximate Distance from Luke AFB's Runway End
to Specific Areas in El Mirage

El Mirage Intersection	Approximate Distance Luke AFB Runway End (Nautical Miles)	Maximum Height Allowed (Feet)
El Mirage Road and Thompson Ranch Road (North of Grand Avenue)	4.9	500
Grand Avenue and Thompson Ranch Road	4.5	400
El Mirage Road and Thunderbird Road	4.1	400
El Mirage Road and Cactus Road	3.4	300

Source: *The Planning Center, 2008.*



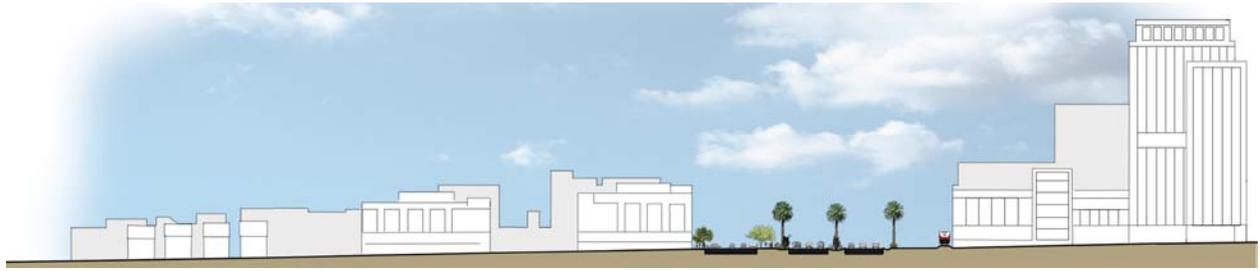
Opportunities and Challenges

Major physical and regulatory opportunities and challenges impacting the planning area are summarized in the previous pages. Using those as the baseline, this chapter identifies any special or unique factors that might influence how El Mirage should be developed. It provides an overall assessment of the potential opportunities and challenges that may influence, constrain, or help further define possible alternative growth scenarios. Exhibit 11 summarizes most of the physical and regulatory opportunities and constraints impacting development within the planning area.

The General Plan planning process represents a significant opportunity for El Mirage residents, entrepreneurs, landowners, stakeholders, investors, public agencies and decision-makers to have a marked influence on the City's future character and image, and to establish a benchmark and precedent for future development not only in El Mirage proper but in surrounding areas as well.

A summary of opportunities to develop:

- A more distinctive community identity and image as the urban heart of the Northwest Valley;
- A strong sense of destination and arrival-often as the main gateway into the Northwest Valley and the City with attractive streetscapes, iconic landscape and architectural design features, strong sightlines and orientation patterns, and land uses that reinforce the memorable image El Mirage seeks to attain;
- A placemaking community character that strengthens the community's pride and sense of place;
- A sustainable community with a solid and vibrant economic base that provides long term viability;
- A safe and efficient multimodal or multiple access transportation corridors with an optimum opportunity for transit oriented facilities and potential for pockets of high density transit-oriented development;
- A higher density mixed use corporate campus along the Agua Fria River that includes habitat integration;
- A strong mixed use Arts District offering compact development, a wide range of housing opportunities, densities, and products for existing and future resident artists;
- A strong Arts Relocation Program designed to attract artists to relocate into the Arts District;
- A fully connected open space and greenway system, opening the way for more non-motorized transportation opportunities within the City and between adjacent cities and towns;
- A more "pedestrian/bicycle-friendly" walking and biking environment that encourages people to leave their cars behind for shorter community trips;



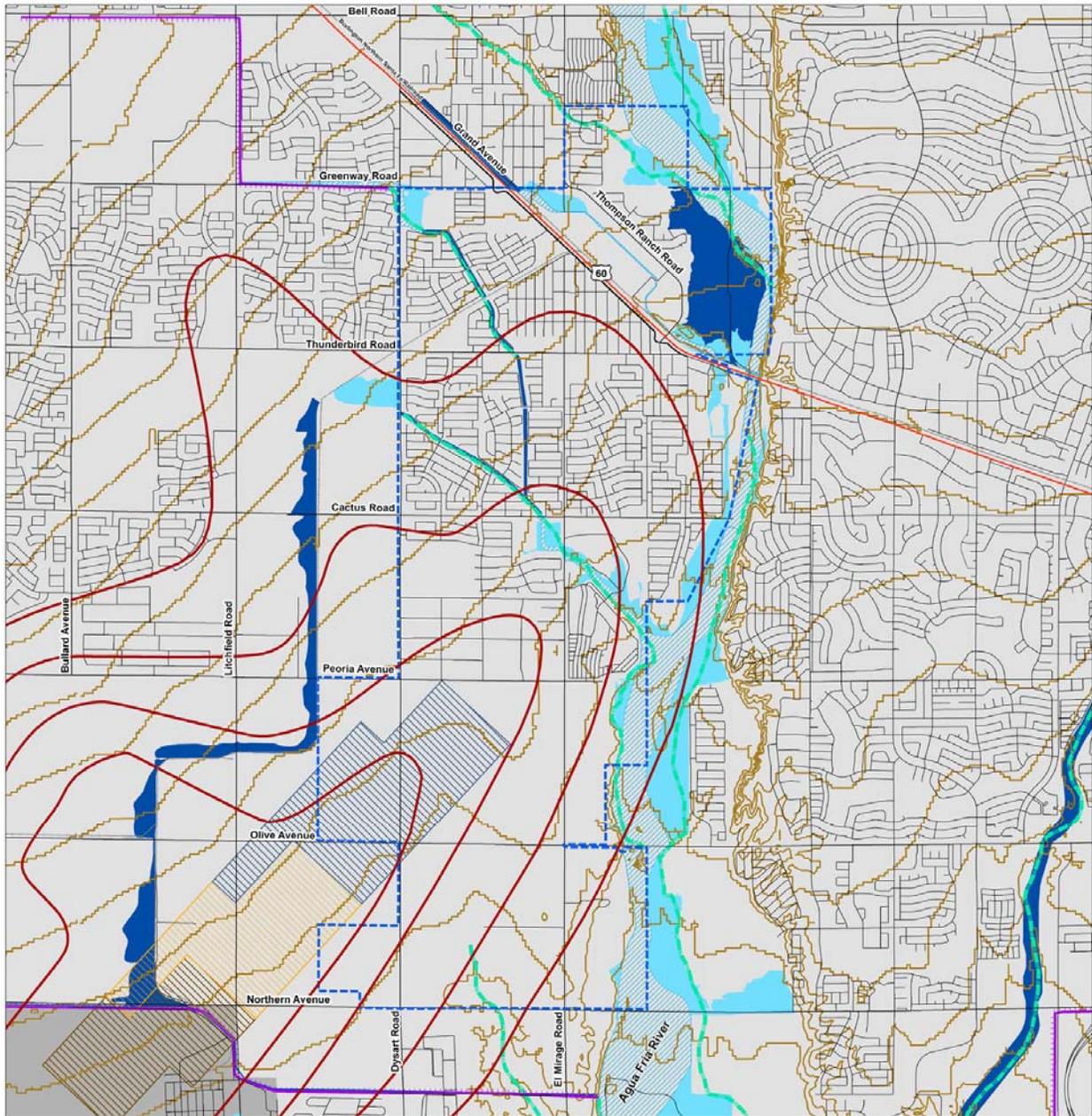
El Mirage General Plan

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- A progressive employment base-housing relationship that meets the employment needs of the community and the region, increases the sustainability of the City, and alleviates the regional transportation network;
- An Entertainment District that takes full advantage of the Agua Fria River and offers regional entertainment and regional recreation as a way to diversify the economy;
- An effective integration of mixed-use developments within parcels, as well as mixes of uses between parcels, that promotes a diversity of land uses where people can live, work, play; and
- The implementation of innovative programs and features within the Designated Growth Area that will begin to distinguish El Mirage with its own identity as a distinct community apart from the surrounding towns and cities in the region.

A summary of challenges include the need to:

- Identify those areas of the City where higher density mixed use development is appropriate in order to maximize available land outside the Luke AFB noise contours;
- Work with Maricopa County in the identification of funds to develop a strong transportation network that provides connectivity to areas of the City located north of Grand Avenue, is scenic, includes iconic landscape and creates a climate that welcomes investors;
- Provide the high quality of life that encourages entrepreneurship and attracts and develops workers with a high degree of intellectual capital;
- Attract the latest technology, advance telecommunications infrastructure and bioindustry markets to take advantage of land available under Luke AFB noise contours;
- Face the challenges of competing in a global economy by training a highly productive workforce;
- Identify the funds to develop a state-of-the-art efficient, pedestrian-friendly, transit oriented multimodal transportation network;
- Sustain future generations by creating a diversified, vibrant and viable economy that includes the strong retail/service base needed to provide community services to future generations; and
- Pursue expansion of the Designated Growth Area in order to secure the land necessary to accommodate future growth with the limited amount of unincorporated parcels available for annexation.



- | | | | |
|----------------|-----------------------------------|------------------------------------|------------------------------------|
| Legend | Channels (Approx. Location) | Floodway | Luke AFB Accident Potential Zone 2 |
| Highway 60 | Streams/Washes (Approx. Location) | FEMA Zone A | Luke Air Force Base |
| Major Roadways | 10' Contours | FEMA Zone AE | |
| Local Roads | Luke AFB Noise Contour | Luke AFB Clear Zone | |
| Railroad | City of El Mirage | Luke AFB Accident Potential Zone 1 | |

0 1,000' NORTH

Sources:
 City of El Mirage GIS Department, 2008
 Maricopa County, 2009
 Federal Emergency Management Agency, 2009
 Luke Air Force Base, 2009

Sources: City of El Mirage GIS Department, El Mirage, Arizona, and Flood Control District of Maricopa County, 2008.



Transportation Network

A safe and efficient transportation network to move people and goods is an essential component for the development of a sustainable community. Over the past several years, rapid growth has largely impacted the transportation network in El Mirage. As a result, major arterial corridors within the City have recently been widened. El Mirage's location along Grand Avenue positions the City in close proximity to regional vacation and recreation destinations. The same spine road moves commuter traffic on a daily basis, serving as a regional route. It is likely that these factors will continue to influence the future development of El Mirage.

This chapter reaffirms a commitment to the future of the City and seeks to define an integrated system of transportation for the 21st Century that:

- Minimizes traffic congestion;
- Improves the regional transportation network;
- Articulates a sense of arrival to a destination;
- Serves as the gateway to the Northwest Valley;
- Implements alternate modes of transportation and access;
- Incorporates transit oriented development; and
- Provides an attractive and pedestrian-friendly entry corridor to a revitalized downtown and El Mirage Arts District.

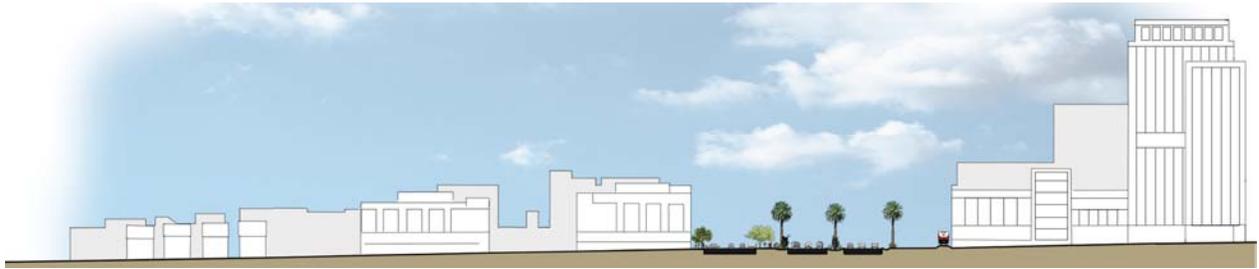
The implementation of these concepts will allow El Mirage to become a sustainable and vibrant community with a strong identity, placemaking character and sense of place.

Regional Transportation Plan

On November 25, 2003 Maricopa Association of Governments (MAG) formally adopted the *Regional Transportation Plan*. As a comprehensive, performance-based, multi-modal and coordinated regional transportation plan, it identifies and prioritizes regional transportation projects needed within the next twenty years. These projects are necessary to address future growth by providing new or improved arterial corridors, increasing safety and enhancing the integration and connectivity of the transportation system within the Maricopa County area.

Planned Improvements for Grand Avenue

Grand Avenue is an urban arterial roadway connecting several communities in the West Valley, including Phoenix, Glendale, Peoria, Sun City, Sun City West, Youngtown, El Mirage and Surprise. It is also a vital link in the statewide highway system, connecting metro Phoenix with Las Vegas and Interstate 15.



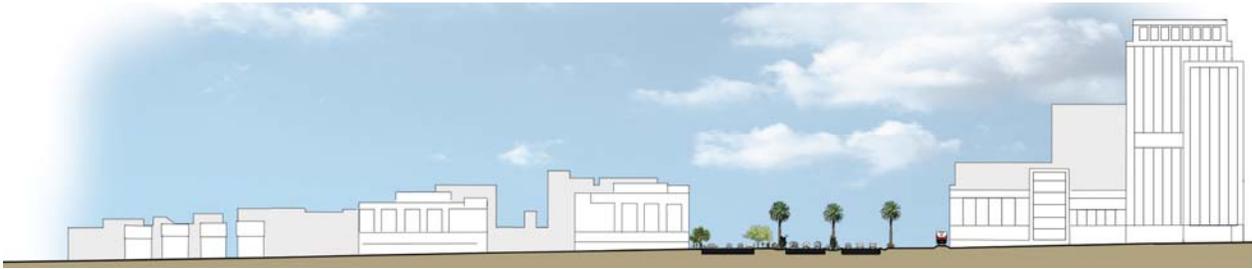
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Traffic projections from MAG predict the typical weekday daily traffic volume of some segments of Grand Avenue to double between now and 2025. Funding is currently in place to make a number of improvements to Grand Avenue as part of the 20-year *Regional Transportation Plan*.

The *Regional Transportation Plan* includes funding to widen Grand Avenue by one lane in each direction along various segments between Loop 303 and Interstate 17 to create a continuous six-lane arterial by 2011. It also identifies the need to prepare future studies to evaluate a variety of funding strategies to improve traffic flow on Grand Avenue.

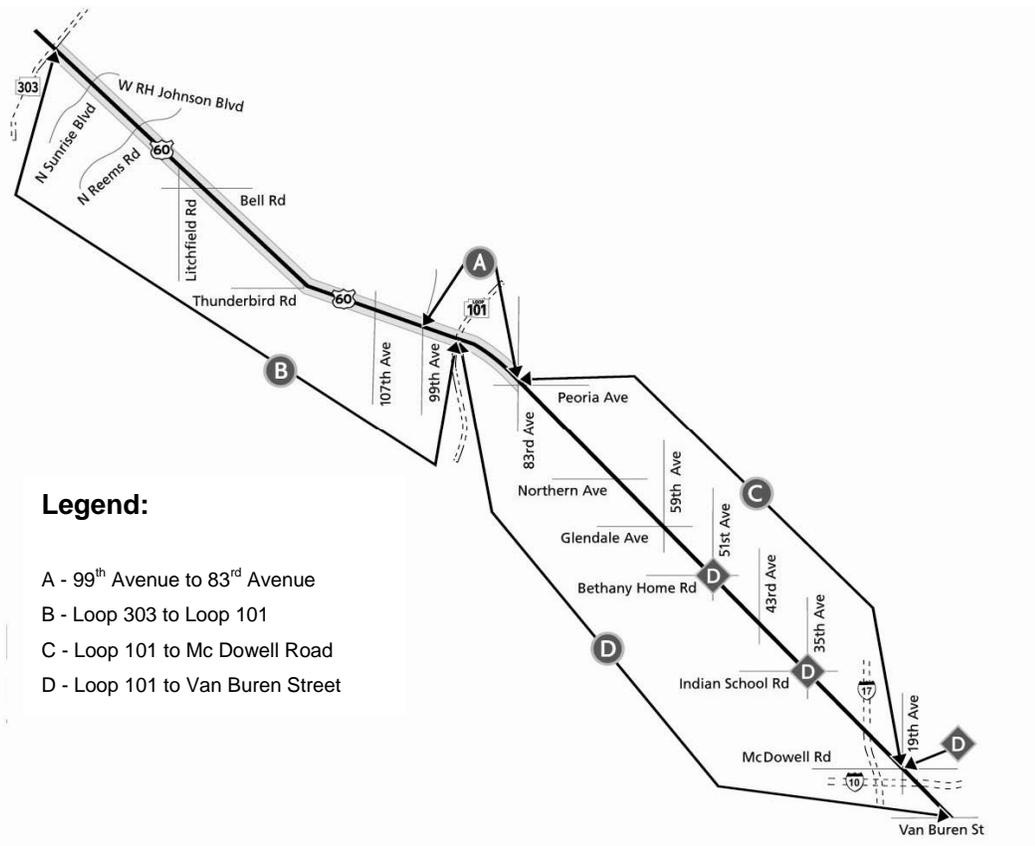
A series of improvement projects along Grand Avenue between Loop 303 and McDowell Road, including the addition of general purpose lanes, grade separations (underpasses and overpasses) interchanges and other unspecified improvements to traffic flow that require further study. Such projects span a 20-year horizon ending in 2025. Illustration 4 shows planned improvements for Grand Avenue in accordance to the *Regional Transportation Plan*.



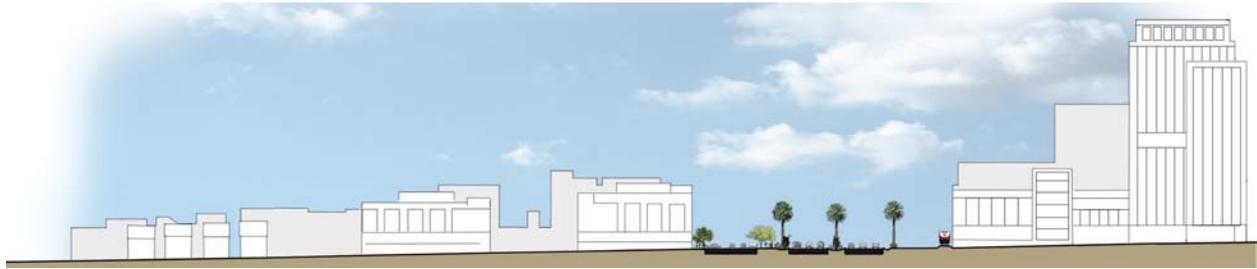
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Illustration 4
US 60/Grand Avenue Planned Improvements.



Source: Maricopa Regional Transportation Plan and Arizona Department of Transportation.



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Table 9 includes specific information regarding these improvements, such as type of improvement, planned phases and anticipated years of completion.

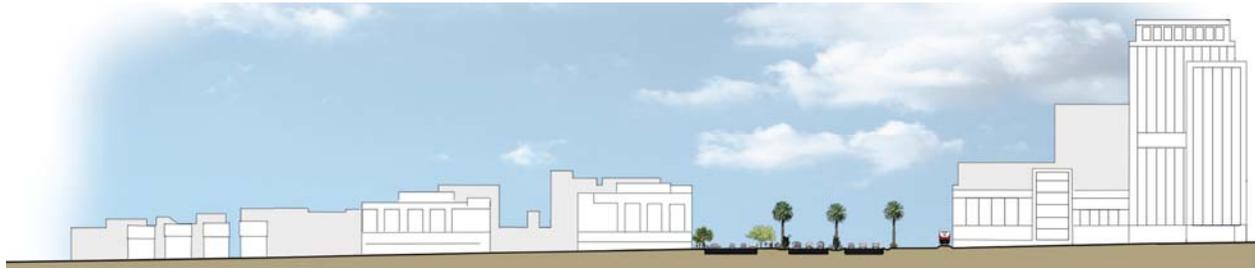
Table 9
Grand Avenue Planned Improvements

Segment ID	Segment Description	Planned Improvements	Regional Transportation Plan Phase	Anticipated Year of Completion
A	From 99 th Avenue to 83 rd Avenue	Widen Grand Avenue to three lanes in each direction by early 2010	Phase I (2006-2010)	2010
B	From Loop 303 to Loop 101	<ol style="list-style-type: none"> Widen Grand Avenue to three lanes on each direction from Loop 303 to 99th Avenue by early 2011. Additional Improvements from Loop 303 to Loop 101 under study to be constructed in Phase II of the RTP 	Phase II (2011-2015)	2015
C	From Loop 101 (Agua Fria Freeway) to McDowell Road	Various improvements under study to be constructed beginning 2010	Phase I (2006-2010)	2010
D	From Loop 101 (Agua Fria Freeway) to Van Buren Street	Unspecified improvements to be identified after future studies	Phase II (2011-2015)	2015

Source: Maricopa Regional Transportation Plan and Arizona Department of Transportation.

Grand Avenue Northwest Corridor Study

This corridor study encompasses an 11.5-mile segment of Grand Avenue (U.S. Highway 60) between SR 303L and SR 101L. The study was prepared by URS for Maricopa Association of Governments in 2003. The purpose of this study is to determine the long-term needs of the highway corridor and to establish a plan for meeting these needs. Consideration is given to transit, pedestrians, bicycles, electric carts, and special needs of the elderly and physically challenged as well as to highway needs.



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Highway 60 is a historical route. It served as the primary route between Phoenix and Los Angeles. This function was moved to I-10 when it was completed in the late 1980's. In the meantime, rapid growth occurred in the area, beginning with the original Del Webb Sun City in the early 1960's.

Existing Conditions

Between the Agua Fria River and the New River through Sun City, Grand Avenue has a raised curbed landscaped median. West of the Agua Fria River, through El Mirage, Grand Avenue has an open swell median and paved outside shoulders. The right-of-way varies between 105 and 215 feet, and the roadway is not always in the center of the right-of-way.

There are 18 signalized intersections and three more planned in the 11.5-mile length between SR 303L and SR 101L (average is one every 0.6 miles). There are nine additional unsignalized intersections. The BNFS parallels Grand Avenue on the northeast side. All cross streets cross the railroad at grade. There is a high degree of access control along Grand Avenue due to the railroad, a frontage road in El Mirage, and the way most of the existing development has been designed. There are commercial driveways along Grand Avenue in Sun City and north of Bell Road. There are no commercial driveways in El Mirage. The roadway functions as a high-type arterial due to the access control and the use of paved shoulders without curbs in most areas. There is a drainage channel that is covered in the Sun City area and uncovered in El Mirage.

Grand Avenue from Bell Road southeastward is designed as a SMART corridor in the MAG *Intelligent Transportation Systems Strategic Plan*. It is anticipated that this segment of Grand Avenue will receive installation of intelligent transportation systems including signal inertia, traffic detection, cameras, variable message signs, and linkages to a traffic operations center.

The only sidewalks along Grand Avenue are limited to a few commercial frontage areas. Due to the wide combined highway/railroad corridor, pedestrians do not frequently cross Grand Avenue. This condition accentuates the current lack of connectivity between areas of the City located north and south of Grand Avenue. Bicycles are permitted in Grand Avenue, but there are no signs or paving markings designating bicycle usage, which makes riding a bicycle dangerous along this corridor.

The transit system serving El Mirage includes two local bus routes and two express and rapid routes. These routes are described on Table 10. Exhibit 12 shows bus routes serving El Mirage. Phoenix-Las Vegas intercity buses stop in Youngtown. There are also three Dial-A-Ride systems that cover most of the corridor area.



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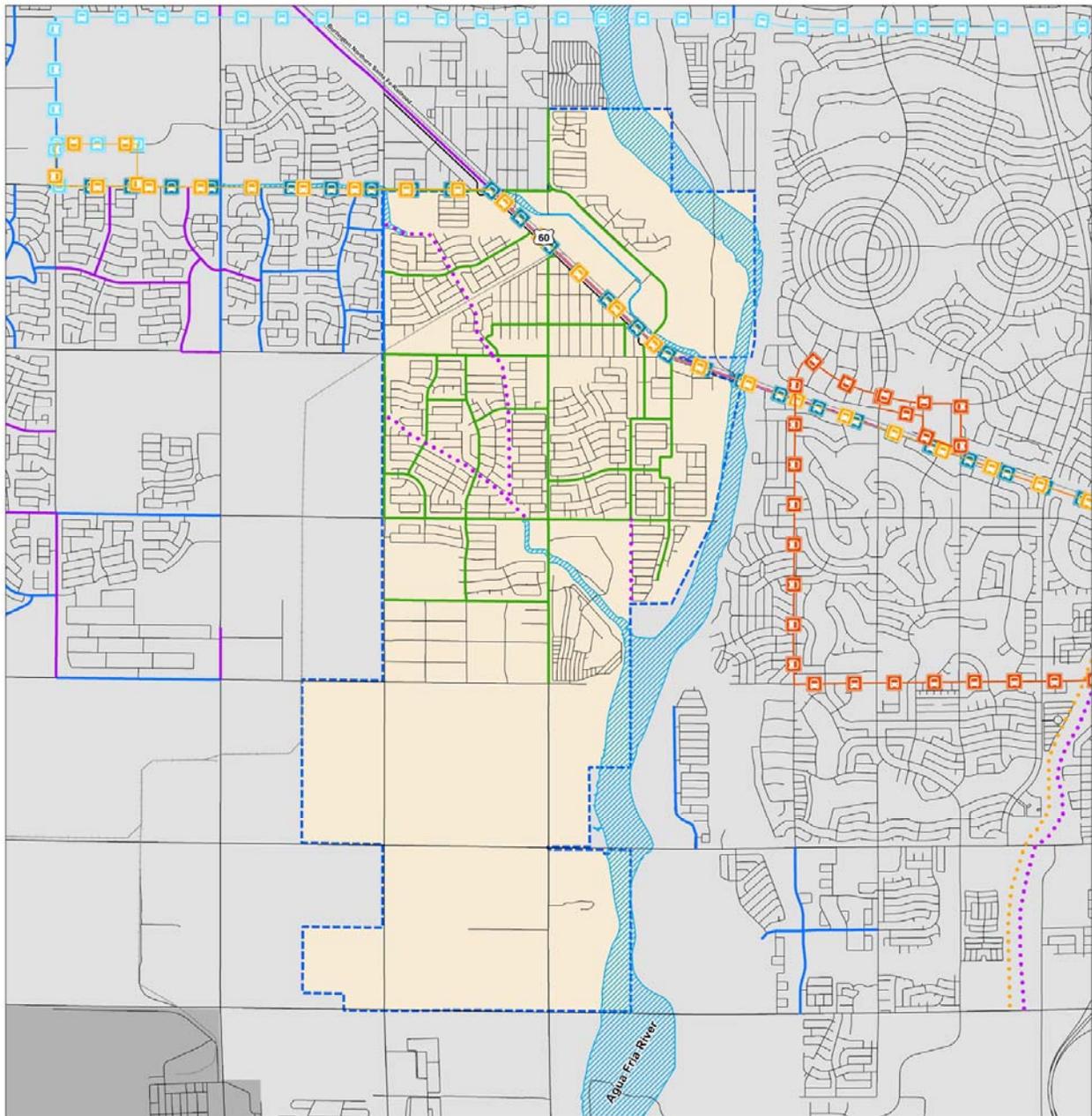
El Mirage, Arizona

Table 10
Local and Express Bus Routes Serving El Mirage

Route Number	Route Name	Route Type	Service Area
NA	GL Grand Ave Limited	Local	Grand Avenue Limited provides limited service from Peoria to Downtown Phoenix. The route picks passengers up at the Peoria Park-and-Ride and stops at 59 th Avenue at Myrtle, 18 th Avenue at Jefferson, and Central Station. In the evening, the route also drops passengers at Greenway Road at Dysart Road and the Surprise Park-and-Ride
Route 106	Peoria Ave/Shea Boulevard	Local	Peoria/Shea provides local bus service from Peoria to Scottsdale. The route stops at 105 th Avenue at Santa Fe, 99 th Avenue at Peoria, 67 th Avenue at Peoria, 43 rd Avenue at Peoria, the Metrocenter, 19 th Avenue at Peoria, Sunnyslope Transit Center, 32 nd Street at Cactus, Paradise Valley Mall, Scottsdale at Shea, 90 th Street at Mountain View, and the Mayo Clinic in Scottsdale.
Route 571	Surprise Express	Express and Rapid Route	Surprise Express provides express service from Surprise to Downtown Phoenix. The route picks passengers up at the Surprise Park-and-Ride, and stops at Greenway Road at Dysart Road, 1 st Avenue at Van Buren, 18 th Avenue at Adams, and Central Station.
Route 572	Surprise/Scottsdale Express	Express and Rapid Route	Surprise/Scottsdale Express provides express service from Surprise to Scottsdale. The route picks passengers up at the Surprise Park-and-Ride, and stops at the Surprise Municipal Office, Bell Road at 99 th Avenue, Arrowhead Towne Center, Scottsdale at Mayo Boulevard, Scottsdale at Frank Lloyd Wright Boulevard, and Scottsdale Airport.

Source: Valley Metro Regional Public Transportation Authority (RPTA) 2008

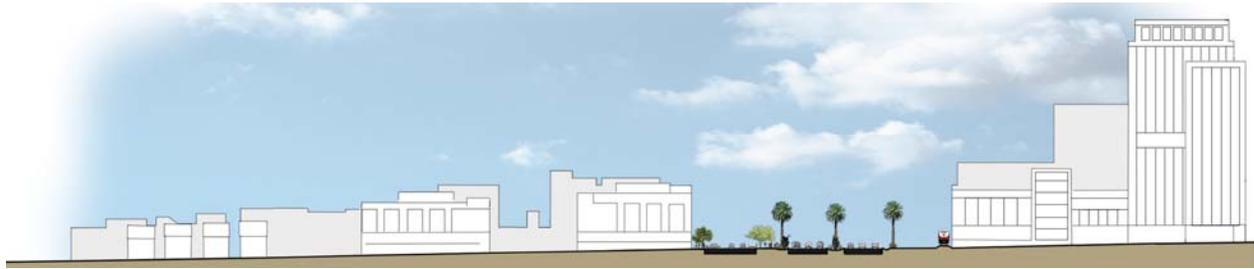
BNSF operates a Phoenix branch line adjacent to Grand Avenue and an automobile distribution facility in El Mirage. Trains usually pass through the area traveling at approximately 40 mph. A spur track crosses Grand Avenue in El Mirage and serves several customers south of the corridor.



- Legend**
- 571 Surprise Express Route
 - 572 Surprise/Scottsdale Express Route
 - Bike Routes
 - Bike Lanes
 - Paved Shoulders
 - Multi-Use Trail (Unpaved)
 - City of El Mirage
 - GL Grand Ave Limited Local Route
 - 106 Peoria Ave/Shea Blvd
 - Paved Multi-Use Path
 - Floodway
 - Luke Air Force Base



Sources: Valley Metro Regional Public Transportation Authority (RPTA) 2008.



Grand Avenue Corridor Study Identified Key Issues

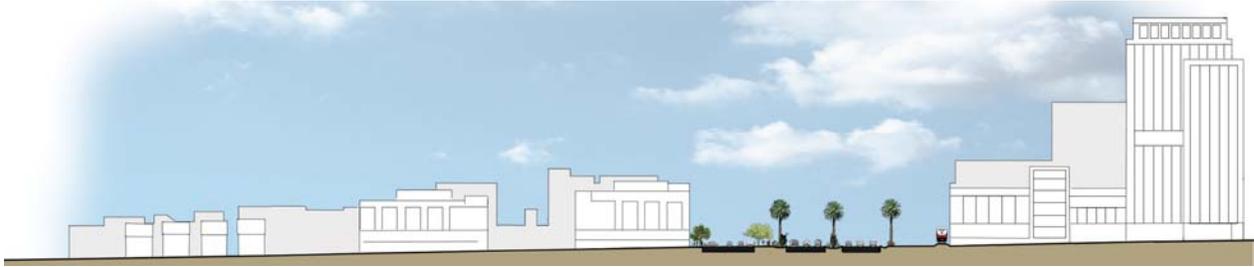
Based on input provided during the agency/community forum, the following key issues were identified in the study:

- Improve crossings of Grand Avenue and the railroad;
- Improve emergency vehicle access within the corridor;
- Improve traffic operations and intersections;
- Expedite travel along Grand Avenue;
- Minimize environmental impacts including noise, visual and air pollution;
- Improve aesthetics of the corridor;
- Identify opportunities to enhance street network continuity to improve regional mobility;
- Maintain and enhance system continuity on Grand Avenue;
- Improve safety within the corridor;
- Address access control policies for Grand Avenue;
- Enhance elderly mobility;
- Enhance alternative mode travel within the corridor; and
- Develop strategies that seek to improve both rail and vehicular traffic within the corridor.

Grand Avenue Corridor Study Identified Long-Term Roadway Needs

The study identified transportation needs in consultation with the public and agency stakeholders as well as through analysis and field review. The identified long-term roadway needs include:

- Based on daily volume traffic forecasts, widening Grand Avenue to six lanes and adding some turn lanes at intersections will enable most of the intersections to operate satisfactorily at Level of Service D in the peak hours.
- There is also a concern about the safety and appearance of the drainage channel along the south side of Grand Avenue east of Bell Road. This is of particular concern to El Mirage.
- The absence of landscaping and lighting along the roadway are also considered needs in the corridor.
- The absence of continuous arterial streets in the study area is a major long-term concern. Grand Avenue and Bell Road carry most of the arterial traffic and cannot be expected to absorb the additional traffic volumes created by more development in the area.



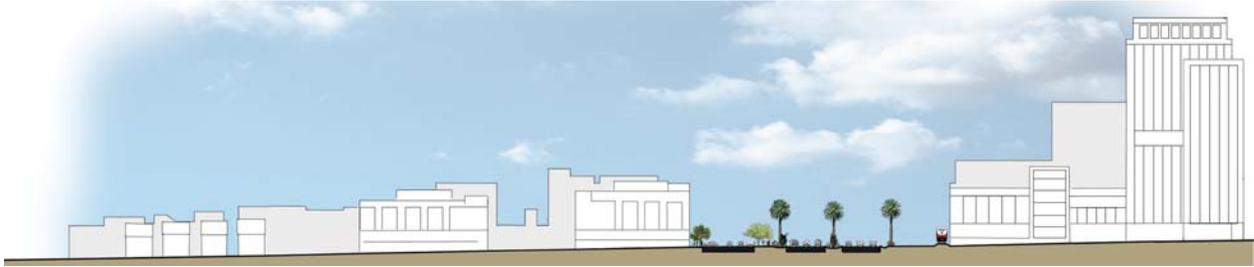
Grand Avenue Corridor Study Recommendations

Recommendations for Grand Avenue improvements are summarized in Table 10.

Table 10
Grand Avenue Northwest Corridor Study (SR 303L to SR 101L) Summary of Recommendations

Improvement Category	Improvement Description
Basic Highway Features for Grand Avenue	<ol style="list-style-type: none"> 1. Six lanes 2. Add turn lanes at intersections 3. ITS including signal coordination and traffic monitoring 4. Signal timing study 5. Evaluate railroad crossings for safety and American with Disabilities Act (ADA) compliance 6. Landscaping 7. Street lighting 8. Prepare implementation plan for signage designed for elderly drivers based upon state and national research and coordinated with local jurisdictions 9. Place guardrail or barrier along drainage channel that is adjacent to travel lanes on Grand Avenue 10. Support construction of SR 303L and the arterial grid to divert traffic from Grand Avenue 11. Add right-turn lanes to commercial areas where feasible 12. Close median openings at non-signalized locations where feasible
Transit Improvements	<ol style="list-style-type: none"> 1. Encourage the creation of a regional funding source, enabling implementation of a multi-jurisdictional transit system in the Northwest Valley 2. Develop an integrated Dial-A-Ride system covering Northwest Valley Communities 3. Extend metropolitan transit system along arterials in corridor area in accordance with a master plan for bus service to be developed at a future date 4. Develop Park-and-Ride lots in accordance with MAG plan 5. If express bus service is extended into the corridor area, express buses can operate on Grand Avenue in mixed-use travel lanes 6. Study innovative approaches to serve seniors and persons with disabilities 7. Monitor the MAG High Capacity Transit Study and the Regional Transit Study and their potential implications on the corridor area 8. Avoid the creation of safety conflicts while considering transit needs 9. Restrict bus stops on Grand Avenue to locations with safe pedestrian access to and from adjacent communities. Stops should have bus bays when feasible and connect to pedestrian walkways from adjacent neighborhoods.

Source: Grand Avenue Northwest Corridor Study, Maricopa Association of Governments, January 2003.



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Table 10
 Grand Avenue Northwest Corridor Study (SR 303L to SR 101L) Summary of Recommendations
 (Continued)

Improvement Category	Improvement Description
Pedestrian Improvements	<ol style="list-style-type: none"> 1. Avoid the creation of safety conflicts while considering pedestrian needs 2. If new grade separations are constructed along Grand Avenue, pedestrian travel across Grand Avenue should be considered in the design 3. All new street improvements should meet ADA requirements for pedestrian travel 4. Local governments should develop specific plans for connecting the residential areas to the regional trail systems being developed such as the West Valley non-motorized transportation and recreation corridor along the New River and Agua Fria River. These connections should not be along Grand Avenue 5. Within cities and neighborhoods away from Grand Avenue, local governments should look for ways to enhance pedestrian travel such as reducing length of crosswalks, separating sidewalks from the street curb, and providing shade for walkways 6. Local governments should revise land development standards to enhance pedestrian movement within activity centers
Bicycle Improvements	<ol style="list-style-type: none"> 1. Efforts should be made to avoid the creation of safety conflicts while considering bicycle needs 2. Bicycle movements along Grand Avenue may be accommodated on shoulders or wider outside travel lanes through the shared roadway concept in accordance with ADOT Policy MGT 02-1 dated March 1, 2002 3. Explore options with BNSF to provide bicycle path within their right-of-way 4. Local governments should develop specific plans for connecting the residential areas to the regional trail systems being developed such as the West Valley non-motorized transportation and recreation corridor along the New River and Agua Fria River. Locations other than Grand Avenue should be emphasized

Source: *Grand Avenue Northwest Corridor Study, Maricopa Association of Governments, January 2003.*

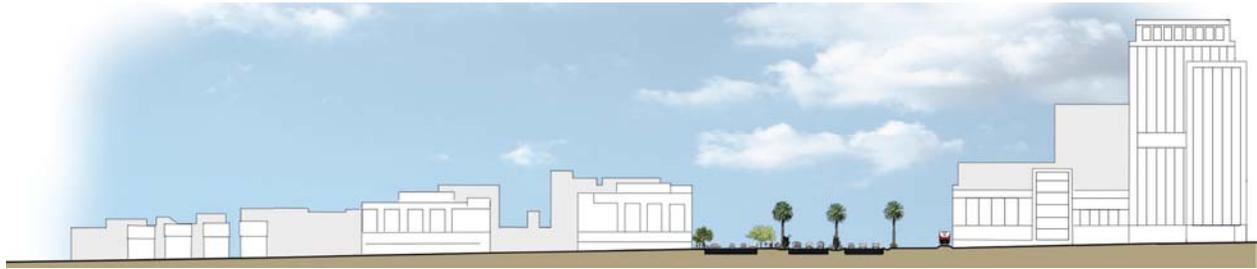


Table 10
 Grand Avenue Northwest Corridor Study (SR 303L to SR 101L) Summary of Recommendations
 (Continued)

Improvement Category	Improvement Description
Electric Carts	<ol style="list-style-type: none"> 1. Consider the needs of cart travel in the design of new routes and grade separations 2. Local governments should conduct a follow-up specific study to develop recommendations for signage, lane markings, and site development standards to accommodate cart needs 3. Continue to limit electric carts to lower speed limits less than 35 mph (current law permits carts on streets up to 35 mph)
Potential Grade Separation	<ol style="list-style-type: none"> 1. Grade separation or interchanges need more detailed engineering, cost analyses, and impact assessment before a final decision is made 2. If constructed, it will require the removal of existing businesses and in some cases residential units 3. Design should consider alternative mode needs 4. Some traffic signals and access points along Grand Avenue that were installed to serve retail centers may have to be removed

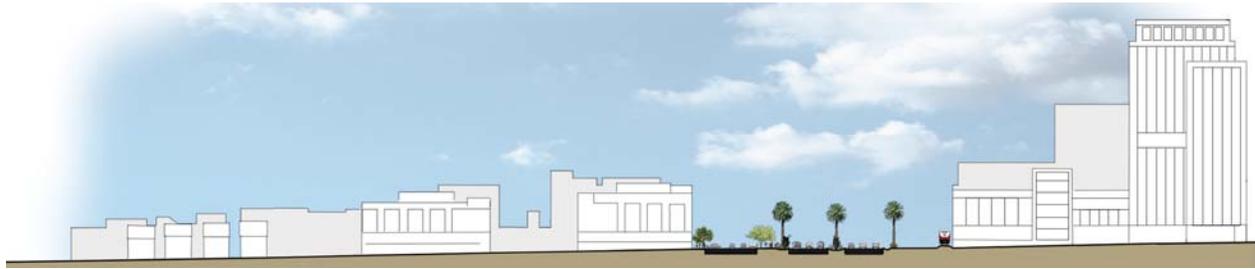
Source: *Grand Avenue Northwest Corridor Study, Maricopa Association of Governments, January 2003.*

Corridor Improvement Study El Mirage Road

One of the projects identified in the *Regional Transportation Plan* is the extension and widening of El Mirage Road from Northern Avenue to Paradise Lane. The County concluded that a corridor study for El Mirage Road from Northern Avenue to Bell Road should be conducted to ensure attainment of regional goals for mobility and access, sustain the environment, and preserve system function and safety. The *Corridor Improvement Study El Mirage Road: Northern Avenue to Bell Road* was completed in February of 2007.

Currently, El Mirage Road is a south/north roadway facility that is discontinuous in El Mirage. The proposed corridor has varying degrees of development. The southern section is mostly undeveloped and the northern section is very developed. The length of the study section of El Mirage Road is approximately six miles long. It traverses the City of El Mirage, City of Surprise, and unincorporated Maricopa County.

According to this study, El Mirage Road requires widening to three lanes in each direction of travel from Thunderbird Road to Bell Road. The traffic modeling results indicate that the section south of Thunderbird needs only five lanes to meet the traffic demand. Therefore, based on public and agency input, the project team recommended constructing five-lanes from Northern Avenue to Thunderbird Road and constructing six-lanes from Thunderbird Road to Bell Road.



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Recommendations for Further Evaluation

The study recommends that this project be carried forward through the Design Concept Report process. This process allows for more detailed engineering design and further evaluation/refinement of the recommended corridor alternative. As part of the Design Concept Report, it is recommended that a topographic and right-of-way survey be conducted to firmly establish the existing conditions.

Finally, the study indicates that this project will result in the relocation of a significant number of homes and businesses and therefore a comprehensive public involvement program, Voluntary Advance Acquisition Program for qualified “hardship” case applicants and an advance right-of-way purchase program is recommended. The latter is currently under way as part of the Design Concept Report process.

El Mirage Road Design Concept Report/Environmental Assessment

Following the recommendations for further evaluation of the *Corridor Improvement Study* for El Mirage Road, a Design Concept Report process was conducted. As part of El Mirage General Plan, City staff and consultant attended regular Context Sensitive Solutions meetings. Maricopa County Department of Transportation spearheaded this effort and actively participated.

As a result of these meetings, the County and the City of El Mirage collaborated in the preparation of design solutions that are sensitive to the economic development as well as redevelopment needs of El Mirage and that take into consideration regional transportation network needs.

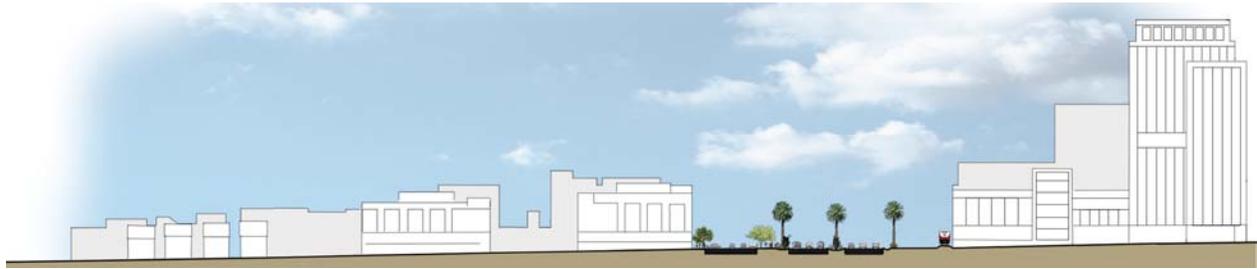
As noted in previous chapters, the City of El Mirage is landlocked. In addition, most of its undeveloped land is severely impacted by Luke AFB. These facts, combined with the need to establish a destination identity within El Mirage, and the community’s desire to enhance walkability, requires that the City take maximum advantage of El Mirage Road corridor improvements in order to secure its future economic vitality.

A team of engineers, planners, urban designers and landscape architects reviewed proposed corridor improvement alternatives and evaluated scenarios that could prove beneficial to El Mirage. The Design Concept Report process ran concurrent with the El Mirage General Plan update. This allowed the two processes to feed from each other, resulting in an improved El Mirage corridor vision.

Crucial corridor improvement issues such as design speed, bicycle/pedestrian accommodations and on-street parking were discussed. The Design Concept Report discussed addressed the design treatment of El Mirage Road at the following intersections:

- Grand Avenue;
- Thompson Ranch Road;
- Thunderbird Road; and
- Bell Road.

In addition, the report discussed cross-sections for the intersections of El Mirage Road and Cactus Road and El Mirage Road and Thunderbird Road.



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Ongoing meetings provided input and continue development of a Context Sensitive Solution. Information included in technical memorandums and conceptual plans and public input provided during the public involvement process completed in 2009 was incorporated in the *Policy Plan* volume of this *General Plan*.

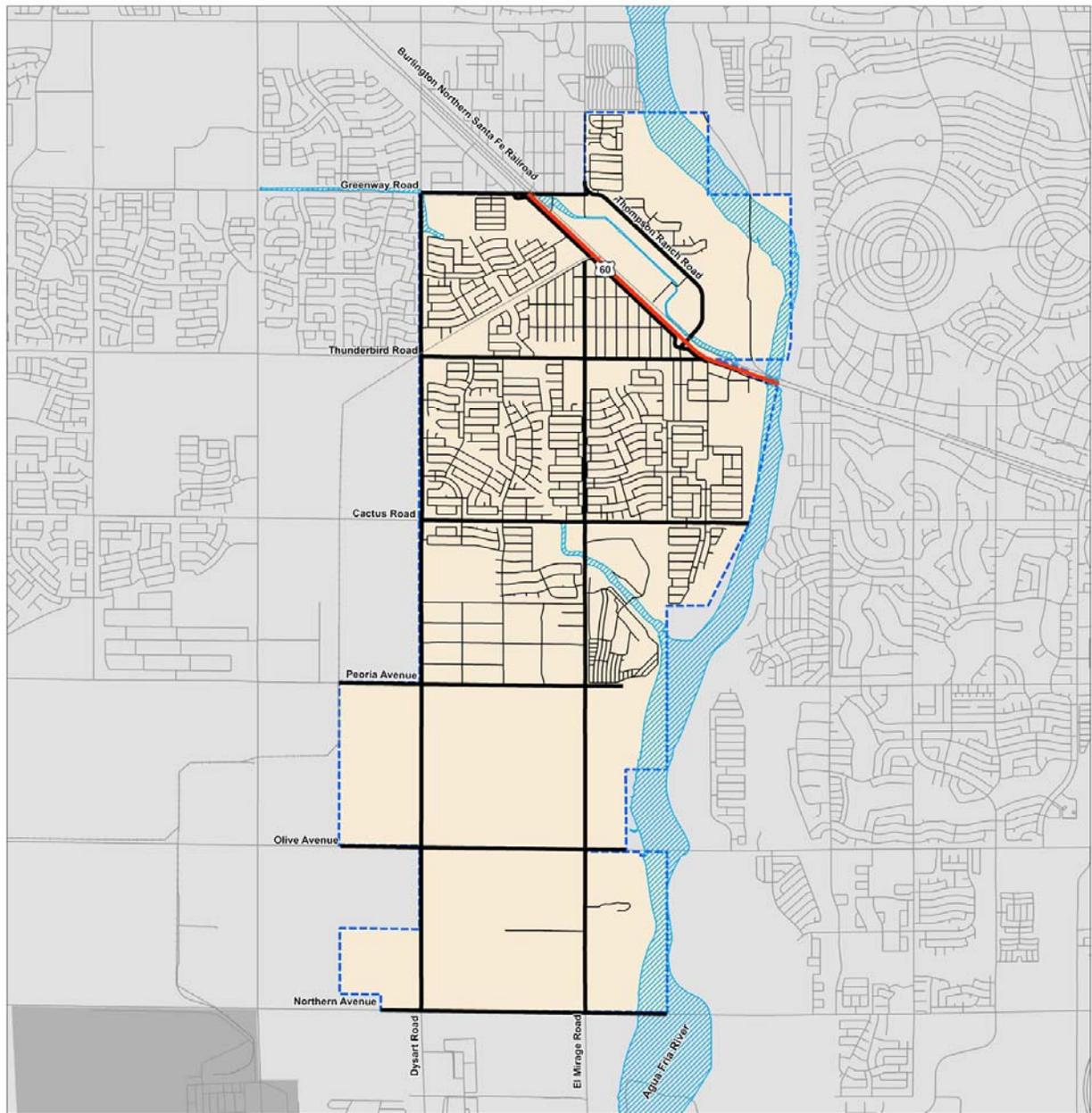
Functional Classification of Existing Major Roads

Arterial streets are designed to provide a high degree of mobility and serve longer vehicle trips to, from, and within the planning area. El Mirage arterial system provides connectivity to adjacent municipalities, large urban and suburban centers, major residential areas, and other key activity centers. Posted speed limits on El Mirage arterials range between 30 and 45 mph, varying based on the type of area being served. Table 12 lists major and minor arterials in El Mirage. Exhibit 13 shows El Mirage existing transportation network.

Table 12
Functional Classification of Existing Major Roads
City of El Mirage

Street Name	Functional Classification	Planned Improvements	Posted Speed Limit
El Mirage Road	Major Arterial	6 lanes	45
Dysart Road	Major Arterial	6 Lanes	45
Northern Avenue	Major Arterial	6 Lanes	35
Olive Avenue	Major Arterial	6 Lanes	35
Cactus Road	Major Arterial	6 Lanes	35
Thunderbird Road	Major Arterial	6 lanes	45
Greenway Road	Minor Arterial	4 Lanes	35
Peoria Avenue	Minor Arterial	4 Lanes	35

Source: El Mirage Transportation Department, 2008



- Legend**
- Highway
 - Arterial (2-4 Lanes)
 - Local Streets
 - Streets Outside El Mirage City Limits
 - Railroad
 - City of El Mirage
 - Floodway
 - Luke Air Force Base

0 4,000
 NORTH
 Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008.



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BNSF Railroad

The BNSF Railroad headquartered in Fort Worth, Texas, is one of the four remaining transcontinental railroads and one of the largest railroad networks in North America. With globalization, the transcontinental railroads are a key component in the containerization of trade from the Pacific Rim. The BNSF Railway moves more intermodal freight traffic than any other rail system in the world.



BNSF Train Crossing Agua Fria Bridge at El Mirage, Arizona

This rail system was formed December 31, 1996, as the BNSF Railway when the Atchison, Topeka and Santa Fe Railway was merged into the Burlington Northern Railroad. In 1999, the BNSF Railway and the Canadian National Railway announced their intention to merge and form a new corporation entitled the "North American Railways" to be headquartered in Montreal, Canada. The United States' Surface Transportation Board (STB) placed a 15-month moratorium on all rail mergers, which ended this merger. On January 24, 2005, the railroad's name was officially changed to BNSF Railway.

The BNSF Railway is a wholly owned subsidiary of the Burlington Northern Santa Fe Corporation, the holding company formed by the September 22, 1995 merger of Burlington Northern, Incorporated and the Santa Fe Pacific Corporation. According to corporate press releases, the BNSF Railway is among the top transporters of intermodal freight in North America. It moves more grain than any other American railroad. It also hauls enough coal to generate roughly 10% of the electricity produced in the United States. The company's northern route completes the high-speed link from the western to eastern United States.

The BNSF railroad corridor offers an economic development opportunity for the location of Transit Oriented Development along a hard commuter rail.



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Community Facilities

This chapter provides an assessment of existing and planned facilities providing public services to the community. It includes assessment of schools, community facilities such as library, police, fire, rescue and emergency medical services, wastewater, water, solid waste, and information and communication technology.

School Districts and School Facilities

El Mirage is served by the Dysart Unified School District. As shown on Exhibit 14, the planning area is served by six public schools, one of which is a technical vocational school, three are private schools and one is a Head Start school. Existing schools are listed in Table 13.



Dysart High School, El Mirage, Arizona



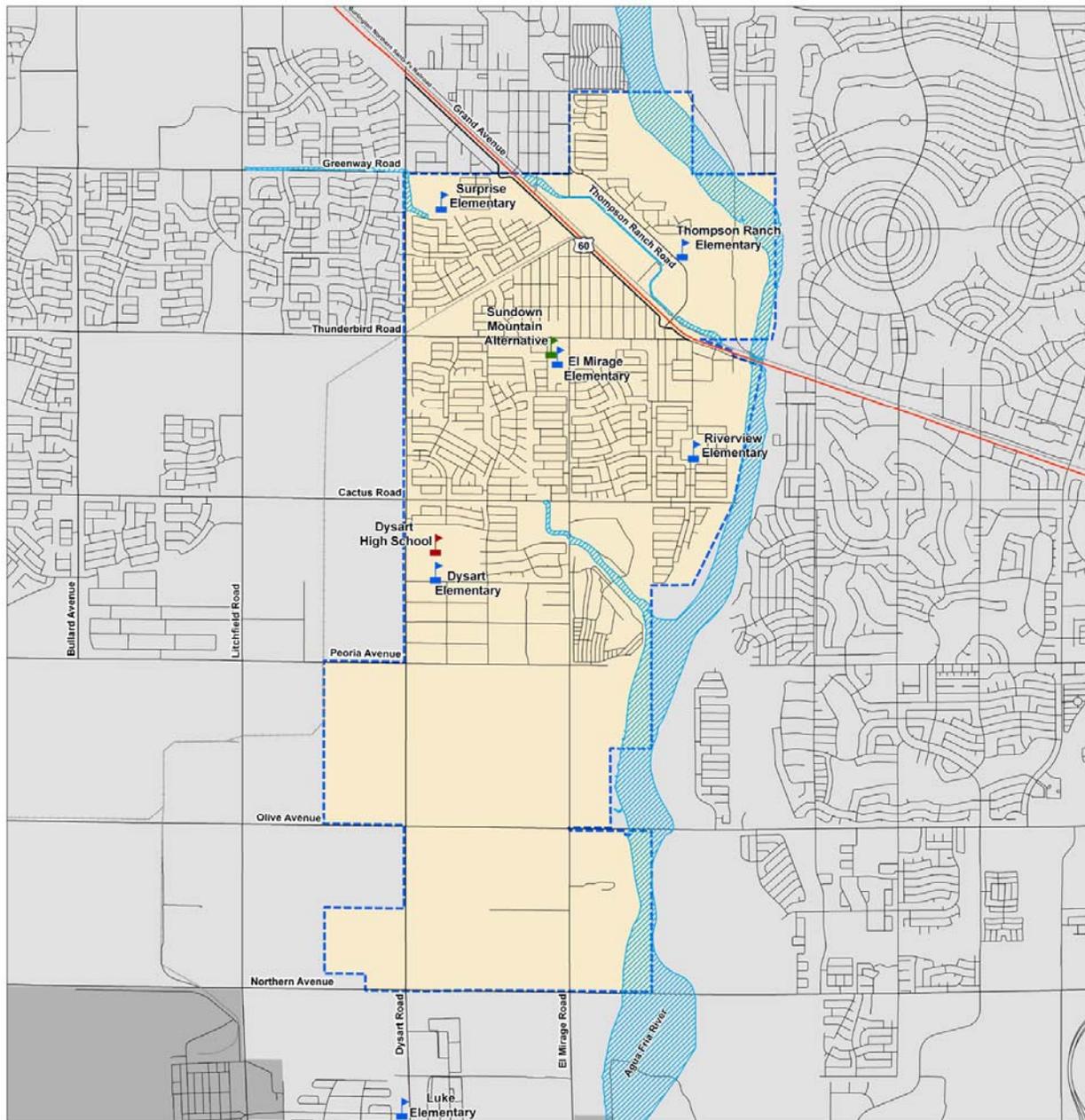
El Mirage General Plan

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Table 13
Existing Schools Serving the
City of El Mirage

School Name	Physical Address	Contact (Phone)	Grades	Student Enrollment	School Type
El Mirage School	13500 North El Mirage Rd El Mirage, AZ 85335 Maricopa County	(623) 876-7200	PK-8	1151	Public
Little Ones Learning Center	11905 W Thunderbird Rd El Mirage, AZ 85335 Maricopa County	(623) 933-4351	Preschool Grade PK	62	Private
Brit L'Olam Academy	12249 N 121st Dr El Mirage, AZ 85335 Maricopa County	(623) 583-9325	Preschool Grade PK	10	Private
King's Kidz Academy DC	14625 N 126th Ave El Mirage, AZ 85335 Maricopa County	(623) 974-2092	Preschool Grade PK	10	Private
Dysart Elementary School	12950 W. Varney Road El Mirage, AZ 85335 Maricopa County	(623) 876-7100	Grades K-8	1197	Public
Dysart High School	11425 N. Dysart Road El Mirage, AZ 85335 Maricopa County	(623) 876-7500	Grades 9-12	1781	Public
Surprise Elementary School	12907 W. Greenway Rd. El Mirage, AZ 85335 Maricopa County	(623) 876-7400	Grades PK-8	1069	Public
Thompson Ranch Elementary School	11800 West Thompson Ranch Road El Mirage, AZ 85335 Maricopa County	(623) 523-8400	Grades K-8	828	Public
Dysart Migrant Head Start Program	11405 N Dysart Rd El Mirage, AZ 85335 Maricopa County	(623) 933-8251	Preschool Grade PK	65	Head Start
West-Mec Dysart High School	11425 N. Dysart Rd. El Mirage, AZ 85335 Maricopa County	(623) 873-1860	Grades 9-12	636	Public (Vocational/ Technical)

Source: Common Core of Data (CCD) Public School Data 2007-2008 school year,
National Center for Education Statistics, U.S. Department of Education, 2008

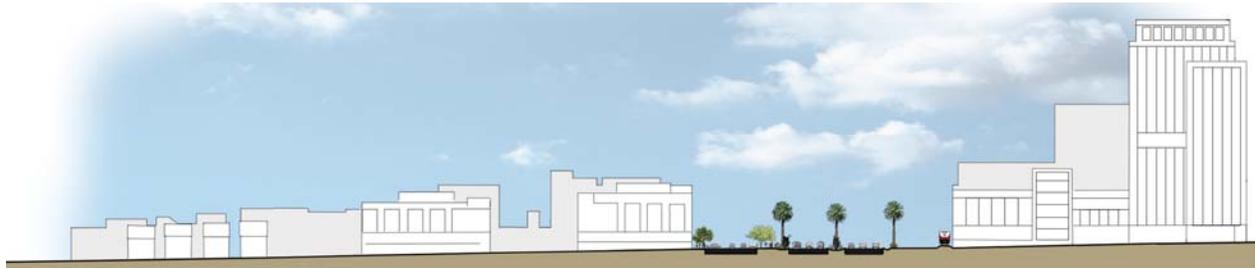


- Legend**
- Highway 60
 - Major Roadways
 - Local Roads
 - Railroad
 - City of El Mirage
 - Floodway
 - Luke Air Force Base
 - Public Elementary Schools Serving El Mirage
 - Public High Schools Serving El Mirage
 - Alternative Schools Serving El Mirage



Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2005

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



El Mirage Police Department

El Mirage Police Department focuses on reducing crimes by using crime prevention strategies based on timely crime analysis and other intelligence, increasing the number of quality arrests and effective prosecutions, focusing on career criminals and repeat offenders, enhancing partnerships with other West Valley police departments, and implementing effective gang prevention strategies. Through their community policing efforts, the Police Department has established liaisons with businesses, schools and homeowner's associations as a proactive measure.

The innovative H.O.A Liaison Program increases communication opportunities between the police and neighborhoods, enhances police participation in community meetings, and helps communities to efficiently reduce visible signs of disorder. Through streamlined problem-solving, the program is designed to enhance the relationship between patrol officers and the residents.

The crime statistics for January through July 2008 show a decrease in violent crimes. Violent crimes decreased 13 percent. The Violent Index Crime Rate for 2008 is 1.4 crimes per 1,000 population compared to 1.7 in 2007.

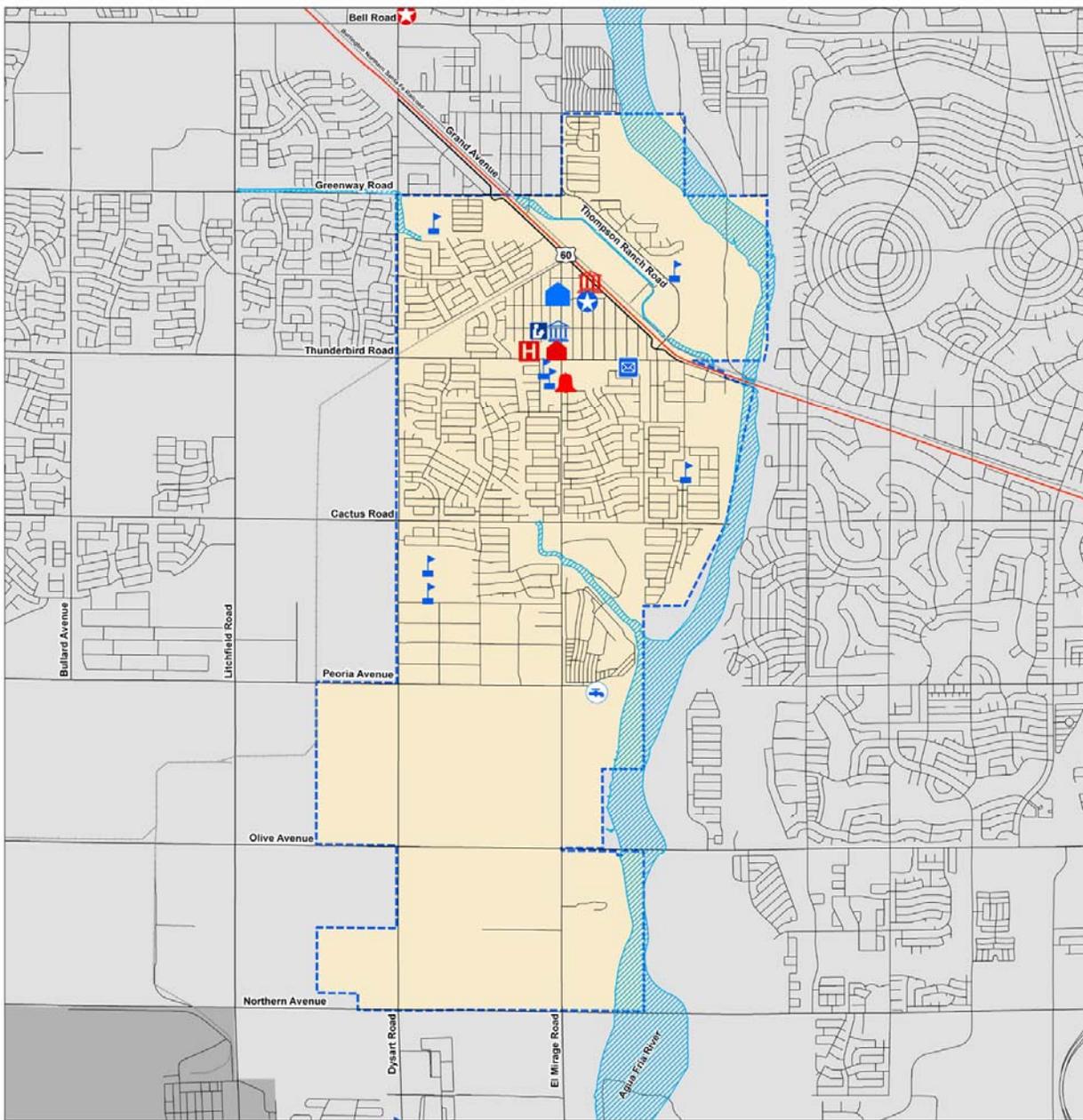
During the *Park Bench* interviews conducted in El Mirage September 20, 21 and 22, when asked what brought them to El Mirage, a number of individuals interviewed responded that El Mirage is a safe and peaceful community. Several respondents commented that they were happy with the direction of the new police department.

El Mirage Fire Department

El Mirage Fire Department serves the 33,583 residents of the fastest growing city in the state of Arizona. Engine 121 responded to 2,565 calls in 2006; an average of 7.03 calls per 24 hour shift. On average, each call lasts 1 hour. The department currently has 8 Firefighter/Paramedics and 4 Firefighter/EMTs who provide fire suppression and emergency medical services. The department also provides a wide range of non-emergency services including blood-pressure screening, CPR training, and fire safety public education.

El Mirage's fire department averages about 3,350 phone calls for service a year and responds to 2,750, while neighboring stations get the rest through a computer-aided dispatch system. About 90 percent of the response times are four minutes or less.

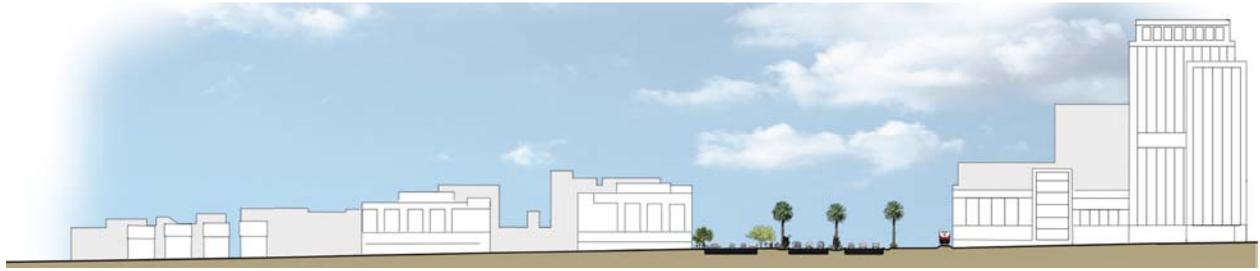
Exhibit 15 shows the location of existing community facilities in El Mirage.



- Legend**
- Highway 60
 - Major Roadways
 - Local Roads
 - Railroad
 - City of El Mirage
 - Floodway
 - Luke Air Force Base
 - City Hall
 - City Courts
 - Police Station
 - Fire Station
 - Wastewater Facility
 - Existing Schools
 - Library
 - Community Center
 - Senior Center
 - Post Office
 - Maricopa County Sheriff
 - Maricopa County Governmental Health Care

0 2,400 NORTH
 Sources: City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



Parks, Trails and Open Space

A well integrated system of parks, trails and natural open spaces is an essential component of a sustainable community. Such an integrated system provides opportunities for recreation, enjoyment, exercise and beautification essential for the health and well being of community members. Incorporating these throughout the City and providing connectivity among these areas establishes a strong community identity, contributes to the area character and instills a strong sense of place. It also preserves valuable natural resources, and improves air quality. A system of natural open spaces, parks, and trails that is regionally unique and that blends recreation and the natural and built environments assists El Mirage in achieving its vision of becoming a sustainable community. Protecting the ecological infrastructure of the area is an essential step towards this goal.

This chapter identifies the need to: (1) maintain existing open space and natural recreational areas; (2) incorporate habitat restoration in development adjacent to the Agua Fria River Corridor; (3) establish a hierarchy of trail systems (regional trails, local trails, nature, sidewalks, bicycle routes); (4) establish a hierarchy of parks (regional, district, community, neighborhood, pocket, urban plazas, courtyards, and streetscapes); and (5) provide connectivity and walkability throughout the City.

Parks, Recreation and Open Space Studies

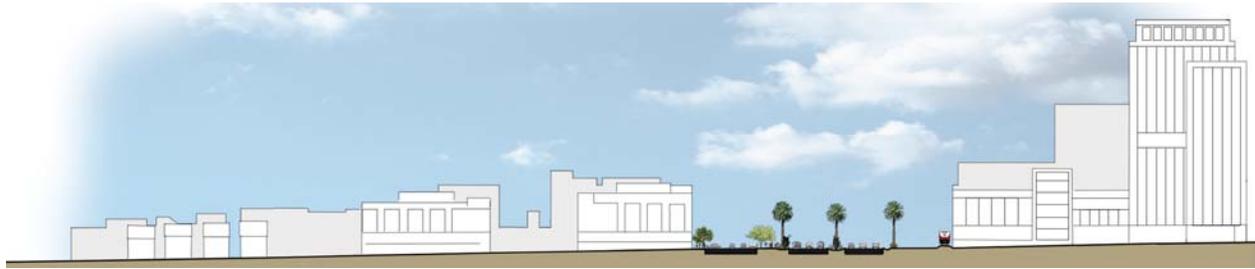
Three recent studies have been completed: the *City of El Mirage Parks Master Plan Needs Assessment Report* and the *El Mirage Parks Master Plan Benchmarking Report* both prepared by ESI Corporation; and *A Parks and Recreation Inventory for the City of El Mirage*, prepared by Logan Simpson Designs, Inc.

El Mirage Parks Master Plan Needs Assessment Report

As part of this report, a needs assessment survey was conducted in 2008, to measure opinions and attitudes from El Mirage residents about parks and recreation programs, facilities and activities. The first question asked respondents to assess how current parks, facilities, and open space are meeting community's needs. The majority of respondents claimed that existing park and facilities were not meeting their needs at all. For every category listed, over 60 percent of the sample population indicated that parks and facilities were not meeting their needs.

El Mirage Parks Master Plan Benchmarking Report

A benchmark survey was conducted as part of *El Mirage Parks, Trails and Open Space Master Plan* planning process. ESI Corporation, on behalf of Logan Simpson Designs, administered the survey to help provide a comparative analysis between the parks and recreational facilities in El Mirage and the parks and recreational facilities in surrounding cities in Arizona and the Western United States.



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This report found that El Mirage has 9 existing and planned parks, which is less than four out of the five benchmarked cities. In addition, El Mirage has fewer park acres per 1,000 population than every city surveyed. The study also reports that El Mirage exceeds the benchmark average in the “mini parks” category, but falls short in every other category, indicating that there is no established park hierarchy in the City.

El Mirage has no officially designated trails and does not have any publicly or privately owned dedicated open space. El Mirage has 20 outdoor recreational facilities compared to the benchmark average of 119.

The City of El Mirage has a total of four recreational programs in three different categories. The categories include: (1) Before and After School Program; (2) Senior Activities; and (3) Summer Camps. El Mirage lacks many of the recreational programs that the rest of the cities surveyed had.

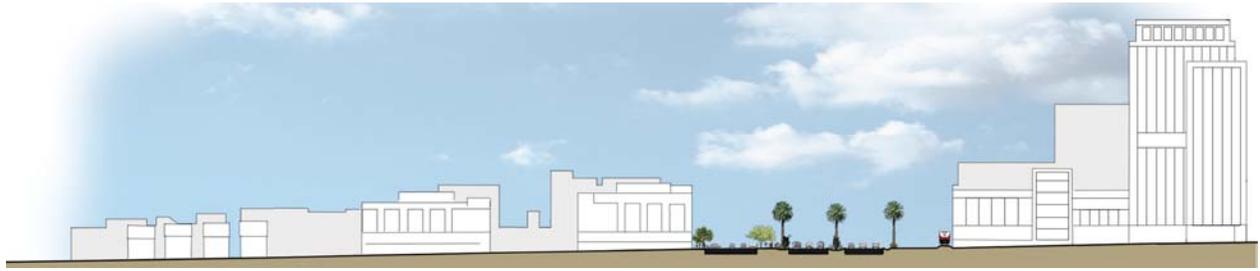
A Parks and Recreation Inventory for the City of El Mirage

This parks and recreation inventory was prepared by Logan Simpson Design as part of *El Mirage Parks, Trails and Open Space Master Plan*. This inventory indicates that the overall park system is almost entirely composed of neighborhood park type facilities with the exception of one community park type facility – Bill Gentry Park. The City has an intergovernmental agreement with Dysart Unified School District No. 89 of Maricopa County. This agreement grants limited use of a portion of the school grounds, such as playgrounds and athletic fields, which are designated as “Outdoor Recreation Areas.”

Theater Simple: Park Bench

As part of this General Plan community involvement process, Theater Simple conducted Park Bench interviews at four different community locations during September 20, 21, and 22, 2008. When asked to describe “what would you like to see in the City,” the majority of respondents answered that they would like to see more parks.

Table 14a lists existing and planned public parks in El Mirage. This table does not include HOA or private parks. Most of the existing neighborhood parks in El Mirage are private parks maintained by their respective Home Owners Association (HOA). Table 14b lists existing parks maintained by an HOA. Exhibit 16 shows locations of existing and planned parks.



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Table 14a
Existing and Planned Public Parks⁵
City of El Mirage

Facility Name	Location	Size	Type	Description	Status
Maricopa County Regional Park	Cactus Road and El Mirage Road	7 acres	Regional	Ramadas Softball field Soccer field Basketball courts Volleyball courts Recreation building Restrooms	Existing (Maricopa County)
Bill Gentry Park	14010 N. El Mirage Rd	4 acres	Community	Baseball field, Basketball courts Playground Ramadas Snack bar, Open space	Existing
Habitat Park	El Frio and Valentine Street	2.7 Acres	Community	Basketball court Playground Picnic Ramadas Soccer field	Existing
Youth Center	14010 El Mirage Rd	3,500 sq. ft.	Special Use Facility	Youth Activities and Programs	Existing
Senior Center	14010 El Mirage Rd	3,500 sq. ft.	Special Use Facility	Senior Activities and Programs	Existing
Dysart Community Center	14414 North El Mirage Road		Special Use Facility	Youth and Adult Programs Sports Activities Adult Education	Existing
Gateway Park	South El Mirage Road	20 acres	Regional	Ramadas Softball field Soccer field Basketball courts Volleyball courts Recreation building Restrooms	Planned

Source: Existing and Planned Parks and Recreation Facilities Inventory, Logan Simpson Design, 2008.

⁵ This table does not include HOA maintained parks. See Table 14b for a list of HOA maintained parks.



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Table 14a
Existing and Planned Public Parks ⁶
City of El Mirage
(Continued)

Facility Name	Location	Size	Type	Status
Arizona Brisas	B Street & Wethersfield Road	1.0	Neighborhood	Existing
Castro Park	B Street & Dahlia Drive	1.0	Neighborhood	Existing
Dysart Park Silver Cress	127th Avenue & Surrey Avenue	2.1	Community	Existing
N El Mirage Drain	125th Drive & 126th Avenue	1.3	Linear Park	Existing
N El Mirage Drain	126th Lane & T- Bird Road	1.2	Linear Park	Existing
Parque Verde	127th Avenue & Soledad Street	1.4	Neighborhood	Existing

Source: Existing and Planned Parks and Recreation Facilities Inventory, Logan Simpson Design, 2008.

⁶ This table does not include HOA maintained parks. See Table 14b for a list of HOA maintained parks.



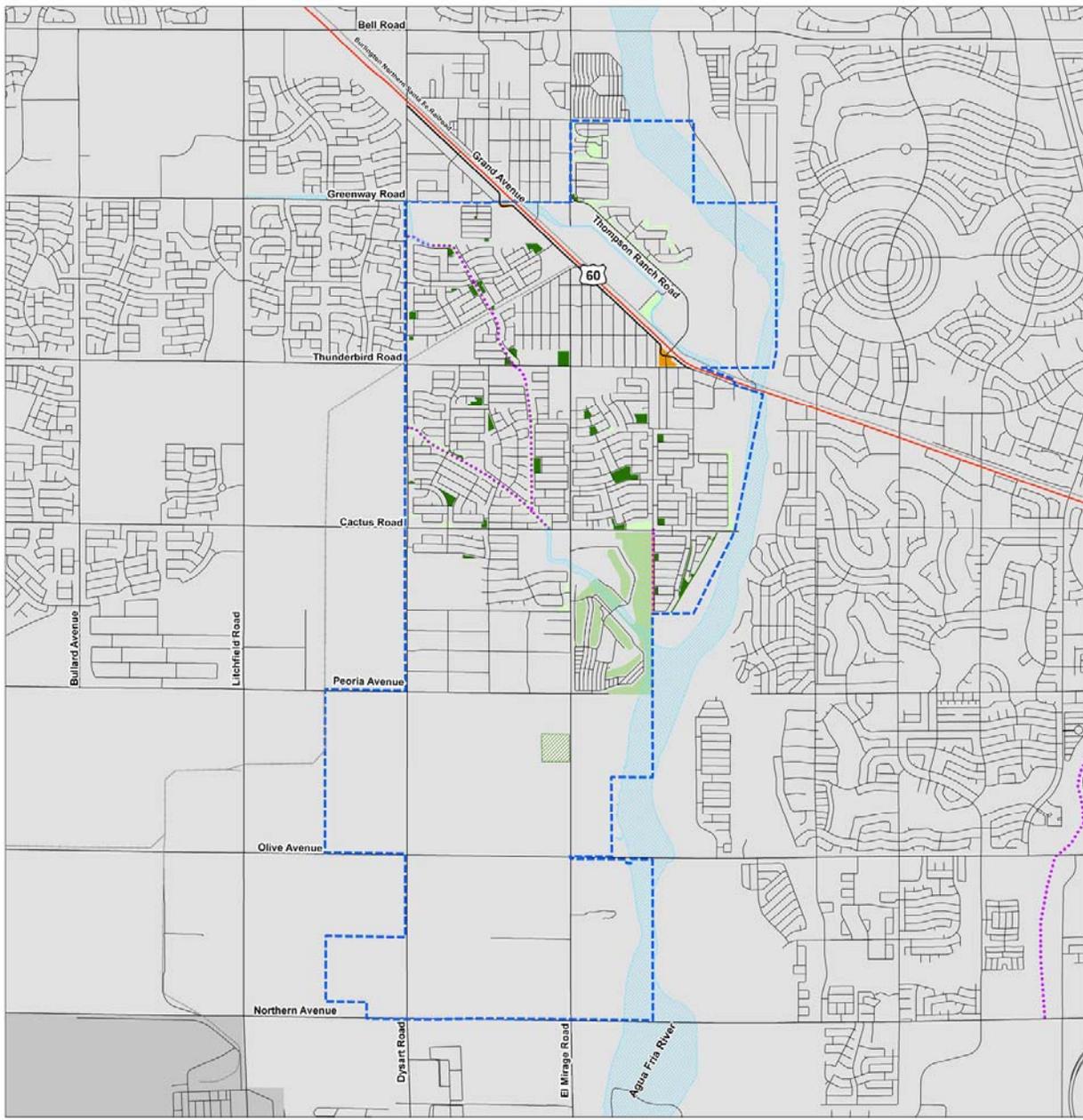
El Mirage General Plan

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Table 14b
Existing HOA Maintained Parks
City of El Mirage

Facility Name	Location	Acres
Cactus Park	129th Avenue & Sweetwater Avenue	0.8
Discovery Park	130th Drive & Parque Del Sol Boulevard	0.4
Horizon Park	127th Avenue & Charter Oaks Road	0.8
Montana Blanca	Palm Street & Pershing Avenue	1.1
Montana Blanca	Palm Street & Dreyfus Drive	1.3
Montana Blanca Park	124th Avenue & Corrine Drive	2.4
Montecito	Alto Street & Desert Lane	0.7
Pueblo Futuro	Valentine Street & El Frio Street	2.6
Rancho El Mirage	128th Drive & Evens Drive	0.3
Rancho El Mirage	127th Avenue & Acoma Drive	1.2
Rancho El Mirage	126th Avenue & Hearn Road	1.4
Rancho El Mirage	130th Avenue & Hearn Road	1.3
Rancho El Mirage	Dysart Road & Via Camille	0.3
Rancho El Mirage Park	129th Avenue & Mauna Loa Lane	0.9
Rancho El Mirage Park 1	124th Avenue & Mandalay Lane	2.5
REM/Drain	126th Avenue & Via Camille	0.2
Rosewood Estates Park 1	Mobile Home Street	0.1
Rosewood Estates Park 2	Mobile Home Street	0.3
Serenity Park	128th Drive & Columbine Drive	2.4
Sundial	Palm Street & Rosewood Drive	6.2
Sundial	Cactus Road & Palm Street	1.6
Sundial 3	Cherry Hills Drive & 127th Drive	0.7
Sundial 4	Main Street & Cortez Street	6.1
Sundial 4	B Street & Laurel Lane	0.8
Sundial 4	B Street & Sierra Street	0.6

Source: Existing and Planned Parks and Recreation Facilities Inventory,
Logan Simpson Design, 2008.



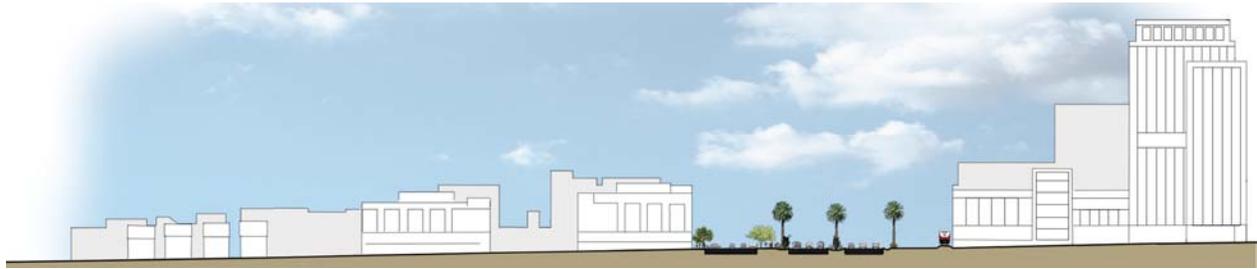
Legend

Highway 60	Railroad	Floodway	Golf Course	Luke Air Force Base
Major Roadways	Multi-Use Trail (Unpaved)	Existing Community Park	Retention Basin	
Local Roads	City of El Mirage	Future Community Park	Right of Way	

0' 2,000'

Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



Hierarchy of Parks

According to the results of Park Bench interviews and a variety of visioning exercises conducted during the General Plan week-long design charrette planning process, residents expect a high quality of life that is reflective of a sustainable community. Such desired quality of life includes recreational amenities, habitat restoration and integration, as well as preservation of open space, particularly along the Agua Fria River corridor. It also includes access to a trail system that provides connectivity to the different areas of the City, parks and recreational facilities, equestrian trails along the Agua Fria River, and access to a variety of recreation programs.

A first step towards achieving this vision is the adoption of levels of service standards for the provision of parks, trails, recreation and open space. These standards can be used as general guidelines in the City's *Parks, Trails and Open Space Master Plan* and the *Parks, Trails and Open Space* element provided in the *Policy Plan* volume of this *General Plan*. Table 15 shows recommended national guidelines for neighborhood, community and regional parks.

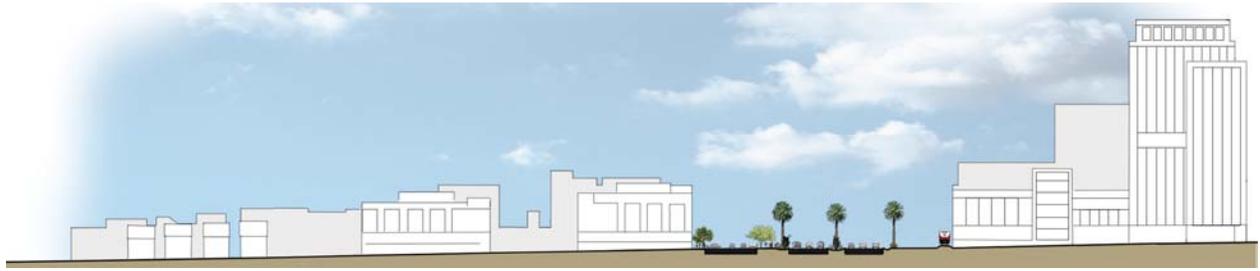
The National Recreation and Parks Association developed a park classification system that includes guidelines for the establishment of a hierarchy of parks. These guidelines serve as a foundation from which communities can adopt level of service standards for parks, trails, and open space. A hierarchy of parks based on these national guidelines is provided in the following pages.

Pocket Park

A pocket park is the smallest park in the park classification system and should be considered as an alternative when providing a typical neighborhood park is impractical. Pocket parks provide open space and meet the recreational needs in high density urban neighborhoods. The site should be residential in scale and character and provide a quiet setting for park use. It should have a strong emphasis on passive uses such as picnic and sitting areas, include shade, and provide visibility from all adjoining streets to provide an inviting and safe environment. Table 15 lists standards for pocket parks.



Typical Pocket Parks – The Planning Center



Neighborhood Park

A neighborhood park is the basic unit of the park system and serves as the recreational focus of an individual neighborhood. Surrounding uses should be predominantly single family or multi-family residential. Playgrounds, trails and usable open spaces are generally given the highest priority.

Park development should achieve a balance between active use areas such as sport fields and game courts and passive use areas intended for sitting, picnicking and relaxing. About half of the park area should incorporate passive activities and natural features. Uses requiring chain link fencing should be minimized in order to make the park visually attractive.

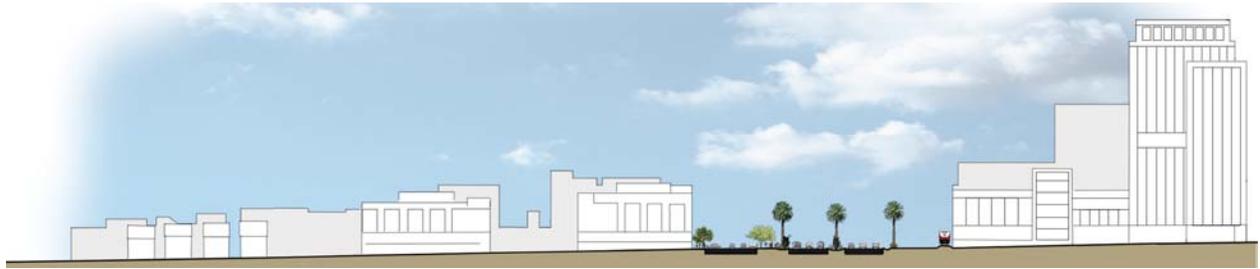
Neighborhood parks are not intended for programmed activities that attract users from outside the neighborhood. Noise, glare, parking problems and street congestion should be minimized to provide a secured environment. Table 15 lists standards for neighborhood parks.

In addition to the public parks shown on Table 14a, the City of El Mirage includes a number of private neighborhood parks maintained by their respective HOA. These parks include: Rancho El Mirage; Montana Blanca Estates; Sundial (unit 1 and 2); and Pueblo Futuro. These parks are listed in Table 14b.

Other existing neighborhood parks located within subdivisions and dedicated to the City include: Parque Verde; Arizona Brisas (phases I and II); Sundial (unit 3); a small park at Dysart and Cactus; and Dave Brown at Dysart and Thunderbird. A park inventory that lists all facilities and features included in each of these parks is provided in *A Parks and Recreation Inventory for the City of El Mirage, Arizona*, prepared as part of the *El Mirage Parks Master Plan*.



Typical Neighborhood Parks – The Planning Center



Community Park

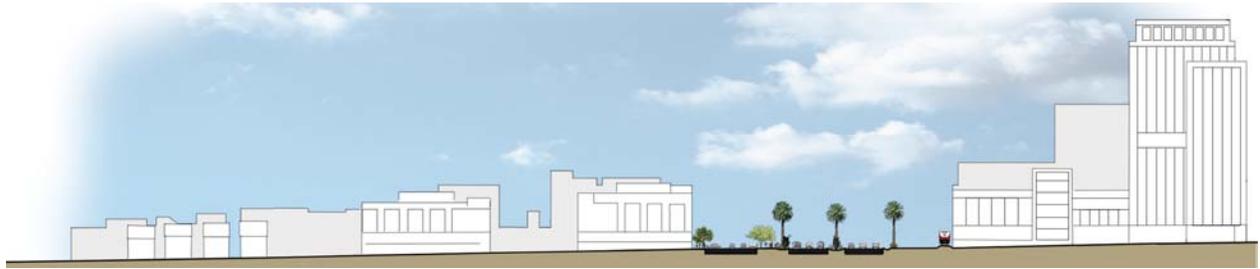
Community parks are typically larger in size than neighborhood parks and serve several neighborhoods with both active and passive recreational facilities. Group activities are well integrated and may include highly used recreational facilities such as programmed athletic sports fields, swimming pools and recreation centers, which are less appropriate for neighborhood parks due to the noise and vehicular traffic they generate.

Community parks may also contain large passive open space areas or preserve unique landscapes. About 25-50% should be undeveloped green or open space. This type of park, due to their location on major thoroughfares, provides a visual break in the City.

Most of the park should be visible from adjoining streets. When located abutting a linear park, it provides opportunities to connect with adjacent neighborhoods, art districts or downtown via hiking, nature or biking trails along the linear park.



Gateway Park, El Mirage Arizona as Example of a Community Park



Regional Park

Regional parks supplement community and neighborhood parks, serving broader based recreation needs in addition to those addressed in smaller parks. The increased size permits larger development of both active and passive facilities, providing a wide range of recreational pursuits.

Regional parks should include sizeable areas of undeveloped land with natural vegetation and/or water features. When possible, major thoroughfares should be routed around regional parks rather than through them. Regional parks can also incorporate linear parks and provide connectivity to the regional trail system.



Typical Regional Park – The Planning Center

Linear Park

Linear parks are greenways of open space that offer scenic beauty and allow safe, uninterrupted pedestrian, bicycle or equestrian movement along natural or built corridors. They are generally located along rivers, streams or in association with major thoroughfares or boulevards. This type of park is ideal along the Agua Fria Corridor. When linked to El Mirage trails, walkway and bikeway systems, linear parks can provide connectivity to other parks, residential neighborhoods, schools, libraries and businesses.

Linear parks provide breaks in the urban development pattern, conserve ecologically unique areas along river corridors, incorporate habitat restoration, and provide long stretches of open space well suited for multi-use trail systems.



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An opportunity exists to establish a regional linear park along the Agua Fria corridor that incorporates an entertainment district. This will require coordination with Maricopa County Flood Control District. Lands outside of the floodway can be acquired where possible to enhance the usage of this linear park for recreational purposes and amenities as well.

A variety of alternatives for the incorporation of habitat restoration in combination with mixed-used development can be explored in order to maximize access to this amenity along the Agua Fria River corridor while preserving the natural environment.

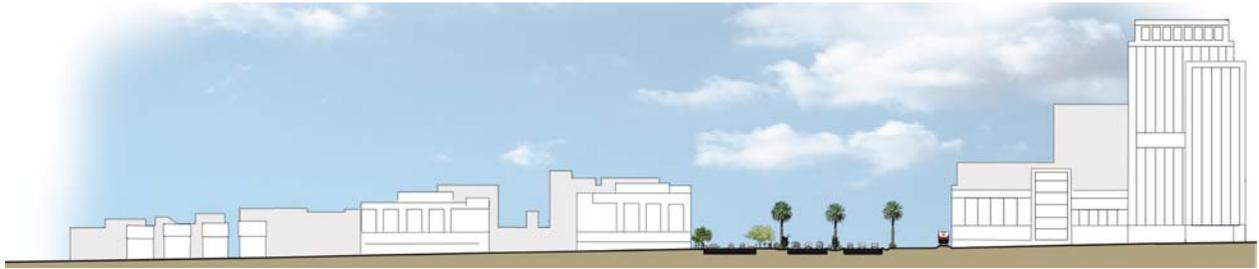


Typical Linear Park Nodes – The Planning Center

Plazas, Squares and Courtyards

Plazas or squares are typically highly developed, smaller sites more appropriate for El Mirage Arts District and Downtown area. They are also incorporated in close proximity to transit oriented development stations and civic centers on areas of high pedestrian traffic. When well integrated into the overall architectural design of adjacent buildings, plazas, squares or courtyards relate a sense of place, calmness and openness in a high density urban setting.

Most feature intensive hardscape or softscape type development. They can be established for commemorative purposes and provide a great location for landmark features and public art. Park use is passive with some sites functioning as venues for festivals and special events. They are accessed by walking and transit stops are generally nearby. Plazas, squares and courtyards in El Mirage Downtown and in the Arts District may have late evening use for special events.



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As focal points in higher density urban areas, plazas, squares and courtyards may incorporate decorative fountains or waterscapes, monuments, public art, banners, flags, special or enhanced paving, extensive plantings, decorative site furniture, small stage areas or amphitheatres for public presentations and performances, and gazebos or similar shade structures.



Typical Courtyard in an Urban Setting – The Planning Center

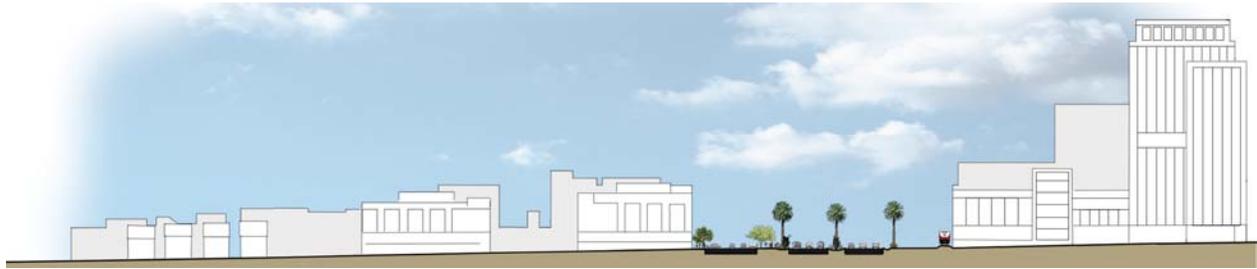


Table 15
 Recommended Guidelines for Pocket, Neighborhood, Community and Regional Park
 National Park Guidelines

Park Type	Typical Size (Acres)	Service Area Radius (Miles)	Location Access Frontage Parking	Typical Active Recreation	Typical Passive Recreation	Support Facilities
Pocket Park	Less than 1 acre	Less than ½ mile	<ol style="list-style-type: none"> 1. Central location and easy access 2. Frontage required on one street/preferred on two (collector or local streets) 3. Minimum Street Frontage: 100 ft 4. Adjacent residences face the park 5. No parking required 	Small playground, half basketball court practice area	Gazebos or shade structures, picnic tables and picnic shelters, trail connectivity, special gardens, public art, monuments, statues of decorative fountains	Benches, trash receptacles, bike racks, drinking fountains, landscaping and signage
Neighborhood Park	1 to 10 (5 acres optimum)	½ to 1 mile	<ol style="list-style-type: none"> 1. Central location and easy access 2. Frontage required on at least two collectors or local streets 3. Minimum Street Frontage: 500 ft 4. Adjacent residences face the park 5. Street or curbside parking (10 ft from ROW and 25 ft from single family residential property line) 	Playgrounds, trails, non-league sports fields (unlighted), basketball/multi-use and tennis courts, and swimming pools	Ramadas, open space, picnic tables and picnic shelters, trail connectivity, public art, special gardens	Benches, trash receptacles, bike racks, drinking fountains, landscaping and signage

Source: National Recreation and Parks Association Parks Classification System and Development Guidelines, 2007.

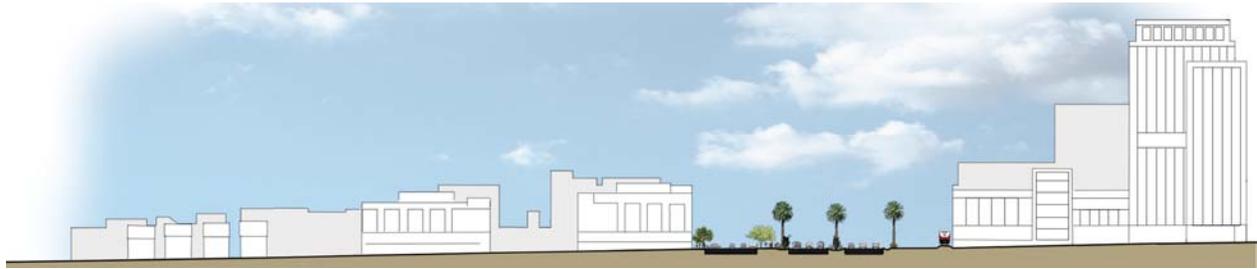


Table 15
 Recommended Guidelines for Pocket, Neighborhood, Community and Regional Park
 National Park Guidelines
 (Continued)

Park Type	Typical Size (Acres)	Service Area Radius (Miles)	Location Access Frontage Parking	Typical Active Recreation	Typical Passive Recreation	Support Facilities
Community Park	5 to 50 Acres (10 acre minimum)	1 to 3 miles	<p>Location, Frontage and Access Requirements:</p> <ol style="list-style-type: none"> 1. Adjacent to, or in close proximity to, single-family and multi-family residential areas 2. Frontage required on collector streets (not local neighborhood streets) 3. Direct access to major thoroughfare desirable or within ¼ mile 4. Minimum Street Frontage: 700 ft. 5. Access to adequate water, sewer and electric service <p>Parking Requirements:</p> <ol style="list-style-type: none"> 1. Parking as required by City ordinance for other facilities. 2. Off-street parking required 3. Vehicular traffic prohibited within the park 4. Optional gates at parking lot entrance 5. On-site Parking Setbacks: a minimum of 10 ft. from ROW and a minimum of 50 ft. from single family residential property line 	All active recreation uses listed under neighborhood park plus lighted league sports fields and swimming pools with bath houses	All the passive recreation uses listed under neighborhood park plus multi-use picnic pavilions with 4 to 5 tables on concrete slabs and large grill	All the support facilities listed under neighborhood park plus recreation center with gym, multi-use meeting and activity spaces, offices, restrooms, kitchen, landscaping, visually screened portable toilets, and parking

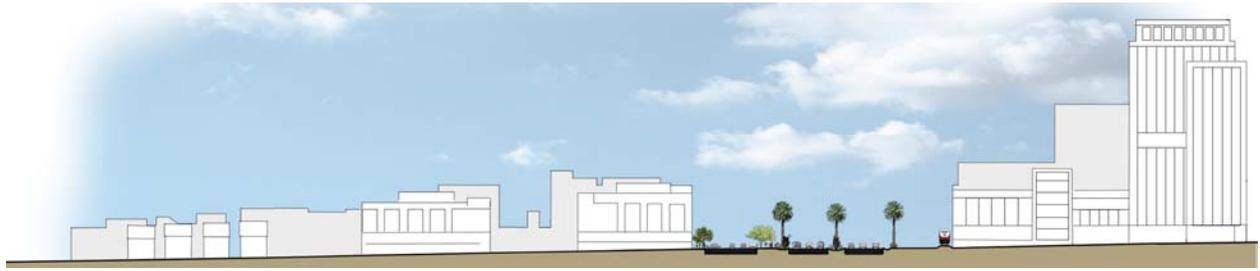
Source: National Recreation and Parks Association Parks Classification System and Development Guidelines, 2007



Table 15
 Recommended Guidelines for Pocket, Neighborhood, Community and Regional Park
 National Park Guidelines
 (Continued)

Park Type	Typical Size (Acres)	Service Area Radius (Miles)	Location Access Frontage Parking	Typical Active Recreation	Typical Passive Recreation	Support Facilities
Regional	50 to 200 acres	Up to 5 miles	<p>Location, Frontage and Access Requirements:</p> <ol style="list-style-type: none"> 1. Some residential development may be within short walking distance, but high use activity areas should be segregated from adjacent residential areas 2. Frontage required on major thoroughfares and collector or arterial streets 3. Access by public transit or designated bikeway desirable 4. Minimum Street Frontage: 1,500 ft. 5. Multiple access points to adequate water, sewer and electric service <p>Parking Requirements:</p> <ol style="list-style-type: none"> 1. One or more parking lots (100-300 cars each) serviced by internal roads 2. Gates at parking lot entrance 3. On-site Parking Setbacks: a minimum of 10 ft. from ROW and a minimum of 50 ft. from single family residential property line 	Large playgrounds and all other active recreation uses listed under community park plus 18-hole golf course and clubhouse, multiple tennis courts with tennis center, natatorium (indoor pool)	All the passive recreation uses listed under community park plus multipurpose center (health, library) and senior and youth center	All the support facilities under community park plus art centers

Source: National Recreation and Parks Association Parks Classification System and Development Guidelines, 2007



Open Space

The Agua Fria River is a major open space asset for El Mirage. The Agua Fria River is controlled by the Flood Control District of Maricopa County. This river corridor is planned as a major regional open space and recreation corridor. Planned recreational amenities along the river corridor include equestrian, walking, hiking and bicycling trails, nature study areas, and observation points.

El Mirage Trail System

The *Parks, Trails and Open Space Master Plan* planning process is currently underway and includes an inventory of trails. As part of this task, all available plats (built and planned) will be reviewed to inventory the trail easements that have been dedicated. Existing trails are shown in Exhibit 19.

MAG Regional Off-Street System Plan

The *Regional Off-Street System* (ROSS) plan is a region-wide system of off-street pathways for travel by bicyclists and pedestrians. Opportunities for off-street travel exist throughout the Valley on canal banks, utility line easements and flood control channels. The goal of the ROSS plan is to help make bicycling and walking viable options for daily travel trips using off-street opportunities.

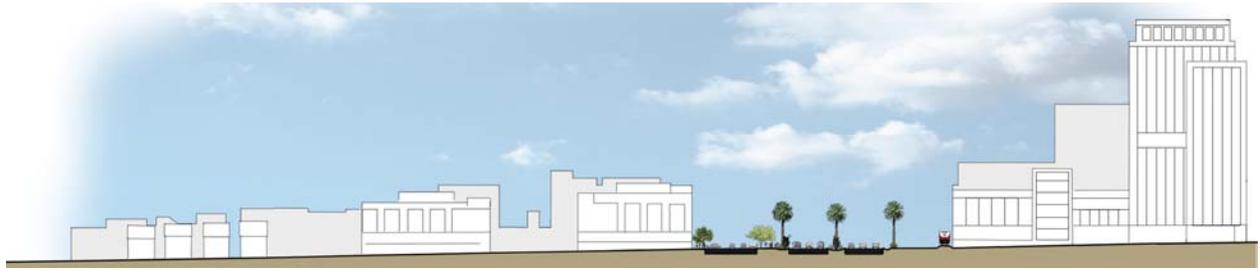
Goals for the plan include developing a system that is safe, accommodates multiple types of uses, is convenient and provides appropriate connections between origins and destinations. Only one potential off-street corridor intersects El Mirage along the Agua Fria River Corridor.

Maricopa County Trail System

The *Maricopa Trail* is a Maricopa County effort to link all County parks with a cohesive system of trails. The County has been developing this trail since 2000. The *Maricopa Trail* is being developed in three phases. When completed, the entire trail system will cover an estimated 750 miles. The *Maricopa Trail* is anticipated to have recreational, environmental and economic impacts throughout the Valley.

Parks and Recreation Demographics

Overall, the population of El Mirage is younger than that of the Phoenix metropolitan area, with a greater percent of children under 18 years of age, and a smaller percentage of residents 60 years and older. These statistics have ramifications in the type of recreation and facility programming the City will need to offer, such as increased need for organized team and individual sports. In addition, household sizes are larger in El Mirage when compared to household sizes in the Phoenix metropolitan area, with married-



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couple families representing the largest percent of households. Because of the relatively large household size, programming fees assessed per household may result in less revenue than fees assessed per recreation user.

Water and Wastewater Service

The City completed the *Water and Wastewater Master Plan Update* in April of 2008. This master plan updates the *City of El Mirage Wastewater Master Plan* prepared in May 2005 and the *City of El Mirage Water Master Plan* completed in June 2005. The purpose of this master plan update is to provide a plan for improving and expanding the water and wastewater systems to support the anticipated growth within El Mirage service area. The update report contains updated water demand and wastewater flow projections, water production and wastewater treatment capacity requirements, confirmation of facility and infrastructure improvement requirements, and capital cost schedules for the recommended improvements based on existing and projected land use acreages at buildout identified when the update was completed.

Water Master Plan Update

The inventory of existing production wells, storage reservoirs, and booster pumping stations has been updated to include new facilities constructed since 2005. The updated inventory is presented in Table 16.

Demand Projections

The water demand projections were updated according to land use planning and development information provided by the City Planning Department at the time the *Water Master Plan* update was prepared. The demand projections also considered updated historic water usage patterns. Table 17 provides acreages for existing and projected land uses based on assumptions made prior to the preparation of this document.



Table 16
Existing Water Production Facilities

Water Production Site	Address	Production Wells		Storage Capacity (MG)	Booster	
		ADWR REGISTRY ID	Production Capacity (gpm)		Total (gpm)	Firm ¹ (gpm)
Cottonwood ²	16401 N. Nash Road	630070	650	0.50	2,000	1,200
Rockwood ³	15824 N. El Mirage Road	630071	1,100	0.75	2,600	1,300
Alto ³	12206 Well Street	630072	700	1.25	2,900	1,600
Sunnyvale ²	1188 W Thunderbird Rd	85252	1,050	0.60	1,600	1,000
127 th Lane ²	12880 N. 127 th Lane	590334	750	0.60	4,500	3,000
Dietz-Crane ²	14955 N. Dysart Road	205081	700	1.00	2,750	1,900
Thompson Ranch ²	12201 W. Greenway Road	608647	625	0.00	0	0
Canterbury ²	12500 W. Canterbury	205434	700	2.00	5,700	3,800
Total Capacity			6,275	6.70	22,050	13,000
Total Capacity (mgd)			9.0	NA	31.8	19.9
Firm Capacity ⁴ (gpm)			5,175			
Firm Capacity ⁴ (mgd)			7.5			

Source: Table 2-1 Existing Water Production Facilities, City of El Mirage Water and Wastewater Master Plan Update Final Report, April 2008.

Notes:

1. Based on largest booster pump out of service at each site.
2. Production capacity reported by water system operator.
3. Production capacity based on historic production data.
4. Based on the largest well out of service (Rockwood Well).



Table 17
Existing and Projected Land Uses

Land Use Category	Acres 2007	Total Acres at Buildout
Residential	2,612	2,724
Neighborhood/Community Commercial	189	406
Regional Commercial	22	260
Employment	311	1,592
Transit Oriented	0	141
Public	168	174
Parks/Open Space	144	217
Agua Fria River	219	267
Mining	561	561
Undeveloped	2,114	0
Totals	6,342	6,342

Source: Table 4-1 Existing and Projected Land Use, City of El Mirage Water and Wastewater Master Plan Update Final Report, Malcolm Pirnie, April 2008.

It is anticipated that the future water system improvements outlined in the *Water Master Plan Update* will need to be revised to ensure that future water system analysis and the recommended schedule for water system improvements and costs reflects the land uses, densities and intensities adopted in the *Policy Plan* volume of this *General Plan*.

Wastewater Master Plan Update

The wastewater flow projections were updated according to land use acreages and development information provided by the City Planning Department at the time the *Wastewater Master Plan* update was prepared. The flow projections also considered updated historic wastewater flow patterns and factors. The flow projections for this update were determined for two areas: areas north of Peoria Avenue that currently drain to the City's Water Reclamation Facility, and areas south of Peoria Avenue that are not currently on the City system.



Wastewater Treatment Capacity Analysis

According to the *Wastewater Master Plan* update, the existing capacity of the City's Water Reclamation Facility (2.5 mgd) should accommodate the projected increase in flow from areas north of Peoria Avenue. However, the updated total projected flows are anticipated to exceed the planned expanded capacity of the WRF (3.6 mgd) by approximately 2015. Table 18 shows average daily wastewater flow.

Table 18
Average Daily Wastewater Flow

Year	Annual Average (mgd)	Maximum Month/Annual Average	Population Served	Per Capita Flow (gpcd)
2001	0.83	1.3	11,915	69.8
2002	1.29	1.4	20,645	62.7
2003	1.71	1.1	25,505	67.0
2004	1.56	1.1	28,420	54.9
2005	1.68	1.1	31,935	52.5
2006	1.75	1.1	32,605	53.7
2007	1.82	1.0	33,586	54.2

Source: Table 3-1 Existing and Projected Land Use, City of El Mirage Water and Wastewater Master Plan Update Final Report, Malcolm Pirnie, April 2008.

Table 17 included in the previous page provides acreages for existing and projected land uses based on assumptions made prior to the preparation of this *General Plan*. It is anticipated that the future wastewater system improvements outlined in the *Wastewater Master Plan* update will need to be revised to ensure that future wastewater system analysis and the recommended schedule for wastewater system improvements and costs reflects the land uses, densities and intensities adopted in the *Policy Plan* volume of this *General Plan*.

Solid Waste Management System

Arizona State Law requires each county, city or town to provide or contract for public facilities for the safe and sanitary disposal of solid waste generated within its jurisdiction. Local agencies in the region are also required to provide residents the opportunity to engage in recycling and waste reduction. The State of Arizona has not mandated numeric waste stream goals but State policy recommends waste minimization through source reduction, recycling and reuse.



The regional goal for integrated waste management is based on State and Federal level policy. The regional goal for waste reduction and recycling is to continue current practices with local agencies developing achievement targets consistent with local programs and conditions, and to encourage public education and market development for recycled items.

This chapter is based on information provided in the *Maricopa Association of Governments Regional Solid Waste Management Plan* dated February 2005. The Plan describes existing and planned solid waste facilities and programs by jurisdiction. The description was compiled using information reported by MAG member agencies and private solid waste service providers.

The regional goal for landfilling in the region is to proceed with continuing operations at several existing regional or sub-regional landfills and new development of at least two planned landfills. At least one landfill is planned in nearby Pinal County. Transfer stations associated with regional landfills could be developed on the basis of local or sub-regional needs. Operation will continue at multiple existing transfer stations and six new transfer stations and combined materials recovery transfer facilities are anticipated in the planning period.

According to the *MAG Regional Growing Smarter Implementation Solid Waste Report*, landfilling is anticipated to continue as the primary means of solid waste management in the MAG region. In Maricopa County, it is anticipated that there will be adequate overall landfill and transfer station capacity to meet the solid waste management needs through the current twenty year planning period and beyond. The draft study was one of a series investigating the relationship between transportation and community systems preservation under the Transportation and Community Systems Preservation Pilot Program.

The study compared the amount of landfill and transfer station capacity required to the amount of capacity available in Maricopa County through year 2050. The study approximated that there would be adequate overall landfill and transfer station capacity through 2050. Future landfill capacity may not be evenly distributed from a geographic perspective and shifting to alternative landfills may result in a need for more transfer stations.

In Maricopa County, the estimated generation rate for commercial and industrial waste is based on the amount of waste generated as reported by jurisdictions and the employment level. In 2002, the Maricopa County average commercial waste generation rate was estimated at 2.02 pounds per employee per day. This rate varied significantly among jurisdictions due to the differences in their commercial and industrial base.



Existing and Planned Solid Waste Facilities and Programs

According to section 6.2.7 of the *Regional Solid Waste Management Plan*, the City of El Mirage integrated solid waste management program consists of solid waste collection, bulk collection, and drop off recycling opportunities. The City contracts with the private sector for collection and disposal of all residential and commercial wastes. The City Parks Department contracts with a private contractor to haul tree and grass trimmings to the Northwest Regional Landfill. The City's Water Reclamation Facility also contracts with a private contractor to haul their waste to the Northwest Regional Landfill.

El Mirage Landfill was closed around 1994. The City has a Semi-Annual Loose Trash Pick-up Program and plans to formalize this program in the future. Programs for recycling and household hazardous waste will be evaluated by the City in the future.

Three privately owned regional landfills, each servicing several municipalities in the region, are anticipated to remain open well beyond the current twenty year planning period. The Northwest Regional Landfill, which services Aguila, El Mirage, Morristown, Peoria, Surprise, Sun City, Wickenburg, and Youngtown, will remain open until year 2102. Surrounding vacant land is available for expansion.

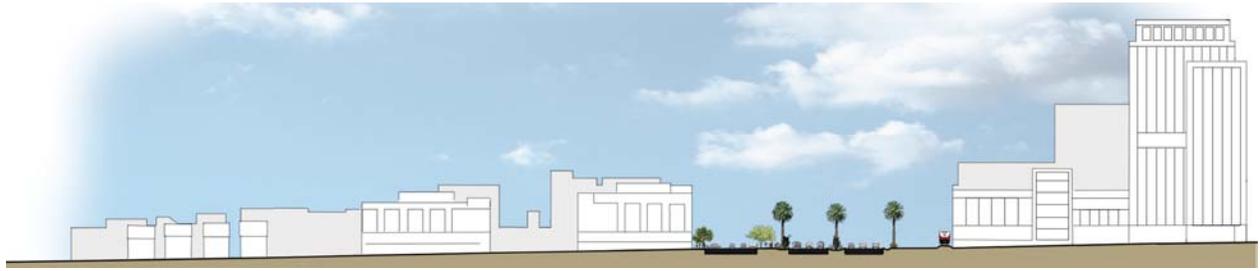
Northwest Regional Planned Expansion

In May 2008, the Arizona Department of Environmental Quality received a Type IV facility plan modification for the Northwest Regional Landfill from Waste Management of Arizona Landfills, Inc. The Northwest Regional Landfill is located at 19401 West Deer Valley Road, Surprise, Arizona 85387. The Department issued the 30-day written public comment period from May 17, 2008 through June 16, 2008.

The proposed modification increases the height of the landfill by a total of 40 feet, from 80 feet to 120 feet above the surrounding natural grade, in accordance with the recent approvals from the City of Surprise and Maricopa County. The vertical expansion will increase the capacity of the landfill by approximately 39.8 million cubic yards, bringing the total capacity to 174.6 million cubic yards. A master drainage plan for the facility incorporating improved stormwater drainage is also proposed as part of the vertical expansion. The existing footprint of the landfill will remain the same.

Electrical Utilities

The Phoenix metropolitan region continues to be one of the nation's fastest growing urban areas, producing an increasing demand for electricity. Arizona Power Service, a subsidiary of its parent company Pinnacle West, generates, sells and delivers electricity and energy related products and services to the City of El Mirage.



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Arizona Power Service is currently involved in power line and facility siting projects within the northwest valley and recently completed an application for a Certificate of Environmental Compatibility authorizing the TS-5 to TS-9. A tour of the project area and the proposed routes was conducted on August 20, 2008. The project consists of approximately 40 miles of 500/230kV transmission lines and required substation modifications.

It is anticipated that Arizona Power Service will continue to provide electricity to the City of El Mirage throughout the planning horizon. Arizona Power Service is also exploring alternative sources of energy such as solar energy and is active in showcasing the State of Arizona to potential solar industry companies. Arizona Power Service and Arizona Department of Commerce joined efforts to establish Arizona as the Solar Capital in the US. Both are aggressively marketing solar industry throughout the state.

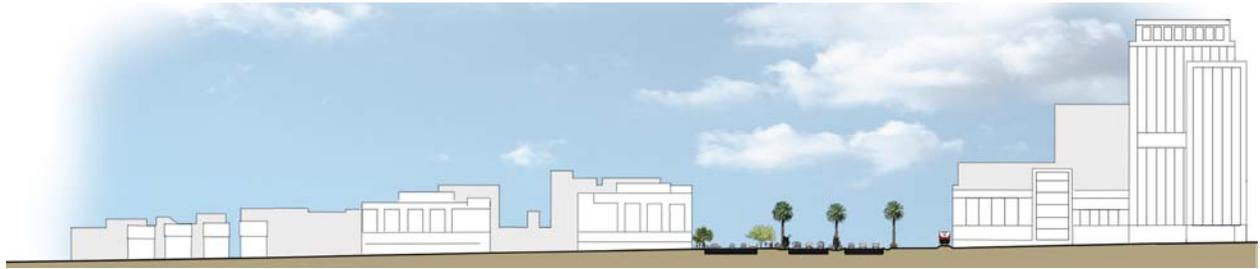
Natural Gas

Southwest Gas Corporation is a natural gas company serving Arizona, Nevada, and California. Southwest Gas provides natural gas services to the City of El Mirage and it is anticipated that it will continue to provide services throughout the planning horizon.

Telecommunications Technology

The City of El Mirage is committed to ensuring that the latest state-of-the-art data and information technologies are available within corporate boundaries. Telephone services are provided by Qwest and Cox Communications.

The City currently owns a satellite tower that provides wireless internet service to some areas of the City. The local cable service company completed a major upgrade incorporating fiber optics throughout the City. The local telecommunications company has similar upgrade plans within its long-range plan. The current services available to both residents and businesses include digital cable TV and broadband high-speed internet connections. Table 19 lists all the premium internet service providers servicing the City of El Mirage.



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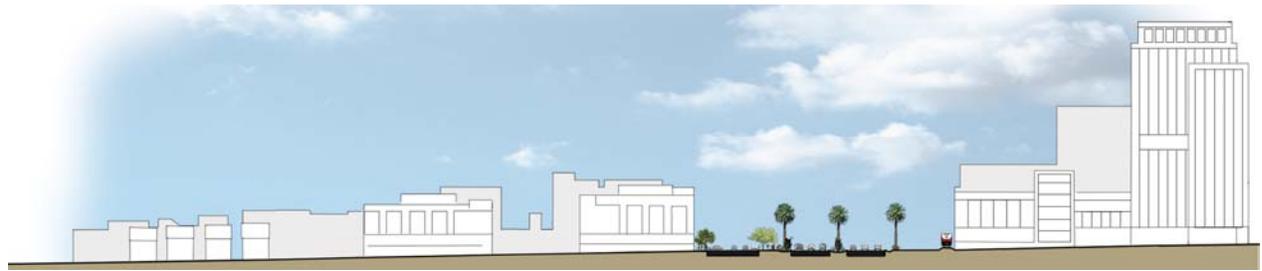
Table 19
Internet Service Provider
El Mirage Service Area

Internet Service Provider	Type of Internet Service
Copper.net	Dialup
Toast.net	Dialup
PeoplePC	Dialup
Basic ISP	Dialup
Netzero.net	Dialup
Earthlink.net	Dialup, DSL, Cable
Yahoo	DSL
Cox High Speed Internet	Cable
Comcast	Cable
Road Runner High Speed Service	Cable
Insight	Cable

Source: Internet Service Providers, El Mirage, Arizona, 2008.

The City of El Mirage also has a Government Access TV station (Cox Cable Channel 11) that provides City government and events related information. The City supports the expansion of Government Access TV operations as new technologies and relevant programming become available.

The City has also been awarded the availability of a local education channel. In conjunction with Dysart Unified School District, the City will implement broadcast and programming plans as funding, technology and availability permits.



Socioeconomic Analysis

The socioeconomic analysis included in this section assesses historic trends impacting the City and the region. Such assessment provides the planning framework necessary to support goals and policies provided in the *Policy Plan*.

Population Counts and Estimates

Table 20 provides 1990 and 2000 Census counts and Arizona Department of Commerce estimates of population for 2007 for El Mirage, Maricopa County and the state.

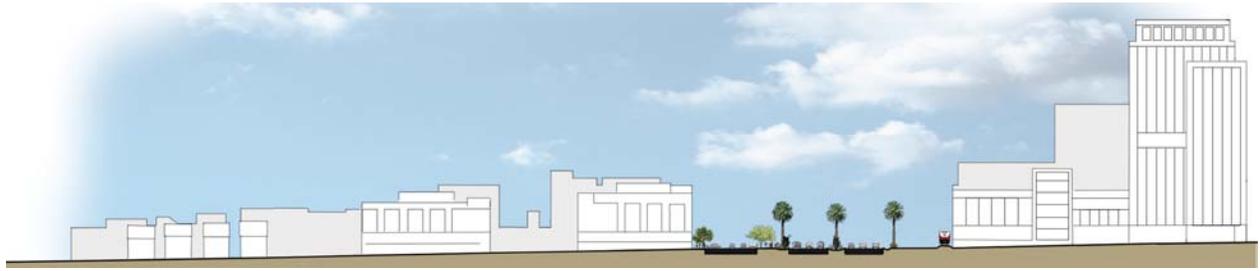
Table 20
1990 and 2000 Decennial Census
and 2007 Population Estimates

Year	1990	2000	2007
El Mirage	5,001	7,609	33,583
Maricopa County	2,122,101	3,072,149	3,907,492
Arizona	3,665,228	5,130,632	6,500,194

Source: 1990 and 2000 US Census Bureau Decennial Census; 2007 Estimates, Arizona Department of Commerce, 2008.

As provided on Table 20, El Mirage experienced an annual increment of approximately 260 persons per year, or a total population increase of 2,608 persons, from 1990 to 2000. This period was followed by a period of rapid growth with an annual increment of approximately 3,710 persons per year, or a total increase of 28,582 persons in the seven-year period from 2000 to 2007.

Table 21 provides 2000 Census counts and 2001 to 2007 estimates of population for El Mirage and adjacent jurisdictions.



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Table 21
2000 Decennial Census and
2001 to 2007 Population Estimates

Year	El Mirage	Surprise	Youngtown	Glendale	Phoenix
July 1, 2007	26,431	90,717	4,880	253,152	1,552,259
July 1, 2006	25,605	86,179	4,749	248,244	1,517,318
July 1, 2005	24,128	73,387	4,282	244,672	1,473,223
July 1, 2004	22,448	59,535	3,544	239,630	1,425,372
July 1, 2003	19,402	49,980	3,137	236,245	1,394,587
July 1, 2002	13,984	44,137	3,104	232,839	1,374,236
July 1, 2001	8,136	38,113	3,066	230,468	1,349,471
April 1, 2000 (Census 2000)	7,609	30,848	3,010	218,812	1,321,045

Sources: 2000 US Census Bureau Decennial Census;
2001 to 2007 Census Estimates of Population. ⁷

When compared to adjacent jurisdictions, the City of El Mirage more than tripled its population from 2000 to 2007, followed by Surprise which experienced a similar growth trend. In comparison, smaller jurisdictions like Youngtown and larger metropolitan areas like Glendale and Phoenix experienced less growth during the same time period.

⁷ Note: The April 1, 2000 estimates base reflects changes to the Census 2000 population resulting from legal boundary updates as of January 1 of the estimates year, other geographic program changes, and Count Question Resolution actions. All geographic boundaries for the July 1, 2007 population estimates series are defined as of January 1, 2006.



Households, Household Size and Housing Units

Table 22 provides 1990 and 2000 Census population, population in households, housing units, occupied housing and household size and Maricopa Association of Governments 2006 estimates for El Mirage.

Table 22
1990 and 2000 Census Population in Households,
Housing Units, Occupied Housing Units and Household Size
and 2006 Estimates

Year	1990	2000	2006
Population	5,001	7,609	32,607
Population in Households	4,947	7,608	32,534
Housing Units	2,117	3,162	10,377
Occupied Housing Units	1,264	2,121	9,650
Occupancy Rate	0.60	0.67	0.93
Persons per Occupied Unit	3.91	3.59	3.37

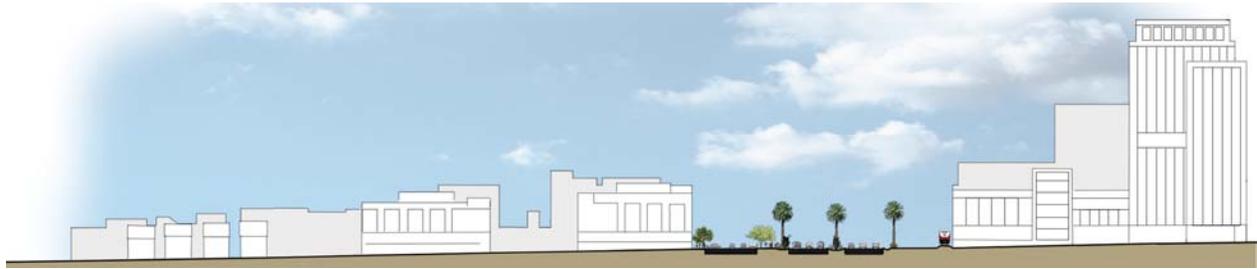
Source: 1990 and 2000 US Census Bureau Decennial Census; 2006 Estimates, Maricopa Association of Governments, 2006.

Maricopa Association of Governments Population Projections

The socioeconomic estimates and projections provided in this section are based on *Socioeconomic Projections of Population, Housing and Employment by Municipal Planning Area and Regional Analysis Zone*, prepared by the Maricopa Association of Governments, May 2007 and adopted by MAG for use in regional planning activities on May 23, 2007.

The interim projections by Municipal Planning Area and Regional Analysis Zone were prepared to be consistent with the April 1, 2000 Census for July 1 of the following years: 2010, 2020, 2025 and 2030. The interim population projections are for resident population only and do not include nonresident seasonal or transient population.

Because the Arizona Department of Economic Security had not yet developed or approved new county population control totals, MAG developed these interim projections using interim Maricopa County population and employment control totals. These control totals are based on analyses conducted by



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Arizona State University and the University of Arizona to develop a long-range economic strategy for the State, augmented by information from the regional model from Regional Economic Models, Inc. (REMI). These control totals were accepted by the MAG Population Technical Advisory Committee (POPTAC) in March 2003 and the MAG Management Committee and MAG Regional Council in April 2003. The control totals were modified for these interim projections to reflect the reduction in population in one Metropolitan Planning Area based on water availability.

Official MAG population projections were developed subsequent to DES approval of official population control totals. The interim projections by Municipal Planning Area and Regional Analysis Zone were recommended for acceptance by the MAG Population Technical Advisory Committee on April 29, 2003. The interim projections were recommended for acceptance by the MAG Management Committee on June 11, 2003, and were accepted by the MAG Regional Council on June 25, 2003. These 2003 official population projections were replaced with the approved 2007 MAG Socioeconomic projections by resolution of the Maricopa Association of Governments passed and adopted by MAG in May 23, 2007. The official 2007 resident population and housing unit projections for El Mirage are shown in Table 20.

The total resident population provided in Table 23 includes resident population in households and resident population in group quarters, including dorms, nursing homes, prisons and military establishments.

Table 23
Resident Population and Housing by Regional Analysis Zone,
July 1, 2005 Estimates and 2010 to 2030 Projections

Year	Total Resident Population	Population in Households	Total Housing Units	Occupied Housing Units
2005	31,935	31,862	10,152	9,442
2010	34,819	34,734	11,274	10,543
2020	38,620	38,516	12,680	11,963
2030	38,717	38,596	12,709	11,991

Source: Socioeconomic Projections of Population, Housing and Employment by Municipal Planning Area and Regional Analysis Zone, Maricopa Association of Governments, May 2007.

It is important to recognize that population projections prepared by MAG consider buildout of the City's existing infill areas. The analysis of vacant land by growth and infill area provided in the following sections considers the full growth potential of those tracts of land that will become available in a 20 to 30 year planning horizon. The maximization of such growth potential is crucial for the City's future fiscal solvency and viability.



Land Use and Zoning

Land, and the uses assigned to it, constitute the base on which all other aspects of development are founded. Land use and development patterns establish the foundation for the *General Plan*. Consequently, the principal objective of the *Land Use Element* provided in the *Policy Plan* volume is to determine the most suitable and efficient use of the land and the pattern in which these uses will occur. The integration of existing development patterns, growth trends, environmental infrastructure and the analysis of opportunities and constraints result in an assessment of land development capacity, or ability of the land to support development. Such assessment serves as the basis for the preparation of the *Land Use Element*.

Public and Private Land Ownership

A land use assessment is not complete without the identification of major land ownership patterns within the planning area. Exhibit 17 shows land ownership distribution within El Mirage Planning Area.

As shown on Table 20, public land includes land owned by the City of El Mirage, the State of Arizona (schools) and the Bureau of Land Management. Privately owned land includes major private land owners. There is no land owned by the State Land Department within the City.

As shown on Table 20, there are approximately 431 acres, or 6 percent, of publicly owned land within the planning area. Of this total, approximately 241 acres, or 3 percent are lands owned by the City of El Mirage; approximately 163 acres, or 2 percent, are lands owned by the State of Arizona (schools); and 27 acres, or 1 percent encompasses lands owned by the Bureau of Land Management.

As shown on Table 20, approximately 6,762 acres, or 94 percent, are privately owned lands within the planning area. Of this total, approximately 3,142 acres, or 44 percent, encompass large tracts of privately owned land owned by major land owners. The large percentage of privately owned land owned by major land owners assisted the planning team in the identification of major stakeholders. The remaining 3,620 acres, or 50 percent, includes all other privately owned lands.



Table 20
Public and Private Land Ownership

Type of Ownership	Owner	Land Coverage (Acres)	Percent
Public	City of El Mirage	241	3
	State of Arizona (Schools)	163	2
	Bureau of Land Management	27	1
	Total Public Land	431	6
Private (Major Land Owners)	BNSF Property	171	2
	CEMEX (Including Pending Annexation)	609	9
	John Long Properties	1,431	20
	SRMG (Pending Annexation)	233	3
	Thompson Ranch Properties	79	1
	Vulcan Materials	619	9
	Total Major Land Owners	3,142	44
Private	All Other	3,620	50
	Total El Mirage Planning Area	7,193	100

Source: City of El Mirage Opportunities and Constraints Map Series, The Planning Center, 2008

Note: Calculations indicate percentages of the Total Planning Area.

Major Land Owners

As shown on Exhibit 20 and listed on Table 20, major land owners include:

1. **BNSF Property:** This property encompasses approximately 171 acres and is located north of Grand Avenue along the BNSF Railroad. This land is currently owned by BNSF and is being utilized as a new car distribution parking lot. It is anticipated that this large tract of land will not be available for development within the next 20-30 years.
2. **CEMEX Property:** This property includes approximately 609 acres and is located south of Olive Avenue and west of the Agua Fria River. The property is currently owned by CEMEX and the existing temporary use is sand and gravel mining operations. It is anticipated that this large tract of land will be available for development within the next 20-40 years.



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3. John Long Properties: John Long Properties owns 1,431 acres south of Cactus Road. A large portion of this land is currently used for agriculture. This property is severely impacted by Luke AFB APZs and noise contours zones. There is opportunity to develop commercial/industry type uses compatible with these zones. Large tracts of land within this area are currently available for development.
4. SRMG Property: This property includes approximately 233 acres and is located between Peoria Avenue and Olive Avenue and west of the Agua Fria River. The property is currently owned by SRMG and the existing temporary use is sand and gravel mining operations. It is anticipated that this large tract of land will be available for development within the next 20-40 years.
5. Thompson Ranch Property: This property includes approximately 79 acres and is located west and east of Thompson Ranch Road and east of the BNSF parcel. The property is currently owned by Thompson Ranch Properties and is currently vacant. This parcel is currently available for development.
6. Vulcan Materials Property: This property includes approximately 619 acres and is located west of the Agua Fria River and north of Grand Avenue. The property is currently owned by Vulcan Materials and the existing temporary use is sand and gravel mining operations. It is anticipated that this large tract of land will be available for development within the next 20-40 years.



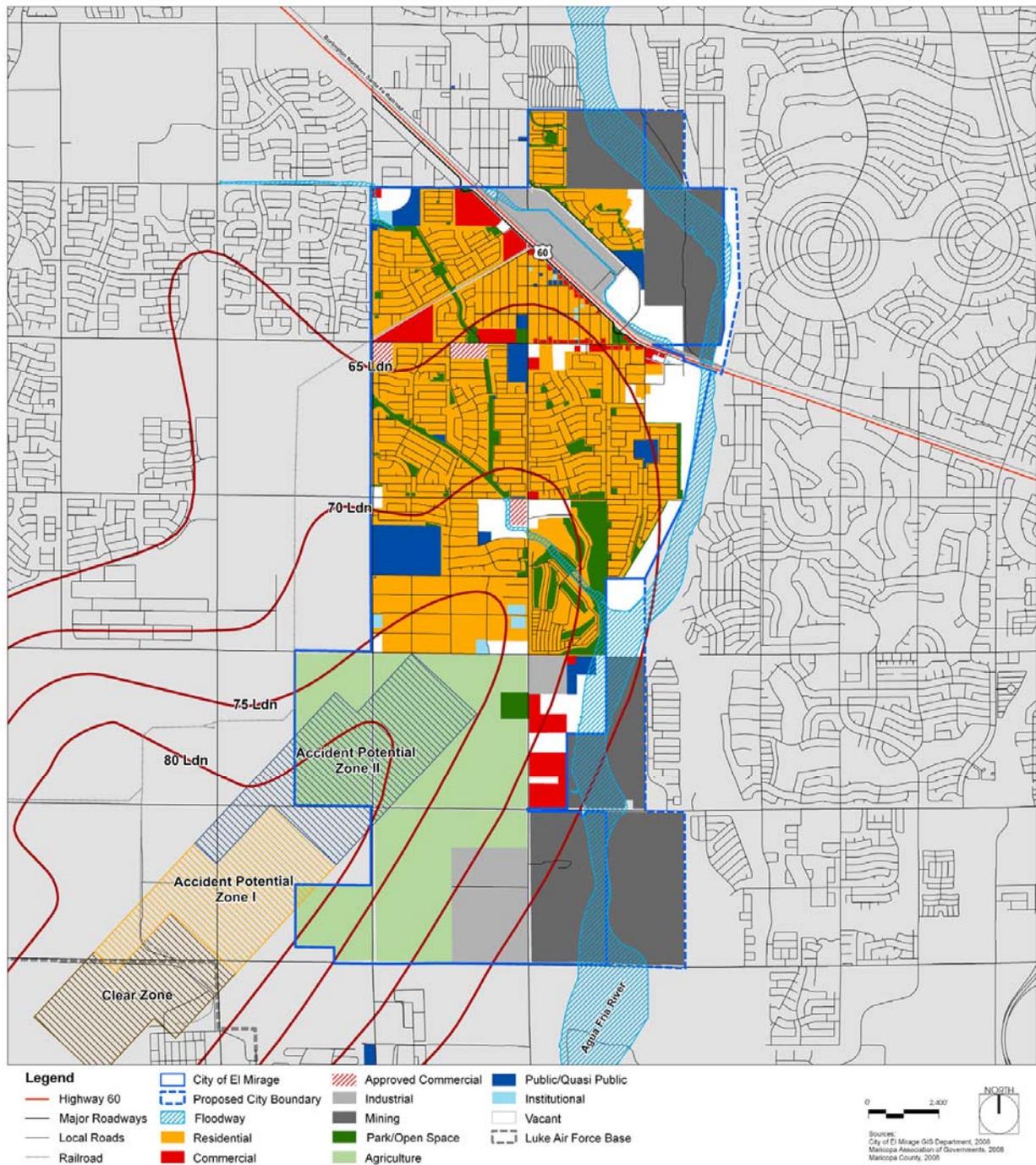
Development Patterns Today

A survey of existing land use was conducted to establish the type, spatial distribution and intensity of development within El Mirage. A comprehensive survey of existing land use required a field inventory of each parcel of property within the planning area. This survey also included approved development to ensure the accuracy of available developable land. Data collected as a result of the survey was classified by primary use and transferred to a map depicting existing land use. The Existing Land Use map was provided to City staff for review and comment and revised according to staff recommendations. Table 22 shows existing land uses within the City of El Mirage. Exhibit 18 shows existing land uses.

Table 22
Existing Land Uses
2008

Existing Land Uses	Land Coverage (Acres)	Percent
Mining	1,461	20
Industrial	443	6
Commercial	201	3
Public/Quasi Public	200	3
Residential	2,392	33
Agriculture	1,431	20
Recreation/Open Space	297	4
Vacant	617	9
Other (ROW)	82	1
Total El Mirage Planning Area	7,193	100

*Source: City of El Mirage Existing Land Use Inventory
The Planning Center, 2008*



Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



Current Zoning

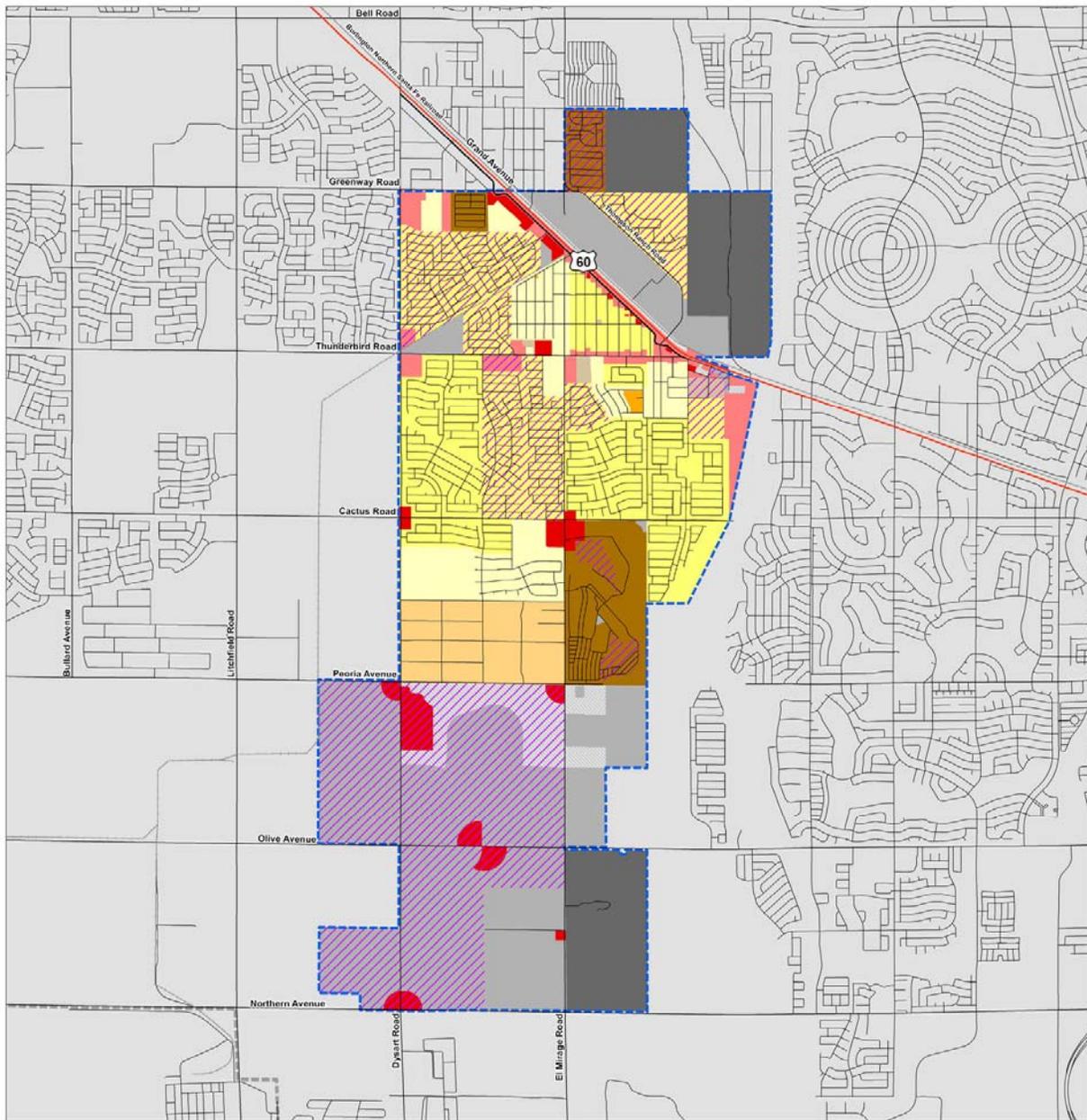
Exhibit 19 shows the current zoning regulating the lands within El Mirage corporate boundary. At the time this research was conducted the Official Zoning map did not include pending annexations. Therefore the total acreage of this map is 6,361 acres until it is amended to reflect pending annexations. The total area of the Designated Growth Area includes annexations in process and encompasses 7,193 acres. The assessment of the current zoning within the City served as a base for the preparation of three land use alternatives. These land use alternatives are provided in the following chapters. These land use alternatives include the pending annexations. Table 23 lists current zoning districts.

Table 23
City of El Mirage Current Zoning Districts

Zoning Districts		Land Coverage (Acres)	Percent
Single Family Residential	R-1	480	8
Single Family Residential	R-1a	1,804	28
Single Family Residential	R-43	323	5
Multi-family Residential	R-2	9	0
Multi-Family Residential	R-3	30	1
Mobile Home Residential	R-4	421	7
General Business	B-2	222	3
General Services	B-3	163	3
Garden Industrial	I-1	220	3
General Industrial	I-2	1,929	30
Mining Industrial	I-3	760	12
Planned Area Development Overlay	PAD	2,473	39
Totals		6,361	100

Source: City of El Mirage Adopted Zoning Map, as amended, 2008

Note: Totals in this table does not include pending annexations.



- | | | | |
|----------------|----------------------------------|------------------------------|------------------------|
| Highway 60 | City of El Mirage | R-2 Multi-Family Residential | I-1 Garden Industrial |
| Major Roadways | Planned Area Development Overlay | R-3 Multi-Family Residential | I-2 General Industrial |
| Local Roads | R-1 Single Family Residential | R-4 Mobile Home Residential | I-3 Mining Industrial |
| Railroad | R-1a Single Family Residential | B-2 General Business | Luke Air Force Base |
| | R-43 Single Family Residential | B-3 General Services | |

0 2,400' NORTH

Source:
City of El Mirage GIS Department, 2008
Maricopa Association of Governments, 2008
Maricopa County, 2008

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



Land Use Alternatives

This chapter includes the three land use alternatives. These three concepts are the result of a comprehensive review of existing documents, a systematic assessment of opportunities and constraints impacting the planning area and an inclusive and extensive community involvement process that included Park Bench interviews and El Mirage General Plan week-long Design Charrette. The community involvement process is summarized earlier in this document and received the American Planning Association Arizona Chapter 2009 Award in "Public Participation."

These three alternative concepts represent three scenarios or approaches (conservative, moderate and aggressive). These scenarios integrate major development objectives identified by the community during the visioning process. They also incorporate the results of the opportunities and constraints analysis included in previous sections.

The main objectives of these land use alternatives are to:

1. Implement the vision of Agua Fria Watercourse Master Plan, revised February 2008. The channelization of the Agua Fria River will remove valuable lands from the floodplain along the eastern portion of the City.
2. Take competitive advantage of the location of the City with respect to the Agua Fria River, Grand Avenue, BNSF and the future El Mirage road alignment.
3. Incorporate a world-class river park corridor along the Agua Fria River that becomes the destination Riviera or Agua Fria Gateway and provides opportunities for resource conservation, habitat integration, mixed-use development and regional recreation and open space.
4. Maximize densities/intensities of development outside the area of impact of Luke AFB to ensure the long-term viability of the City.
5. Incorporate a state-of-the-art safe, efficient and effective circulation network that includes multimodal transportation and transit-oriented development to reduce the impact on the regional transportation system.
6. Identify areas in need of revitalization and redevelopment and promote mixed use development that incorporates an Arts District in the downtown area.
7. Identify commerce and industry compatible with Luke AFB noise contours that will enhance the fiscal and economic viability of the City.



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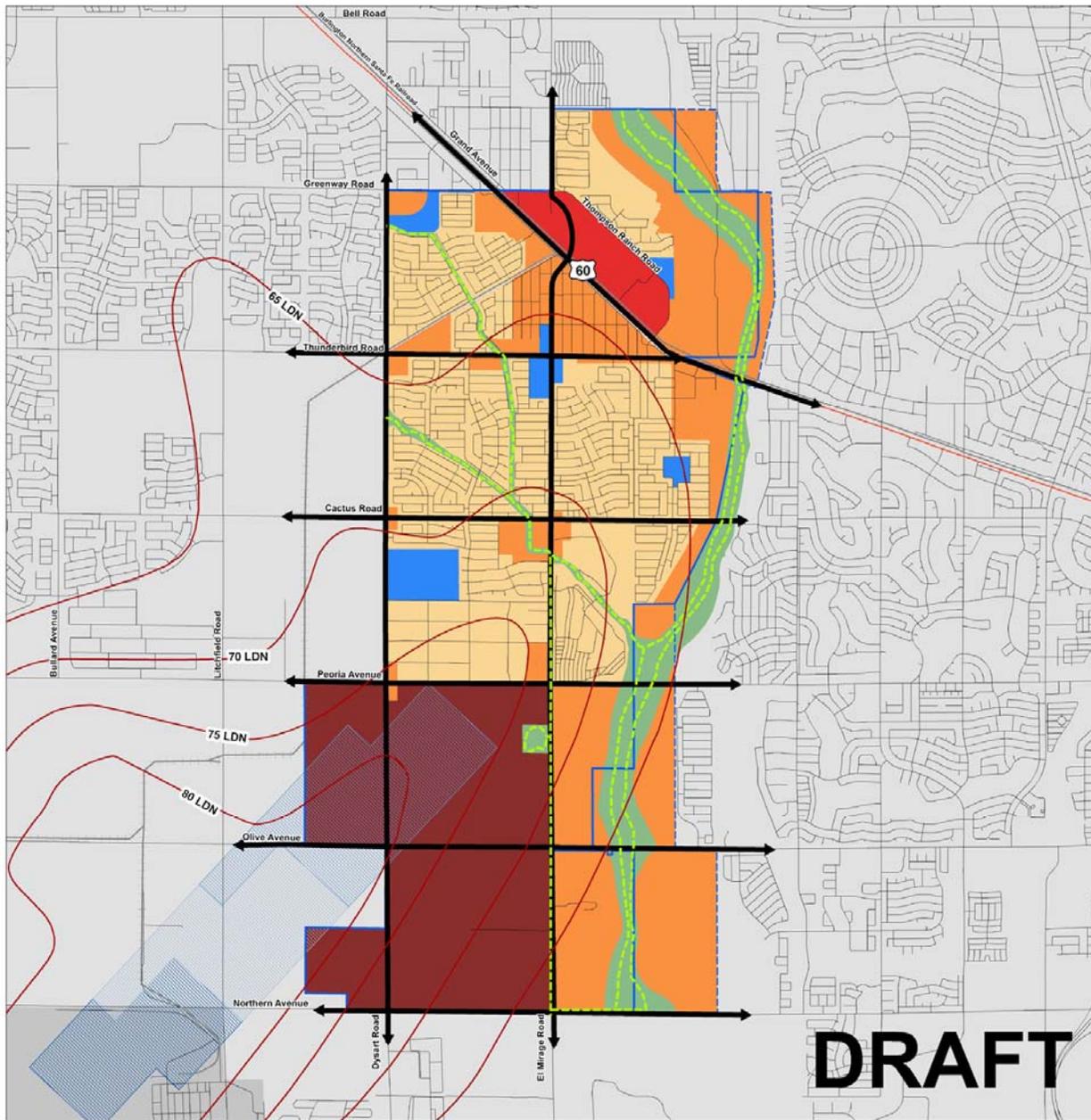
Land Use Alternative A (Conservative Scenario)

Exhibit 20 shows land use designations within this scenario. Table 24 shows land uses and their corresponding acreages.

Table 24
Land Use Alternative A

Land Use Designations	Land Coverage (Acres)	Percent
Residential	2,437	34
Commercial/Mixed Use	1,961	27
Commercial/Employment	1,711	24
Public/Quasi Public	186	3
Transit Oriented Development (Mixed Use)	215	3
Park/Open Space	639	9
Right-of-Way/Other	44	0
Totals	7,193	100

Source: The Planning Center, 2008



- | | | | |
|---------------|-------------------------|------------------------------|-------------------------------------|
| Legend | Luke AFB Noise Contours | Transit Oriented Development | Luke AFB Clear Zone |
| Arterial Road | City of El Mirage | Commercial/Employment | Luke AFB Accident Potential Zone I |
| Roadways | Proposed City Boundary | Public | Luke AFB Accident Potential Zone II |
| Railroad | Residential | Park/Open Space/Floodways | |
| Trails | Commercial/Mixed Use | Luke Air Force Base | |



Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



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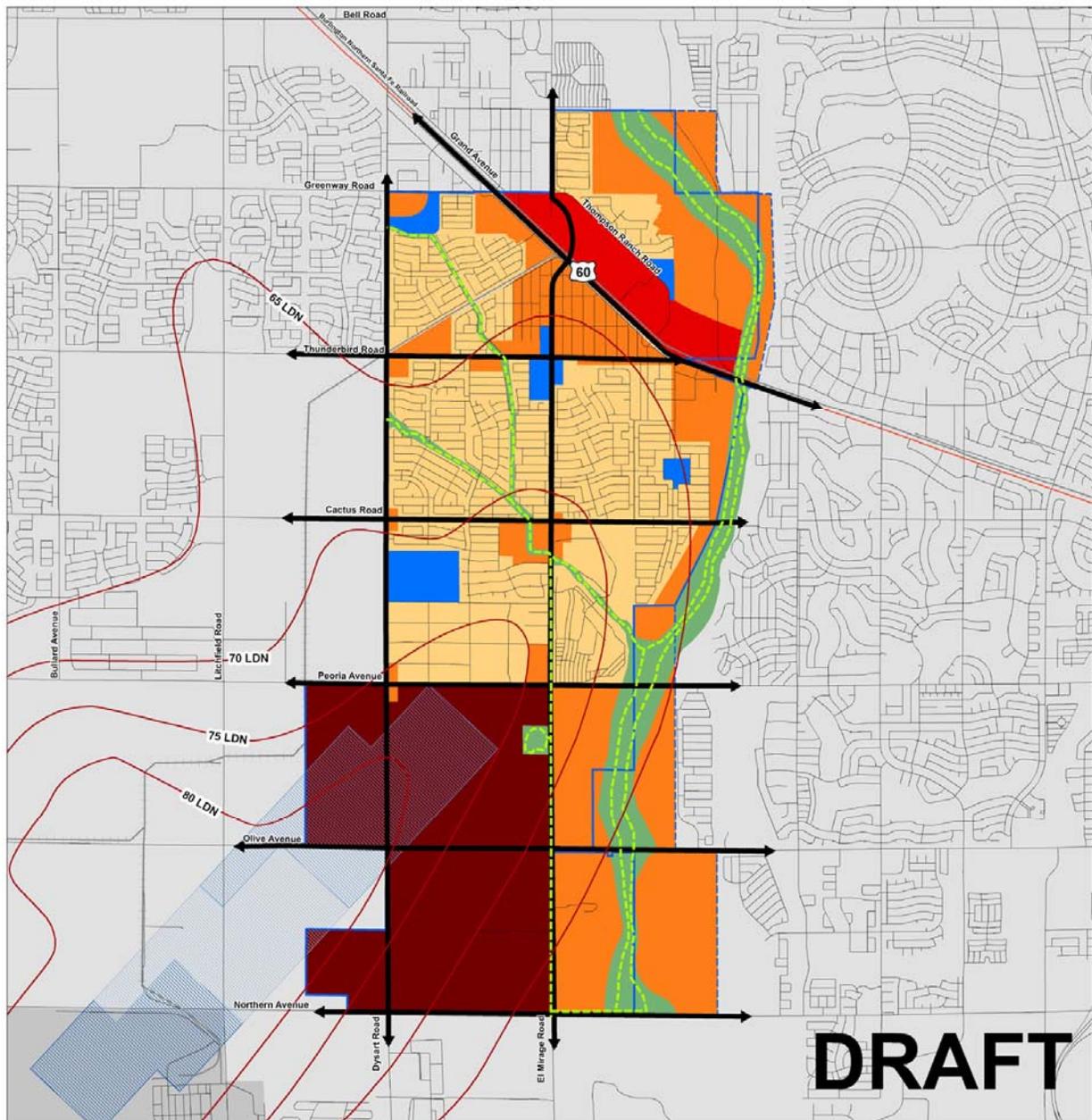
Land Use Alternative B (Moderate Scenario)

Exhibit 21 shows land use designations within this scenario. Table 25 shows land uses and their corresponding acreages.

Table 25
Land Use Alternative B

Land Use Designations	Land Coverage (Acres)	Percent
Residential	2,397	33
Commercial/Mixed Use	1,909	27
Commercial/Employment	1,711	24
Public/Quasi Public	186	3
Transit Oriented Development (Mixed Use)	307	4
Park/Open Space	639	9
Right-of-Way/Other	44	0
Totals	7,193	100

Source: The Planning Center, 2008



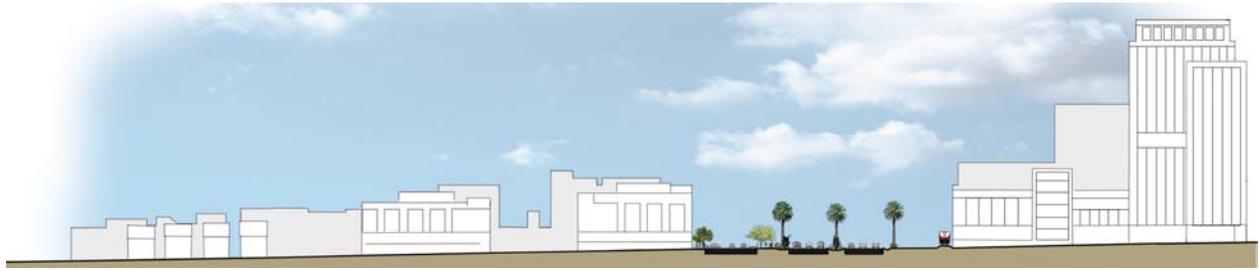
Legend

↔ Arterial Road	— Luke AFB Noise Contours	■ Transit Oriented Development	▨ Luke AFB Clear Zone
— Roadways	▭ City of El Mirage	■ Commercial/Employment	▨ Luke AFB Accident Potential Zone I
— Railroad	▭ Proposed City Boundary	■ Public	▨ Luke AFB Accident Potential Zone II
— Trails	■ Residential	■ Park/Open Space/Floodways	
	■ Commercial/Mixed Use	■ Luke Air Force Base	

0 2,000' NORTH

Sources: City of El Mirage GIS Department, 2008
 City of El Mirage General Plan, HDR, 2003
 Maricopa County, 2008

Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



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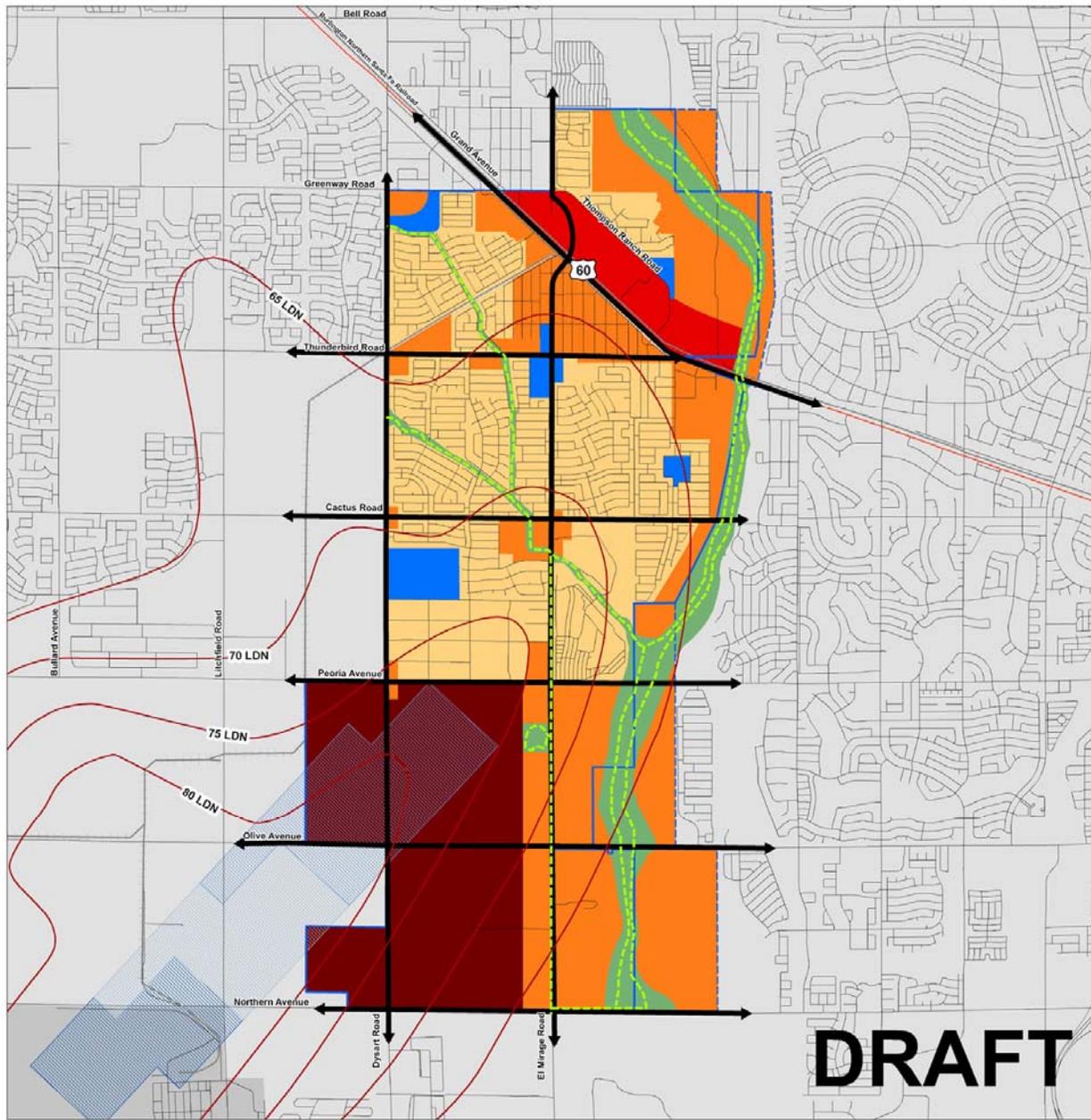
Land Use Alternative C (Aggressive Scenario)

Exhibit 22 shows land use designations within this scenario. Table 26 shows land uses and their corresponding acreages.

Table 26
Land Use Alternative C

Land Use Designations	Land Coverage (Acres)	Percent
Residential	2,397	33
Commercial/Mixed Use	2,115	30
Commercial/Employment	1,505	21
Public/Quasi Public	186	3
Transit Oriented Development (Mixed Use)	307	4
Park/Open Space	639	9
Right-of-Way/Drainage/Other	44	0
Totals	7,193	100

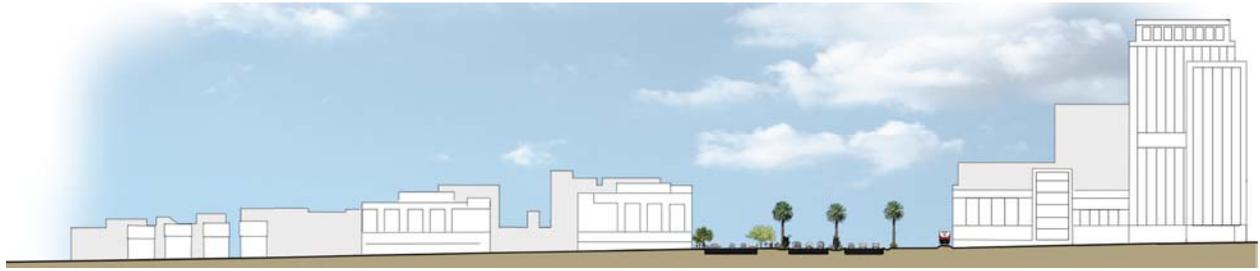
Source: The Planning Center, 2008



- Legend**
- Luke AFB Noise Contours
 - City of El Mirage
 - Roadways
 - Railroad
 - Trails
 - Luke AFB Clear Zone
 - Luke AFB Accident Potential Zone I
 - Luke AFB Accident Potential Zone II
 - Transit Oriented Development
 - Commercial/Employment
 - Public
 - Residential
 - Commercial/Mixed Use
 - Luke Air Force Base



Sources: City of El Mirage GIS Department, El Mirage, Arizona, 2008



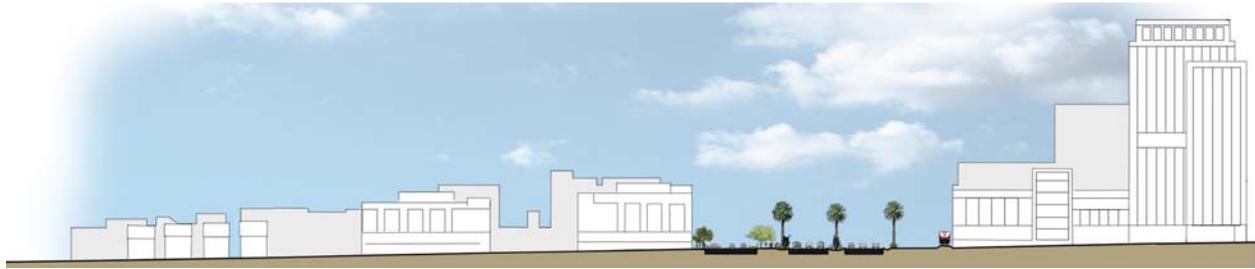
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Preferred Land Use Alternative

During the week-long El Mirage Design Charrette, the community selected Alternative C as the preferred land use alternative. During the same charrette, the City directed the planning team to translate this alternative into a more flexible approach. The criteria for the development of such a flexible approach must incorporate: the desired vision of the community; the aggressive scenario presented in Alternative C; a performance-based set of standards based on an economic development strategy; and a strong implementation strategy that will allow the City to implement the preferred alternative.

The preparation of such implementation strategy based on performance-based standards required careful review and evaluation of existing programs, economic trends and best planning practices and included an analysis of vacant land.



Arizona Smart Growth Scorecard

The Arizona Department of Commerce developed the Arizona Smart Growth Card as a way to promote healthy growth in Arizona. As provided in the Arizona Smart Growth Scorecard, growth itself is neither positive nor negative, but the cumulative effects of population growth, its patterns and form have long-term social, environmental, and economic consequences. Smart growth is guiding growth in ways that result in vibrant communities, strong economies, and a healthy environment. Smart growth means adding new homes, schools, businesses, jobs and infrastructure to Arizona in a way that makes sense and promotes balance.

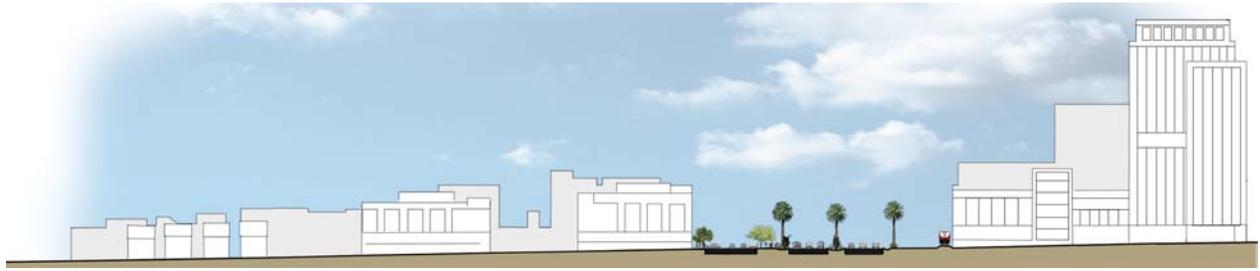
Smart growth enhances the communities without over-burdening the transportation and infrastructure systems, without polluting air and waters, and without depleting and/or encroaching open spaces, wildlife habitat, environmental infrastructure and natural landscapes. Smart growth embodies qualities that make communities great places to live and gives them a sense of place – recreational amenities, historic spaces, vibrant downtowns, choices in transportation and housing, prudent investments in capital facilities and infrastructure, and opportunities for diversity and citizen involvement.

Growing Smarter Guiding Principles

In order to regain economic vitality, given the fiscal, economic development and development constraints enumerated earlier in this document, the City of El Mirage General Plan must embrace the Growing Smarter Guiding Principles, Arizona's planning statutes, and the implementation of smart growth techniques and tools (such as mixed use zoning, pedestrian oriented design, focusing growth in areas around transportation, and regional planning). These tools also provide the foundation for Arizona's Smart Growth Scorecard.

Arizona's Growing Smarter Guiding Principles were developed by the Governor's Growing Smarter Oversight Council through an extensive statewide process and provide a vision for managing Arizona's rapid growth and long term planning for the next 100 years. The Guiding Principles are organized into six major categories which provide the basis for the Scorecard:

1. Responsibility and Accountability
2. Preservation of Community Character
3. Stewardship of Natural Resources
4. Opportunity for Broad Choices
5. Essential Service Infrastructure
6. Economic Development



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Designing and developing a sustainable community based on these principles will assist El Mirage in creating an environment that: incorporates revitalization and redevelopment, high-density mixed-use and transit-oriented development; supports the development of a safe and efficient infrastructure; nourishes and takes competitive advantage of the ecological infrastructure of the region; and creates the economic development synergies needed to succeed.

A successful destination will not be complete without natural resources stewardship, essential community services and infrastructure and an aggressive economic development strategy that offers an opportunity for economic diversification. Through the incorporation of planning choices that convey a sustainable sense of place where the community can live, work, play, celebrate the arts, integrate the environment, entertain and recreate, requires careful assessment of the distinct characteristics of each planning area within the City.

Growth Areas and Infill Areas

This section provides the framework plan necessary to formulate area-specific plans and economic development strategies that will assist in the implementation of the *Policy Plan* volume. Each of these areas presents very distinct characteristics, opportunities and challenges. This chapter identifies the specific characteristics as well as opportunities for development within each planning area and takes into consideration existing challenges as well.

Major Planning Areas

As provided at the beginning of this document, there are only few small unincorporated land parcels available for annexation. Therefore the City is landlocked. For this reason, the Designated Growth Area in El Mirage is limited to its existing corporate boundary.

The Designated Growth Area includes the city's major planning areas. These major planning areas provide the framework necessary to formulate the area-specific plans and the economic development strategies that will support the vision of the community and assist in the implementation of this *Policy Plan* volume. Each of these areas presents a set of unique characteristics, opportunities and challenges.

Based on the analysis of opportunities and constraints and on the analysis of vacant or developable land, five major planning areas were identified. Each of these areas present unique opportunities for development, redevelopment and infill.

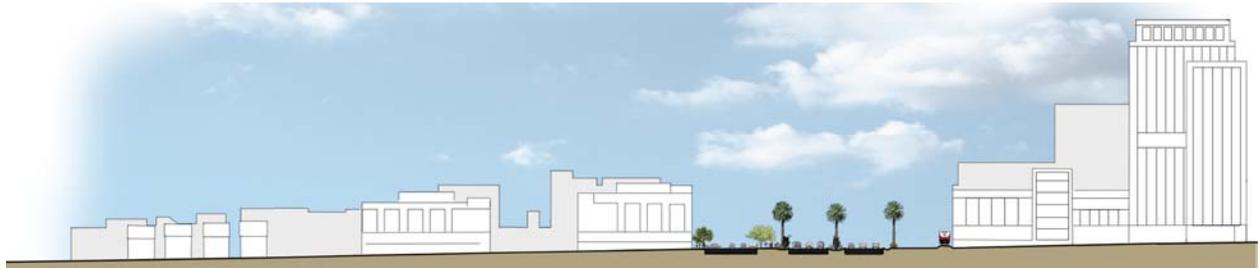


The major planning areas within the City conform to the following criteria:

1. Growth Areas: Areas with large amount of vacant or developable land located south of Peoria Avenue and adjacent to the BNSF Railroad Corridor or the Agua Fria River Corridor are designated growth areas due to their potential economic development value.
2. Redevelopment Area: The area of the built environment in need of revitalization or redevelopment is considered a redevelopment area.
3. Infill Area: The area of the built environment with few infill parcels available for development is considered an infill area. Exhibit 23 shows these major planning areas. Table 28 provides acreages for these planning areas. Of the total acreage of the City, approximately 547 acres are currently inside the floodway.

El Mirage major planning areas were established to guide land use patterns, densities and intensities within each area. These planning areas are:

1. Downtown/Central Business District: This growth area is located north of Grand Avenue, extends along the BNSF railroad corridor and provides opportunities for Transit Oriented Development.
2. Downtown/Arts District: This redevelopment area is located south of Grand Avenue and north of Thunderbird Road. Due to the low amount of vacant or developable land, El Mirage Road planned improvements and the need for redevelopment and revitalization, this area is a redevelopment area.
3. Agua Fria Gateway: The Agua Fria River Corridor is divided into five segments within El Mirage. Two of these segments are development areas, the Agua Fria Gateway and the Commerce Park Segment. These two segments are considered growth areas (see Exhibit 5). The other three segments are designated for regional recreation purposes as provided in the Agua Fria Watercourse Master Plan. The Agua Fria Gateway planning area extends north and south of Grand Avenue. It provides opportunities for integrated River Oriented Development. Due to its location, it functions as the main gateway to the Northwest Valley along Grand Avenue.
4. Commerce/Industry Park: This growth area is bounded by Peoria Avenue on the north and by Northern Avenue on the south and extends from the Agua Fria River on the east to Dysart Road on the west. Due to its location, this growth area functions as the southern gateway to the Northwest Valley. East of El Mirage Road, the Commerce/Industry Park growth area includes a development segment of the Agua Fria River Corridor and two regional recreation segments. This area offers opportunities for regional employment and River Oriented Development. West of El Mirage Road, this growth area has the largest amount of vacant or developable land within the *Designated Growth Area*. It offers opportunities for industry, technology, research, agriculture, and energy generating enterprises. Currently, this area is severely impacted by Air Force overflights and the statutory noise contours.



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5. **The Neighborhoods:** This is primarily an infill area with few vacant parcels. This area abuts the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway, Commerce Park and Industry Park and generally extends from Thunderbird Road to Peoria Avenue.

Table 28
El Mirage Major Planning Areas

Major Planning Areas/ Planning Area Elements	Type of Planning Area	Land Coverage (Acres)	Percent of Total
Downtown/Central Business District	Growth Area	286	4
Downtown/Arts District	Redevelopment Area	299	4
Agua Fria Gateway	Growth Area	879	11
Commerce/Industry Park	Growth Area	2,852	36
The Neighborhoods	Infill Area	2,877	37
Total El Mirage Planning Area		7,193	100

Source: Vacant Land Inventory, The Planning Center, 2008



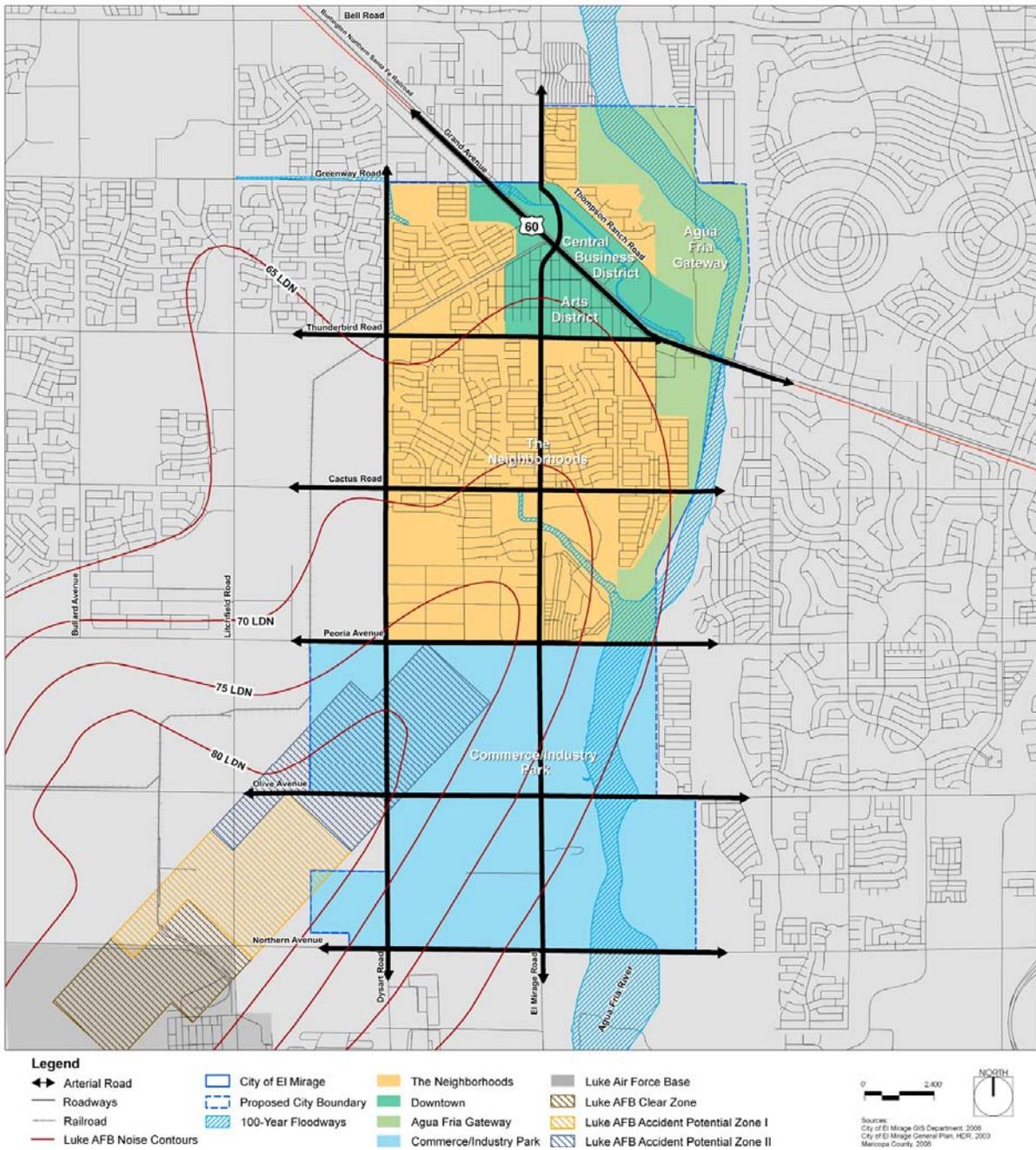
Potential Vacant Land by Planning Area

Crucial to the development potential of the City is an analysis of potential vacant land. Potential vacant land by major planning area based on the windshield land use inventory conducted as part of the *General Plan*, analysis of aerial imagery and information provided by the City Community Development Department is summarized in Table 29. Exhibit 23 shows major planning areas within the City of El Mirage Designated Growth Area.

Table 29
Potential Vacant Land by Major Planning Area

Major Planning Areas/ Planning Area Elements	Type of Planning Area	Land Coverage (Acres)	Percent of Total	Available Vacant or Developable Land (Acres)	Additional Redevelopment Lands
Downtown/Central Business District	Growth Area	286	4	137	169
Downtown/Arts District	Redevelopment Area	299	4	8	0
Agua Fria Gateway	Growth Area	879	11	120	563
Commerce/Industry Park	Growth Area	2,852	36	1,489	842
The Neighborhoods	Infill Area	2,877	37	120	0
Total El Mirage Planning Area		7,193	100		

Source: *Vacant Land Inventory, The Planning Center, 2008*



Sources: The Planning Center GIS Department, 2008.



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Creating a Livable and Sustainable Community



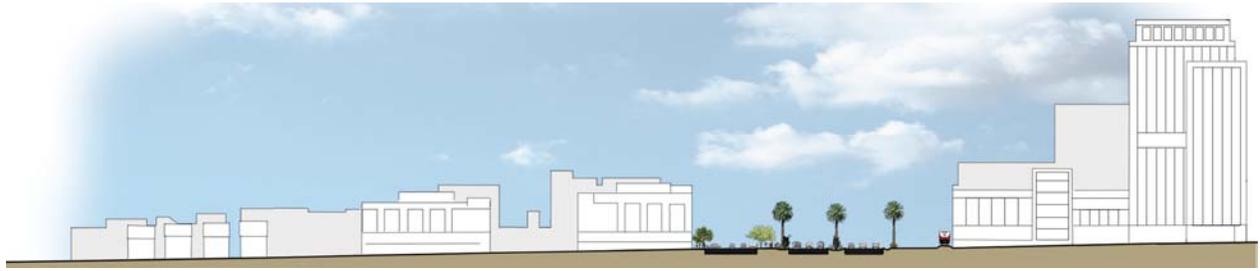
Allegheny Riverfront Park Mixed Use Cultural District

Changing consumer preferences, employer location strategies, and transportation planning trends reflect a shift towards sustainable development. The convergence of these trends results in an urban fabric that incorporates safe, efficient and multimodal transportation, urban densities, a mixed of uses and services at a walkable distance, and the open spaces, recreation, entertainment and public realm definitions necessary to reflect a strong and well defined sense of place to work, live and play.

When paired with the opportunity to provide commuter rail connections, such an urban environment incorporates properly scaled Transit Oriented Development. This type of development offers a diversity of housing products, increases housing affordability and choice and generates the lasting public and private revenues necessary to revitalize El Mirage downtown and its suburban neighborhoods. It can also generate the revenue base necessary to provide the infrastructure, character and identity desired by the community.

Changes in Housing Demand

Housing demand is changing because of major demographic shifts. These shifts include the aging of baby boomers, a decrease in household size, the number of new immigrants, and the fact that younger adults prefer urban, mixed-use environments. The National Center for Transit Oriented Development provides that two-thirds of demand is still for large single-family dwellings and a third is for smaller housing choices, including apartments, townhomes, live-work, and bungalows.



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Although recent market trends indicate an increase of this type of housing, the Northwest Valley's market isn't fully meeting this demand, and the increasing competition for units in denser, mixed-use neighborhoods paired with the current economic recession may increase the demand for these housing products.

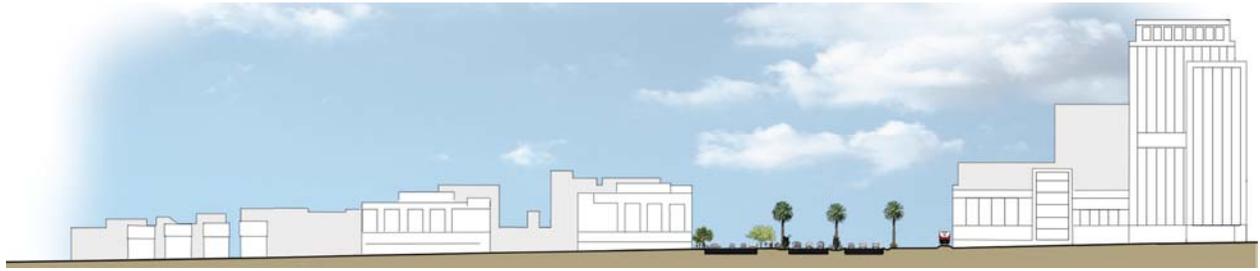
The opening of the light rail in the metropolitan Phoenix area in January of 2009 brought additional opportunities across the rest of the valley for this type of housing development. El Mirage's location along Grand Avenue, the future extension of the regions commuter rail and the availability of vacant land at this location makes the City a perfect destination for transit oriented urban densities.

"24 Hour Neighborhoods"

In the past, major corporations have preferred suburban campus environments near freeways, and regions have lured employers without regard to bigger picture development goals. In today's market, other issues are coming into play, including the rise of the "creative class," and the increasing importance of talent, technology and amenities in a region's economic development strategy. Today's workers and firms prefer "24 Hour Neighborhoods."

Because firms are chasing talent that is choosing to locate in diverse, lively urban regions, firms now prefer these locations. A Jones Lang LaSalle survey found access to mass transit is very important to 70 percent of New Economy companies. According to *Emerging Trends* publication, 24 Hour places are the best real estate investment locations.

Two major factors make El Mirage's Downtown a prime location for mixed-used "24 Hour Neighborhoods." First, prime vacant land is located along the BNSF Railroad corridor, which provides a prime location for this type of use. Second, the realignment of El Mirage Road will connect the north and south portions of El Mirage Downtown, providing an excellent opportunity to establish a transit oriented 24 Hour Neighborhood north of Grand Avenue.



Rail and Bus Systems Building Boom

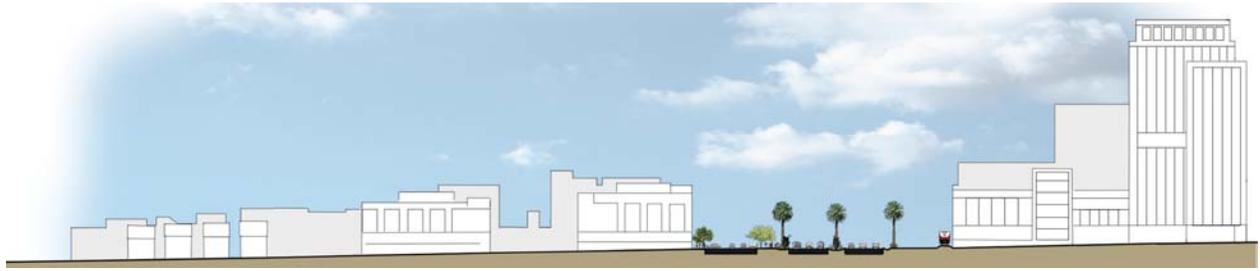
Across the nation, more regions are developing mass transit and more consumers are choosing mass transit over driving on congested roadways; the Phoenix Metroplex is no exception to this trend. The old idea of continuing to simply add travel lines as a response to traffic volume increase is obsolete. Although public transit had existed primarily in older Northeastern cities, new systems in cities like Dallas, Denver, Salt Lake City, Sacramento, Charlotte, San Diego, Portland and San Jose have emerged. Rail or rapid bus systems are planned or under construction in all but three of the top 30 metropolitan areas. Mass transit is definitely the way to go—not only to solve the problems of traffic congestion, but also to reduce the environmental stress caused by emissions and carbon footprints.

At the convergence of these trends is an opportunity to create the structure for a new growth and development strategy that meets the demand for location-efficient mixed-use places that supports regional economic growth strategies, and increases housing affordability by increasing supply in neighborhoods with lower transportation costs. Transit oriented development occurs within a half mile radius of rail or rapid bus stations, encourages walking and cycling, has a mix of retail, commercial and residential uses, and a diversity of housing types suited to a mix of generations and incomes. It is the one strategy that promises to simultaneously meet these seemingly disparate goals.

Transit oriented development also offers a regional approach to traffic congestion and air quality problems, the high cost of housing, and the need for physical activity. El Mirage has the opportunity to create a transit oriented district that embraces all the principles and best practices and highlights all the advantages of transit oriented development.

Economic Development Vision

The City of El Mirage seeks to support transit investments to spur a new wave of high-quality, high-density mixed use development that provides 24-hour neighborhoods, improves housing affordability and choice, revitalizes El Mirage downtown and urban and suburban neighborhoods, creates the needed state, regional, and local public and private partnerships necessary to sustain this long-range effort, and generates the long-term revenues necessary to become a vibrant, viable and sustainable community with a strong and diversified economic development base. This economic development vision will ensure long-term viability and success and will serve as the framework guiding all elements of the *Policy Plan*.



El Mirage General Plan

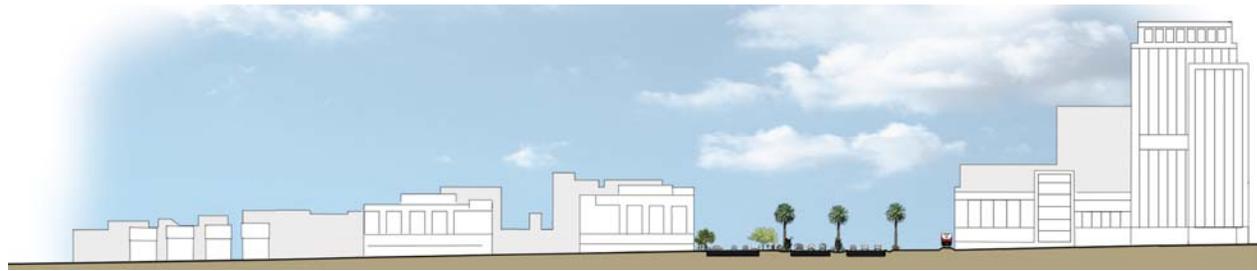
El Mirage, Arizona

The Arizona Economic Resource Organization

The Arizona Economic Resource Organization (AERO) is a nonprofit 501(c)(6) organization that has begun work on coordinating the State's economic development efforts to increase the region's visibility and ability to compete in the global economy. AERO consists of individuals and representatives from private business, nonprofit groups, the public sector, communities, the Arizona Department of Commerce, state universities and institutions of higher learning. AERO's mission is to provide policy guidance and assistance to economic development entities and communities across the state.

AERO is a private-public nonprofit collaboration focused on developing long-term strategies for global success, diversifying Arizona's economy, and increasing innovation- and knowledge-based industries in the State. AERO continues to build infrastructure and identify individuals from different sectors and regions of the state to serve on the Board. The group provides a bird's eye view of policy and guidance, in cooperation with Arizona Global Network, and other business and economic development entities across the State.

It will be advantageous for the City to have a representative in AERO since this organization will coordinate and integrate the efforts of Science Foundation Arizona (SFAz), the Commerce and Economic Development Commission (CEDC), the Greater Arizona Development Authority (GADA), the Arizona Department of Commerce (Commerce), and the Arizona Global Network (AGN).



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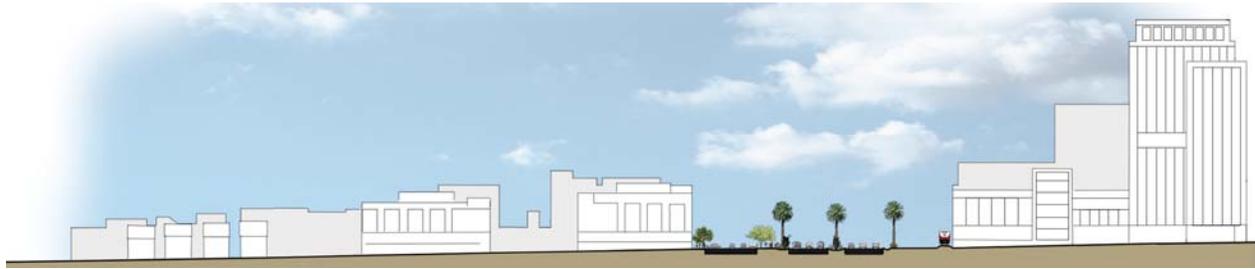
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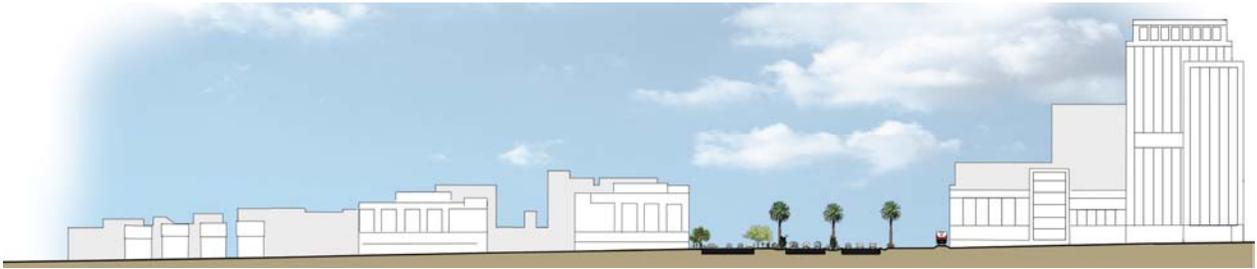
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El Mirage... Arizona's Sustainable Community!



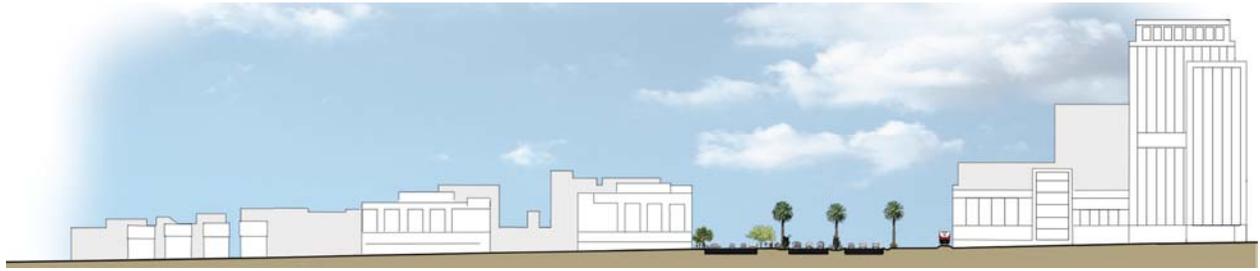
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Executive Summary



Mixed-Use Transit Oriented Development - Salt Lake City Gateway Plaza



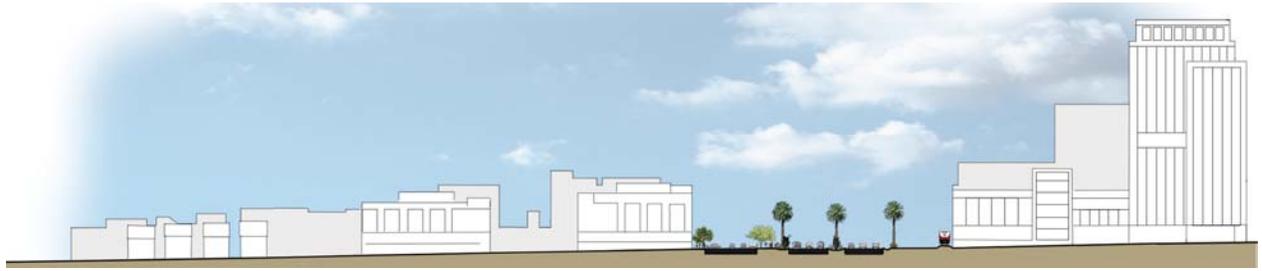
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Luke Air Force Base

Territory in the Vicinity of a Military Airport or Ancillary Military Facility and High Noise and Accident Potential Zones

This General Plan and all zoning regulations of the City shall comply with all applicable statutes of the State of Arizona, including those statutes applicable to (1) territory within the vicinity of a military airport or ancillary military facility and (2) land within the high noise and accident potential zones of Luke AFB or any ancillary military facility. For example, land uses within high noise or accident potential zones, as defined in A.R.S. §28-8461, must be compatible with the operation of Luke AFB pursuant to A.R.S. §28-8481 – including, without limitation, the prohibitions against new or expanded residential development within the high noise or accident potential zones except pursuant to: (1) a development plan or building permit issued before the General Plan amendment; (2) a written compatibility finding issued by Luke AFB; and/or (3) an agreement between the City and Luke AFB. Therefore, the language and provisions of this General Plan shall be interpreted and construed to comply with the A.R.S. §28-8481, and any construction or interpretation contrary to A.R.S. §28-8481 is hereby rejected and renounced.



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Executive Summary

El Mirage is located in Maricopa County, Arizona, in the Phoenix Metropolitan Area, approximately 19 miles northwest of downtown Phoenix and 23 miles northwest of the Phoenix Sky Harbor International Airport. The City is part of the Phoenix-Mesa Metropolitan Statistical Area (MSA). (See Exhibit 1: Regional Context). El Mirage is the gateway to the Northwest Valley. Located in the heart of the rapidly growing West Valley, the City has grown from a small town dependent on agriculture to a diverse urban economy with a population of 32,607 residents in 2006. The City currently encompasses approximately 7,193 acres of land.

El Mirage is bordered to the west and south by the City of Glendale strip annexation and Maricopa County; on the west and north by the City of Surprise and some unincorporated Maricopa County areas. . The Agua Fria River borders the City on the east as well as the Town of Youngtown and Sun City. The Agua Fria River ends at its confluence with the Gila River south of El Mirage, in Avondale. (See Exhibit 2: Local Context and Exhibit 3: Luke Air Force Base Vicinity). With the exception of few small unincorporated parcels, annexation is not possible for El Mirage. The City is landlocked. As a result, the City's Designated Growth Area is limited to the current City corporate boundary.

The need to create a sustainable community that provides opportunities to live, work, and play combined with the constraints of being landlocked and severely impacted by Luke Air Force Base prompted City leaders to launch a general plan process that requires a complete change in direction and maximizes available land. The new direction for El Mirage calls for higher density, transit oriented development and focuses on revenue generating retail, services, mixed-use and employment uses.

Success is contingent on numerous variables: downtown revitalization; the creation of an Arts District and an Entertainment District, transportation network improvements and realignments; heavy rail commuter train; channelization of the Agua Fria River; compatible development within the Luke Air Force area of impact; and maximizing development within those tracts of open land located outside of the Luke Air Force Base noise contours. (See Exhibit 3: Luke Air Force Base Vicinity).

El Mirage General Plan (the General Plan) consists of four major volumes provided under separate cover. The *Executive Summary* volume provides a synopsis of the General Plan, its volumes and the overall planning approach. The *Background and Current Conditions* volume enumerates and examines the complex issues restricting growth in the City of El Mirage and includes the baseline data and analysis that serves as the foundation of the *General Plan Policy Plan (the Policy Plan)* volume. The *Policy Plan* volume includes the vision, goals, policies and implementation measures regulating development of the land as well as the administrative mechanisms needed to administrate the General Plan. The *General Plan Implementation Plan (the Implementation Plan)* volume identifies the leading department, timeframes, funding sources and Partners in Success for each implementation measure identified in the *Policy Plan* volume.

The Implementation Plan is designed to assist City staff and the City Planning Agency in General Plan implementation and in monitoring General Plan progress.



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As shown in the *Background and Current Conditions* volume, Luke AFB Accident Potential Zones and noise contours cover a large extent of land within the City. El Mirage receives the largest impact from the Air Force Base in the western Maricopa region. The City's Designated Growth Area encompasses a total of 7,193 acres. Of this total, 4,239 acres, or 67 percent, are currently impacted by Luke AFB Accident Potential Zones and noise contour zones. This presents a major development constraint to the city and severely impacts the development potential and long-term viability of its Designated Growth Area.

State legislation requires that amendments to general plans support the continued operation of a military airport or ancillary military facility as defined in Section 28-8461 of the Arizona Revised Statutes. State legislation mandates that areas within APZs and noise contours are addressed in municipal general plans to ensure that land development is compatible with the high noise and accident potential generated by military airport operations. Such legislation provides the guiding principles for the *Regional Compatibility Plan*.

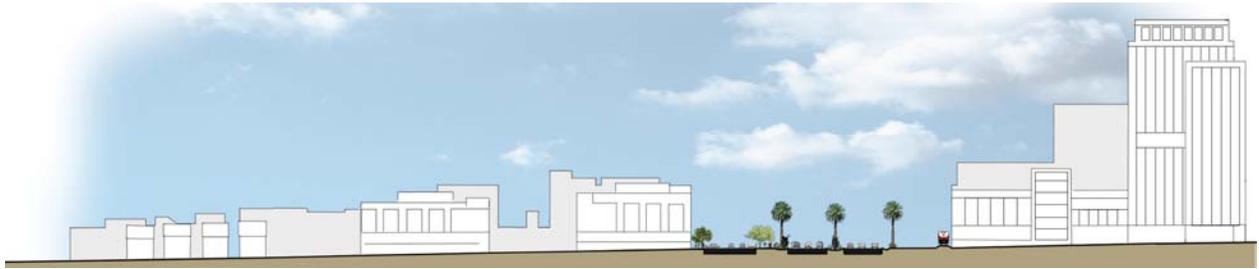
The U.S. Department of Defense created the *Air Installation Compatible Use Zone (AICUZ) Program* to assist communities located adjacent to military airports to establish land uses that are compatible with military operations. Elements of this national program were also integrated in the preparation of the *Regional Compatibility Plan*. The *Regional Compatibility Plan* incorporates Growing Smarter and Growing Smarter Plus legislation requirements.

State legislation defines the "Accident Potential Zone One" as an area three thousand feet wide by five thousand feet long that starts at the end of each clear zone and that is centered and measured on the extended runway centerline, terminating eight thousand feet from the end of each runway. The legislature also defines the "Accident Potential Zone Two" as an area three thousand feet wide by seven thousand feet long that starts at the end of each accident potential zone one and that is centered and measured on the extended runway centerline, terminating fifteen thousand feet from the end of each runway, except that, for Luke Air Force Base (AFB), accident potential zone two extends thirty thousand feet southwest from the end of each runway.

The *Arizona Military Regional Compatibility Project* was conceived as a proactive endeavor to convene the stakeholders around each installation to address land use compatibility issues. The Compatibility Project is the result of legislation passed in 2001 (*Senate Bill 1120*) that appropriated funds to develop comprehensive land use plans in the noise and accident potential zones surrounding active military airports.

The *Western Maricopa County/Luke Air Force Base Regional Compatibility Project* establishes compatible land uses for each noise contour and accident potential zone. The City of El Mirage adopted regulations for compatible land uses within these zones.

The Burlington Northern and Santa Fe (BNSF) Railroad and Grand Avenue form a barrier separating those areas of the City located north and south of this regional corridor. This presents a unique challenge for the integration of El Mirage downtown. It also provides an opportunity to create a unique urban core in a very distinct environment.



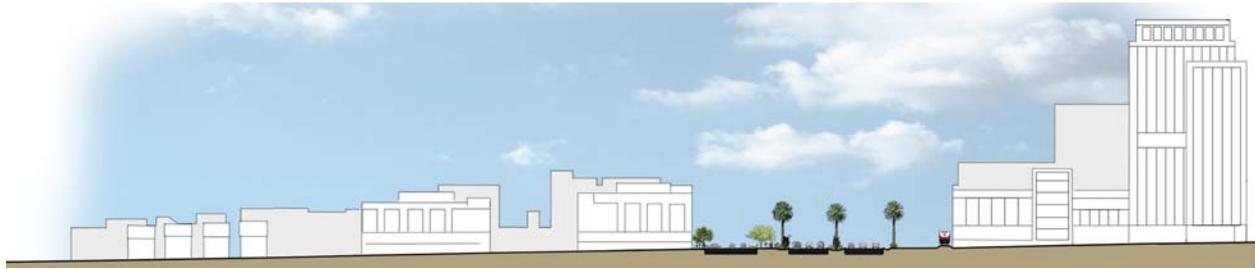
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The proposed improvements for El Mirage Road from Thunderbird Road to Bell Road and along Grand Avenue open economic development opportunities and provide the connectivity necessary for such an urban core to thrive. The proximity of the BNSF Railroad favors heavy rail commuter train and Transit Oriented Development.

Another major opportunity within the Designated Growth Area is the Agua Fria River Corridor, which traverses the City along its eastern boundary. There is a pressing need to balance economic development strategies and public infrastructure projects within a framework that maximizes available lands outside of those areas where major impacts restrict development while taking advantage of the opportunities offered by El Mirage Road improvements, Grand Avenue revitalization, the BNSF Railroad and the Agua Fria River.

The proposed improvements for El Mirage Road from Thunderbird Road to Bell Road and along Grand Avenue open economic development opportunities and provide the connectivity necessary for such an urban core to thrive. The proximity of the BNSF Railroad favors heavy rail commuter train and the establishment of a Transit Oriented Development district. Another major opportunity within the Designated Growth Area is the Agua Fria River Corridor, which traverses the City along its eastern boundary. There is a pressing need to balance economic development strategies and public infrastructure projects within a framework that maximizes available lands outside of those areas where major impacts restrict development while taking advantage of the opportunities offered by El Mirage Road improvements, Grand Avenue revitalization, the BNSF Railroad and the Agua Fria River.

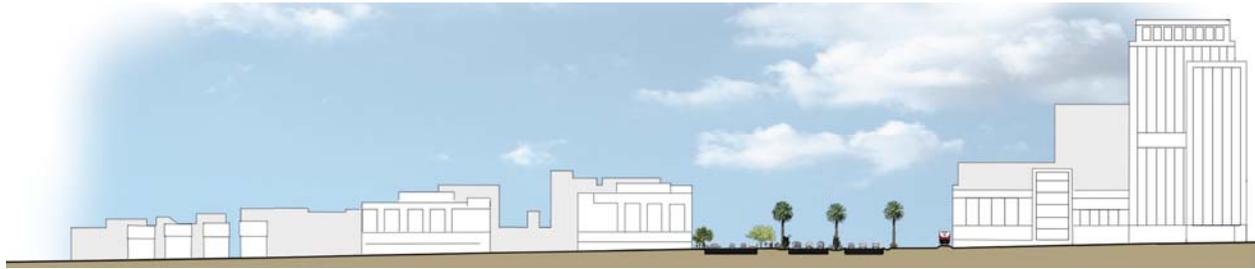


Planning Areas and Policy Plan Elements

Based on the variables noted above, the Growth Areas Element sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of the City with the intent to achieve sustainability and reduce the City's carbon footprint by 2050. A comprehensive, systematic and inclusive approach is used to define growth areas, infill and redevelopment areas based on each area's specific needs, opportunities and challenges. The next step in this approach is to identify specific growth management strategies designed to promote the long-term viability of each area while considering the built environment. The long-term sustainability and vitality of the City demand a set of strategies and partnerships that take into consideration these complexities.

The *Growth Areas Element* is based on the principle that not all undesirable conditions can be addressed by a blanket approach, nor can all opportunities be addressed with a single policy. This element identifies those areas that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements, which are designed to support a concentration of urban various urban uses, including residential, office, commercial, tourism and industry. The Growth Areas Element includes overarching policies and implementation strategies to:

1. Provide the diversified economic and employment base needed to secure the long-term fiscal viability of the City.
2. Provide a safe, convenient and efficient multimodal transportation system that includes fully integrated vehicular, heavy rail commuter train, transit, pedestrian, and bicycle modes.
3. Support the phased infrastructure expansion required to sustain both the anticipated and fiscally desired growth.
4. Develop a sustainable mixed-use River Front along the Agua Fria River Corridor that takes full economic advantage of the river corridor by establishing compatible urban densities and intensities based on principles of habitat integration, showcasing significant natural resources, open spaces and regional recreational amenities in an integrated River Oriented Development.
5. Conduct a cost-benefit analysis to determine the feasibility of adopting an Integrated Growth Management System that includes a:
 - a. Community Facilities Management System;
 - b. Development Monitoring System;
 - c. Cost Accounting Program; and
 - d. Performance-based planning based on Level of Service standards.



6. Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity.

Recognizing the need for both a broad policy framework that directs overall City growth and a specific one that addresses the particular needs of each growth, infill and redevelopment area, the Growth Areas Element includes the general policy direction for all development. The specific policy direction and development intent for each identified growth, infill and redevelopment area is provided in the respective area element.

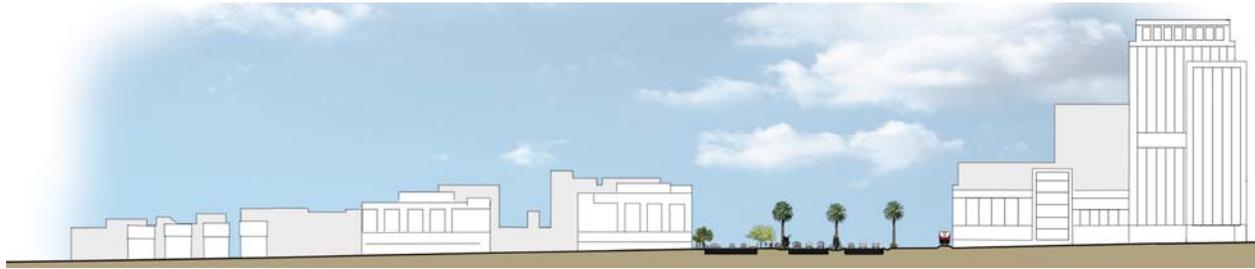
The Growth Areas Element responds to legislative mandates by creating a broader policy framework which more fully recognizes the complexities of the City of El Mirage. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, or revitalization can be phased and pursued in a citywide context. This effort allows for greater recognition and understanding of the implications of such decisions. This element is premised on the existing and projected population growth of the City. It also recognizes the need to attract new growth to insure the City's fiscal viability.

The Growth Areas Element balances the needs, desires, and decisions of the residents, businesses, major stakeholders, organizations, and decision-makers that comprise the community and serves as the foundation guiding the preparation of all other elements. These elements include the major general plan elements and the area elements.

Major planning areas provide the framework necessary to formulate the area-specific plans and the economic development strategies that will support Our Oasis vision and assist in the implementation of this General Plan. Each of these areas presents a set of unique characteristics, opportunities and challenges. Based on the analysis of opportunities and constraints and on the analysis of vacant or developable land provided in the *Background and Current Conditions* volume, the Growth Areas Element identifies five major planning areas. Each of these areas presents unique opportunities for development, redevelopment and infill (see Exhibit 4: Major Planning Areas).

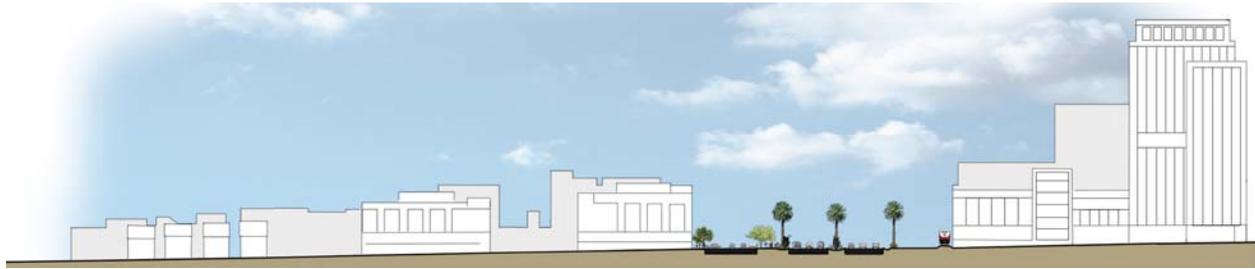
The major planning areas within the City conform to the following criteria:

1. Growth Areas: Areas with large amount of vacant or developable land located south of Peoria Avenue and adjacent to the BNSF Railroad Corridor or the Agua Fria River Corridor are designated growth areas due to their potential economic development value.
2. Redevelopment Area: The area of the built environment in need of revitalization or redevelopment is considered a redevelopment area.
3. Infill Area: The area of the built environment with a few infill parcels available for development is considered an infill area.



El Mirage major planning areas were established to guide land use patterns, densities and intensities within each area. These planning areas are:

1. Downtown/Central Business District: This growth area is located north of Grand Avenue, extends along the BNSF railroad corridor and provides opportunities for Transit Oriented Development.
2. Downtown/Arts District: This redevelopment area is located south of Grand Avenue and north of Thunderbird Road. Due to the low amount of vacant or developable land, El Mirage Road planned improvements and the need for redevelopment and revitalization, this area is a redevelopment area.
3. Agua Fria Gateway: The Agua Fria River Corridor is divided into five segments within El Mirage. Two of these segments are development areas, the Agua Fria Gateway and the Commerce Park Segment. These two segments are considered growth areas (see Exhibit 2). The other three segments are designated for regional recreation purposes as provided in the Agua Fria Watercourse Master Plan. The Agua Fria Gateway planning area extends north and south of Grand Avenue. It provides opportunities for integrated River Oriented Development. Due to its location, it functions as the main gateway to El Mirage and the “heart” of the Northwest Valley along Grand Avenue.
4. Commerce/Industry Park: This growth area is bounded by Peoria Avenue on the north and by Northern Avenue on the south and extends from the Agua Fria River on the east to Dysart Road on the west. Due to its location, this growth area functions as the southern gateway to El Mirage. East of El Mirage Road, the Commerce/Industry Park growth area includes a development segment of the Agua Fria River Corridor and two regional recreation segments. This area offers opportunities for regional employment and River Oriented Development. West of El Mirage Road, this growth area has the largest amount of vacant or developable land within the *Designated Growth Area*. It offers opportunities for industry, technology, research, agriculture, and energy-generating enterprises. Currently, this area is severely impacted by Air Force overflights and the statutory noise contours.
5. The Neighborhoods: This is primarily an infill area with few vacant parcels. This area abuts the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway, Commerce Park and Industry Park and generally extends from Thunderbird Road to Peoria Avenue.



El Mirage General Plan Elements exceed the statutorily required elements and include:

1. Growth Areas Element: identifies the major growth areas within the City and provides the tools for growth management.
2. Economic Development Element: lays out the overall growth and development strategies necessary to become a sustainable destination.
3. Land Use Element: provides the type of development activity, densities and intensities and implementation tools. It also includes policy direction for the Development Monitoring Plan that will assist decision-makers in the evaluation of infrastructure needs.
4. Urban Design Element: includes design guidelines to guide future development, infill and redevelopment and provides overall design direction for the preparation of future implementation tools.
5. Transportation and Circulation Element: provides the policy framework for access management, multimodal transportation, circulation and connectivity.
6. Open Space, Parks, Recreation and Trails Element: includes the policy direction necessary for the establishment of performance-based standards based on Level of Service for parks, recreation and trails. This element also provides guidance for habitat integration, trail connectivity and the Agua Fria River Corridor.
7. Environmental Planning Element: ensures that growth and development is balanced by protecting, preserving and enhancing natural resources, including open space, wildlife habitat, natural washes and floodplains. This element incorporates resource management policies for the incorporation of habitat integration. It also addresses energy conservation, recycling, and air and water quality.
8. Community Facilities and Services Element: provides specific policy direction for the establishment of performance-based standards based on Level of Service for community facilities and services.
9. Water Resources Element: assists in maintaining water quality and providing an adequate supply of water to existing and future uses based on supply and demand of potable and non-potable water. This element recognizes water as a critical resource in achieving sustainability.
10. Cost of Development Element: includes policy direction for the preparation of the *Phased Infrastructure Plan* and for the establishment of a *Community Facilities Management System*.
11. Safety Element: provides policy direction to ensure community safety.
12. Administration and Implementation Element: provides the mechanisms for plan administration and implementation.



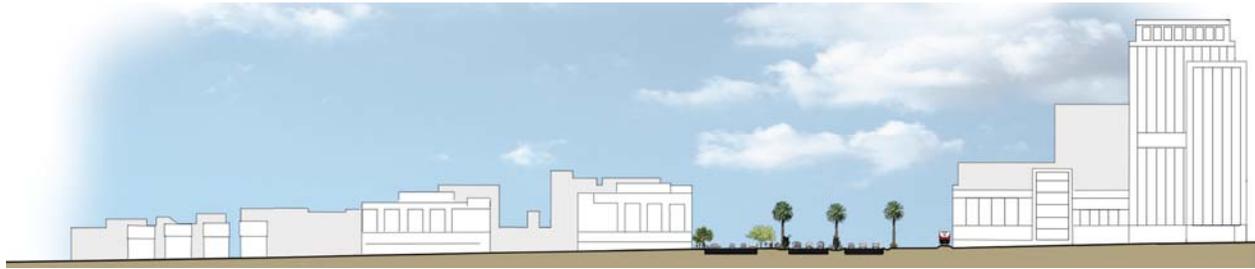
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The Major Planning Area Elements provide the specific goals and policies for each major planning area:

1. Downtown/Central Business District: includes specific goals and policies for the development of this growth area and for the establishment of an urban mixed-use TOD District with heavy rail commuter train and Train Station Areas.
2. Downtown/Arts District: includes specific goals and policies for the redevelopment of this area, including specific direction for the establishment of mixed-use corridors, the Arts District and the Artist Relocation Program.
3. Agua Fria Gateway: includes specific goals and policies for the development of this growth area as a destination gateway with an Entertainment District, an urban mixed-use river front and a variety of regional recreational amenities along the Agua Fria River Corridor, including the Agua Fria River Walk.
4. Commerce/Industry Park: includes specific goals and policies for the development of this growth area as a regional employment center that functions as a southern gateway to the Northwest Valley with a mixed-use commerce campus responding to three major corridors: El Mirage Road; Olive Avenue and Northern Avenue; the Agua Fria River Corridor east of El Mirage Road; and an industrial campus west of El Mirage Road.
5. The Neighborhoods: includes specific goals and policies for infill development in El Mirage existing residential neighborhoods.

Within the context of this General Plan, the term “development” is used in the broadest sense to include new construction as well as redevelopment efforts and expansion of existing development.



Performance-Based Planning

Twenty-first century planning must incorporate the evolutionary and dynamic aspects of communities in order to be successful. This implies accepting and integrating the fundamental role markets play in allocating resources in a market economy.

In El Mirage, urban planning and land use embrace market-oriented principles and concepts that support Our Oasis vision of a constantly evolving community. This planning process recognizes the role markets play in meeting consumer expectations and preferences and limits the politically arbitrary nature of development approval, moving toward a common law, nuisance-based standard for regulating land development. The focus is to achieve sustainability by utilizing the most current planning and urban design tools. Such tools further the most effective economic development strategies to obtain and maintain the fiscal solvency required to adequately respond to fluctuating market conditions.

Planning that relies on end-state prescriptions and unbounded political intervention into landowner choices, even where tangible impacts are not apparent, is both costly and incompatible with dynamic economies. Market-oriented planning offers both greater predictability and greater flexibility so that the community can evolve as economies and consumer preferences change over time.

Performance-based land use controls are an effective way of managing the location and character of development. Performance standards and regulatory systems based on performance standards have been used by communities concerned with improving the quality of development; linking implementing mechanisms more directly to general plan goals; and creating an objective system for ranking community objectives and evaluating proposed projects.

El Mirage is the first city in Arizona to introduce the concept of an Integrated Growth Management System that includes a Community Facilities Management System, a Development Monitoring System, a Cost Accounting Program and performance-based planning based on Level of Service standards. The intent of the City is to provide a more efficient and measurable planning process that allows for a comprehensive evaluation of infrastructure needs.

Performance standards are adopted based on Level of Service established for the Designated Growth Area following the policy direction provided in *Policy Plan* volume. These Level of Service standards will allow the City to determine facility and service expansions in a more predictable and efficient manner.

The use of the Integrated Growth Management System in coordination with the Capital Improvements Program (CIP) and other programs, as established by the City Council, will be the key implementation components of this General Plan. By establishing performance-based planning and preparing and adopting area specific Area Plans, Specific Plans and Form-Based Codes, the City benefits by having the most current implementation tools to manage development within its Designated Growth Area.



El Mirage General Plan

El Mirage, Arizona

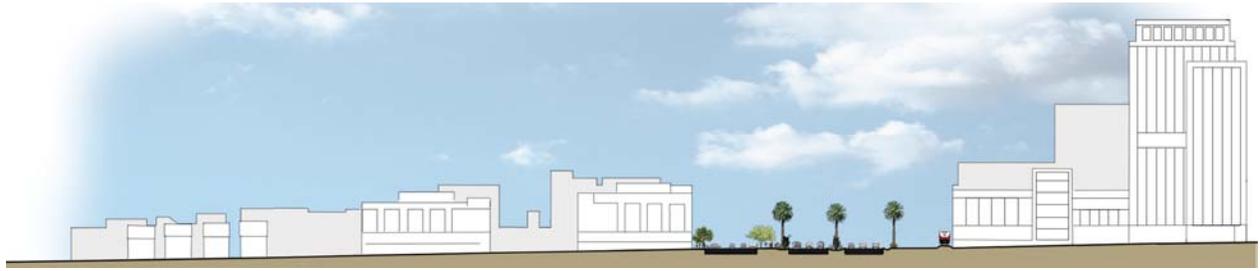
This process allows the City of El Mirage to depart from the more traditional Euclidian Zoning method and its corresponding future land use map and zoning districts. This approach:

1. Allows flexibility to accommodate fluctuations in consumer choices or market changes, providing a dynamic tool for General Plan implementation;
2. Ensures high quality placemaking development that establishes the desired character, identity, sense of place, density, intensity and intent for each planning area;
3. Expedites the development review process as an incentive to economic development;
4. Prioritizes the preparation of implementation tools based on timing of land availability;
5. Creates a healthy balance of employment and households with the goal of achieving and maintaining a sustainable tax base;
6. Defines the public realm to provide the walkability and multimodal functionality desired by the community; and
7. Protects and enhances natural resources by providing standards for habitat integration and regional recreation amenities along the Agua Fria River Corridor.



High Quality Placemaking Emphasizing Walkability and Multimodal Functionality

According to the World Business Council for Sustainable Development, the building sector must achieve greater energy efficiency through a combination of public policies, technological innovation, informed customer choices, and smart business decisions. A new study on *Energy Efficiency in Buildings* indicates that the global building sector must cut energy consumption in buildings 60 percent by 2050 in order to help meet global climate change targets. According to the World Business Council for Sustainable Development, buildings account for 40 percent of the world's energy use with the resulting carbon emissions substantially more than those in the transportation sector. The organization recommends that governments, businesses and individuals start to aggressively reduce energy use in new and existing buildings in order to reduce the planet's energy-related carbon footprint.

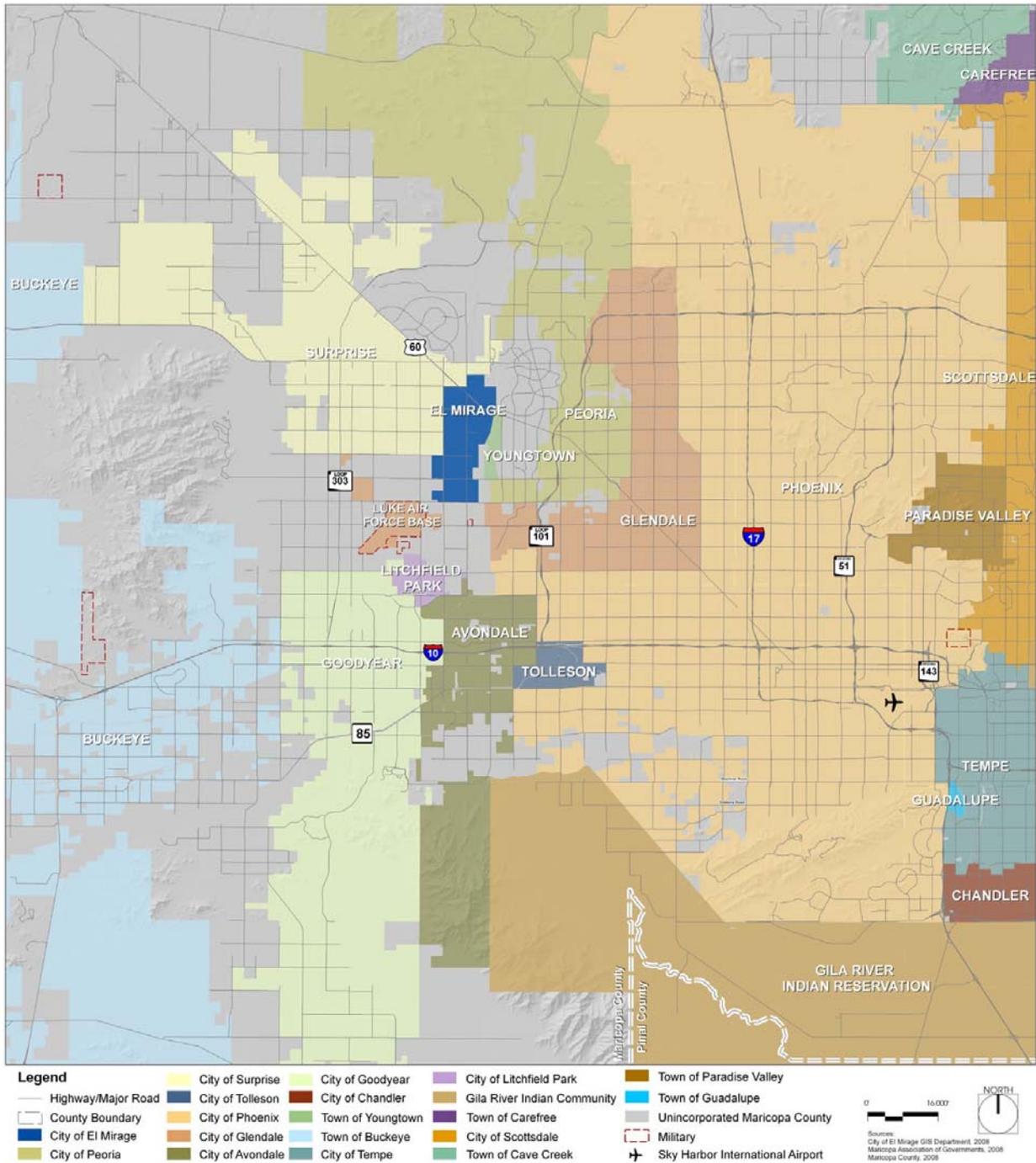


El Mirage General Plan

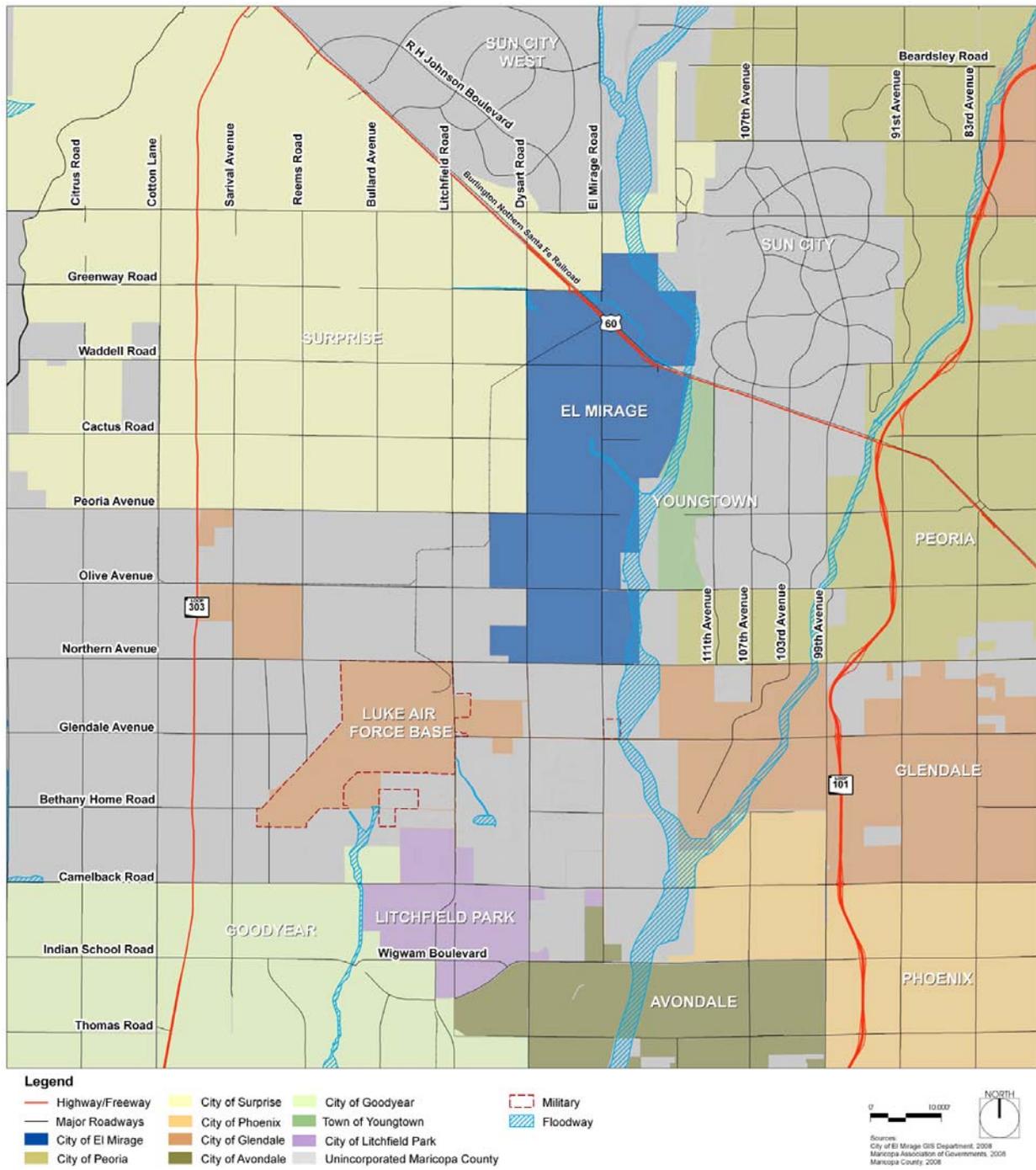
El Mirage, Arizona

The study, *Transforming the Market: Energy Efficiency in Buildings*, offers recommendations and provides a roadmap to help transform the building sector. The Energy Efficiency in Buildings Project is focused on six markets: Brazil, China, Europe, India, Japan and the U.S. These markets represent nearly two-thirds of the world's energy use.

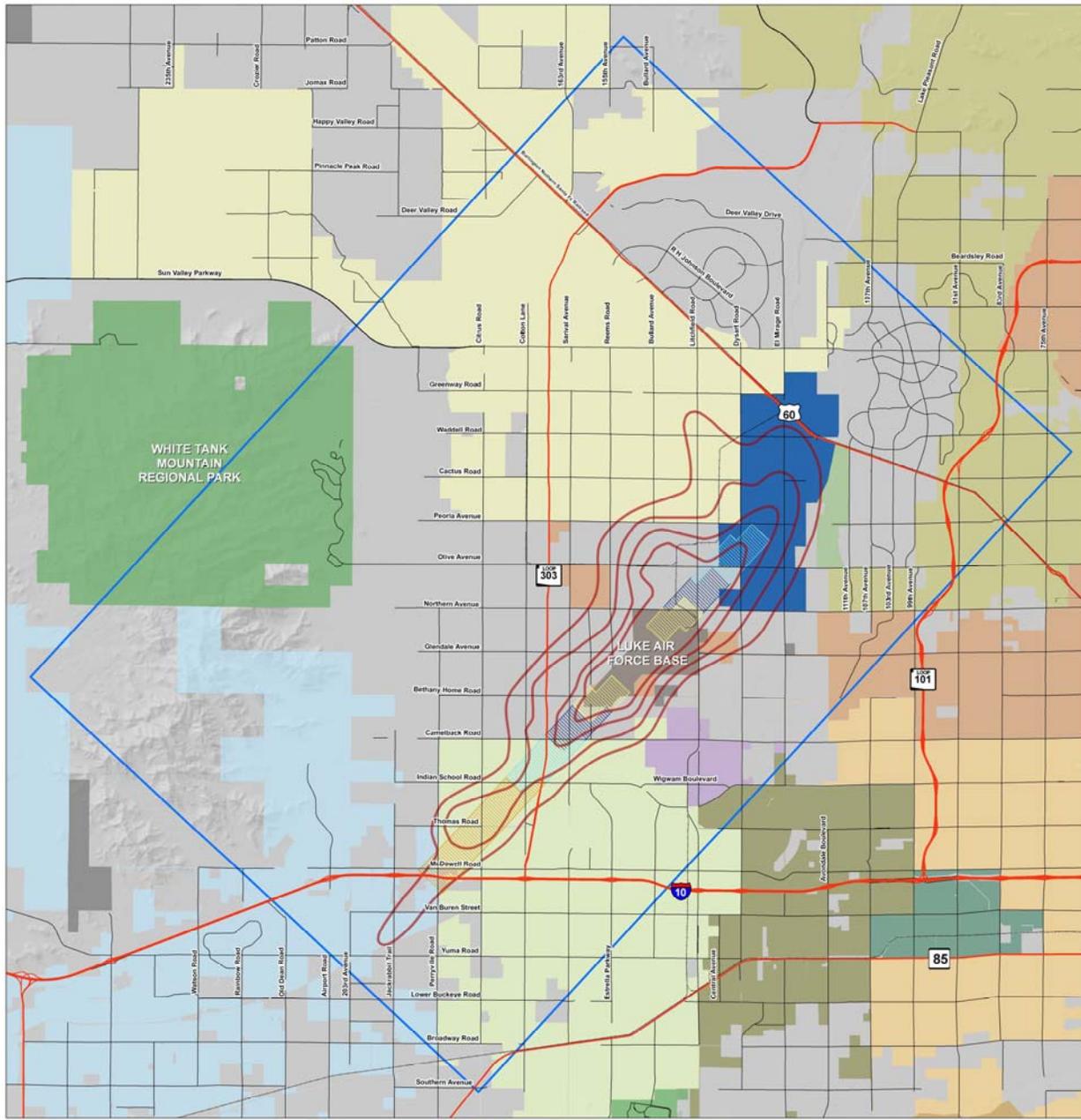
The City of El Mirage is the first local government in the State of Arizona to include goals and policies to adopt and implement the latest energy efficient technologies to reduce the City's carbon footprint sixty (60) percent by the year 2050 in accordance to the World Business Council for Sustainable Development global standards. In addition, the *El Mirage* General Plan is the first general plan in Arizona to introduce an Integrated Growth Management System with a Development Monitoring System and to commit to the development of a sustainable community based on integrated principles of economic viability, affordability, sustainable design, water management, heat island mitigation, habitat integration and energy efficiency. These efforts make *El Mirage...Arizona's Sustainable Community!*



Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.



Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS Data, 2008.

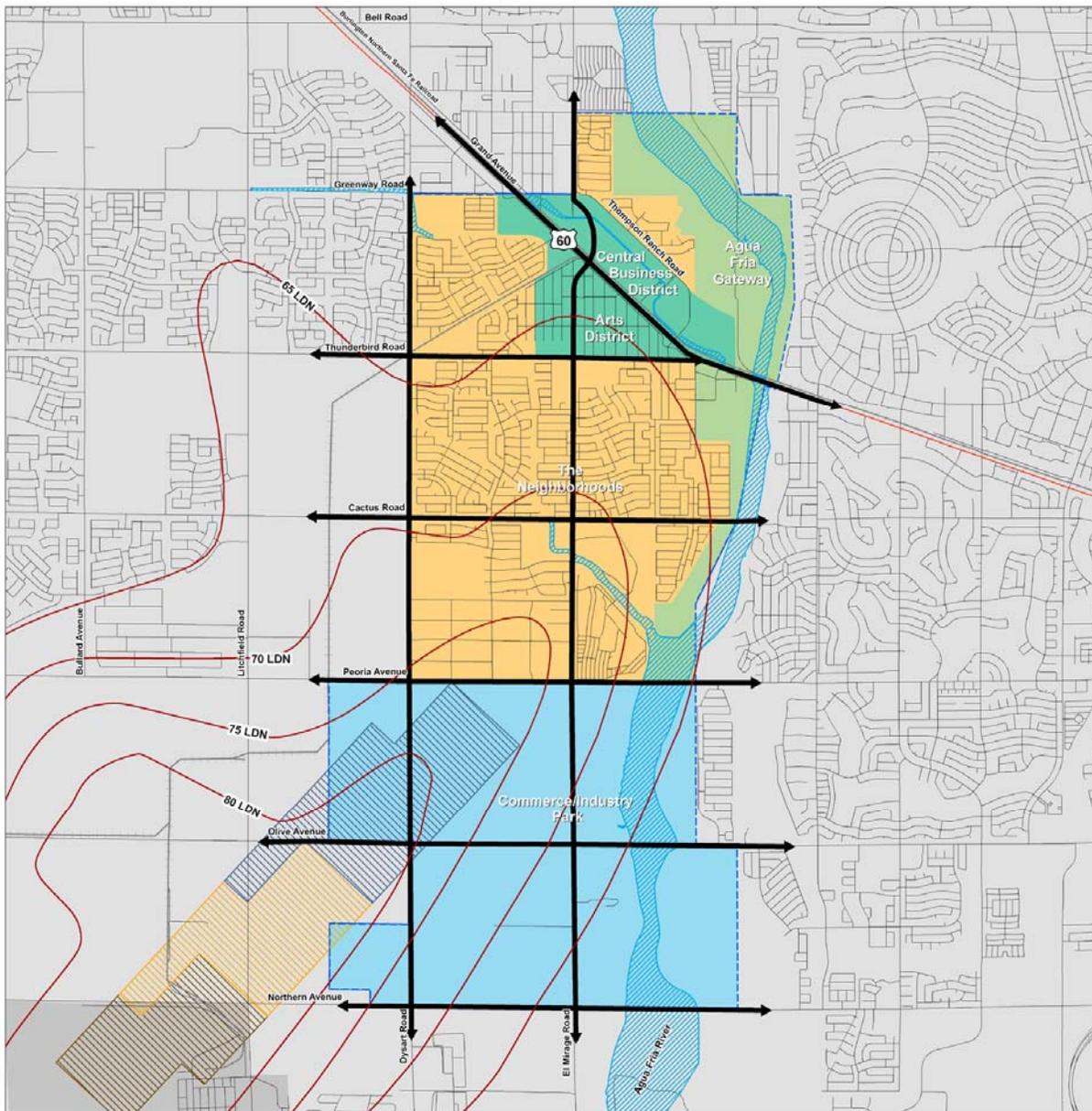


- | | | | |
|-------------------|------------------|--------------------------------|---|
| City of Surprise | Town of Buckeye | Gila River Indian Community | Luke AFB Clear Zone |
| Highway/Freeway | City of Tolleson | Unincorporated Maricopa County | Luke AFB APZ I |
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| City of El Mirage | City of Peoria | City of Litchfield Park | Territory in the Vicinity of a Military Airport |
| Town of Youngtown | City of Goodyear | Luke AFB Noise Contours | |
| | | Luke AFB High Noise Zone | |

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Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.



Legend

- ↔ Arterial Road
- Roadways
- Railroad
- Luke AFB Noise Contours
- City of El Mirage
- Proposed City Boundary
- 100-Year Floodways
- The Neighborhoods
- Downtown
- Agua Fria Gateway
- Commerce/Industry Park
- Luke Air Force Base
- Luke AFB Clear Zone
- Luke AFB Accident Potential Zone I
- Luke AFB Accident Potential Zone II



Sources: City of El Mirage GIS Department, 2008
 City of El Mirage General Plan, HDR, 2003
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS Data, 2008.



El Mirage General Plan

El Mirage, Arizona

“Our Oasis” Vision

During the El Mirage Design Charrette, the community defined “Our Oasis” vision. This vision statement is the force driving all the elements of the *Policy Plan*.

A thriving desert jewel with a strong arts district, revenue generating uses, Transit Oriented Development, high-wage employment opportunities, a well-defined River front, high-quality mixed-use neighborhoods and well defined parks system joined together by a cohesive, multiuse accessible trail system and carefully landscaped roadways offering access, alternative modes of transportation and enhanced mobility for people and goods; a sustainable community that serves as the gateway of the Northwest Valley and an economically vibrant destination offering a safe place to live, work and play; quality educational opportunities; engaging gathering places; world class entertainment; recreational and cultural amenities available for all; and a variety of economic opportunities for its workforce.



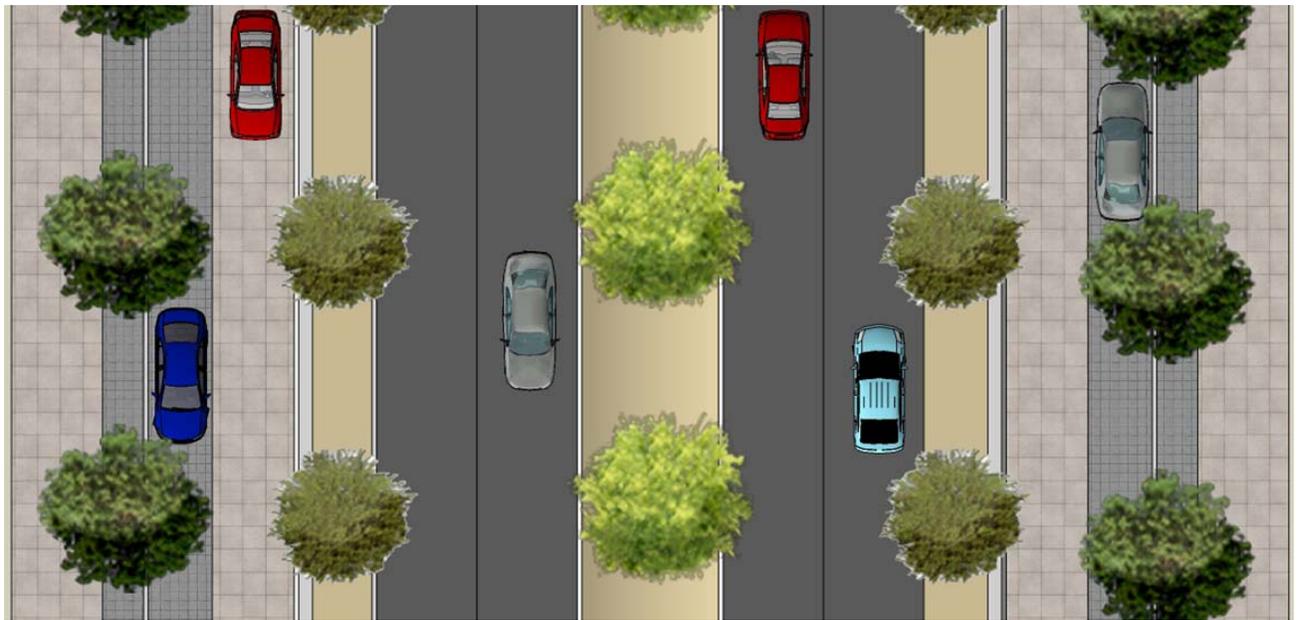
El Mirage... Arizona's Sustainable Community!



El Mirage General Plan

El Mirage, Arizona

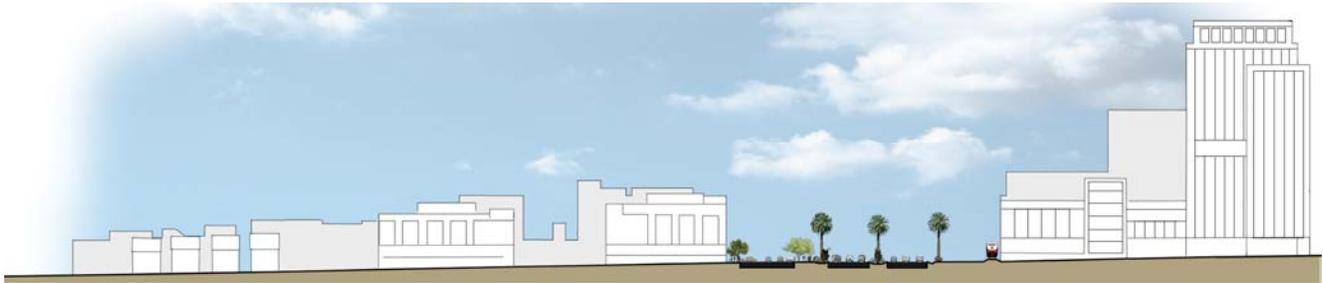
El Mirage... Arizona's Sustainable Community!



The Planning Center SERA Architects Nolte Engineering Theater Simple



Mixed-Use Transit Oriented Development - Salt Lake City Gateway Plaza



El Mirage General Plan

El Mirage, Arizona

Prepared for:

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With assistance from:

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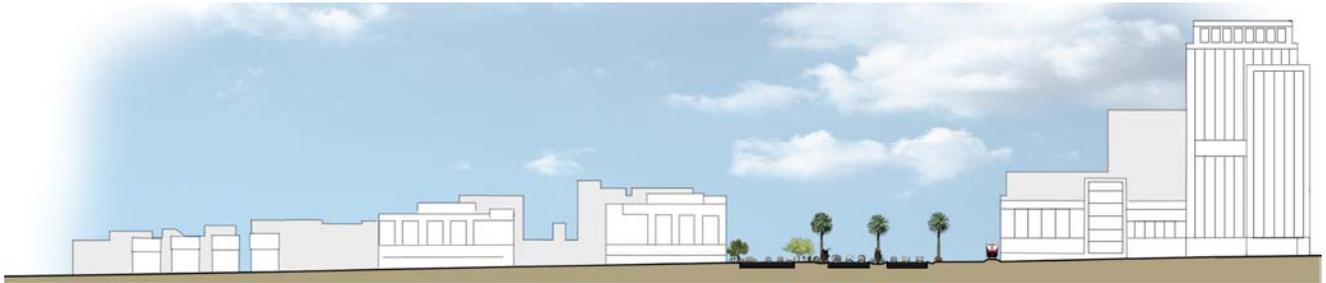
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And:

Theater Simple
4017 West Emerson Street
Seattle, Washington 98199



December 28, 2009



El Mirage General Plan

El Mirage, Arizona



Del Mar Metro Station, Transit Oriented Development, Pasadena, Texas



ACKNOWLEDGEMENTS

City Council

Current Council

Michele Kern, Mayor
Adam Super, Council Member
Ben Lewis, Council Member
David Shapera, Vice Mayor
Roger Cleveland, Council Member
Roy Delgado, Council Member
William Conner, Council Member

Former Council

Fred Waterman, Mayor
Michele Kern, Vice-Mayor
Adam Super, Council Member
Roger Cleveland, Council Member
Roy Delgado, Council Member
William Conner, Council Member
Xavier Bedolla, Council Member

City Manager Administration Office

BJ Cornwall	City Manager
Dr. Spencer Isom	Assistant City Manager
Rick Flaaen	City Attorney
Scott Chesney	Economic Development Director

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Current Commission

Doug Doede, Chair
Bill Morrison, Commissioner
Brandon Forrey, Commissioner

Former Commission

David Shapera, Chair
Deidra Gossett, Commissioner
Hugh Flisyn, Commissioner
Keith Turley, Commissioner
Robert Jones, Commissioner

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Mark Smith	Senior Planner
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Aldo Elzondo	IT Technical Support



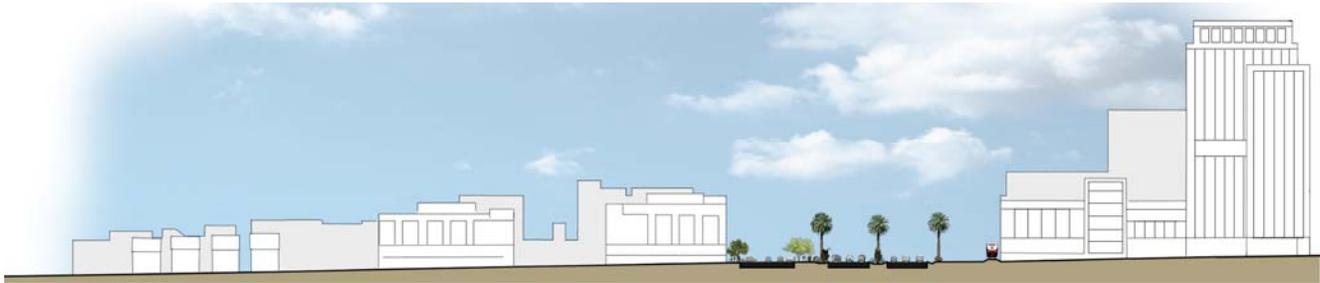
El Mirage General Plan

El Mirage, Arizona

DESIGN CHARRETTE PARTICIPANTS

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El Mirage General Plan

El Mirage, Arizona

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Ismael Gonzalez	Owner	El Mirage Development LLC
Karen Owens	Co-Manager, Land Owner	El Mirage Dysart Investors, LLC
Jake Long	Chief Operating Officer	John and Long Properties LLLP/Foundation
Herbert Bool	Owner	Private Land Owner
Herb Dreiseszun	Owner	Thomson Ranch Partnership
Mark Schwartz	Owner	Thomson Ranch Partnership
Alex and Rachel Gomez	Owners	Rio Mirage Café
Neils Roberts	Owner	Roberts Resorts
Scott Roberts	Owner	Roberts Resorts
Alan Bukis	President	Southwest Stair, Inc.
Eron Kissel	Store Manager, El Mirage	Wal-Mart



El Mirage General Plan

El Mirage, Arizona

DESIGN CHARRETTE PARTICIPANTS (Continued)

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Robert Jones	President	HOA - Cactus Park
Hugh Flisyn	President	HOA - Dysart Park
Sam Hernandez	President	HOA - Pueblo Futuro
Mike Humes	President	HOA - Montana Blanca
Mary Koestner	President	HOA - Sundial III
Ben Lewis	President	HOA - Rancho El Mirage
Jim McPhetres	President	HOA - Grande Mirage
Keith Turley	President	HOA - Sundial IV



El Mirage General Plan

El Mirage, Arizona

CONSULTANT TEAM

The Planning Center Tucson, Arizona

Maria Masque	Principal-in-Charge/Project Manager/Lead Planner
Mike Grassinger	Principal/Quality Control Officer
Raquel Goodrich	GIS/Environmental Planner/Policy Analyst
Tim Johnson	Landscape Architect/LEED Specialist
Ellen Alster	Landscape Architect

SERA Architects Portland, Oregon

Marcy McInelly	Lead Urban Designer
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NOLTE Associates Colorado Springs, Colorado

Roger Miller	Project Engineer/Transportation Planner
Michael Hussey	Redevelopment Program Specialist

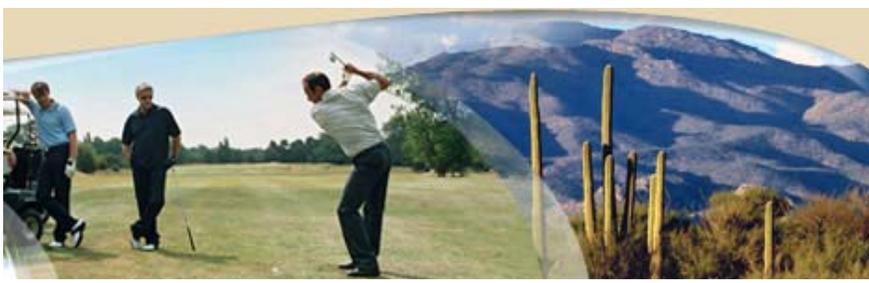
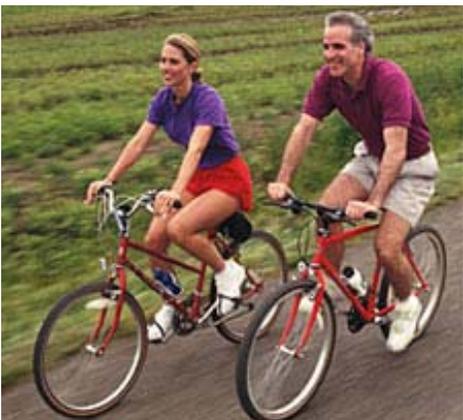
Theater Simple Seattle, Washington

Llysa Holland	Artistic Instigator/Co-founder
Andrew Litzky	Artistic Instigator/Co-founder
Monique Kleinhans	Artistic Associate
Robert Blazek	Artistic Associates



El Mirage General Plan

El Mirage, Arizona



El Mirage...Arizona's Sustainable Community!



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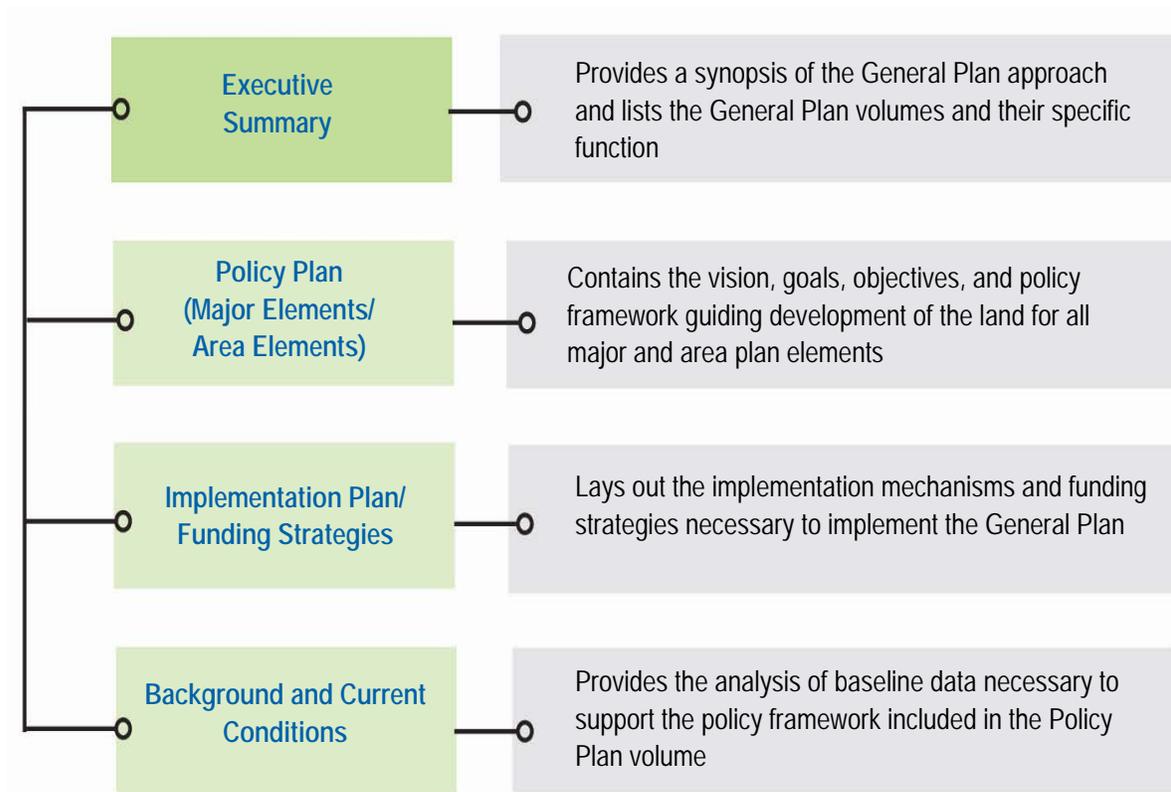


El Mirage General Plan

El Mirage, Arizona

El Mirage General Plan Volumes

The City of El Mirage General Plan comprises four volumes. The following diagram illustrates the relationship between these documents.





Regional Context

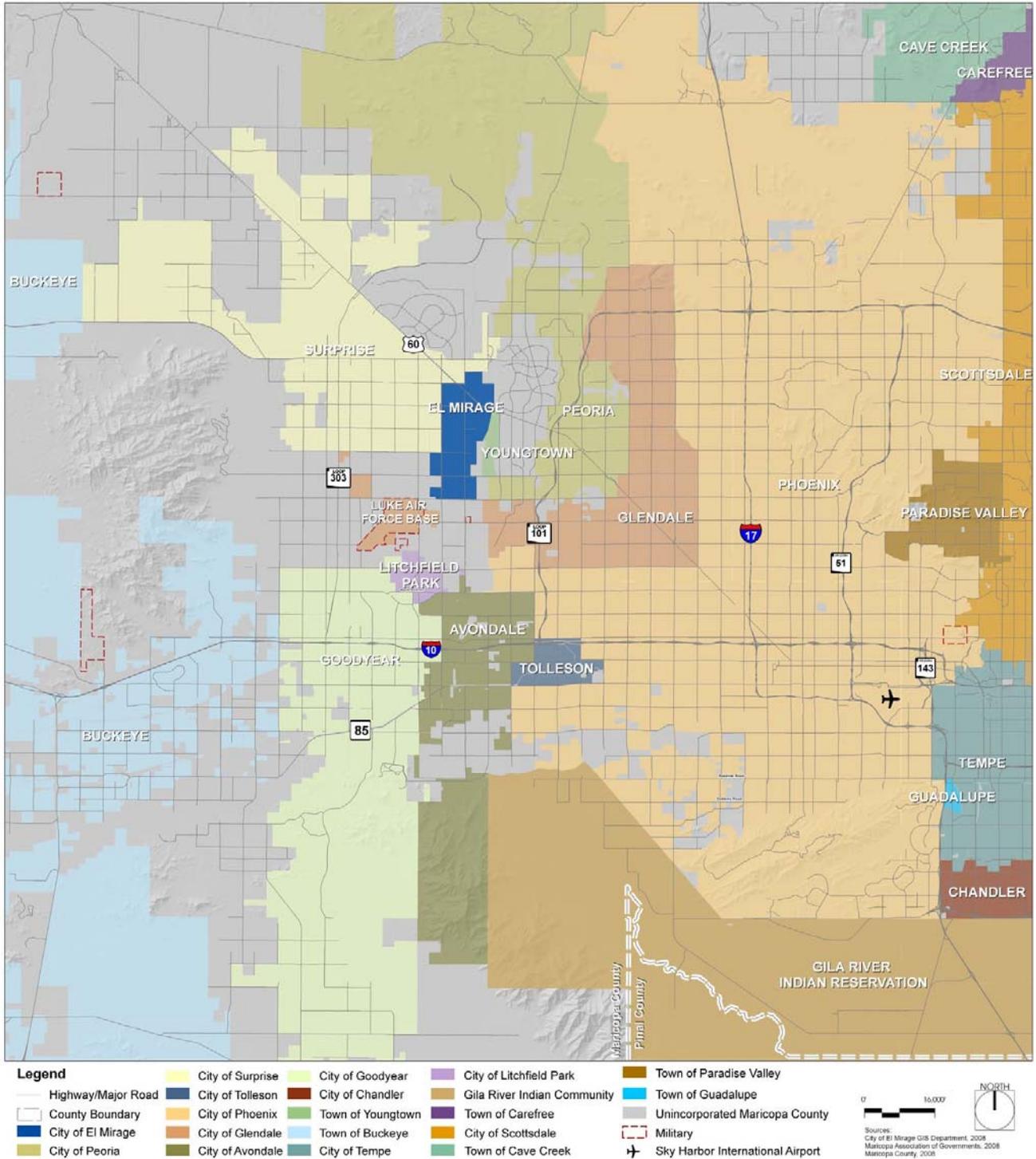
El Mirage is located in Maricopa County, Arizona, in the Phoenix Metropolitan Area, approximately 19 miles northwest of downtown Phoenix and 23 miles northwest of the Phoenix Sky Harbor International Airport. The City is part of the Phoenix-Mesa Metropolitan Statistical Area (MSA). (See Exhibit 1: Regional Context).

El Mirage is bordered to the west and south by the City of Glendale strip annexation and Maricopa County; on the west and north by the City of Surprise and some unincorporated Maricopa County areas. The Agua Fria River borders the City on the east as well as the Town of Youngtown and Sun City. The Agua Fria River ends at its confluence with the Gila River south of El Mirage, in Avondale. (See Exhibit 2: Local Context and Exhibit 3: Luke Air Force Base Vicinity).

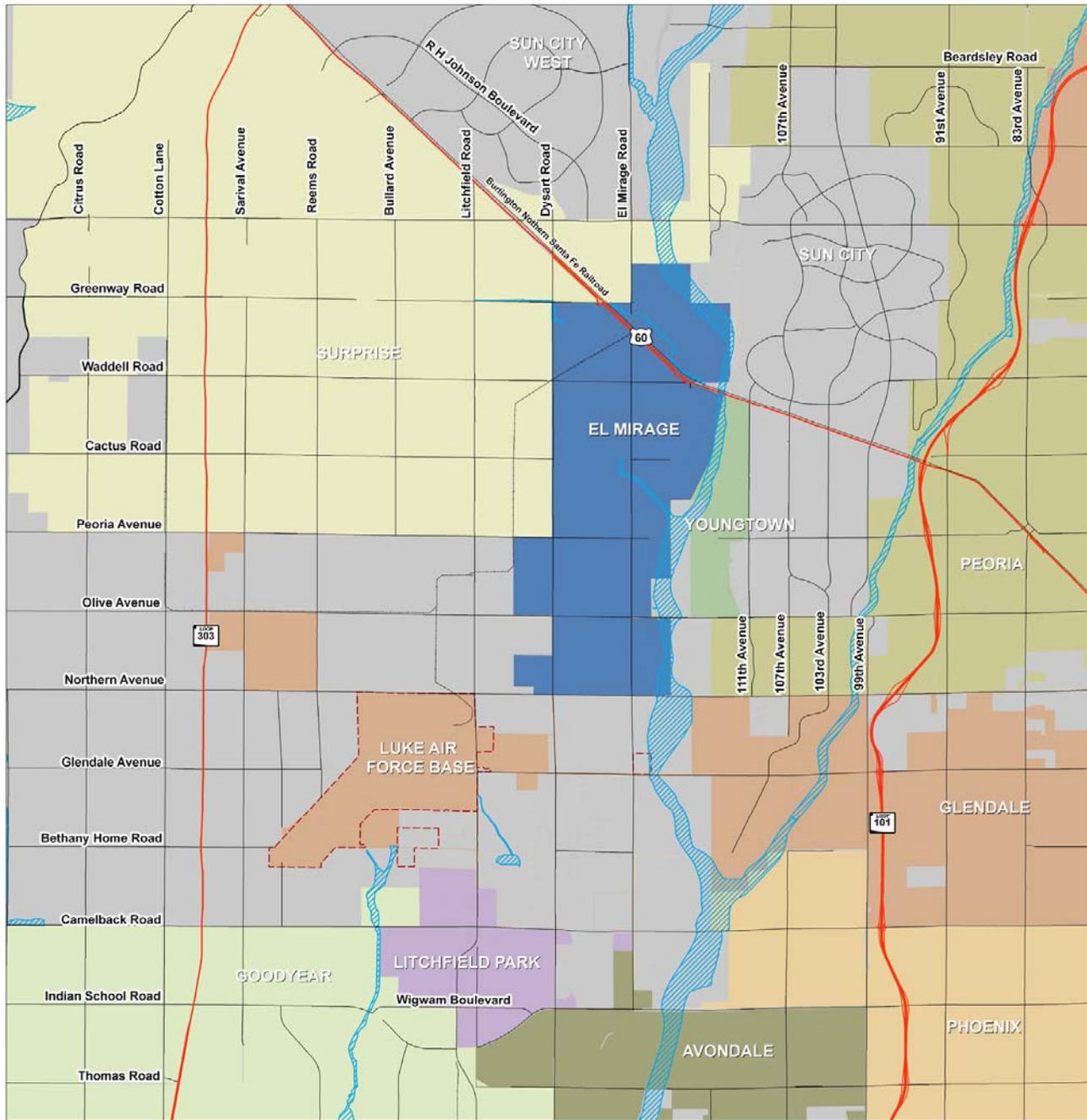
El Mirage is the gateway to the Northwest Valley. Located in the heart of the rapidly growing west valley, the City has grown from a small town dependent on agriculture to a diverse urban economy with a population of 32,607 residents in 2006. The City currently encompasses approximately 7,193 acres.

The need to create a sustainable community that provides opportunities to live, work, and play combined with the constraints of being landlocked and severely impacted by Luke Air Force Base prompted City leaders to launch a General Plan that requires a complete change in direction and maximizes available land. The new direction for El Mirage calls for higher density, transit oriented development and focuses on retail, services, mixed-use, and employment.

Success is contingent on numerous variables: downtown revitalization; transportation network improvements and realignments; commuter rail; channelization of the Agua Fria River; compatible development within the Luke Air Force area of impact; and maximizing development within those tracts of open land located outside of the Luke Air Force Base noise contours.



Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.

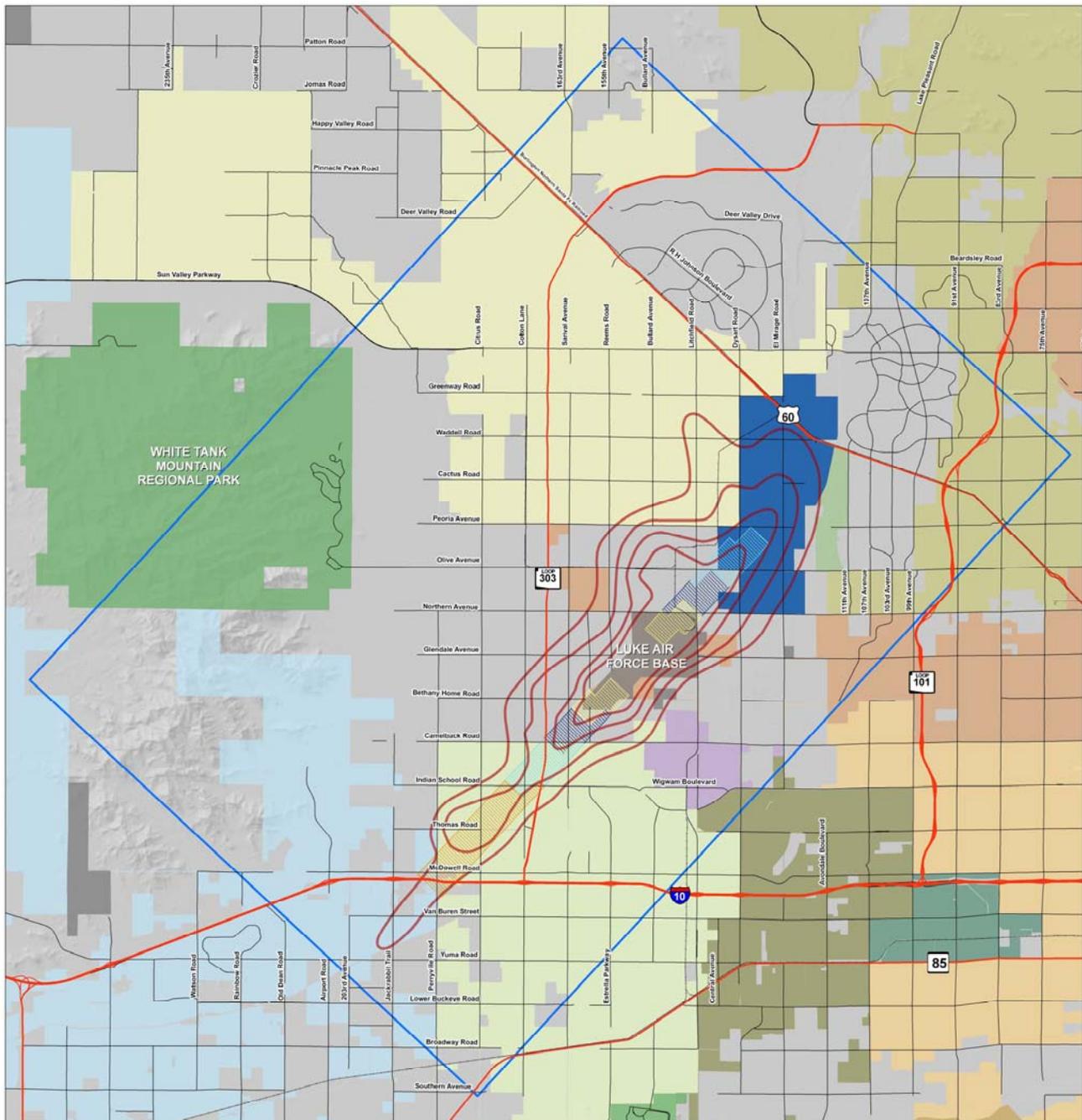


- Legend**
- Highway/Freeway
 - Major Roadways
 - City of El Mirage
 - City of Surprise
 - City of Phoenix
 - City of Glendale
 - City of Avondale
 - City of Goodyear
 - Town of Youngtown
 - City of Litchfield Park
 - Unincorporated Maricopa County
 - Military
 - Floodway

0 1000' NORTH

Sources:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS Data, 2008.



Legend	
	Highway/Freeway
	Major Roadways
	City of El Mirage
	Town of Youngtown
	City of Surprise
	City of Tolleson
	City of Phoenix
	City of Goodyear
	Town of Buckeye
	City of Avondale
	City of Glendale
	City of Litchfield Park
	Military
	Gila River Indian Community
	Unincorporated Maricopa County
	Local or State Parks
	Luke AFB Noise Contours
	Luke AFB High Noise Zone
	Luke AFB Clear Zone
	Luke AFB APZ I
	Luke AFB APZ II
	Territory in the Vicinity of a Military Airport

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NORTH

Sources: City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS data, 2008.



Legislative Framework

All jurisdictions in the State of Arizona are required by the Arizona Revised Statutes (ARS) 9-461.05 to adopt a general plan to guide future development. The elements included in a general plan are determined by the size of the jurisdiction's population.

Since its incorporation in 1951, the City of El Mirage has taken steps to meet development pressures and manage growth while fulfilling the residents' vision for the community. The City adopted a General Plan in 2003 to guide future growth, planning, and land use that exceeded state mandates. El Mirage General Plan 2010 includes twelve major elements and five area elements and also exceeds state mandates. These elements are included in this Policy Plan volume.

The General Plan Purpose

The purpose of the General Plan is to ensure that future growth proceeds in a manner consistent with the vision of the community. The guiding principles, goals, policies and implementation strategies provided in this Policy Plan and the map series included in the *Background and Current Conditions* volume of the General Plan are intended to provide guidance in the evaluation of future decisions related to land use, urban design, economic development, utilities and infrastructure improvements. The implementation mechanisms and strategies included in the *General Plan Implementation Plan* volume assist City staff and the Planning and Zoning Commission in ensuring that the Policy Plan is fully implemented.

The General Plan serves as a guide for appointed and elected officials in the evaluation of proposals for development, in the scheduling of community improvements and capital improvements programming, and in the development of more specific studies. It includes supporting background and current conditions and provides a policy framework for the refinement of existing implementation tools such as the zoning ordinance and the subdivision regulations. The General Plan serves as the road map for the development of El Mirage as the gateway of the Northwest Valley.

The General Plan Policy Plan

In addition to providing the community vision statement, all applicable guiding principles, goals, policies and implementation measures, this Policy Plan volume of the General Plan includes the basic development parameters, land use designations, densities and intensities, urban design themes, and infill strategies guiding development within the Designated Growth Area. The Policy Plan is the most important volume of the General Plan. All new development and/or expansion of existing development within the City must adhere to the policy direction contained in the major elements and in the area elements included in the Policy Plan. This Policy Plan also defines all the administrative mechanisms necessary to administer and manage the General Plan as well as all implementation strategies needed to implement the General Plan.



El Mirage General Plan

El Mirage, Arizona

The City of El Mirage Policy Plan



The Policy Plan

The Policy Plan functions as the long-range policy framework or the comprehensive plan guiding development within the City of El Mirage. The Policy Plan contains the major elements and the area elements and includes:



Vision Statement

Describes the future identity desired. It functions as a declaration of intent that provides clear decision-making direction. The community Vision Statement describes what will be achieved if the community is successful.



Guiding Principles

Refers to major principles or best practices guiding overall development within the *Designated Planning Area*. These principles serve as the underpinnings for future policies, processes, and decisions about growth.



Goals

The broad statements or general terms of intent indicating purpose and overall desired community outcome guiding the specific objectives and policy framework of the General Plan.



Policies

The specific actions established as part of the General Plan policy framework with the intent of achieving specific planning goals.



Implementation Measures

The course of action or procedures required to implement the specific actions or policy statements.



El Mirage General Plan

El Mirage, Arizona

Comprehensive, Systematic, and Inclusive Approach



Benchmarking

Also referred to as "best practice benchmarking" or "process benchmarking", it is the process used in planning and urban design, in which the community evaluates various aspects of their planning process in relation to best practices, usually within comparable communities. This process strengthens the planning process by allowing community members to see what has been successful in similar communities.



Analysis of Opportunities and Challenges

Incorporates assessment and analysis of physical and/or regulatory opportunities and constraints impacting the development of the study area, such as hydrology, topography, and noise contours. It also incorporates an overview of socioeconomic and demographic conditions impacting development within the study area.



Market and Economic Trends

An assessment of local, regional, state, national and global market and economic trends assists the planning process in strategically formulating a set of goals and measurable objectives. The implementation of such goals and objectives allow the community to gain competitive advantage of current and predicted market and economic trends.



Community Visioning

This process provides an opportunity for major stakeholders, residents, business owners, potential investors and developers to create a successful partnership in describing what they would like their community to be in the future. It culminates in the preparation of the Vision Statement that will guide future development within the City.



Planning Process

The General Plan planning process involves five basic steps:

1. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the area, which has been accomplished through the preparation of the *Background and Current Conditions* document. Although not an adopted document with legal status, it provides a foundation and basis for the formulation of the General Plan;
2. The preparation and facilitation of an all-inclusive Community Involvement Program;
3. The formulation of a vision statement for future growth and development;
4. The preparation of guiding principles, goals, policy framework and implementation measures that serve as the road map for future development; and
5. The implementation of the General Plan, which is accomplished through the preparation, adoption and enforcement of the Implementation Plan.





El Mirage General Plan

El Mirage, Arizona

Sustainable Design



Environmental Infrastructure

Creating a sustainable community that balances economic, social, cultural, environmental and technological forces to ensure the quality of life desired begins with the assessment of the environmental infrastructure. Such assessment provides the foundation for sustainable development and balances natural resources with best practices.



Economic Base

Establishing a revenue generating and vibrant mixed-use economic base is essential for the success of the City. Such economic base incorporates the development of a strong retail/services base. It also includes opportunities for high-density mixed-use transit oriented development, mixed-use infill art district, riverfront entertainment district and world class corporate development. This economic diversification will allow the community to achieve the quality of life desired.



Community Services

A safe and sustainable community is a place where individuals can work, live and play and offers the recreation, open space, trails, and connectivity needed to sustain healthy lifestyles. Such a community provides a variety of community services and programs designed to protect, support and sustain its population.



Technology and Innovation

As the high-technology and biotechnology market sectors expand their influence, great attention has been given to creating work environments for it. The biotech industry employs highly-trained and high-wage professionals who desire environments that are sustainable, attractive, enriching, convenient, walkable and safe. This type of industry represents a key economic development strategy for the City and the region.



Community Involvement

El Mirage General Plan is the product of an extensive outreach effort that involved residents, Home Owner Associations, property owners, business owners, other major stakeholders, elected and appointed officials, adjacent jurisdictions, Luke Air Force Base, ASU Global Institute of Sustainability, regional agencies, investors, developers and other interested parties. The community involvement process followed a *Comprehensive, Systematic, and Inclusive* approach that utilized a variety of public participation methods and techniques designed to promote a fair, inclusive and balanced community involvement process. This signature approach developed by The Planning Center included the following public input strategies:

El Mirage Oral History Project

As part of El Mirage Oral History Project, the planning team interviewed several generations of employees who had lived in the City all their lives in order to capture the essence of life in El Mirage from its inception as a City. These oral histories weave tales of a prosperous main street with retail and commerce servicing adjacent neighborhoods. These oral histories were carefully crafted in digital form and provided a window into the City's past.

Theater Simple: Park Bench



Llysa Holland, Theater Simple

Park Bench is a grassroots approach to public participation developed by *Theater Simple*, a Seattle artist troop. *Park Bench* is a unique installation that offers an out-of-the-box approach to community input by bringing interviewers to the people, providing a dynamic and personable alternative to the regular public forum or meeting.

This approach allows the planners and “artistic instigators” to get out in the community and interview those who would not attend a public forum. These interviews are conducted in a relaxed park bench setting, as they go shopping for groceries or at a major community event.

As part of this innovative community involvement process, four *Park Bench* installations took place September 20, 21 and 22, 2008 at four different key locations throughout the City. Digitally recorded interviews were weaved by topic and made available in the form of pod casts downloadable at the City website and at the *Theater Simple* website.



El Mirage General Plan

El Mirage, Arizona

Theater Simple: Park Bench (continued)



El Mirage Annual “Bulk Trash Collection” Event

Theater Simple interviewed community members while they waited in line at the annual community-wide solid waste disposal bulk trash collection drop off day. In addition to capturing perceptions on pressing community needs and visions for the future, the process contributed insights into the need of establishing a recycling program in the community.



Pueblo Mirage RV Resort and Country Club

Pueblo Mirage is a 55+ gated, active adult retirement community located northwest of Phoenix in El Mirage. The *Park Bench* installation at this active adult community was designed to capture the needs and vision of those residents who are 55 years old or more. Interviews at this location provided insights into the needs of senior citizens living in El Mirage.



El Mirage Wal-Mart

This *Park Bench* installation provided a casual setting at the entrance of the new Wal-Mart super store. Theater Simple members interviewed busy families as they approached the store for their weekly shopping. A variety of age groups were targeted at this location, including children who came to draw their art work inspired on their visions for El Mirage.



Dysart High School

At this location, interviewers approached high school students during their lunch time. In a non-intrusive format, the artists in the troupe engaged in dynamic conversations with the students and encouraged them to share their visions of the future. As a result of this exercise, planners gained a better understanding of the needs of youth in El Mirage, which include the development of youth programs and the provision of additional places for youth to interact with the community.



El Mirage General Plan

El Mirage, Arizona

Design Charrette



As defined by the *National Charrette Institute*, the French word, "charrette" means "cart" and is often used to describe the final, intense work effort expended by art and architecture students to meet a project deadline. This use of the term originated in the *École des Beaux Arts* in Paris during the 19th century, where proctors circulated a cart, or "charrette", to collect final drawings while students frantically put finishing touches on their work.



EL Mirage General Plan Design Charrette took place October 6-11 at 10111 El Mirage Road, Suite 3, El Mirage, Arizona. This process allowed for the fast transfer of public ideas into graphics, illustrations, guiding principles, and major goals illustrating the community vision. The intent of this planning process was to develop a vision for El Mirage through the expression of community values, sound development practices and design principles.



This phased, holistic and collaborative planning and urban design process was the central transformative event of El Mirage General Plan. The process commenced with the Charrette Preparation Phase, which included thorough analysis of opportunities and challenges followed by the Charrette acting as a fulcrum at the Middle Phase, and closed with the Plan Implementation Phase, which listed all potential funding sources and mechanisms available for plan implementation.



The charrette was the catalytic event of this dynamic planning process. The goal of this collaborative event was to produce a feasible plan that benefits from the support of all stakeholders. A multidisciplinary charrette team, consisting of consultants and support staff, worked diligently throughout the different Charrette phases.

The consultant team solicited the values, vision, and needs from a diversity of stakeholder groups. The resulting final presentation served as the foundation for the urban design element of the *Policy Plan*.



Technical Advisory and Stakeholders Groups

A Technical Advisory Group and Stakeholders group was identified early in the process to assist in the identification of major community wide opportunities and challenges. The following Table lists Technical Advisory Committee meetings taking place during El Mirage General Plan planning process.

Table 1
 Technical Advisory Committee Meetings with Specific Agencies

Meeting Date	Agency	Discussion Items
October 7, 2008 October 21, 2008 November 6, 2008	Maricopa County Department of Transportation	<ul style="list-style-type: none"> • Participate in El Mirage Road Design Concept Report (DCR) process happening concurrently to General Plan process • Communicate urban design principles and intent to DCR team • Attend DCR meetings
October 7, 2008	Maricopa Flood Control District	<ul style="list-style-type: none"> • Integrate overall goals of the Agua Fria Watercourse Master Plan in the General Plan
October 7, 2008	Maricopa Association of Governments and Arizona Department of Transportation	<ul style="list-style-type: none"> • Ensure that local road design of regional routes does not adversely impact the regional transportation network

Major Property Owners Interviews

Owners of large tracks of land were individually interviewed as part of the General Plan community involvement process to develop strong public/private partnerships between these major stakeholders and the City.

City Staff Participation

In addition to ongoing weekly meetings with the Community Development Director and the Economic Development Director and monthly meetings with the Planning Team, special meetings with City staff, the City of El Mirage Police and Fire departments and other City departments were conducted throughout the different stages of the planning process.



Summary of Current Conditions

The *Background and Current Conditions* volume of this General Plan enumerates and examines the complex issues restricting growth in the City of El Mirage. With the exception of few small unincorporated parcels, annexation is not possible for El Mirage. The City is landlocked. As a result, the City's Designated Growth Area is limited to the current City corporate boundary.

As shown in the *Background and Current Conditions* volume of this General Plan, Luke AFB Accident Potential Zones and noise contours cover a large extent of land within the City. El Mirage receives the largest impact from the Air Force Base in the western Maricopa region. The City's Designated Growth Area encompasses a total of 7,193 acres. Of this total, 4,239 acres, or 67 percent, are currently impacted by Luke AFB Accident Potential Zones and noise contour zones. This presents a major development constraint to the city and severely impacts the development potential and long-term viability of its Designated Growth Area.

State legislation requires that amendments to general plans support the continued operation of a military airport or ancillary military facility as defined in Section 28-8461 of the Arizona Revised Statutes. State legislation mandates that areas within APZs and noise contours are addressed in municipal general plans to ensure that land development is compatible with the high noise and accident potential generated by military airport operations. Such legislation provides the guiding principles for the *Regional Compatibility Plan*.

The U.S. Department of Defense created the *Air Installation Compatible Use Zone (AICUZ) Program* to assist communities located adjacent to military airports to establish land uses that are compatible with military operations. Elements of this national program were also integrated in the preparation of the *Regional Compatibility Plan*. The *Regional Compatibility Plan* incorporates Growing Smarter and Growing Smarter Plus legislation requirements.

State legislation defines the "Accident Potential Zone One" as an area three thousand feet wide by five thousand feet long that starts at the end of each clear zone and that is centered and measured on the extended runway centerline, terminating eight thousand feet from the end of each runway. The legislature also defines the "Accident Potential Zone Two" as an area three thousand feet wide by seven thousand feet long that starts at the end of each accident potential zone one and that is centered and measured on the extended runway centerline, terminating fifteen thousand feet from the end of each runway, except that, for Luke Air Force Base (AFB), accident potential zone two extends thirty thousand feet southwest from the end of each runway.

The *Arizona Military Regional Compatibility Project* was conceived as a proactive endeavor to convene the stakeholders around each installation to address land use compatibility issues. The Compatibility Project is the result of legislation passed in 2001 (*Senate Bill 1120*) that appropriated funds to develop comprehensive land use plans in the noise and accident potential zones surrounding active military airports.



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The *Western Maricopa County/Luke Air Force Base Regional Compatibility Project* enumerates compatible land uses for each noise contour and accident potential zone. The City of El Mirage adopted regulations for compatible land uses within these zones.

The Burlington Northern and Santa Fe (BNSF) Railroad and Grand Avenue form a barrier separating those areas of the City located north and south of this regional corridor. This presents a unique challenge for the integration of El Mirage downtown. It also provides an opportunity to create a unique urban core in a very distinct environment.

The proposed improvements for El Mirage Road from Thunderbird Road to Bell Road and along Grand Avenue open economic development opportunities and provide the connectivity necessary for such an urban core to thrive. The proximity of the BNSF Railroad favors heavy rail commuter train and Transit Oriented Development. Another major opportunity within the Designated Growth Area is the Agua Fria River Corridor, which traverses the City along its eastern boundary. There is a pressing need to balance economic development strategies and public infrastructure projects within a framework that maximizes available lands outside of those areas where major impacts restrict development while taking advantage of the opportunities offered by El Mirage Road improvements, Grand Avenue revitalization, the BNSF Railroad and the Agua Fria River.

The need to create a sustainable community that provides opportunities to live, work, and play, combined with the constraints of being landlocked and severely impacted by Luke AFB prompted City leaders to launch a General Plan that requires a complete change in direction and maximizes available land. The new direction for El Mirage calls for higher density, transit oriented development and focuses on retail, services, mixed-use and employment. Success is contingent on numerous variables such as downtown revitalization, transportation network improvements and realignments, heavy rail commuter train and channelization of the Agua Fria River. These efforts must combine to produce the synergies necessary to create a sustainable community.

Based on this analysis, the Growth Areas Element sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of the City with the intent to achieve sustainability. A comprehensive, systematic and inclusive approach is used to define growth areas, infill and redevelopment areas based on each area's specific needs, opportunities and challenges. The next step of this approach is to identify specific growth management strategies designed to promote the long-term viability of each planning area while weighing in the built environment.



The long-term sustainability and vitality of the city demands a set of strategies and partnerships that take into consideration these complexities. The specific strategies, partnerships and direction necessary to create a sustainable community are provided in the major elements and area elements of this *Policy Plan* volume. The Growth Areas Element, provided in the *following section*, describes these elements and serves as the foundation of the Policy Plan.

Performance-Based Planning

Twenty-first century planning must incorporate the evolutionary and dynamic aspects of communities in order to be successful. This implies accepting and integrating the fundamental role markets play in allocating resources in a market economy.

In El Mirage, urban planning and land use embrace market-oriented principles and concepts that support Our Oasis vision of a constantly evolving community. This planning process recognizes the role markets play in meeting consumer expectations and preferences and limits the politically arbitrary nature of development approval, moving toward a common law, nuisance-based standard for regulating land development. The focus is to achieve sustainability by utilizing the most current planning and urban design tools. Such tools further the most effective economic development strategies to obtain and maintain the fiscal solvency required to adequately respond to fluctuating market conditions.

Planning that relies on end-state prescriptions and unbounded political intervention into landowner choices, even where tangible impacts are not apparent, is both costly and incompatible with dynamic economies. Market-oriented planning offers both greater predictability and greater flexibility so that the community can evolve as economies and consumer preferences change over time.

Performance-based land use controls are an effective way of managing the location and character of development. Performance standards and regulatory systems based on performance standards have been used by communities concerned with improving the quality of development; linking implementing mechanisms more directly to general plan goals; and creating an objective system for ranking community objectives and evaluating proposed projects.

El Mirage is the first city in Arizona to introduce the concept of an Integrated Growth Management System that includes a Community Facilities Management System, a Development Monitoring System, a Cost Accounting Program and performance-based planning based on Level of Service standards. The intent of the City is to provide a more efficient and measurable planning process that allows for a comprehensive evaluation of infrastructure needs.

Performance standards are adopted based on Level of Service established for the Designated Growth Area following the policy direction provided in *Policy Plan* volume. These Level of Service standards will allow the City to determine facility and service expansions in a more predictable and efficient manner.



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The use of the Integrated Growth Management System in coordination with the Capital Improvements Program (CIP) and other programs, as established by the City Council, will be the key implementation components of this General Plan. By establishing performance-based planning and preparing and adopting area specific Area Plans, Specific Plans and Form-Based Codes, the City benefits by having the most current implementation tools to manage development within its Designated Growth Area.

This process allows the City of El Mirage to depart from the more traditional Euclidian Zoning method and its corresponding future land use map and zoning districts. This approach:

1. Allows flexibility to accommodate fluctuations in consumer choices or market changes, providing a dynamic tool for General Plan implementation;
2. Ensures high quality placemaking development that establishes the desired character, identity, sense of place, density, intensity and intent for each planning area;
3. Expedites the development review process as an incentive to economic development;
4. Prioritizes the preparation of implementation tools based on timing of land availability;
5. Creates a healthy balance of employment and households with the goal of achieving and maintaining a sustainable tax base;
6. Defines the public realm to provide the walkability and multimodal functionality desired by the community; and
7. Protects and enhances natural resources by providing standards for habitat integration and regional recreation amenities along the Agua Fria River Corridor.



High Quality Placemaking Emphasizing Walkability and Multimodal Functionality



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“Our Oasis” Vision

During the El Mirage Design Charrette, the community defined “Our Oasis” vision. This vision statement is the force driving all the elements of the *Policy Plan*.

A thriving desert jewel with a strong arts district, revenue generating uses, Transit Oriented Development, high-wage employment opportunities, a well-defined River front, high-quality mixed-use neighborhoods and well defined parks system joined together by a cohesive, multiuse accessible trail system and carefully landscaped roadways offering access, alternative modes of transportation and enhanced mobility for people and goods; a sustainable community that serves as the gateway of the Northwest Valley and an economically vibrant destination offering a safe place to live, work and play; quality educational opportunities; engaging gathering places; world class entertainment; recreational and cultural amenities available for all; and a variety of economic opportunities for its workforce.



El Mirage... Arizona's Sustainable Community!



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El Mirage Arts District...Move into the ArtZone!



Signature Public Art in Public Spaces, The Golden Triangle Arts District, Denver, Colorado



Growth Areas Element

The Growth Areas Element is based on the principle that not all undesirable conditions can be addressed by a blanket approach, nor can all opportunities be addressed with a single policy. This element identifies those areas that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements, which are designed to support a concentration of urban densities, including residential, office, commercial, tourism and industry. This Growth Areas Element includes overarching policies and implementation strategies to:

1. Provide the diversified economic and employment base needed to secure the long-term fiscal viability of the City.
2. Provide a safe, convenient and efficient multimodal transportation system that includes fully integrated vehicular, heavy rail commuter train, transit, pedestrian, and bicycle modes.
3. Support the phased infrastructure expansion required to sustain both the anticipated and fiscally desired growth.
4. Develop a sustainable mixed-use River Front along the Agua Fria River Corridor that takes full economic advantage of the river corridor by establishing compatible urban densities and intensities based on principles of habitat integration, showcasing significant natural resources, open spaces and destination regional recreational amenities in an integrated River Oriented Development.
5. Conduct a cost-benefit analysis to determine the feasibility of adopting an *Integrated Growth Management System* that includes a:
 - a. Community Facilities Management System;
 - b. Development Monitoring System;
 - c. Cost Accounting Program; and
 - d. Performance-based planning based on Level of Service standards.
6. Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity.

Recognizing the need for both a broad policy framework that directs overall City growth and a specific one that addresses the particular needs of each growth, infill and redevelopment area, this Growth Areas Element includes the general policy direction for all development. The specific policy direction and development intent for each identified growth, infill and redevelopment area is provided in the respective area element.



This Growth Areas Element responds to legislative mandates by creating a broader policy framework which more fully recognizes the complexities of the City of El Mirage. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, or revitalization can be phased and pursued in a citywide context. This effort allows for greater recognition and understanding of the implications of such decisions. This element is premised on the existing and projected population growth of the City. It recognizes the need to attract new growth to insure the City's fiscal viability.

This Growth Area Element balances the needs, desires, and decisions of the residents, businesses, major stakeholders, organizations, and decision-makers that comprise the community and serves as the foundation guiding the preparation of all other General Plan Elements. These elements include the major general plan elements and the area elements.

Major Planning Areas

Major planning areas provide the framework necessary to formulate the area-specific plans and the economic development strategies that will support "Our Oasis" vision and assist in the implementation of this General Plan. Each of these areas presents a set of unique characteristics, opportunities and challenges. Based on the analysis of opportunities and constraints and on the analysis of vacant or developable land provided in the *Background and Current Conditions* volume, this Growth Area Element identifies five major planning areas. Based on such analysis, each of these areas presents unique opportunities for development, redevelopment and infill (see Exhibit 4).

The major planning areas within the City conform to the following criteria:

1. Growth Areas: Areas with large amount of vacant or developable land located south of Peoria Avenue and adjacent to the BNSF Railroad Corridor or the Agua Fria River Corridor are designated growth areas due to their potential economic development value.
2. Redevelopment Area: The area of the built environment in need of revitalization or redevelopment is considered a redevelopment area.
3. Infill Area: The area of the built environment with few infill parcels available for development is considered an infill area.



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El Mirage major planning areas were established to guide land use patterns, densities and intensities within each area. These planning areas are:

1. Downtown/Central Business District: This growth area is located north of Grand Avenue, extends along the BNSF railroad corridor and provides opportunities for Transit Oriented Development.
2. Downtown/Arts District: This redevelopment area is located south of Grand Avenue and north of Thunderbird Road. Due to the low amount of vacant or developable land, El Mirage Road planned improvements and the need for redevelopment and revitalization, this area is a redevelopment area.
3. Agua Fria Gateway: The Agua Fria River Corridor is divided into five segments within El Mirage. Two of these segments are development areas, the Agua Fria Gateway and the Commerce Park Segment. These two segments are considered growth areas (see Exhibit 5). The other three segments are designated for regional recreation purposes as provided in the Agua Fria Watercourse Master Plan. The Agua Fria Gateway planning area extends north and south of Grand Avenue. It provides opportunities for integrated River Oriented Development. Due to its location, it functions as the main gateway to the Northwest Valley along Grand Avenue.
4. Commerce/Industry Park: This growth area is bounded by Peoria Avenue on the north and by Northern Avenue on the south and extends from the Agua Fria River on the east to Dysart Road on the west. Due to its location, this growth area functions as the southern gateway to the Northwest Valley. East of El Mirage Road the Commerce/Industry Park growth area includes a development segment of the Agua Fria River Corridor and two regional recreation segments. This area offers opportunities for regional employment and River Oriented Development. West of El Mirage Road this growth area has the largest amount of vacant or developable land within the *Designated Growth Area*. It offers opportunities for industry, technology, research, agriculture, and energy generating enterprises. Currently, this area is severely impacted by Air Force overflights and the statutory noise contours.
5. The Neighborhoods: This is primarily an infill area with few vacant parcels. This area abuts the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway, Commerce Park and Industry Park and generally extends from Thunderbird Road to Peoria Avenue.



Major General Plan Elements

El Mirage General Plan Elements exceed the statutorily required elements and include:

1. Growth Areas Element: Identifies the major growth areas within the City and provides the tools for growth management.
2. The Economic Development Element: lays out the overall growth and development strategies necessary to become a sustainable destination.
3. The Land Use Element: provides the type of development activity, densities and intensities and implementation tools. It also includes policy direction for the Development Monitoring Plan that will assist decision-makers in the evaluation of infrastructure needs.
4. The Urban Design Element: includes design guidelines to guide future development, infill and redevelopment and provides overall design direction for the preparation of future implementation tools.
5. The Transportation and Circulation Element: provides the policy framework for access management, multimodal transportation, circulation and connectivity.
6. The Open Space, Parks, Recreation and Trails Element: Includes the policy direction necessary for the establishment of performance-based standards based on Level of Service for parks, recreation and trails. This element also provides guidance for habitat integration, trail connectivity and the Agua Fria River Corridor.
7. Environmental Planning Element: Ensures that growth and development is balanced by protecting, preserving and enhancing natural resources, including open space, wildlife habitat, natural washes and floodplains. This element incorporates resource management policies for the incorporation of habitat integration. It also addresses energy conservation, recycling, and air and water quality.
8. The Community Facilities and Services Element: Provides specific policy direction for the establishment of performance-based standards based on Level of Service for community facilities and services.
9. Water Resources Element: Assists in maintaining water quality and providing an adequate supply of water to existing and future uses based on supply and demand of potable and non-potable water. This element recognizes water as a critical resource in achieving sustainability.
10. The Cost of Development Element: Includes policy direction for the preparation of the *Phased Infrastructure Plan* and for the establishment of a *Community Facilities Management System*.
11. Safety Element: Provides policy direction to ensure community safety.
12. The Administration and Implementation Element: Provides the mechanisms for plan administration and implementation.



Major Planning Area Elements

These elements provide the specific goals and policies for each major planning area:

1. Downtown/Central Business District: includes specific goals and policies for the development of this growth area and for the establishment of an urban mixed-use Transit Oriented Development District with heavy rail commuter train and Train Station Areas.
2. Downtown/Arts District: includes specific goals and policies for the redevelopment of this area, including specific direction for the establishment of mixed-use corridors, the Arts District and the Artist Relocation Program.
3. Agua Fria Gateway: includes specific goals and policies for the development of this growth area as a destination gateway with an Entertainment District, an urban mixed-use river front and a variety of regional recreational amenities along the Agua Fria River Corridor, including the Agua Fria River Walk.
4. Commerce/Industry Park: includes specific goals and policies for the development of this growth area as a regional employment center that functions as a southern gateway to the Northwest Valley with a mixed-use commerce campus responding to three major corridors, El Mirage Road, Olive Avenue and Northern Avenue and the Agua Fria River Corridor east of El Mirage Road and an industry campus west of El Mirage Road.
5. The Neighborhoods: includes specific goals and policies for infill development in this area.

Conformance with this Policy Plan

Within the context of this General Plan, the term “development” is used in the broadest sense to include new construction as well as redevelopment efforts and expansion of existing development. All new development, redevelopment and/or expansion of existing development as well as all City or developer initiated development plans, Area Plans, Specific Plans, Planned Area Developments, Master Plans, Form-Based Codes, Regulating Plans and/or Illustrative Plans must further the policy direction provided in the Major General Plan Elements and in the Major Planning Area Elements.



Growth Element Goals

The following goals serve as the foundation for all other elements of the General Plan:

GOAL 1: ALIGN PLANNING AREA DESIGNATIONS WITH ECONOMIC DEVELOPMENT PRIORITIES

Rationale: A primary goal of “Our Oasis” is to create a healthy balance between jobs and households throughout the City anticipating a population of 100,000 at buildout by 2030. The City facilitates balanced growth with the goal of achieving and maintaining a sustainable tax base. Tools and strategies for achieving the City’s economic development goals provided in the Economic Development Element also guide growth, infill and redevelopment efforts.

Policy 1: Establish the five planning areas of the City and identify the implementation tools necessary to guide development within these areas to achieve fiscal viability.

IMPLEMENTATION MEASURES

- a. Establish the following planning areas within the Designated Growth Area to guide development within El Mirage:
 - (1) Downtown/Central Business District, Agua Fria Gateway and Commerce/Industry Park growth areas.
 - (2) Downtown/Arts District redevelopment area and
 - (3) The Neighborhoods infill area.
- b. Identify the most appropriate implementation tools (Area Plan, Specific Plan, Form-Based Code, Illustrative Plan) for each established planning area.
- c. Establish a Community Facilities Management System based on performance-based standards that include the infrastructure phasing plan required to achieve a healthy balance of commerce, employment and housing within the community.
- d. Establish a Development Monitoring System in coordination with the Community Facilities Management System to monitor development within each planning area and anticipate changes in infrastructure phasing according to changes in development patterns.
- e. Promote consistency across all plans.



Policy 2: Ensure that the Community Facilities Management System includes the staffing, technology and resources required to manage the program in a cost effective and efficient manner.

IMPLEMENTATION MEASURES

- a. Use the Community Facilities Management System as:
 - (1) The long-range framework for the development of the annual and Five-Year CIP.
 - (2) The mechanism for assigning and committing public funds to rehabilitation, revitalization, redevelopment or development projects or programs.
 - (3) An assessment tool to develop plans for the maintenance, replacement and extension of community facilities as set forth in the Cost of Development Element.
- b. Integrate the Development Monitoring System with the Community Facilities Management System to be able to assess infrastructure phasing changes and emerging needs.

Policy 3: Establish and adopt a Cost Accounting Program that can identify and track the true cost of public improvements for each designated area on a geographic basis.

IMPLEMENTATION MEASURE

- a. Integrate the Cost Accounting Program into the reporting process for the General Plan and Area Plans.

GOAL 2: PROVIDE GROWTH MANAGEMENT GUIDANCE FOR ALL MAJOR PLANNING AREAS INSIDE THE DESIGNATED GROWTH AREA

Rationale: This section provides the broad growth management policy framework needed to guide development within each major planning area. The Land Use Element provides broad land use policy guidance for these areas. The specific policy framework guiding development within each designated area is provided in the corresponding area chapter. Table 1, located on the following page, shows the major planning areas, land coverage and amount of vacant or developable land. The *Background and Current Conditions* volume includes an analysis of opportunities and constraints impacting these areas.



Policy 1: All new development within the Designated Growth Area furthers the policy direction of this Policy Plan.

IMPLEMENTATION MEASURES

- a. Require that all development proposals comply with the broad policy direction and all applicable requirements provided in all the elements of this Policy Plan.
- b. Require that all development proposals comply with the specific policy direction and all applicable requirements provided in the corresponding planning area element or elements.
- c. Ensure that all developer or City initiated implementation tools such as Area Plans, Specific Plans, Form-Based Codes, or Illustrative Plans furthers the:
 - (1) Broad policy direction and meets all applicable requirements provided in each major element of this Policy Plan; and
 - (2) Development intent and meets all the applicable requirements set forth in the corresponding planning area element identified in Table 1.

Table 1
El Mirage Major Planning Areas

Major Planning Areas/ Planning Area Elements	Type of Planning Area	Land Coverage (Acres)	Percent of Total	Available Vacant or Developable Land (Acres)	Additional Redevelopment Lands (Acres)
Downtown/Central Business District	Growth Area	286	4	137	169
Downtown/Arts District	Redevelopment Area	299	4	8	0
Agua Fria Gateway	Growth Area	879	11	120	563
Commerce/Industry Park	Growth Area	2,852	36	1,489	842
The Neighborhoods	Infill Area	2,877	37	120	0
Total El Mirage Planning Area		7,193	100		

Source: City of El Mirage Background and Current Conditions Volume, The Planning Center, 2008

Note: Figures provided in Table 1 do not include right-of-way.



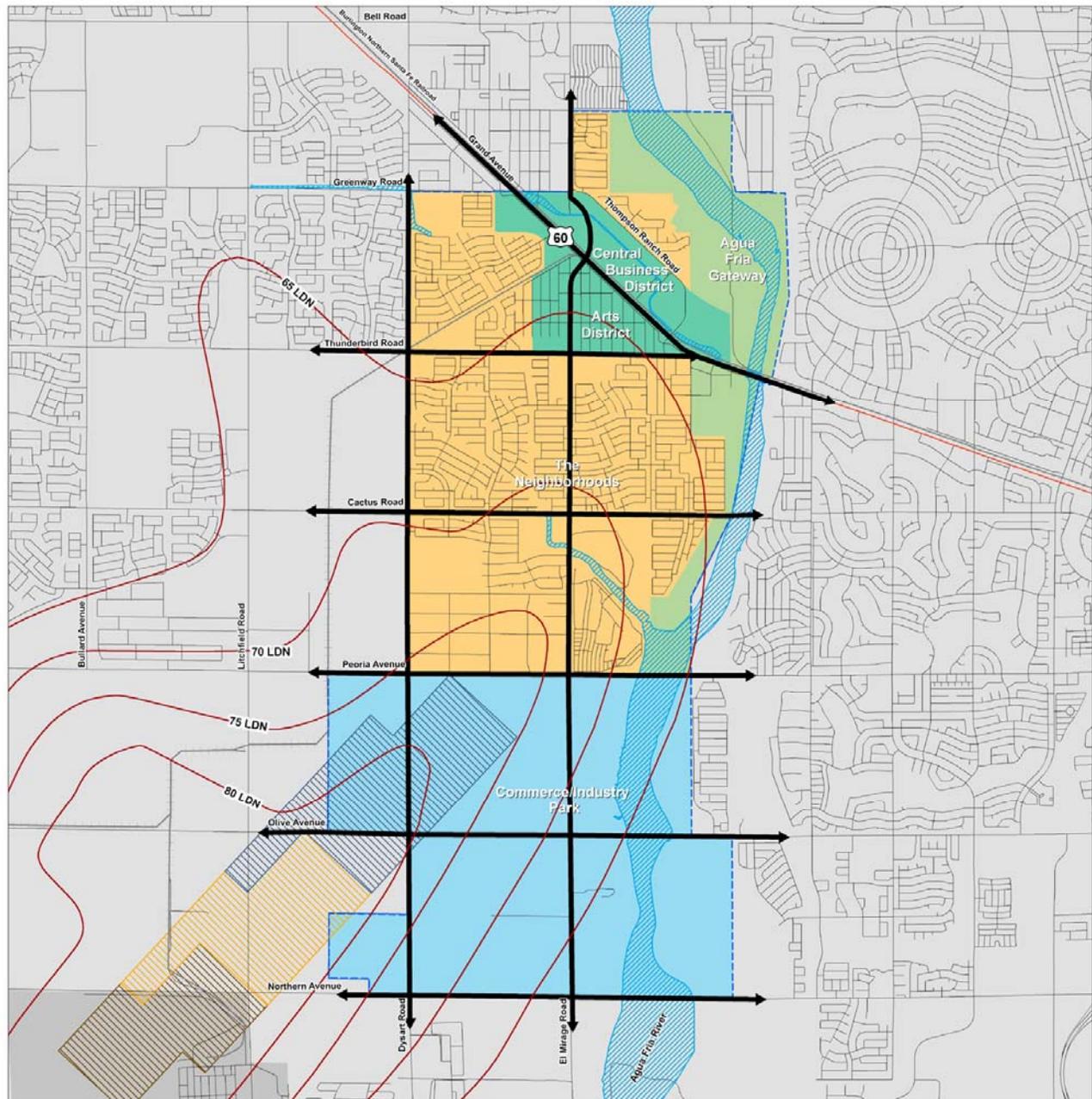
GOAL 3: DEVELOP AND MAINTAIN A DEVELOPMENT MONITORING SYSTEM

Rationale: The Development Monitoring System monitors development within the designated major planning areas identified in this Policy Plan. This monitoring system provides an early warning system if goals and policies are not being met. It also can alert the City to early successes, providing valuable input. This system is the primary evaluation tool for plan implementation.

Policy 1: Monitor key benchmarks based on target growth for each planning area.

IMPLEMENTATION MEASURES

- a. Periodically measure the success of the Policy Plan by developing and adopting a Development Monitoring System that tracks changes in land use, jobs, housing and levels of investment for each major planning area, and anticipates how much additional growth can be accommodated in the future in accordance to infrastructure phases provided in the Community Facilities Management System.
- b. Monitor building permit activity and infrastructure improvements as part of the Development Monitoring System.
- c. Use the Development Monitoring System to trigger services and infrastructure needed to accommodate targeted growth.
- d. Monitor variances and development applications to identify Area Plan, Specific Plan, Form-Based Code and ordinance amendments needed to achieve "Our Oasis" vision.
- e. Work with other agencies and the nonprofit sector to develop a system for monitoring quality of life based on benchmarks such as home ownership rates and commuting travel trips.



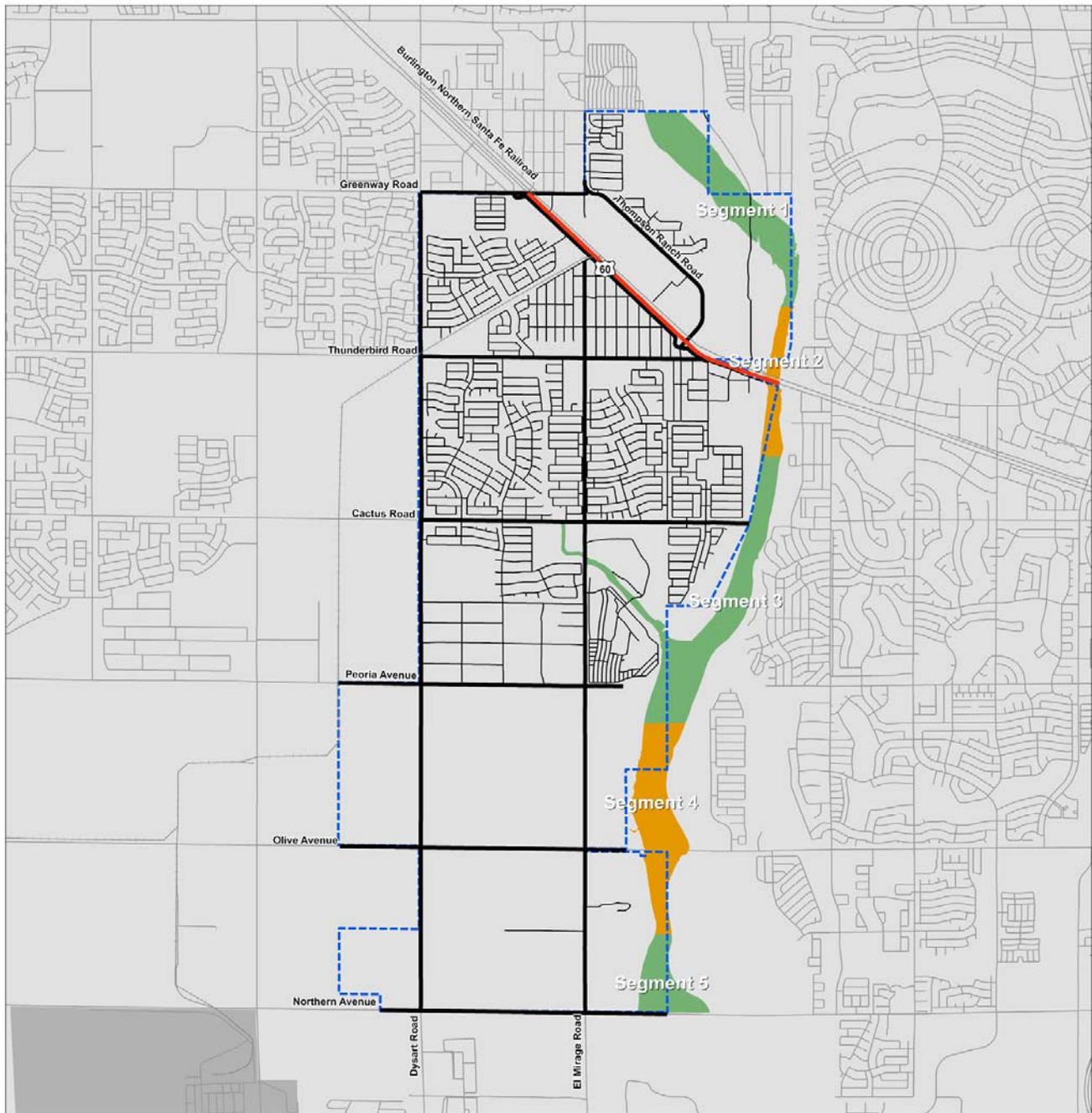
Legend

- ↔ Arterial Road
- Roadways
- Railroad
- Luke AFB Noise Contours
- City of El Mirage
- Proposed City Boundary
- ▨ 100-Year Floodways
- The Neighborhoods
- Downtown
- Agua Fria Gateway
- Commerce/Industry Park
- Luke Air Force Base
- ▨ Luke AFB Clear Zone
- ▨ Luke AFB Accident Potential Zone I
- ▨ Luke AFB Accident Potential Zone II



Sources:
 City of El Mirage GIS Department, 2008
 City of El Mirage General Plan, HGR, 2003
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa Association of Governments GIS Data, 2008.



- Legend**
- Highway
 - Arterial (2-4 Lanes)
 - Local Streets
 - Streets Outside El Mirage City Limits
 - Railroad
 - City of El Mirage
 - Recreation
 - Development
 - Luke Air Force Base

0 4000 NORTH

Source:
 City of El Mirage GIS Department, 2008
 Maricopa Association of Governments, 2008
 Maricopa County, 2008

Sources: The Planning Center based on City of El Mirage GIS Department, El Mirage, Arizona, and Maricopa County Flood Control District GIS Data, 2008.



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Economic Development Element

As provided in the Growth Areas Element, urban planning and land-use embrace market-oriented principles and concepts that support “Our Oasis” vision of a constantly evolving community. This planning process recognizes the role markets play in meeting consumer expectations and preferences. The focus is to achieve sustainability by utilizing the most current planning and urban design tools. Such tools further the most effective economic development strategies to obtain and maintain the fiscal solvency required to adequately respond to fluctuating market conditions.

The proposed improvements of El Mirage Road from Thunderbird Road to Bell Road opens economic development opportunities and provides the connectivity necessary for an urban core to thrive. The proximity of the BNSF Railroad provides opportunities for heavy rail commuter train and transit oriented development. Another major opportunity within the *Designated Growth Area* is the Agua Fria River Corridor, which traverses the City along its eastern boundary. There is a pressing need to balance economic development strategies and public infrastructure projects within a framework that maximizes available lands outside of those areas where major impacts restrict development. This should be done while taking advantage of the opportunities offered by El Mirage Road improvements, the BNSF Railroad and the Agua Fria River.

The Growth Areas Element sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of the City. All elements of this General Plan are designed to foster economic vitality and are aligned with the economic development intent of each planning area. This element identifies the specific economic development strategies designed to promote the long-term viability of each area while considering the built environment. This systematic, comprehensive and inclusive approach allows the City to become a sustainable destination.

Through economic diversification, a broader tax base will position the City for long-term benefits and economic stability. In the spirit of cooperation, regional economic development activities are coordinated and logical development strategies are identified to address more complex economic development efforts.

“Our Oasis” vision foresees expansion of trade and service activities. As the global economy continues to evolve, new opportunities are created through international markets. As the economic base expands, technical and scientific industries are fostered. Development and recruitment of appropriate new industries bring well-paid jobs utilizing local skills.

“Our Oasis” vision recognizes the value of an excellent public education system at all levels to enhance the quality of life for area residents, as well as to attract new firms and provide for a well-trained, well-compensated labor force. Private and public school programs are coordinated with economic development activities so that new jobs match local skills.



City-wide Economic Development Strategy

The City-wide Economic Development Strategy is based on the following objectives:

1. Establish El Mirage as the leading City for innovation, entrepreneurship and venture capital in the Northwest Valley;
2. Establish a comprehensive smart growth policy for sustainable economic development;
3. Ensure El Mirage's leadership in the local, regional, state, national and global economies;
4. Raise the bar for excellence in education and workforce;
5. Ensure the competitiveness of El Mirage's business climate;
6. Implement an integrated economic stimulus strategy for areas of critical concern;
7. Attain the economic diversification needed to sustain long-term viability; and
8. Invest in economic development efforts.

Sustainability and Livability Goals

The City becomes a sustainable destination by achieving its overall livability goals:

1. Engaged Community and Responsive Government: Includes community involvement, volunteering, neighborhood participation, responsiveness of government organizations to citizen input, and the connection between government and the people.
2. Properly Utilizing Regional Natural Resources: Establishes the Agua Fria River Corridor, Agua Fria Gateway and Agua Fria River Walk as a valuable economic development asset and as a regional natural resource.
3. Successful Downtown/Central Business District: Serves as the financial district of the City.
4. Infill and Reinvestment: Includes well-planned growth, the management of sprawl, and the successful development of the Central Business/Arts District as the civic and cultural heart of the City.
5. Quality Employment: Includes high wages, job quality, job diversity and an improved standard of living.
6. Quality Job Training: Includes education, training and skill development that lead to high quality of life.



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7. Revenue Generating Retail and Commerce: Attracts revenue generating retail/service commercial uses in keeping with the economic development intent of each designated planning area.

Overall Economic Development Strategy

The City of El Mirage seeks to support transit investments to spur high-quality, high-density mixed use development that: attracts the “creative class;” provides 24-hour neighborhoods; improves housing affordability and choice; revitalizes El Mirage Central Business District and urban and suburban neighborhoods; creates an Arts District that serves as the heart of the community; establishes a Downtown that serves as the financial district of the City; creates the needed state, regional, and local public and private partnerships necessary to sustain this long-range effort; and generates the long-term revenues necessary to become a vibrant, viable and sustainable destination with a strong and diversified economic development base. Such a diversified Economic Development Strategy will ensure long-term viability and success.

Economic Development Element Goals

GOAL 1: CREATE A PLACEMAKING SUSTAINABLE DESTINATION BY DEVELOPING A SUSTAINING, STRONG AND DIVERSE ECONOMIC BASE.

Policy 1: Attract a mix of large and small industries and businesses in keeping with the development intent of each designated planning area to support a strong and diverse economic base. This mix:

1. Creates opportunities for employment;
2. Generates substantial public revenues; and
3. Involves high levels of private capital investment.

Rationale: Creating a healthy jobs-housing balance and providing for a diversity of quality businesses and jobs assist the City in becoming a sustainable destination with a strong and diverse economic base. Attracting and retaining quality jobs and development, boosting the local economy, and maintaining the long-range viability of the City are key strategies for economic success.



IMPLEMENTATION MEASURES

- a. Develop, implement and regularly update an Economic Development Strategy that serves as the mechanism to:
 - (1) Support development projects that broaden and enhance the City's economic base and produce viable long-term land use patterns.
 - (2) Target and attract industries and businesses that contribute to the diversification and stabilization of the local economy;
 - (3) Identify changes in the existing economic base;
 - (4) Identify business sectors for special expansion and recruitment efforts;
 - (5) Maintain the desired jobs-housing balance;
 - (6) Encourage the expansion and attraction of small and medium size firms with good growth portfolios;
 - (7) Identify and mitigate obstacles to the formation and expansion of local businesses;
 - (8) Encourage office and professional home occupations in mixed-use lofts;
 - (9) Work with the various job training and educational agencies to develop and match the skill levels of the labor pool needed to attract high-wage employment; and
 - (10) In the event of a change in the status of Luke Air Force Base, work to create joint use or commercial use of the airport.
- b. Conduct market studies and feasibility studies to analyze the potential long-term economic impacts of high profile development projects on the City and the region to avoid overbuilding or exceeding the market capacity.
- c. Provide adequate infrastructure capacity to support the development intent of each planning area within the Designated Growth Area.
- d. Facilitate entitlement processing and provide development incentives for all businesses, large, medium or small, that:
 - (1) Further the development intent of the designated planning area;
 - (2) Provide significant capital investment; and
 - (3) Generate employment and public revenues.



Policy 2: Effectively concentrate industrial and commercial uses.

Rationale: Concentrating industry and commerce clusters allows the City to discourage encroachment by non-compatible uses in planning areas designated primarily for industry and commerce such as Commerce/Industry Park.

IMPLEMENTATION MEASURES

- a. Provide sufficient tracts of land at a variety of sizes for industry and commerce in conformance with the development intent of designated planning areas.
- b. Update the Zoning Ordinance to reflect the development intent of designated planning areas.
- c. Incorporate criteria in the Zoning Ordinance to address long-term changes in business operations and market trends.
- d. Request industrial and commercial development to anticipate future expansion needs.

Policy 3: Attract and retain revenue generating commercial, retail and service uses to support a strong and diverse economic base.

Rationale: Attracting and retaining revenue generating commercial, retail and services allows the City to support the strong and diverse economic base needed to become a sustainable community.

IMPLEMENTATION MEASURE

- a. Identify mechanisms in the Economic Development Strategy to:
 - (1) Attract and retain revenue generating commercial, retail and services that expand the community's regional retail market share;
 - (2) Analyze the City's per capita sales by market category compared to statewide averages and target those sectors where the City is deficient or below the state average;
 - (3) Target marketing efforts to attract retail and services that further the development intent of each designated planning area;
 - (4) Expand the current business mix and increase the City's long-range economic viability as a sustainable destination for shopping, learning, working, dining and entertainment; and
 - (5) Assist in the retention and expansion of existing businesses that further the development intent of this General Plan by providing and coordinating available financial and non-financial resources such as business loan programs, cooperation with lenders, providing capital loans, technical assistance and counseling.



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Policy 4: Attract and retain a balance of office/professional uses that support a strong and diverse economic base.

Rationale: Attracting and retaining a balance of office/professional uses allows the City to support the strong and diverse economic base needed to become a major employment center in the Valley and a sustainable community.

IMPLEMENTATION MEASURE

- a. Encourage a mix of office and professional uses compatible in scale with the economic intent of each planning area.
 - (1) Encourage back office projects such as data processing, financial services and corporate offices better suited for a campus environment to locate in Commerce/Industry Park.
 - (2) Encourage professional offices to locate in urban mixed-use areas such as Downtown/Central Business District, the Agua Fria Gateway, and activity centers.
 - (3) Provide for ancillary commercial development in Commerce/Industry Park, such as financial institutions, business support services and restaurants in order to provide the amenities necessary to attract office uses to this planning area.
 - (4) Encourage clustered, smaller scale office and professional uses along major mixed-use corridors and at major activity centers throughout the community to meet the needs of nearby neighborhoods.
 - (5) As part of the overall Economic Development Strategy, attract and retain a variety of office and professional uses to meet the needs of the community and to establish a strong office market employment base servicing the regional and sub-regional area.



Policy 5: Create a balance of employment, revenue generating uses and housing.

Rationale: A balance between employment, revenue generating uses and housing ensures the City's long-term viability.

IMPLEMENTATION MEASURE

- a. Coordinate economic development and land use planning efforts.
- b. Direct high-density urban mixed-use to Downtown/Central Business District, the Transit Oriented Development District, the Agua Fria Gateway and Commerce/Industry Park.
- c. Direct medium-density urban mixed-use to Downtown/Arts District, mixed-use corridors and activity centers.

GOAL 2: ENSURE THAT DEVELOPMENT EFFORTS FUTHER THE ECONOMIC DEVELOPMENT INTENT OF MAJOR PLANNING AREAS

Policy 1: Further the economic intent of the planning area by adhering to the specific policy direction provided in area elements of this General Plan.

Rationale: This element provides the citywide broad economic development policy framework needed to guide development within the Designated Growth Area. The Land Use Element provides citywide broad land use policy direction for development. Specific policy direction is provided in the major planning area elements for each major planning area. These areas are established and discussed in greater detail in the Growth Areas Element. The opportunities and constraints analysis provided in the *Background and Current Conditions* volume guided the designation of major planning areas within the City.

IMPLEMENTATION MEASURE

- a. Require that all development further the economic development intent and adheres to the specific policy direction provided in the corresponding planning area elements.



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Land Use Element

This Land Use Element provides the broad goals, policies and implementation measures directing development in El Mirage. They make up the broad land use policy framework guiding all development and redevelopment decisions within the Designated Growth Area. Based on the analysis of existing conditions summarized in the *Background and Current Conditions* volume, the guiding principles enumerated in “Our Oasis” vision, and the direction provided in the Growth Areas Element and in the Economic Development Element, the Land Use Element provides an integrative land development strategy to achieve “Our Oasis.” The main objectives of this Land Use Element are to guide the implementation measures further described in each area element, to identify the implementation mechanisms necessary to achieve our “Our Oasis” vision, to support the provision of affordable housing, and to create a development monitoring system. The specific land use policy direction is provided in the area elements.

Land Use Element Goals and Policies

GOAL 1: ALIGN LAND USE STRATEGIES WITH ECONOMIC DEVELOPMENT PRIORITIES

Policy 1: Ensure that each planning area provides the balance of land uses needed to achieve and maintain a sustainable tax revenue base.

Rationale: A primary goal of “Our Oasis” is to create a healthy balance between jobs and households throughout the City. The City facilitates balanced growth with the goal of achieving and maintaining a sustainable tax base.

IMPLEMENTATION MEASURE

- a. Coordinate planning area land use decisions with the economic development goals included in the Economic Development Element and the economic development intent for each planning area included in the area elements.



GOAL 2: DEVELOP OUR OASIS AS A SUSTAINABLE COMMUNITY

Policy 1: Provide an appropriate mix of land uses that encourages compact development, supports economic development goals and promotes the efficient use of infrastructure and services necessary to achieve sustainability.

Rationale: Compact mixed-used development promotes the efficient use of infrastructure, increases access, supports walkability and reduces the City's carbon footprint.

IMPLEMENTATION MEASURE

- a. Ensure that area elements designate the appropriate mix of land uses needed to develop a sustainable destination.

GOAL 3: ALIGN RESOURCE ALLOCATION WITH AREA PRIORITIZATION

Policy 1: Prioritize resource allocation through annual updates of the Implementation Plan included in the Implementation and Administration Element.

Rationale: The City allocates resources based on the regular update of the Implementation Plan which identifies implementation programs and targeted priority areas citywide.

IMPLEMENTATION MEASURES

- a. Identify implementation programs and targeted priority areas citywide in the Implementation Plan and annually update such plan.
- b. Allocate resources and coordinate economic development and infrastructure improvements to encourage development, redevelopment or stabilization based on citywide targeted priorities established in the Implementation Plan.
- c. Include implementation measures and monitoring procedures in Area Plans and Specific Plans that are consistent with those established in the Implementation Plan.
- d. Promote private sector initiation and preparation of Area Plans, Specific Plans, and Form-Based Codes consistent with this Policy Plan.
- e. Prepare a phased infrastructure plan as part of the Community Facilities Management System, based on citywide target priority areas identified in the Implementation Plan and performance-based Level of Service standards.
- f. Maintain a development capacity sufficient to meet market demand for a 15 to 20 year timeframe based on growth area targets that are regularly monitored and annually evaluated and adjusted as needed.



- g. Establish an accepted method for calculating jobs and housing forecasts that includes a reliable development capacity measurement to assess existing conditions and effectively plan for future growth in a balanced manner.
- h. Use adopted Area Plans, Specific Plans and Form-Based Codes to guide public decision-making regarding land use and public investment.

GOAL 4: PREPARE AND ADOPT THE NECESSARY REGULATORY MECHANISMS TO ENSURE THAT EACH PLANNING AREA DEVELOPS IN ACCORDANCE TO THIS POLICY PLAN

Policy 1: Prepare and adopt Area Plans, Specific Plans, Form-Based Codes and illustrative plans to guide site specific and area specific zoning, platting and investment decisions in targeted areas.

Rationale: Land use regulations are the primary tools to achieve “Our Oasis” vision.

IMPLEMENTATION MEASURES

- a. Prepare and adopt Area Plans, Specific Plans, and Form-Based Code Overlays that reflect the land use concepts, urban design themes and policy direction provided in this Policy Plan.
- b. Require that site specific zoning cases conform to all applicable policy statements contained in this Policy Plan.
- c. Update the Zoning Ordinance to further “Our Oasis” vision by:
 - (1) Creating market-tested mixed use districts that reflect area plans and illustrative plans.
 - (2) Amending residential zoning regulations for the infill areas to ensure they provide predictable, desirable development patterns.
 - (3) Ensuring that desired types of mixed-use, live-work, lofts and urban densities are permitted and encouraged.
 - (4) Including design standards to facilitate the development of more pedestrian-friendly and human-scaled environments, to promote a sense of identity and safety, to encourage walking and to promote cultural and civic pride.
 - (5) Revising off-street parking standards to reflect actual market demand. Promote targeted development by appropriately reducing parking requirements through the use of innovative parking management tools in designated areas.
- d. Periodically review and update zoning requirements and development standards to ensure market feasibility.
- e. Coordinate targeted growth with El Mirage Parks Department to ensure that the standards for open space, recreation, parks, and trails provided in the Open Space, Parks, Recreation and Trails Element are met.



GOAL 5: PROVIDE EQUITABLE HOUSING OPPORTUNITIES

Policy 1: Encourage affordable quality housing for all income ranges to create a higher standard of living.

Rationale: The City defines housing affordability to include all income ranges. Providing a higher quality and diversity of housing types for both renters and owners of all income ranges assists the City in achieving long-term viability.

IMPLEMENTATION MEASURES

- a. Encourage a diversity of housing types, including urban housing and mixed-use lofts.
- b. Establish programs that foster homeownership.
- c. Create a program to address improperly maintained and/or aging residential buildings.
- d. Take part in public-private partnerships to promote affordable owner-occupied units.
- e. Promote incentives for housing ownership to artists to facilitate their relocation into the Arts District.
- f. Utilize the Form-Based Code building block approach to include alternative housing products.
- g. Encourage the conversion of existing residential buildings worth salvaging located east of El Mirage Road to provide a variety of mixed-use housing opportunities for artists and entrepreneurs such as bed and breakfasts, small restaurants and cafés, artist studios and galleries that serve the community, foster the Artist Relocation Program and meet the needs of the Arts District.
- h. Establish a Community Development Block Grant (CDBG) program for the elimination of slum and blight conditions through acquisition.
- i. Explore establishment of a land banking program to meet specific local priorities and to acquire, hold, manage and disburse property with clear title and turn such vacant properties into community assets.

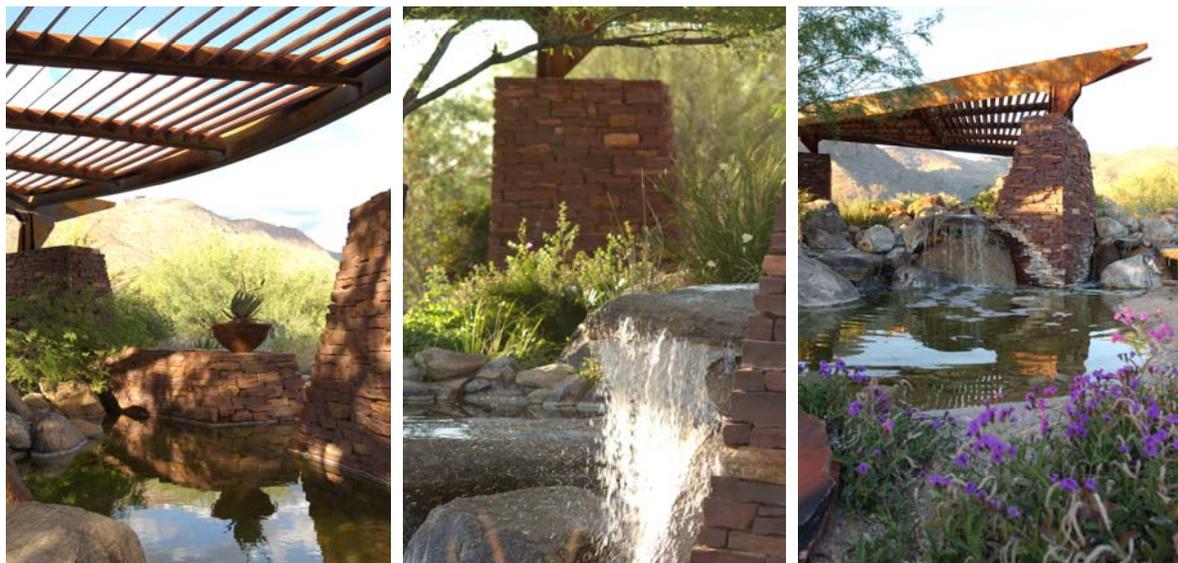


Urban Design Element

This Urban Design Element seeks to define the character and identity envisioned by the community through the identification of placemaking City-wide design themes for the entire Designated Growth Area. Specific design direction for each designated planning area is provided in the planning area elements. The Urban Design Element provides the policy framework for planning and designing the built and natural environments. Goals, policies and the implementation measures included in this element further “Our Oasis” vision.

The main objective of this element is to establish the broad guidance necessary to guide the preparation of implementation tools such as Area Plans, Specific Plans, Form-Based Codes, Master Plans, illustrative plans, and regulations governing site planning, circulation and access, architectural design, signage and lighting. This element also establishes overall design themes for El Mirage gateways and entry features, circulation system, streetscapes, civic spaces, landscapes, open spaces, squares, plazas and parks scaled to enhance both the pedestrian and the driver’s experience.

This element complements the Land Use Element policy direction by providing the urban design guidance necessary to achieve the desired urban form. The specific area elements define the placemaking character of streetscapes, gateways, development and the public realm for each of the designated areas identified in Growth Areas Element.



Example of an Oasis Garden Trail Head Compatible with the Desired Character of the Recreational Areas along the Agua Fria Corridor



Overall Urban Design Element Goals

GOAL 1: CREATE PLACEMAKING THROUGH WALKABILITY

Policy 1: Design and develop the public realm to create pedestrian-friendly streetscapes.

Rationale: Designing the public realm to include pedestrian-friendly streetscapes and requiring new development to provide pedestrian-oriented amenities such as promenades, gathering spaces, court yards and plazas encourages walkability as a mode of transportation, decreases vehicular usage, increases connectivity among different uses, promotes community health, increases quality of life, reduces vehicular emissions and traffic congestion, improves air quality, supports community sustainability, and attracts visitors and investors.

GUIDELINES

- Provide arcades, awnings and other architectural features that promote a human scale and offer protection from rain and the summer heat.
- Include pedestrian plazas and landscaped open spaces that offer interesting public places for people to gather and enjoy the street experience.
- Incorporate water features, sculptures, public art or special architectural features as focal points.
- Include public art, benches, trash receptacles, water fountains, bike racks and other amenities to enhance the quality of the pedestrian experience.
- Differentiate the pedestrian space from the auto realm by utilizing materials with a tactile quality to define walkways and sidewalks.
- Incorporate pedestrian-scaled street lighting and accent lighting to increase placemaking and reduce the impact of light pollution into dark skies.
- Enhance the pedestrian experience by requiring trees and other landscaping to enhance the visual quality and provide shade and a cooler microclimate.
- Require that walkways from building entrances lead directly to the sidewalk.
- Screen parking lots adjacent to the street with landscape features that provide a pleasant visual screen.
- Require new development to provide underground utilities.
- Locate utility boxes in the rear of the development and provide appropriate screening.



IMPLEMENTATION MEASURES

- a. Incorporate urban design standards for walkability in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.
- b. Adopt a Thoroughfare Plan to accommodate *Context Sensitive Design* principles and develop a Context Sensitive Design manual that is consistent with urban design standards for each planning area.
- c. Work with utility providers to increase options for street light fixtures that encourage walking and safety and resolve maintenance issues.
- d. Allocate City funds and identify funding to enhance pedestrian amenities on streets in priority areas.

GOAL 2: CREATE PLACEMAKING THROUGH SITE PLANNING

- Policy 1: Site and orient buildings to support the overall visual character of the designated planning area, enhance the value of new development, maintain view corridors, minimize adverse visual impacts, maximize solar energy utilization, reduce site disturbance and environmental impacts, and facilitate access for residents, employees, visitors, customers and suppliers.

Rationale: Building siting and orientation are important components of placemaking that create the visual character desired by maximizing site opportunities and minimizing adverse visual impact.

GUIDELINES

- Site buildings to blend with the natural contours of the land and to conserve, where applicable and to the maximum extent possible, the natural scenic beauty and vegetation of the site.
- Minimize cut and fill and maximize on-site and off-site views by requiring that building form is complementary to the landform.
- Orient buildings along the Agua Fria River to allow views through and into the Agua Fria River Corridor and to provide connections and visual access where possible to the Agua Fria River Walk and established trails, recreation areas and open spaces.
- Provide primary entrances that are immediately identifiable from the interior driveways and parking areas.
- Provide secondary entrances that are conveniently accessible from parking and delivery areas that serve the building.
- Create interesting street scenes through the development of pedestrian promenades that invite interaction.
- Create plazas, courtyard spaces and pedestrian walks through coordinated placement and orientation of buildings.



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- Maximize solar energy efficiency through building siting and orientation, when feasible.
- Site buildings so as to minimize the visual impact of parking areas.

IMPLEMENTATION MEASURES

- a. Incorporate site planning standards for building siting and orientation in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.

GOAL 3: CREATE PLACEMAKING THROUGH STREET HIERARCHY

Policy 1: Develop and adopt a hierarchy of streets appropriate for each designated planning area.

Rationale: There is a functional hierarchy to streets in El Mirage. This hierarchy is expressed in the street design and the landscape treatment along the street. The primary goal of the City's transportation element is to ensure safe, efficient and convenient circulation and access for all transportation modes through the establishment of a functional hierarchy of streets that provides the placemaking necessary to distinguish the distinct character of each designated planning area while providing a cohesive palette distinctive of "Our Oasis" vision.

GUIDELINES

- Establish signature boulevards along Grand Avenue and El Mirage Road that convey a sense of arrival and provide the placemaking identity designed to enhance visitors' experience as they travel on these roads.
- Enhance signature boulevards with plant materials and street furniture typical of urban settings.
- Pay attention to detail, color, shapes and textures to provide for a greater variety of materials along signature boulevards to distinguish them from other arterial roads or local roads.
- Design signature boulevards to minimize conflicts between different modes and provide connectivity to adjacent uses.
- Employ a landscape theme that is consistent with the overall landscape theme of native vegetation and riparian environment.
- Utilize decorative paving patterns with varying natural colors to accentuate the vehicular, pedestrian and bicycle entries.



IMPLEMENTATION MEASURES

- a. Incorporate signature boulevard standards in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.
- b. Amend the City Zoning Ordinance to include development standards for signature boulevards.

GOAL 4: CREATE PLACEMAKING THROUGH GATEWAYS AND ENTRYWAYS

Policy 1: Develop and adopt a hierarchy of gateways or entry features that distinguishes the unique placemaking character of each designated planning area:

1. **Signature Main Gateway:** Main gateway to the Northwest Valley at the Agua Fria Gateway along Grand Avenue.
2. **Main Gateways:** Main gateways will be located at the following locations:
 - Grand Avenue Main Gateway: at the intersection of Greenway Road and Grand Avenue.
 - Northern Avenue Main Gateway: at the intersection of El Mirage Road and Northern Avenue. This is the City's main southern gateway to the Northwest Valley and the Commerce/Industry Park.
 - Olive Avenue Main Gateway: at Agua Fria River and Olive Avenue.
 - Peoria Avenue Main Gateway: at the Agua Fria River and Peoria Avenue when the future expansion of Peoria Avenue and river crossing at Peoria Avenue are approved.
3. **Area Entry Features:** Establish primary entry features at main entrances of each planning area that reflect the distinct placemaking character of that area:
 - a. Downtown/Central Business District
 - b. Downtown/Arts District
 - c. Commerce/Industry Park
4. **Neighborhood Entry Features:** Provide entrances to residential areas that discourage through traffic.

Rationale: Gateway features convey a placemaking sense of arrival that enhances the experience of travelers. They define the entrances to the City and to the different designated planning areas within it.

GUIDELINES

- Provide a formal landscape theme at gateway areas that is consistent with the overall landscape theme of the planning area.
- Utilize decorative paving patterns at gateways and entryways with varying natural colors to accentuate the vehicular, pedestrian and bicycle entries.



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- Utilize landscape features such as monument walls, lighting, ornamental plantings and signage that convey a sense of arrival and reflects the placemaking identity of the area.
- Ensure that safety visibility triangles are provided at gateways and entryways.
- Employ a landscape theme that is consistent with the placemaking themes of signature boulevards and with the overall distinct placemaking character of each designated growth area.

IMPLEMENTATION MEASURES

- a. Incorporate gateways and entryway standards in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.
- b. Amend the City Zoning Ordinance to include development standards for gateways and entryways.

GOAL 5: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF A REGIONAL MULTIUSE PATH ALONG THE AGUA FRIA RIVER CORRIDOR

Policy 1: Develop the Agua Fria River Walk as a signature continuous multifunctional open space corridor designed to minimize conflicts and safety hazards in accordance with the following guidelines.

Rationale: The Agua Fria Corridor includes five segments within El Mirage. Two of these segments are designated development areas and three are designated regional recreation areas. The Agua Fria River Corridor provides an opportunity to create a regional recreation linear park that is continuous, incorporates the concept of a river front within the development areas and serves the community and the region. The Agua Fria River Walk is a multifunctional open space corridor and a linear park. It serves as El Mirage's major open space corridor linking the Agua Fria Gateway, the Entertainment District, the Arts District, and Commerce/Industry Park. The corridor encompasses a mix of riparian habitat, naturally occurring washes, and regional signature recreational uses such as linear park, nature trails, scenic overlooks, nature study areas, equestrian trails and bike routes developed in conformance with the Agua Fria River Watercourse Master Plan.

GUIDELINES

- Permit pedestrian promenades, a river front road, amphitheatres, multi-use trails and parking within the 100-foot buffer along the river corridor and inside the designated development areas, the Agua Fria Gateway and Commerce Park, allowing the development of a regional signature urban river walk that incorporates principles of habitat integration.
- Permit parks, recreational facilities, multiuse trails, picnic areas, parking areas, ramadas, scenic outlooks, trail directories and sheltered structures within the 100-foot buffer along the river corridor inside river segments designated for recreation uses.



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- Ensure that the Agua Fria River Walk is developed to provide continuity of regional recreation amenities through development areas and recreation centers.
- Design separate trails facilities for bicycle, pedestrian and equestrian users.
- Design each trail facility wide enough to permit users to travel in both directions.
- Provide a clear zone of two (2) feet or greater between bicycle and pedestrian trails.
- Maintain a clear zone of two (2) feet from each trail to any fence, tree or planted cactus.
- Develop accessible pedestrian facilities that meet the needs of older adults and ADA Standards for Accessible Design.
- Develop parking areas with vehicular access off arterial roads.
- Design rest areas such as interpretive areas or overlooks that include at a minimum: seating area under shade structure, picnic area, bicycle racks, drinking water fountain, restroom facilities and signage.
- Design interpretive facilities to include signage with high quality graphics that engage users of all ages wherever there are significant cultural, historical, or natural resources.
- Include visible directional signs with trail names, direction arrows, mileage to points of interest and mileage to development areas and landmark areas such as the Arts District, the Entertainment District and other relevant information.

IMPLEMENTATION MEASURES

- a. Incorporate Agua Fria River Walk multifunctional open space corridor standards in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.
- b. Amend the City Zoning Ordinance to include development standards for the Agua Fria River Walk multifunctional open space corridor.



GOAL 6: CREATE PLACEMAKING THROUGH ARCHITECTURAL DESIGN

Policy 1: Require that buildings within the major growth areas relate to each other in architectural style.

Rationale: Architectural guidelines are established to promote a distinct, unique, recognizable and consistent architectural character for El Mirage. These guidelines are intended to promote flexibility and pertain primarily to development within the designated growth areas, the Downtown, the Agua Fria Gateway, and Commerce Park. They allow individuality of building character, while maintaining a sense of overall harmony throughout the City. These guidelines also define how buildings complement each other through coordination of size, materials, colors, building mass, height, and spatial articulation. Building design also meets all applicable building codes and Federal Aviation Administration regulations. Architectural design must be reviewed and approved by the El Mirage Design Review Committee. Criteria for the formation of this committee are included in this section.

GUIDELINES

- Encourage placemaking architectural styles that are modern, progressive and reflect current state-of-the-art construction technology in design and concept.
- Rely on the dynamic contrast and balance between individual building expression and the ability of new structures to interact visually with neighboring buildings to create a strong sense of unity and community.
- Provide easily identifiable building form, using building numbers, directories, maps, signs, and information kiosks where feasible and appropriate.
- Minimize the large-scale visual impact of buildings by incorporating fenestration, recesses, and projections to segment an otherwise unarticulated wall surface.
- Make provisions for outdoor “people places” such as plazas, courtyards and atriums.
- Use cantilever-style catwalks to physically and symbolically link adjacent buildings, to provide shade and to create a modern architectural effect particularly in proximity to the Transit Station Area that invites people to walk during hot Arizona summers.
- Incorporate energy-efficient building design and materials into all new buildings.
- Express the unique, special character, function and nature of the building while respecting and harmonizing with surrounding architecture.
- The building placemaking character incorporates design characteristics that define a pedestrian – oriented, high-density compact urban environment with parking integrated into buildings.
- Encourage a “four-sided façade” architectural treatment.



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Policy 2: Design building placement, orientation, and massing to create visual interest from off-site as well as on-site and to ensure efficient use of a development parcel.

GUIDELINES

- Create aesthetically interesting and functional exterior spaces such as plazas, courtyards and pedestrian walkways through coordinated placement and orientation of buildings.
- Orient buildings to maximize view potential to the open spaces and to mountain views and river views.
- Internalize and group together service and loading areas, creating a shared service zone, or design service areas underground and away from view where feasible.
- Place and orient buildings to maximize visibility from Grand Avenue, El Mirage Road and Thunderbird Road.
- Minimize the impact of large paved parking areas by providing parking structures and shared parking where appropriate.

Policy 3: Design structures and building complexes with a variety of heights to create visual interest and minimize monotony along the street frontage, provided that the maximum building height established in the Land Use Element is not exceeded.

GUIDELINES

- Require that building heights comply with all related Federal Aviation Administration safety regulations.
- Require high buildings to vary their heights at building entrance and lobby area, to provide a scaled transition from the public realm.
- Incorporate Context Sensitive Design solutions.

Policy 4: Design building façades and details to convey a hierarchy or order and to create visual interest through the interplay of light, shadow, color and texture.

GUIDELINES

- Define building entrances through the use of building recesses, projections, colonnades, space frames or other appropriate architectural features.
- Design building mass and fenestration in proper proportion and scale with the site, adjacent streets and developments.
- Utilize window panels, reveals, recesses, projections and other decorative elements such as molding and arches to segment an otherwise massive, unarticulated exterior wall surface.
- Discourage monotonous façades such as large glass curtain walls.



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Policy 5: Encourage façades with a high level of visual interest, both at auto and pedestrian viewpoints.

GUIDELINES

- Define building entrances through the use of building recesses, projections, colonnades, space frames or other appropriate architectural features with a high level of visual interest both at auto and pedestrian viewpoints.
- Enhance pedestrian approach to building with landscape, lighting, and walkway materials.
- Avoid large unbroken wall surfaces.

Policy 6: Require that building materials and colors are complementary to each other and to adjacent buildings and reflect the overall intent of the designated planning area in which the building is located.

GUIDELINES

- Ensure that building colors and materials are harmonious and complementary to each other.
- Require buildings to have an overall color theme with accent colors applied at main entrances or other special focal areas.
- Require that accent colors are not painted on wall surfaces or used as wide bands.
- Ensure that roof colors are complementary to the overall color theme of the building.

Policy 7: Require that all mounted mechanical equipment is screened from public view and architecturally integrated with the main structure in terms of materials, shape, color and size.

GUIDELINES

- Encourage the use of flat or semi-curved roofs that reflect a contemporary character.
- Use sloped and curved forms at entries or other focal areas as long as they are not the dominant roof theme.
- Construct roof-mounted mechanical equipment and penthouses of materials compatible with the building façades.
- All roof screens shall be solid and continuous.
- Continuous grills or louvers must cover mechanical equipment.
- Communication devices such as satellite dishes and antennas should not be roof-mounted unless technically necessary, in which case, the top of the equipment must be below the top of the parapet or equipment screen to be invisible from the ground. These types of devices may be integrated into the structure.



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Policy 8: Require that all loading, service and delivery areas are accommodated on-site, on the side or rear of a building or underground and not visible from the public right-of-way to maximize site efficiency and minimize adverse visual impact.

GUIDELINES

- Ensure that loading docks, service and delivery areas are not visible from the streets, open spaces, or public right-of-ways.
- Provide screening such as screen walls, landscaping and/or extensions of the building wall where loading docks, service and delivery areas front public streets, open space or public right-of-ways.
- Ensure that screening walls for the service areas are compatible with the main building structure in color, design, form and materials.
- Design service areas to provide for backing and maneuvering on-site and not from a public street.
- Integrate truck docks and loading doors into the building design.

Policy 9: Establish an El Mirage Design Review Committee to review all large-scale development plans for compliance with this Urban Design Element and the specific design themes and direction provided in area elements.

GUIDELINES

- Require that the Design Review Committee includes at least seven (7) active members appointed by the City Council.

IMPLEMENTATION MEASURES

- a. Create El Mirage Design Review Committee.
- b. Incorporate these architectural guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other implementation tools.
- c. Amend Article 21 of the City Zoning Ordinance to include these architectural standards for major growth areas.



GOAL 7: CREATE PLACEMAKING THROUGH LANDSCAPE DESIGN

Policy 1: Prepare and adopt landscape themes and guidelines for each designated planning area that reflect the area's primary purpose, instill a cohesive and seamless placemaking identity and incorporate minimum requirements for:

1. Major transportation corridors within the Designated Growth Area;
2. Landscape areas at the intersection of primary and secondary corridors;
3. On-site landscapes;
4. Entry zone landscapes;
5. Parking lot landscapes;
6. Open space/trail system landscapes;
7. Walls, fences and paving patterns;
8. Water conservation and water harvesting methods; and
9. Plant palettes that include native non-allergenic, drought-tolerant plants or xeriscapes and other suitable vegetation requiring very low water, maintenance and upkeep, have a non-invasive root system and are pest and disease resistant.

Rationale: The landscape themes render a distinct identity that reflects the placemaking character of each designated growth area while maintaining consistency with the established urban design framework of adjacent areas. The image is clean, inviting, and composed of contemporary desert palettes that harmonize from one area to the next providing seamless continuity. In general, planting design is organic, innovative, colorful, and in some instances repetitive. The plant palette is simple yet exuberant, comprised of native vegetation, drought tolerant plants or xeriscapes and other suitable vegetation requiring very little water, maintenance and upkeep. Plants selected are also non-allergenic, have a non-invasive root system, and are pest and disease resistant. All landscape areas are of high quality and well maintained year round.



GUIDELINES (Streetscape Treatments)

- Ensure that streetscape treatment is clean, simple, modern and bold in character and reflects the placemaking identity of the designated planning area.
- Develop a hierarchy of street scenes that reflects the area's placemaking identity and clearly defines the landscape treatments for each road segment in accordance to the density/intensities and urban design intent of the area:
 1. El Mirage Road: Primary Spine Road linking all designated planning areas:
 - a. From Bell Road to the Downtown/Central Business District gateway;
 - b. From the Downtown/Central Business District gateway to Grand Avenue Downtown/Arts District main gateway;
 - c. From the Grand Avenue Downtown/Arts District main gateway to the Thunderbird Road Downtown/Arts District gateway;
 - d. From Thunderbird Road to Peoria Avenue; and
 - e. From Peoria Avenue to the Northern Avenue signature gateway.
 2. Grand Avenue: Signature Front Road and main gateway to the Northwest Valley:
 - a. From the Agua Fria signature gateway to the Greenway Road main gateway.
 3. Thunderbird Road: Secondary Major Arterial linking neighborhoods, the Downtown/Arts District; and the Agua Fria River Walk;
 - a. From the Dysart road entry to the Downtown/Arts District; and
 - b. From the Downtown/Arts District to the Agua Fria River Corridor.
 4. Cactus Road: from the Dysart Road entrance to the Agua Fria Gateway entrance.
 5. Peoria Avenue: Arterial providing access to Commerce/Industry Park when river crossing is approved:
 6. Northern Avenue: Major southern gateway to the Northwest Valley.
- Prepare and adopt a Plant Palette of drought-tolerant plants and xeriscapes for all the different landscape types within the Designated Growth Area;
- Use palms, trees and accent plants listed in the plant palette as the primary theme for the streetscape;
- Use palms and trees to frame the street section and create a placemaking identity on signature corridor
- Accentuate the streetscape with massings of flowering bushes and shrubs listed in the plant palette to add a unique textural quality to the landscape.
- Design roadway corridors to be visually cohesive and reflect the distinct placemaking identity of each designated planning area they transverse.
- Use similar landscape elements and intersections in accordance to hierarchy of entrance.



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- Ensure that plant material massing, spacing and height provide visual clues to motorists about the hierarchy of roadways.
- Require that roadway planning and grading creates a variety of placemaking experiences along the road.
- Require that adjoining parcels for future phase development have the required streetscape fully implemented when the first phase of development occurs. This will include the planting of street trees and the hedges for parking lot screening.
- Have a designated landscape architect registered in the State of Arizona review impacts of proposed landscape plans on underground utilities prior to the preparation of a final landscape plan.
- Require all trees to be a minimum 24 inches box and shrubs/hedges to be a minimum 1 gallon size when installed.

GUIDELINES (On-Site Landscapes)

- Ensure that on-site landscaping has simple and geometric composition, is in scale with the building mass, parking areas and adjacent street width, incorporates visibility triangles and reflects the placemaking identity and urban design intent of the designated planning area.
- Use a limited plant palette in conformance with the adopted Plant Palette.
- Establish a theme plant palette throughout the development that expresses the urban design intent of the area, instills a sense of landscape consistency and order and brings attention to areas of significance.
- Plant large sweeps of single species along street frontages and vehicular entries.
- Include massing of similar plant materials in side and rear yards and parking lot areas.
- Encourage more detailed treatments, such as accent trees and shrubs, at formal building entries, pedestrian plazas and courtyards.
- Require that on-site finished grades meet existing street grades.
- Require coordination with adjacent properties when landscaping abuts: (1) common driveways shared with adjoining parcels; and (2) driveways along common property lines.

GUIDELINES (Pedestrian Streets)

- Provide amenities that enhance the pedestrian experience within common areas that reflect the placemaking identity of the corresponding designated planning area.
- Use plant materials appropriate in scale with the placemaking theme of the designated planning area.
- Provide seating opportunities under shaded areas along pedestrian pathways, trails and sidewalks in the form of fixed benches, informal berms, and seat walls.
- Provide picnic tables, trash receptacles and bicycle racks in pedestrian gathering areas within the street corridor at pocket parks, and along the Agua Fria River Walk.



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GUIDELINES (Individual Building Parcels)

- Ensure that the landscape treatment for each development parcel complements the roadway landscape, conveys the urban design intent of the designated planning area, creates a distinctive setting for the building and helps reinforce the pedestrian green belt system.
- Require a landscape plan prepared by a registered landscape architect and approved by the Design Review Committee as a condition for plan approval.
- Use plant materials listed in the adopted Plant Palette.
- Provide landscape amenities within setbacks.
- Provide landscape amenity areas within building setback areas that contour the ground plane to create a natural progression.
- Create opportunities for water harvesting.

GUIDELINES (Entry Zones)

- Provide an entry zone or a transition area between the public street access point and the private building entrance that includes the entry driveway, access to parking areas, visitor parking and drop-off area, and building entry area.
- Set the image and identity of a development parcel at the entry zone by providing placemaking landscape treatments that are applied in conformance with all entry zone guidelines.
- Require that project entry signage complies with all applicable signage guidelines and is integrated into the surrounding landscape.
- Require that no trees or shrubs are planted within the visibility triangle area of any entry driveway for traffic visibility purpose.
- Prohibit parking along the major signature entry driveways to the regional commerce/employment campus to showcase signature landscapes along these entry zones.
- Provide accent plant materials or specimen trees at formal building entries that do not encroach into the streetscape setback at the site entries or at sign locations.
- Clearly define visitor parking and drop-off areas with special landscape materials and enriched paving.
- Permit accent plant materials or specimen trees not listed in the Plant Palette with approval from the Design Review Committee.



GUIDELINES (Parking Lot Landscape)

- Mitigate heat/glare through the provision of landscapes that minimize the visual impact of parking areas, provide accessible, safe circulation within and adjacent to parking areas, including parking stalls, parking aisles, drive aisles, and other associated on-site vehicular areas.
- Landscape parking areas to screen them from view from adjacent streets and other properties and to reduce the adverse visual impact of large paved areas.
- Ensure that landscape materials are compatible with adjacent streetscapes and overall on-site landscape themes.
- Ensure that landscape areas within parking setback areas provide contouring of the ground plane to create a natural progression.
- Require parking lot trees at a ratio of one (1) per every four (4) linear stalls.
- Ensure that trees in parking lot areas are geometrically arranged in regularly spaced planter bays to create a formal look.
- Plant additional trees in front of stalls in bays or planters.
- Require that tree wells or planter bays within paved parking areas have a minimum-planting dimension of 8 feet.
- Locate trees in planter bays to provide shading effect to the asphalt areas.
- Ensure that visitor parking and drop-off areas are clearly defined with special landscape materials and enriched paving.
- Provide appropriate landscape screens around parking areas to reduce adverse visual impact of large paved areas.
- Utilize drought-tolerant plants and xeriscapes for parking areas listed in the adopted Plant Palette.

IMPLEMENTATION MEASURES

- a. Incorporate these landscape guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tools.
- b. Amend the City Zoning Ordinance to include these landscape guidelines.



GOAL 8: CREATE PLACEMAKING THROUGH SIGNAGE

Policy 1: Prepare and adopt a signage ordinance that provides the specific signage guidelines for each designated planning area that is necessary to convey a cohesive and seamless placemaking identity.

Rationale: These general signage guidelines are intended to ensure consistent signage standards to reinforce the collective placemaking image of El Mirage's designated planning areas, while maintaining opportunities for individual identity of each development area. Nonconforming or unapproved signs are brought into conformance at the expense of the property owner. Signage design, location, size and number of signs conform to these guidelines and are subject to review and approval by the Design Review Committee. Signs within the major growth areas further the scale and urban design intent of the area.

GUIDELINES

- Ensure that sign palettes and sign themes provide visual continuity throughout the City, further the placemaking identity of each designated planning area, are subordinate to landscape and architectural elements, and comply with all applicable building and electrical codes.
- Develop a hierarchy of signs to ensure way finding by conveying information that is needed for the visitor to understand the location of businesses and activities.
- Require that all permanent signs have a life expectancy of at least ten years and that sign materials do not delaminate, fade, distort or deteriorate within this time period.
- Require the exposed backs of all signs that are visible to the public to be concealed, finished, and properly maintained.
- Require that the number of signs, size, location and design of each sign do not exceed the maximum limitations established for each category in the signage guidelines.

IMPLEMENTATION MEASURES

- a. Incorporate these signage guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tools.
- b. Amend the City Zoning Ordinance to include signage standards that reflect the urban design intent of each designated planning area.



GOAL 9: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF SPECIFIC URBAN DESIGN CRITERIA FOR EACH DESIGNATED PLANNING AREA

Policy 1: Provide specific urban design direction, design themes and streetscape options for each designated planning area in the respective area element.

Rationale: The Urban Design Element serves as the framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools, providing citywide placemaking urban design direction and overall guidelines. Specific design themes and streetscape options for each designated planning area are provided in the respective planning area element. This approach allows designers, architects, developers, City reviewing staff and decision-makers to streamline the development review process without compromising the envisioned placemaking quality of development.

IMPLEMENTATION MEASURE

- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in this element and in the corresponding area elements.

GOAL 10: CREATE PLACEMAKING THROUGH THE PROVISION OF PUBLIC ART

Policy 1: Encourage public art throughout the City that reflects the placemaking identity, urban design intent and scale of each designated planning area.

Rationale: Public art enhances the visual quality of a place and contributes to its placemaking identity. Encouraging artists residing in the Arts District to participate in the design of public art that represents the identity of a planning area assists in establishing the placemaking identity envisioned by the community. Public art in plazas, terraces, and courtyards in between buildings visually attracts visitors.

GUIDELINES

- Require that developers dedicate one (1) percent of construction value for the provision of outdoor public art.
- Locate public art so that is reasonably visible or accessible to the public from a major road, open space, plaza, courtyard or building entrance area.
- Consider durability of the art material prior to approving design.
- Require Design Review Committee approval for all public art projects.
- Require building owners to provide ongoing maintenance of public art projects.



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IMPLEMENTATION MEASURE

- a. Incorporate these public art guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tools.

GOAL 11: CREATE PLACEMAKING THROUGH THE CREATION OF AN ARTS DISTRICT

Policy 1: Support the revitalization efforts and recommendations of the Artist Relocation Program by providing urban design guidelines for the Arts District.

Rationale: The guidelines included in this section serve as catalysts to provide new areas of collaboration and cooperation in the creation of implementation tools. In order to be effective, the creation of the Arts District involves artists in the design and planning process. This approach ensures that urban design complements cultural planning and provides a strong foundation to guide the economic development strategy that furthers the placemaking identity envisioned by its artists and the community. The main objectives of this approach are to establish a thematic continuity, identify the most appropriate scale and cognitive structure; attract investment, and establish a distinct identity for the Arts District.

GUIDELINES

- Work with area artists to redefine the historic block grid and adopt a new block scale that provides the flexibility needed to serve lower scale uses such as mixed-use artist home/studio, boutique art galleries, small outdoor restaurants and cafés and larger scale land uses such as art museums and art institutes.
- Address urban design considerations such as access, flow, parking, connectivity, interfaces, edges and relationships to adjacent Downtown/Central Business District, the Agua Fria Gateway, and The Neighborhoods.
- Encourage a well defined and contiguous public realm to draw the District together by requiring that all buildings gather around shared spaces instead of fragmenting the public realm and ground plane.
- Promote clear wayfinding and connectivity to the greater downtown, the entertainment district, the adjacent neighborhoods and the Agua Fria River.



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- Define circulation concept for the Arts District that distinguishes the different forms of mobility within the district by applying appropriate widths and streetscape landscape palettes that includes:

Mobility Streets: these streets constitute the essential public element upon which the fabric of the Arts District is built. They convey the placemaking character unique to the Arts District and fall into three categories:

Center Streets: these streets serve the center of the Arts District and thereby attract a distinctive density or quality of use (public and private). These streets will attract the landmarks and land uses that define the placemaking identity of the Arts District.

Peripheral Streets: these streets circumscribe the core area of the Arts District and set a particular urban pattern of lineal sub-districts. They define recognizable design elements such as main entries into the Arts District and locate reference points that give greater legibility to the Arts District structure but do not necessarily define edges.

Contextual Streets: these streets serve vehicular functions over pedestrian functions and provide opportunity to access parking, deliver services, and dissipate traffic generated by regional art events. These streets include mixed-used corridors such as El Mirage Road and Thunderbird and include a pedestrian-oriented public realm with functional sidewalks that encourage pedestrian movement, and vehicular travel lanes that allow access to parking areas and loading docks.

Central and peripheral streets allow more directed vehicular movement and allow more randomness in pedestrian movement. These different functions are reflected in the visual identity of the right-of-way to create placemaking legibility and wayfinding for the Arts District. The Arts District should impress itself upon the street design so that its sense of place is expressed in the public realm.



Moving Into the Art Zone

IMPLEMENTATION MEASURE

- a. Require that all development, as well as all Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tools for the Art District, support the revitalization efforts and recommendations of the Artist Relocation Program and incorporate these guidelines.



Transportation and Circulation Element

Establishing a safe and efficient transportation network that includes access to alternate modes (vehicular, pedestrian, bicycle and transit) is a key component for the development of El Mirage as a sustainable community. Over the past several years, rapid growth has largely impacted the transportation network in El Mirage and across the Phoenix valley. As a result, several major arterial corridors within the City have recently been widened or are in design to do so. Grand Avenue/Highway 60 currently functions as a major spine road, moving commuter traffic and serving as a regional route.

El Mirage Road improvements from Northern Avenue to Bell Road are underway. The City completed a Context Sensitive Design process with Maricopa County Department of Transportation. This process identifies improvements, right-of-way acquisition for roadway widening, and at grade intersections. These proposed improvements will connect the City north and south of the Grand Avenue corridor.

The BNSF railroad runs parallel to the Grand Avenue corridor. The Land Use Element designates the north portion of this corridor for Transit Oriented Development. It also identifies a heavy rail commuter train station at the intersection of the Grand Avenue corridor and El Mirage Road.

The proximity of the future Transit Oriented Development District to the proposed Agua Fria River Walk and its River Oriented Development and regional recreation amenities provides an opportunity for the City to become a sustainable destination that functions as the Gateway into the Northwest Valley.

This element reaffirms a commitment to the future of the City and seeks to provide an integrated system of transportation for the 21st Century that:

1. Provides an attractive and pedestrian-friendly Gateway to a revitalized Downtown/Arts District, and a thriving new Downtown/Central Business District;
2. Articulates a placemaking sense of arrival to a destination;
3. Serves as the main gateway to the Northwest Valley;
4. Improves the regional transportation network Level of Service;
5. Implements alternate modes of transportation, such as Transit Oriented Development;
6. Minimizes local and regional traffic congestion; and
7. Includes multi-modal connectivity to the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway, the Agua Fria River Walk, the Entertainment District, and the Commerce/Industry Park.



The implementation of the overall direction provided in this Transportation and Circulation Element and the Urban Design Element in conjunction with the specific transportation, circulation and urban design direction provided in each area element allows the City of El Mirage to become a sustainable and vibrant destination with a strong placemaking identity, character and sense of place.

Transportation and Circulation Element Goals

GOAL 1: PROVIDE A SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION NETWORK THAT FURTHERS OUR OASIS VISION AND ECONOMIC DEVELOPMENT GOALS

Policy 1: Establish and maintain a safe, convenient and efficient level of service standard for all motorized and non-motorized transportation systems within the Designated Growth Area that:

1. Meets the community's current and projected transportation and circulation needs;
2. Furthers the City's economic development goals established in the Economic Development Element.
3. Ensures appropriate traffic flow throughout the Designated Growth Area; and
4. Coordinates with Maricopa Association of Governments and Arizona Department of Transportation long-range regional transportation goals;

Policy 2 : Require that the road network further the placemaking direction established in the Urban Design Element and in the area elements.

Rationale: A primary goal of *Our Oasis* is to create a destination environment that serves residents and attracts visitors to the area. El Mirage's open space, parks, recreation and trails system offers a broad range of local and regional opportunities in keeping with the City's economic development goals. Likewise, successful and functional community centers and heavy rail commuter train service areas rely on pedestrian environments that are safe and convenient with short walking distances, and include comfortable placemaking surroundings. In addition to the design of development adjacent to the street, this environment is also shaped by the design of the public realm, including public streets, sidewalks and gathering spaces. The circulation concept provided in this element complements the land use, urban design and economic development concepts by incorporating pleasant and convenient walking facilities, appropriate on-street parking, and amenities within the public street right-of-way and public spaces, such as streets, landscaped areas and plazas.



IMPLEMENTATION MEASURES

- a. Continue to coordinate regional route improvements with Maricopa County, Maricopa Association of Governments and Arizona Department of Transportation.
- b. Continue to work with Maricopa County, Maricopa Association of Governments and Arizona Department of Transportation to ensure that all regional route improvements further "Our Oasis" vision and economic development goals.
- c. Require that all major and minor arterials within the Designated Growth Area maintain a "D" Level of Service or higher in order to maintain traffic flow.
- d. Require that all development proposals analyze proposed development traffic impact on the existing roadway network.
- e. Continue to work with Maricopa County Flood Control District to develop a River Oriented Development front along the Agua Fria River that includes motorized and non-motorized multimodal access.
- f. Review all proposed roadway improvements prior to scheduling such improvement in the Capital Improvements Plan to determine if such improvement furthers the policy direction provided in this General Plan.
- g. Where the roadway is maintained and/or operated by another jurisdictional authority, notify such jurisdiction in writing if any identified roadway improvement plans are not consistent with the policy direction of this General Plan.
- h. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to the policy direction provided in this element and in the area elements.

GOAL 2: REDUCE THE DEPENDENCE ON AUTOMOBILE BY ENSURING THAT ALTERNATE TRANSPORTATION MODES ARE AVAILABLE WITHIN THE DESIGNATED GROWTH AREA

Policy 1: Provide a comprehensive multimodal transportation network that serves existing and planned development.

Rationale: A comprehensive multimodal transportation network that integrates commuter/express service needs, circulator (local) transit needs, special service needs (such as dial-a-ride), heavy rail commuter transit service, pedestrian and bicycle access is integral to the long-range viability of El Mirage.



IMPLEMENTATION MEASURES

- a. Conduct a Comprehensive Transit Study that addresses:
 - (1) Commuter/express service needs;
 - (2) Circulator or local transit needs;
 - (3) Special service needs, including Dial-a-Ride services;
 - (4) Proposed heavy rail commuter transit service opportunities on the existing BNSF railroad corridor; and
 - (5) Appropriate location for heavy rail commuter transit service Train Area Station.
- b. Prepare a Transportation Master Plan for the City that incorporates the Comprehensive Transit Study.
- c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element, the Comprehensive Transit Study and the Transportation Master Plan.

GOAL 3: SYSTEMATICALLY IMPLEMENT THE REGIONAL TRANSPORTATION GOALS IN A LOGICAL, EQUITABLE AND TIMELY FASHION TO ENSURE THAT ADOPTED LEVEL OF SERVICE IS MAINTAINED THROUGHOUT THE DESIGNATED GROWTH AREA

Policy 1: Adopt standards for fund identification, right-of-way and roadway design phasing.

Rationale: The systematic implementation of regional transportation goals in a logical, equitable and timely fashion requires the adoption of standards for fund identification, rights-of-way and roadway design phasing.

IMPLEMENTATION MEASURES

- a. Establish a mechanism for the identification and allocation of funds necessary for the timely development of roadway improvements as part of the Capital Improvements Plan.
- b. Require, where feasible and applicable, that road improvements are designed so they may be easily and economically upgraded to their ultimate configurations without requiring major reconstruction of the original roadway infrastructure.
- c. Develop a Major Streets and Routes Plan as part of the City Transportation Master Plan that identifies the location and width of required right-of-way dedications for the City's arterial roadway network at buildout.
- d. Protect future right-of-way from building encroachment by establishing right-of-way setback requirements for all buildings and structures along new or improved arterial roads.
- e. Require new development or expansion of existing development to provide the established right-of-way.



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- f. Require that roadway improvement projects are phased as recommended by the City Engineer.
- g. Require that all Area Plans, Form-Based Codes, Master Plans and any other City or developer initiated development project conforms to the Transportation Master Plan and all applicable policy direction in this General Plan.

GOAL 4: DEVELOP THE AGUA FRIA RIVER FRONT AS A DESTINATION, PLACEMAKING REGIONAL GATEWAY IN KEEPING WITH ECONOMIC DEVELOPMENT GOALS

Policy 1: Work with Maricopa County Flood Control District as well as major local, regional and state agencies and stakeholders to ensure that River Oriented Development along the Agua Fria River front includes safe, convenient and efficient motorized and non-motorized access.

Rationale: The two segments of the Agua Fria Corridor designated as development areas, which are the Agua Fria Gateway and Commerce Park, the commerce/employment campus, incorporate a destination River Front. The River Front concept includes motorized and non-motorized access. River Road serves the mixed-use River Oriented Development along the river and includes pedestrian and bicycle connectivity to the Agua Fria River Walk, a regional signature linear park providing seamless continuity through its destination development centers and recreation areas.

IMPLEMENTATION MEASURES

- a. Prepare and adopt a Transportation Master Plan that includes specific guidelines and design criteria for the development of River Road along the Agua Fria River.
- b. Require that all Area Plans, Specific Plans, Form-Based Codes, Regulating Plans, Illustrative Plans and any other developer or City initiated implementation tool complies with all applicable requirements set forth in this General Plan, the Open Space, Parks, Recreation, and Trails Master Plan, the Agua Fria River Walk Master Plan, and the Transportation Master Plan.



River Road Concept Showing Mixed-Use River Oriented Development



GOAL 5: LIMIT THE NUMBER AND FREQUENCY OF CONNECTIONS AND ACCESS POINTS TO ARTERIAL ROADS

Policy 1: Limit the number and frequency of connections and access points to arterial roads by incorporating access management concepts where feasible and appropriate.

Rationale: Access Management is the process that provides access to land development while simultaneously preserving the flow of traffic on the surrounding road system in terms of safety, capacity, and speed. Access Management involves changing land use planning and roadway design practices to limit the number of driveways and intersections on arterials and highways, constructing medians to control turning movements, encouraging clustered development, creating more pedestrian-oriented streetscapes, improving connectivity, and road space reallocation to encourage efficiency. Although Access Management is primarily intended to improve motor vehicle traffic flow, it can integrate transportation and land use planning. It can help convert automobile-oriented strip development into more accessible land use patterns that are better suited to walking, cycling and public transit.

By adopting an Access Management Program, the City establishes a mechanism that discourages strip development by limiting direct access to arterial streets from individual parcels. A variety of techniques such as the use of median divided arterials, frontage roads, and collector streets are used to limit access points to arterial roads and provide shared access where feasible and appropriate. This approach assists the City in maintaining the established Level of Service while providing a safe, convenient and efficient transportation network with a well-defined public realm.

IMPLEMENTATION MEASURES

- a. Adopt an Access Management Program for major arterials within the Designated Growth Area that identifies all the actions El Mirage will take to maintain the safety and traffic carrying capacity of major arterials. These actions may include enacting ordinances that control driveway location as well as design guidelines and standards for limited access that further the development intent of each designated planning area.
- b. Simplify timing for an orderly progression of traffic signal phasing through a uniform spacing pattern of all new driveways and median breaks.
- c. Require that all Area Plans, Specific Plans, Form-Based Codes, Regulating Plans, Illustrative Plans and any other developer or City initiated implementation tool reflects the standards for ingress and egress adopted in the Access Management Program.



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Concept Showing an Industry Campus with a Shared Entry Drive that Offers Limited Access

GOAL 6: PROVIDE SAFE AND CONVENIENT PEDESTRIAN CROSSINGS AND RAILROAD ACCESS

Policy 1: Establish safe and convenient pedestrian crossings and railroad access points across the BNSF Railroad Corridor in keeping with the development intent of Downtown/Central Business District, the Transit Oriented Development District, and the Train Area Station.

Rationale: Safe, convenient and efficient multimodal connectivity to Downtown/Central Business District, the Transit Oriented Development District and the Train Area Station is essential for the economic success and long-range viability of these areas.



Examples of Safe and Convenient Pedestrian Crossings and Access to Train Station



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Safe At-Grade Pedestrian Crossing at a Transit Oriented Development Heavy Rail Train Station

IMPLEMENTATION MEASURE

- a. Require that all Area Plans, Specific Plans, Master Plans, Planned Area Developments, Form-Based Codes, Regulating Plans and Illustrative Plans, incorporate safe and convenient pedestrian crossings and railroad access.

GOAL 7: ENSURE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF EACH PLANNING AREA

Policy 1: Require that all new development conforms to the specific transportation and circulation policy direction included in the area elements.

Rationale: Each planning area element includes policy direction for safe, convenient and efficient multimodal transportation in keeping with the development intent of the respective planning area.

IMPLEMENTATION MEASURE

- a. Require that all Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Regulating Plans and Illustrative Plans, incorporate the specific policy direction provided in each area element.



Open Space, Parks, Recreation and Trails Element

This Open Space, Parks, Recreation and Trails Element provides a 20 year vision and the broad policy direction for open space and recreation in the City. The City is currently in the process of completing the *El Mirage Open Space, Parks, Recreation and Trail System Master Plan*. The Master Plan will reflect the policy direction provided in this element. This element conforms to the *Agua Fria River Watercourse Master Plan* and incorporates the Agua Fria River Corridor and the Agua Fria River Walk, a regional multi-use path linear park system along the river providing access and connectivity throughout the Designated Growth Area.

The Land Use Element provides the broad goals, policies and implementation measures directing development in the City. The land use policy framework guides all new development and redevelopment decisions within the *Designated Growth Area*. This element provides the framework for the provision of quality open spaces, parks, recreation facilities, and trail systems needed to support the community's needs and to provide the placemaking quality environment envisioned. The main objective of this element is to guide the implementation measures further described in the Implementation Plan and to provide guidance for the establishment of appropriate Level of Service for the provision of open spaces, parks, recreation facilities and trail systems within the Designated Growth Area. Specific policy direction for each planning area is provided in the area elements.



Gateway Park Design Concept by Logan Simpson Design, Inc.



Open Space, Parks, Recreation and Trails Element Goals and Policies

GOAL 1: PROVIDE A DIVERSE RANGE OF ACTIVE AND PASSIVE RECREATION OPPORTUNITIES TO FURTHER *OUR OASIS* VISION AND OUR ECONOMIC DEVELOPMENT GOALS

Policy 1: Provide a diversity of recreation facilities and programs that meet the community's current and projected needs and reinforce the placemaking quality envisioned.

Rationale: A primary goal of *"Our Oasis"* is to create a destination environment that serves residents and attracts visitors to the area. This element offers a broad range of local and regional opportunities in keeping with the City's economic development goals. Open space, pedestrian greenbelt system, park lands, recreation facilities, programs and services are designed to meet the needs of our neighborhoods and community and to further *Our Oasis* vision of a destination desert jewel at the main gateway of the Northwest Valley. Opportunities for recreation include sports fields, organized team sports, swimming pools, tennis courts, neighborhood parks, community parks, and the Agua Fria River Walk, a regional signature linear park along the Agua Fria River. The Agua Fria River Walk includes areas of scenic and visual enjoyment, picnic areas and regional multiuse paths for hiking, biking, and horseback riding. This regional park provides connectivity to the pedestrian greenbelt system linking the Agua Fria River to the pedestrian promenades, plazas, and courtyards within the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway, the Entertainment District, Commerce/Industry Park, activity centers and neighborhoods.

IMPLEMENTATION MEASURES

- a. Coordinate decisions regarding parks and recreation facilities and programs planning with the economic development goals included in the Economic Development Element and with the specific policy direction included in the area elements.
- b. Balance the needs for housing, commerce and industry with the needs for parks, recreation, trails and open space.
- c. Establish performance-based Level of Service standards for parks, recreation and open space.
- d. Require all new development to include trails, parks, open space and connectivity to adjacent uses or provide in lieu fees for the development of parks and recreational facilities to maintain the established Level of Service.
- e. Continue to work with Maricopa Flood Control to develop the Agua Fria River Walk as a regional destination park.
- f. Work in partnership with Home Owner Associations to ensure maintenance of existing parks within private developments.



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- g. Provide opportunities for community input in the planning, site selection, and design of park or recreation facilities to ensure neighborhood and community needs are met.
- h. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element and in the area elements and maintain established Level of Service for open space, recreation, parks and trails.

GOAL 2: PRESERVE, PROTECT AND ENHANCE THE INTEGRITY AND QUALITY OF EXISTING PARKS AND RECREATION CITYWIDE.

Policy 1: Maintain and upgrade existing public parks and recreation citywide.

Rationale: El Mirage places a high value on the availability of open space, parks and recreation opportunities and recognizes the importance of these quality-of-life amenities in the creation of a sustainable community. As target growth is achieved, so is the demand for additional services. Providing new services must be balanced with preserving, protecting and enhancing the integrity and quality of existing parks and recreation citywide in order to ensure the long-term viability of the City.

IMPLEMENTATION MEASURES

- a. Protect existing public parks and recreation facilities from new non-residential development encroachment through the provision of appropriate buffers and density transitions.
- b. Identify and secure funding as part of the annual Capital Improvements Program for protecting, preserving, maintaining and upgrading public parks and recreation facilities and programs citywide.
- c. Require that new development along the Agua Fria River incorporate principles of habitat integration.
- d. Maintain and expand citywide recreation programs to keep up with demographic changes.
- e. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element and incorporate clear buffers and density transitions to established parks and recreation facilities.



GOAL 3: DEVELOP AN INTEGRATED PARKS, RECREATION, TRAILS AND OPEN SPACE SYSTEM THAT PROVIDES CONNECTIVITY AND ACCESSIBILITY

Policy 1: Develop an integrated parks, recreation, trails and open space system that promotes safe and timely access to all travel modes (pedestrian, bicycle, public transit, commuter train) and provides connectivity to major destinations within the City.

Rationale: Open space, trails, parks and recreation facilities enhance the quality of life in El Mirage. Within the Designated Growth Area, parks and recreation facilities, open space corridors such as the Agua Fria River Corridor and the regional destination linear park at the Agua Fria River Walk, are integrated into the urban fabric so they provide convenient and easy access. Recreation access has three components: connectivity, opportunity, and availability. These three components are addressed when locating and designing new public parks and recreation facilities.

IMPLEMENTATION MEASURES

- a. Locate new parks and recreation facilities within walking distance of residential, commerce and employment centers and commuter train station areas.
- b. Require that regional and community parks and recreational facilities, which are not easily accessible to all residents, are equitably distributed throughout the Designated Growth Area in locations that provide accessibility to several travel modes (pedestrian, bicycle, auto, public transit and commuter train).
- c. Require, where feasible and possible, that new parks and recreation facilities include access to public transit routes for persons with disability, the elderly, teens and the economically disadvantaged.
- d. Provide new and upgraded parks and recreation facilities that employ barrier-free design principles that make them accessible to all community members regardless of age or physical ability.
- e. Incorporate, where feasible and possible, outdoor recreational opportunities within the City's open space and resource-based parks through development of accessible overlooks, nature trails, interpretive and directional signs and nature study areas.
- f. Require all development to incorporate a well-defined and accessible trail system in the design of new development and provide connectivity to bike routes, pedestrian green belt system and walkways, citywide trail system, parks and open space.
- g. Include a balance between programmed and non-programmed use of recreation facilities throughout the Designated Growth Area to increase availability to the greatest variety of users.
- h. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element, the area elements and satisfy the connectivity, opportunity and availability components for locating and designing new parks and recreation facilities.



GOAL 4: DEVELOP THE AGUA FRIA RIVER WALK AS A DESTINATION, PLACEMAKING REGIONAL SIGNATURE PARK IN KEEPING WITH ECONOMIC DEVELOPMENT GOALS

Policy 1: Work with Maricopa County Flood Control District as well as major local, regional and state agencies and stakeholders to ensure that the Agua Fria River Walk is developed as a destination regional signature linear park by:

1. Designing the Agua Fria River Walk as part of the destination gateway to the Northwest Valley to further the economic development goals of the City;
2. Ensuring that all five segments of the Agua Fria River within the Designated Growth Area are designed and developed to provide a seamless transition from segments designated as developed areas to segments designated as recreation areas (see Exhibit 2);
3. Ensuring that linear park design connects and provides access to all the major destinations within the City;
4. Developing a hierarchy of trail heads providing access to the Agua Fria River Walk signature linear park; and
5. Requiring that El Mirage Open Space, Parks, Recreation and Trails Master Plan is consistent with the policy direction provided in this General Plan.

Rationale: The Agua Fria River Corridor is the backbone of the Agua Fria Gateway traversing the City north to south along its eastern boundary. The Agua Fria Gateway is developed as a destination and serves as the gateway to the Northwest Valley. The Agua Fria River Walk is a regional signature linear park providing seamless continuity through its destination development centers and recreation areas. Development along the river is designed and developed incorporating habitat integration principles. The portions of the Agua Fria River Walk within the two designated development centers, the Agua Fria Gateway and Commerce/Industry Park, are compatible with adjacent development and complementary to each other to ensure that the placemaking destination identity is maintained throughout the Designated Growth Area. The Agua Fria River Walk develops in a manner consistent with the economic development goals of the City.

IMPLEMENTATION MEASURES

- a. Update El Mirage Open Space, Parks, Recreation and Trails Master Plan to conform to the policy direction provided in this General Plan.
- b. Prepare and adopt an Agua Fria River Walk Master Plan that includes the specific guidelines and design criteria necessary to implement the Agua Fria River Watercourse Master Plan and Goal 5 of the Land Use Element.
 - (1) Include specific design criteria for segments of the Agua Fria River Corridor designated as development areas and for segments designated as recreational areas;
 - (2) Ensure seamless continuity of the multifunctional open space corridor throughout the Designated Growth Area;



- (3) Require development along the river front to incorporate habitat integration principles of design;
 - (4) Consider the possibility and the implications of establishing an equestrian regional trail along the corridor; and
 - (5) Provide linkages via pedestrian greenbelt system to major destinations inside the City.
- c. Require that all Area Plans, Specific Plans, Form-Based Codes, illustrative plans and any other developer or City initiated implementation tool complies with all applicable requirements set forth in this General Plan, the Open Space, Parks, Recreation and Trails Master Plan and the Agua Fria River Walk Master Plan.

GOAL 5: PROMOTE EFFICIENT USE OF LAND, RESOURCES AND FACILITIES THROUGH THE CREATION OF PUBLIC/PRIVATE PARTNERSHIPS FOR THE PROVISION OF ACTIVE AND PASSIVE RECREATION WITHIN THE DESIGNATED GROWTH AREA

Policy 1: Coordinate the provision of passive and active recreation with the school district and other applicable public agencies.

Rationale: Creative methods for cost-effective and efficient use of public lands allows the City to improve, enhance and expand its recreational facilities to meet existing and future needs. Creative means of providing additional lands and facilities for public recreation use include joint use of public and non-profit facilities such as parks, swimming pools, and schools. Joint use facilities can include any land area or physical structure shared by one or more public or non-profit entities. Joint use serves an increasingly important role in providing recreation facilities and programs in The Neighborhoods planning area. In addition to the continued pursuit of joint use opportunities with school districts, El Mirage explores opportunities for new cooperative partnerships with governmental agencies, development corporations, redevelopment agencies and private land owners.

IMPLEMENTATION MEASURES

- a. Support the Dysart Unified School District's efforts to expand elementary and secondary school sites that result in additional joint-use opportunities.
- b. Design public facilities to incorporate recreational elements, such as children's play grounds, pocket parks and usable public plazas.
- c. Require new development to provide open space, parks, recreation and trails in accordance to adopted Level of Service standards for active and passive recreation.
- d. Establish ongoing partnerships with all applicable public agencies and non-profit entities to fund additional parks, pedestrian greenbelt, trail connections and trail heads, parkways, bike paths, and other recreation facilities, including:
 - (1) Arizona Department of Transportation;
 - (2) Arizona Parks System;



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- (3) Maricopa Association of Governments;
- (4) Maricopa County Flood Control District;
- (5) Arizona Parks and Recreation Association;
- (6) BNSF Railroad;
- (7) Utilities companies;
- (8) Other non-profit youth and recreation entities;
- (9) Redevelopment Agencies; and
- (10) Development Corporations.

GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN EACH DESIGNATED PLANNING AREA THAT SUPPORTS THE OVERALL DEVELOPMENT INTENT OF THE AREA

Policy 1: Support the development intent of each area by providing specific direction for the provision of passive and active recreation on each area element.

Rationale: The area elements provide the specific policy framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools, providing an appropriate mix of passive and active recreation.

IMPLEMENTATION MEASURE

- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to this General Plan.



Hierarchy of Parks

GOAL 7: ESTABLISH A SYSTEM FOR EVALUATING EXISTING RECREATIONAL FACILITIES TO DETERMINE FUTURE RECREATION NEEDS

Policy 1: Establish a hierarchy of parks ranging from large regional parks to smaller mini-parks or tot lots that includes standards for each type of park facility to ensure that current and future park needs are met.

Policy 2: Establish Level of Service standards for resource-based and activity-based recreation uses to ensure that current and future recreation needs are met.

Rationale: A hierarchy of parks allows the City to ensure that the local, community and regional parks and recreation needs are met. A hierarchy of parks is established in El Mirage Open Space, Parks, Recreation and Trails Master Plan that includes regional, community, neighborhood and pocket parks, plazas and courtyards. The Agua Fria River Walk serves as the regional park providing recreation opportunities to users in the entire region. Community parks serve a large area and include a mix of active and passive park areas and active recreation facilities such as ball courts and formal sports fields. They also include playgrounds and picnic facilities. Neighborhood parks serve the immediate neighborhood or subdivision. Pocket parks, plazas and courtyards are interspersed between buildings in urban areas to provide spatial relief and encourage pedestrian activity in the public realm.

IMPLEMENTATION MEASURES

- a. Update El Mirage Open Space, Parks, Recreation and Trails Master Plan to include LOS standards open space, parks, recreation and trails.
- b. Require all new development to provide open space, parks, recreation and trails in conformance with adopted Level of Service standards.



Environmental Planning Element

Arizona Revised Statutes (ARS 9-461.05.3) specifies that a general plan must have an Environmental Planning Element that contains analysis, policies and strategies to address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development. The policies and strategies to be developed under this element have community-wide applicability and shall not require the production of any additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

The purpose of the Environmental Planning Element is to ensure that growth and development is balanced with protection and enhancement of natural resources, including open space, wildlife habitat, natural washes and floodplains through the use of sustainable principles. This element also addresses energy conservation, recycling, and air and water quality and identifies potential flood and geological hazards, such as presence of earth fissures and salt domes, and provides policy direction for the mitigation of such hazards.

The *Background and Current Conditions* volume provides analysis of environmental opportunities and challenges impacting the Designated Growth Area. This element includes the policy framework necessary to minimize the impacts of development on air quality, water quality, energy conservation and natural resources. The goals, policies and implementation strategies provided in this element address City-wide concerns.



Roof Garden, Heat Island Effect Mitigation, Recycling and Habitat Integration



Environmental Planning Element Goals and Policies

GOAL 1: ALIGN ECONOMIC DEVELOPMENT GOALS WITH ENVIRONMENTAL PLANNING GOALS TO PROVIDE THE LONG-TERM VIABILITY REQUIRED TO DEVELOP A SUSTAINABLE COMMUNITY

Policy 1: Take advantage of the Sonoran Desert setting to explore alternate energy sources.

Rationale: A primary goal of “Our Oasis” is to create a sustainable destination. This element offers a broad range of local and regional opportunities to further environmental planning goals that further “Our Oasis” vision of a destination desert jewel based on environmental planning best practices and principles of sustainable design in keeping with the City’s economic development goal.

IMPLEMENTATION MEASURES

- a. Partner with Arizona Power Service (APS) to develop alternative energy sources programs such as wind and solar electricity generation.
- b. Design and build all new public buildings to meet LEED Gold certification.
- c. Design and build all new development to maximize energy efficiency and conservation through the incorporation of site orientation and other passive or active solar techniques.
- d. Develop an Alternative Energy Incentives Program that provides incentives based on a rating system for developments that incorporate alternative energy sources, including but not limited to:
 - (1) Solar powered residential, commercial and mixed-use projects.
 - (2) Solar powered industry, park-and-ride facilities and green houses.
 - (3) Solar farms or salt dome based energy generating experimental stations.
 - (4) Electric car charge stations.
- e. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments reflect the policy direction provided in this section.



GOAL 2: PROTECT AND ENHANCE THE AGUA FRIA RIVER CORRIDOR

Policy 1: Preserve, protect and enhance the Sonoran Desert within the Designated Growth Area by treating the environment along the Agua Fria River Corridor as a local, regional, state and national asset.

Rationale: The Agua Fria River Corridor is the most valuable environmental asset of the City. The development of the Agua Fria River Front conforms to the *Agua Fria Watercourse Master Plan* and the policy direction established in all other elements of this General Plan. Development areas as well as recreational areas along the river protects wildlife corridors, vegetative communities and wildlife habitats by incorporating principles of habitat integration in the design and building phases of development.

IMPLEMENTATION MEASURES

- a. Involve Maricopa County Flood Control District during the planning and design phases of development along the Agua Fria River to ensure that the corridor develops in conformance with the Agua Fria Watercourse Master Plan.
- b. Require that River Oriented Development and regional recreation areas along the Agua Fria River Front take advantage of the environmental infrastructure of the river corridor through the incorporation of principles of habitat integration.
- c. Develop the Agua Fria River Walk in a manner that protects wildlife corridors, vegetative communities and wildlife habitats by providing seamless continuity through development and recreation areas.
- d. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this section.

GOAL 3: CREATE A PLACEMAKING ENVIRONMENT THAT CONVEYS "OUR OASIS" VISION OF THE LUSH SONORAN DESERT

Policy 1: Utilize drought tolerant vegetation to create a lush Sonoran Desert oasis that furthers "Our Oasis" vision, provides shade and protection from summer heat and helps reduce heat island effect.

Rationale: Creating placemaking environment through the use of drought-tolerant plants and palms is a crucial component of "Our Oasis" vision because it allows the City to create a sustainable destination that reduces maintenance costs, minimizes water consumption and secures long-range livability and viability.

IMPLEMENTATION MEASURES

- a. Adopt a drought tolerant plant palette that provides guidance for future development along corridors and within the major planning areas to create a distinct sense of arrival to a destination.
- b. Build a lush oasis by utilizing plants from the adopted plant palette.
- c. Require that landscape plans for new development include water harvesting and drip irrigation.



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- d. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this section.

GOAL 4: ESTABLISH MECHANISMS TO MANAGE WATER CONSUMPTION

Policy 1 Establish incentives and education programs that educates the community on the benefits of compact development, drip irrigation, water harvesting and sustainable options for water use and reuse as mechanisms to manage water consumption.

Rationale: A key element in the design of a sustainable destination is appropriate management of resources. Given the importance of water conservation in a desert environment, establishing development incentive packages and educating the community on the benefits of compact development, drip irrigation, water harvesting and water use and reuse as mechanisms to manage water consumption in both the short- and long-term, embraces the sustainable destination concept of *Our Oasis* vision.

IMPLEMENTATION MEASURES

- a. Establish a Public Awareness Water Conservation education program that educates the community on the benefits of compact development, drip irrigation, water harvesting and water use and reuse as mechanisms to reduce water consumption.
- b. Establish a Utility Incentive Program for commercial and industrial customers designed to motivate water customers to update their equipment to become more water efficient.
- c. Encourage the utilization of natural air paved grass systems on sports arenas, golf courses, large-scale building roof surfaces, surface parking lots and as grass accents in landscaped areas to receive points for silver, gold, or platinum LEED certification and to create a placemaking sustainable environment that:
 - (1) Offers cost effectiveness by reducing acquisition, installation and maintenance costs;
 - (2) Slows stormwater runoff;
 - (3) Protects plants roots;
 - (4) Prevents rotting;
 - (5) Filters stormwater pollutants;
 - (6) Helps capture airborne dust and pollutants;
 - (7) Safely consumes moderate engine oil drippings;
 - (8) Reduces hot surface temperature and heat island effect;
 - (9) Increases oxygen production; and
 - (10) Reduces or eliminates costly stormwater structures



- d. Encourage the utilization of air paved gravel systems designed to provide high load bearing strength, where feasible and appropriate, on drainage and road projects to receive points for silver, gold, or platinum LEED certification and to create a placemaking sustainable environment that:
 - (1) Offers cost effectiveness by reducing acquisition, installation and maintenance costs;
 - (2) Utilizes porous paving as watershed management and erosion control;
 - (3) Slows stormwater runoff;
 - (4) Filters stormwater pollutants;
 - (5) Helps capture airborne dust and pollutants;
 - (6) Safely consumes moderate engine oil drippings;
 - (7) Reduces hot surface temperature and heat island effect; and
 - (8) Reduces or eliminates costly stormwater structures.
- e. Require that all Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other developer or City initiated implementation tools conform to the policy direction provided in this section.

GOAL 5: MINIMIZE THE IMPACT OF POTENTIALLY HAZARDOUS LAND USES ON RESIDENTIAL AREAS

Policy 1: Create partnerships to pursue the removal or redevelopment of El Mirage Landfill.

Policy 2: Locate potentially hazardous land uses that could negatively impact the health, safety and livability of existing residential development, including but not limited to, landfills, power generating stations, and gas stations, at reasonably safe distances from residential development.

Policy 3: Require all development with documented or potential air, water, or other environmental impacts that may affect the health and safety of residents, to mitigate these impacts at their own expense.

Policy 4: Attract clean and green industry to the Designated Growth Area.

Rationale: Minimizing the impact of potentially hazardous land uses on residential areas is a sign of a strong and vital community. Additional measurements to make the Designated Growth Area a sustainable destination include mitigation strategies to mitigate the impact of existing and proposed uses and economic development strategies that attract clean, smart or green industry to the area.

IMPLEMENTATION MEASURES

- a. Prepare an economic development strategic plan that outlines actions necessary for the recruitment and retention of desired clean, smart or green industry and use this plan as a recruiting mechanism.



- b. Require that all developer-initiated or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Developments, Form-Based Codes, Illustrative Plans incorporate the policy direction included in this section.

GOAL 6: MITIGATE HEAT ISLAND EFFECTS IN URBAN AREAS

Policy 1: Mitigate heat island effects in urban areas by planting trees that increase shading, absorb CO₂ and produce a balanced ratio of green areas and hard emitting heat surfaces.

Rationale: Within urban areas, urban mixed-use development includes plazas, courtyards and private open spaces, storm water gardens and landscapes, roof gardens, water efficient landscapes, and other landscape methods to reduce urban heat island effects. Urban residential districts are integrated to open space with pocket parks and/or landscaped areas serving the various open space needs at a local level, softening the edges of the built environment, and reducing the impact of heat islands.

Urban Heat Island Mitigation Strategies

Although prevailing weather patterns, climate, geography, and topography are beyond the influence of local policy, a range of heat reducing energy-saving strategies are available that generate multiple benefits. The Environmental Protection Agency identifies the following strategies to mitigate heat islands:

1. **Trees and Vegetation:** Trees and vegetation lower surface and air temperatures by providing shade and through the process of evaporation and transpiration. Shaded surfaces, for example, may be 20–45°F (11–25°C) cooler than the peak temperatures of unshaded materials. Evapotranspiration alone or in combination with shading helps reduce peak summer temperatures by 2–9°F (1–5°C).
2. **Green Roofs:** A green roof, or rooftop garden, is a vegetative layer grown on a rooftop. Green roofs provide shade and remove heat from the air through evapotranspiration, reducing temperatures of the roof surface and the surrounding air.
3. **Cool Roofs:** High solar reflectance is the most important characteristic of a cool roof as it helps to reflect sunlight and heat away from a building, reducing roof temperatures. A high thermal emittance also plays a role, particularly in Arizona where climate is warm and sunny. Together, these properties help roofs to absorb less heat and stay up to 50–60°F (28–33°C) cooler than conventional materials during peak summer weather.
4. **Cool Pavements:** Cool pavements include a range of established and emerging technologies that communities are exploring as part of their heat island reduction efforts. The term currently refers to paving materials that reflect more solar energy, enhance water evaporation, or have been otherwise modified to remain cooler than conventional pavements. Conventional paving materials can reach peak summertime temperatures of 120–150°F (48–67°C), transferring excess heat to the air above them and heating stormwater as it runs off the pavement into local waterways.



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- 5. **Combined Strategies:** Using these strategies in combination enhance their effectiveness. For example, installing a permeable pavement parking lot that includes shade trees extends the longevity of the pavement and vegetation.

IMPLEMENTATION MEASURES

- a. Require new development, where applicable, to prepare a Heat Islands Mitigation Plan as part of the development review process.
- b. Require that all developer-initiated or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Illustrative Plans, incorporate Urban Heat Islands Mitigation measures.
- c. Update the Zoning Code to include Heat Island Mitigation regulations.



Roof Gardens (Green Roofs) at City Hall, Chicago, Illinois

GOAL 7: ENHANCE “OUR OASIS” QUALITY OF LIFE BY RECOGNIZING THE IMPORTANCE OF ENVIRONMENTAL STEWARDSHIP

- Policy 1: Work with Luke Air Force Base to minimize aircraft noise within the City.
- Policy 2: Develop and implement standards to minimize glare and light control.
- Policy 3: Use appropriate noise mitigation techniques in the design and location of new projects, particularly those adjacent to residential areas.

Rationale: Environmental stewardship is essential in the creation of the quality of life reflective of a sustainable community.



IMPLEMENTATION MEASURE

- a. Require that all developer-initiated or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Illustrative Plans, incorporate glare, light control and noise mitigation standards.

GOAL 8: PROTECT AIR AND WATER QUALITY BY REDUCING SOURCES OF AIR AND WATER POLLUTION

Policy 1: Continue to meet Federal, State and County Air and Water Quality Standards by implementing programs designed to increase water quality and to reduce dust or fine Particulate Matter (PM-10) and carbon monoxide pollution.

Rationale: Fugitive Dust, the particulate matter in the air, is caused by human activities as well as natural events. Fugitive dust is emitted into the air without first passing through a stack or duct designed to control flow, and includes PM-10 emissions caused by movement of soil, vehicles, equipment, and windblown dust. This excludes particulate matter emitted directly in the exhaust of motor vehicles, from other fuel combustion devices, portable brazing, soldering, or welding equipment and from pile drivers. Computer modeling conducted by ADEQ in 2000 indicates that tailpipe emissions from on-road vehicle use are responsible for approximately 65 percent of the carbon monoxide pollution of the area. Non-road engines (i.e., utility, lawn and garden and construction equipment) add another 30 percent to the carbon monoxide emissions. ADEQ estimates that vehicle use and refueling account for over 30 percent of the area's volatile organic compound (VOC) emissions, the principal cause of ozone pollution. Gasoline and diesel non-road equipment contributes approximately another 26 percent to the total ozone emissions. The primary sources of air pollution in the urban area are gasoline and diesel engines. Water quality is monitored by ADEQ. Implementing programs designed to improve air and water quality increases the sustainability, livability and viability of the City.

IMPLEMENTATION MEASURES

- a. Continue to participate in air quality planning processes coordinated by the MAG and ADEQ.
- b. Continue to work with ADEQ to ensure water quality.
- c. Continue to partner with state and county agencies and affected industries on the implementation of programs designed to reduce emissions from gasoline and diesel engines, including both on-road vehicles and off-road equipment.
- d. Encourage ridesharing through maintenance of the employee rideshare database and providing preferential parking for carpooling vehicles.
- e. Adopt grading and construction regulations and implement dust control programs for streets, alleys and street shoulders that minimize dust pollution.
- f. Require that all developer or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Illustrative Plans incorporate the policy direction included in this section.



GOAL 9: PREVENT FLOOD HAZARDS ALONG THE AGUA FRIA RIVER AND MAJOR DRAINAGEWAYS

Policy 1: Continue to work with Maricopa County Flood Control District to:

1. Ensure timely mapping of the erosion hazards, floodways and floodplains;
2. Implement the Agua Fria Watercourse Master Plan;
3. Continue to coordinate development as part of the development review process; and
4. Study the feasibility of implementing non-structuralized flood control measures that incorporate principles of habitat integration into future development proposals along the Agua Fria River.

Policy 2: Continue to work with mining companies to encourage that sand and gravel operations along the Agua Fria River develop and follow site mitigation plans to prepare for the eventual closure of operations.

Rationale: The Agua Fria River significantly impacts development within the City and defines the City's eastern edge for over six miles. There are several sand and gravel operations marking the river channel and a closed landfill located south of the Highway 60/Grand Avenue corridor. The river corridor acts as a natural wildlife corridor. The City of El Mirage works with the Maricopa County Flood Control District to protect the community from flood hazards and to implement the Agua Fria Watercourse Master Plan and the White Tanks Area Drainage Master Plan. This partnership ensures that development proceed in a manner that safeguards properties within the City from flood hazard.

IMPLEMENTATION MEASURE

- a. Require that all developer-initiated or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Illustrative Plans, incorporate the policy direction provided in this section.
- b. Work with mining companies in the preparation of their *Reclamation Plans*.



GOAL 10: PROMOTE AWARENESS OF EARTH FISSURES AND LUKE SALT DEPOSITS OR SALT DOMES WITHIN THE DESIGNATED GROWTH AREA AND IDENTIFY APPROPRIATE MITIGATION STRATEGIES

Policy 1: Partner with the Arizona Geological Service to promote awareness of earth fissures and Luke Salt Domes within the Designated Growth Area and to identify appropriate mitigation strategies to minimize the potential of geological hazards.

Rationale: The Arizona Geological Survey defines earth fissures as cracks at or near the earth's surface that are the result of differential subsidence. Earth fissures start out as small cracks and may not be visible on the surface. They propagate upward to the surface from the compacted aquifer sediments at or near the lowered water table depths. Fissures may initiate where there is a change in the mechanical or physical properties of the rocks, such as where the sediment layers intersect bedrock at basin margins, where buried bedrock highs poke up through the sediments, or where there are changes in the composition of sediment layers such as from clay/shale to sand/gravel. ARS 33-422 requires disclosure of earth fissures within non-incorporated areas, and the Fissure Mapping Program generates detailed maps of the hazards to help the public assess the risks. The Luke Salt Deposit, also known as the Luke Salt Dome, is an irregular ridge-like body of salt of non-marine origin with several local domes and a broad triangular base, approximately 10,000 feet thick, occupying a large area of the Phoenix Valley underneath El Mirage, Peoria, Sun City and Glendale. The City works with the Arizona Geological Survey to promote awareness and assist in the identification of these areas and in the identification of mitigation strategies.

IMPLEMENTATION MEASURES

- a. Require new developments in areas of known fissuring and salt domes to work with Arizona Geological Survey in the preparation of a geotechnical survey, soil testing analysis or any other Arizona Geological Survey approved technique to identify potential geological hazards.
- b. Use mapping data from Arizona Geological Survey provided in the *Background and Current Conditions* volume to identify potential fissure and salt dome areas.
- c. Develop construction standards using the International Building Code to help address fissure related construction issues.
- d. Include a public notice on all new rezoning requests, subdivision plats, site plan approvals, and other development documents indicating the possible presence of earth fissures or salt domes on or near the property.
- e. Require that all developer or City-initiated Area Plans, Specific Plans, Master Plans, Planned Area Development, Form-Based Codes, Illustrative Plans, incorporate the policy direction provided in this section.



GOAL 11: REDUCE THE CARBON FOOTPRINT SIXTY (60) PERCENT BY THE YEAR 2050

Policy 1: Address, adopt and implement the latest energy efficient technologies to reduce the carbon footprint of the City sixty (60) percent by the year 2050.

Rationale: According to the World Business Council for Sustainable Development (WBCSD), the building sector must achieve greater energy efficiency through a combination of public policies, technological innovation, informed customer choices, and smart business decisions. A new study on *Energy Efficiency in Buildings* (EEB) indicates that the global building sector must cut energy consumption in buildings 60 percent by 2050 in order to help meet global climate change targets. According to WBCSD, buildings account for 40 percent of the world's energy use with the resulting carbon emissions substantially more than those in the transportation sector. The organization recommends that governments, businesses and individuals start to aggressively reduce energy use in new and existing buildings in order to reduce the planet's energy-related carbon footprint. The study, *Transforming the Market: Energy Efficiency in Buildings*, offers recommendations and provides a roadmap to help transform the building sector. The EEB project is focused on six markets: Brazil, China, Europe, India, Japan and the U.S. These markets represent nearly two-thirds of the world's energy use.

IMPLEMENTATION MEASURES

- a. Partner with the World Business Council for Sustainable Development (WBCSD), the U.S. Green Building Council (USGBC), and the USGBC Leadership in Energy and Environmental Design (LEED) program to ensure that the City addresses, adopts and implements the latest energy efficient technologies to reduce El Mirage carbon footprint sixty (60) percent by the year 2050.
- b. Prepare and adopt El Mirage 2050 Carbon Footprint Reduction Strategy outlining the City's implementation measures to reduce carbon footprints sixty (60) percent by the year 2050.
- c. Require new development meets LEED Gold or LEED Platinum certification standards.
- d. Attract clean industry that supports the latest energy efficient technologies and provides green jobs.
- e. Develop education programs to educate the community and existing industry in the importance to reduce their current carbon footprints and the methods and ways to achieving El Mirage 2050 Carbon Footprint Reduction Strategy.



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Community Facilities and Services Element

Community facilities include all public utilities, such as water collection, treatment, and distribution; wastewater collection and treatment; waste treatment and storage facilities; electrical utilities; schools; fire, rescue and emergency medical services; police protection; and libraries. Community facilities may also include hospitals, community centers, and other public and quasi-public facilities.

Community facilities provide services to the community. For land to be developable there must be access to a network of supporting infrastructure and community facilities, such as road frontage, potable water, and waste disposal. Property without these services generally has a lower value in land planning and development. Community facilities are integral parts of commercial centers, industrial and office parks, and residential neighborhoods.

A civic center and governmental offices may be part of the central business district, or a power plant may be planned in conjunction with an industrial district. Other facilities, such as waterworks, sewage treatment plants, power substations, recycling centers and landfills, have special location considerations and can be planned for separately. However, it is important to keep in mind the effect of such facilities on the future development of the areas in which they are located.

The *Background and Current Conditions* volume assesses community facilities and services adequacy for serving present and future population and economic needs. This element includes goals to achieve the placemaking character and long-range viability expressed in "Our Oasis" vision that will make the City a sustainable destination. It also includes the policy direction and associated implementation measures for providing the desired level of public facilities and services throughout the planning horizon. The purpose of this element is to provide policy direction needed to:

1. Assist the City in coordinating the planning of public facilities and services to make the most efficient use of existing infrastructure;
2. Develop a Community Facilities Management System that assists the City in phasing development in keeping with economic development goals of each designated planning area;
3. Facilitate identification of future investments and expenditures for capital improvements and long-term operation and maintenance costs for each planning area; and
4. Provide a monitoring system that assists the City in monitoring and managing growth.



Community Facilities and Services Element Goals

GOAL 1: ALIGN ECONOMIC DEVELOPMENT GOALS WITH THE PROVISION OF FUNCTIONAL, EFFECTIVE AND EFFICIENT PUBLIC AND PRIVATE FACILITIES AND SERVICES

Policy 1: Adopt a Community Facilities Management System that facilitates the functional, effective and efficient delivery of public infrastructure needed to sustain existing and planned development and includes:

1. Stormwater management system;
2. Potable water distribution system;
3. Wastewater collection and disposal system;
4. Solid waste collection and recycling; and
5. Water harvesting and greywater systems.

Rationale: A primary goal of “Our Oasis” is to create a sustainable destination. A Community Facilities Management System facilitates identification of priorities for the Capital Improvements Plan. Such integrated approach allows the City to respond to prioritized needs and to phase infrastructure. The opportunity exists to continue to work with Maricopa County Flood Control District and adjacent jurisdictions in the development of the Agua Fria River Corridor based on best practices and principles of sustainable design in keeping with the City’s economic development goals.

IMPLEMENTATION MEASURES

- a. Continue to work with Maricopa County Flood Control District to implement the *Agua Fria Watercourse Master Plan*.
- b. Promote joint use of stormwater detention areas for parks, open space, Agua Fria River Front and/or lake amenities.
- c. Identify options for the phased provision of a functional, effective and efficient water distribution and delivery system to major growth areas.
- d. Identify options for the phased provision of effective and efficient sanitary sewer collection, disposal and treatment system and for the treatment of effluent to provide safe wastewater disposal to major growth areas designated in the Growth Area Element.
- e. Expand the existing sanitary sewer to include areas where septic tanks exist with a housing density of one (1) dwelling unit per acre or with non-residential users.
- f. Update the *Water and Wastewater Master Plans* to reflect the development intent of each major planning area.



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- g. Work with the region to develop a waste management collection system that includes recycling options.
- h. Identify options in the Community Facilities Management System for water harvesting, water use and reuse and greywater systems for residences, commerce and industry.
- i. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments reflect the policy direction provided in this element.

GOAL 2: ALIGN ECONOMIC DEVELOPMENT GOALS WITH PUBLIC PROTECTION AND SAFETY

Policy 1: Include El Mirage Police Department needs in the Integrative Community Facilities Management Systems to facilitate the functional, effective and efficient delivery of public protection and safety.

Rationale: Public protection and safety is a primary goal of the City. Including El Mirage Police Department needs in the Integrative Community Facilities Management System assists the City in prioritizing the cost of safety and protection and identifying pro-active safety programs as the designated growth areas are developed.

IMPLEMENTATION MEASURES

- a. Continue to support the needs of El Mirage Police Department by:
 - (1) Planning the replacement of police vehicles as part of the Capital Improvements Plan; and
 - (2) Identifying opportunities to provide maintenance to police and other City vehicles with a City maintenance shop.
 - (3) Coordinating transportation improvements with the Police Department to ensure safe, efficient and effective delivery of services.
- b. Meet the administrative and operational space needs of a growing Police Department by:
 - (1) Planning for adequate location, operation and office space for the Police Department so that response time is maintained as the growth areas develop.

Policy 2: Ensure appropriate Fire and Emergency Services response times.

Rationale: As major growth areas develop, future fire and EMS station locations are easily determined based on the City's well-defined grid street pattern. The City promotes joint use locations for fire and police protection and emergency systems where feasible and appropriate to minimize costs and maintain response times.



IMPLEMENTATION MEASURES

- a. Continue to support the needs of the City of El Mirage Fire Department by:
 - (1) Maintaining adequate water supplies and facilities for emergency response.
 - (2) Studying, and revising as necessary, the location of fire hydrants in the downtown area and other underserved areas.
 - (3) Coordinating transportation improvements with the Fire Department to ensure safe, efficient and effective access and maintain response times.
- b. Include a Fire Department and Emergency Management Services needs assessment in the Community Facilities Management System and monitor development to anticipate the need for:
 - (1) Fire Department administrative office and fire station space;
 - (2) Training facility, equipment and staff;
 - (3) Fire prevention and safety education and awareness programs and materials;
 - (4) Emergency vehicle access to new development as designated growth areas develop; and
 - (5) Emergency vehicle access during flood events by providing appropriate stormwater management.
- c. Require that adequate water supply and water pressure are available on-site at the time of development or redevelopment.
- d. Develop and maintain programs that remove or renovate structures that are fire hazards.
- e. Encourage the use of fire-proof or fire resistant materials in new construction.
- f. Update zoning, building and fire codes to meet accepted fire insurance requirements.
- g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element.



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GOAL 3: PROMOTE THE DEVELOPMENT OF QUALITY EDUCATION FACILITIES IN KEEPING WITH THE ECONOMIC DEVELOPMENT GOALS

Policy 1: Support the establishment of a high-quality public education system offering a full range of educational opportunities.

Rationale: *Our Oasis* vision benefits from the creation of a strong working force that becomes a magnet for industry attraction.

IMPLEMENTATION MEASURES

- a. Continue to work with Dysart Unified School District to promote the joint development and use of educational facilities.
- b. Promote opportunities for post-secondary, continuing education and vocational training by actively:
 - (1) Promoting development of a vocational training center or junior college facility to serve residents and businesses;
 - (2) Increasing work force skills to attract high-wage paying industries;
 - (3) Supporting the public library system;
 - (4) Supporting the development of technology and innovation, agricultural extensions or a sustainability program; and
 - (5) Pursuing a variety of arts programs to complement the Arts District.



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Water Resources Element

Arizona Revised Statutes (ARS 9-461.05.C1) requires a water resources element that describes available water supplies and adequacy to meet current and future needs or that includes a plan to meet future water needs. This Water Resources Element identifies available water supplies to meet current demands and provides policy direction to meet future water needs.

The City is part of the Phoenix Active Management Area (Phoenix AMA). Within the Phoenix AMA, there are several groundwater sub-basins, which include the West Salt River Valley groundwater sub-basin. El Mirage is part of this water sub-basin. The City can obtain additional allocations of groundwater by receiving credits for recharge. The City is considering various methods to recharge water to the groundwater sub-basin.

The City completed the *Water and Wastewater Master Plan Update* in April 2008. This report contains updates to the *Water and Wastewater Master Plan* completed in 2005. The report included an inventory of existing production wells, storage reservoirs, and booster pumping stations updated to include new facilities constructed since 2005. The water demand projections were updated according to current land use planning and development timing provided by the City Planning Department at the time of the update. However, such water demand projections were based on the existing and projected land uses at the time of the update.

This General Plan substantially changes the development intent, land use types, and densities/intensities within the Designated Growth Area. In addition, two major annexations have taken place since the adoption of the *Water and Wastewater Master Plan Update*. As a result, this element provides policy direction for the subsequent update of the *Water and Wastewater Master Plan*, in order to reflect the water supply needed to accommodate the future growth.





Water Resources Element Goals

GOAL 1: ALIGN ECONOMIC DEVELOPMENT GOALS WITH THE ADEQUATE HIGH-QUALITY SUPPLY OF WATER NEEDED TO SUSTAIN THE CURRENT AND PROJECTED POPULATION TO ACHIEVE SUSTAINABILITY

Policy 1: Provide an adequate water supply of potable and non-potable water to serve the current and projected population, commerce and industrial needs of the Designated Growth Area.

Rationale: In the arid climate of the Sonoran Desert, potable water availability is critical to achieve “Our Oasis” sustainable goals. The AMA was delineated as a result of the passage of the Groundwater Management Act by the State of Arizona in 1980, which requires that groundwater pumping be offset by groundwater recharge of Central Arizona Project (CAP) water or effluent. Groundwater is the only potable water supply source currently being used in the City. The City can obtain additional allocations of groundwater by receiving credits for recharge and is considering various methods to recharge water to the groundwater sub-basin. There are plans to recharge treated effluent in the Agua Fria River bed, which would support riparian vegetation and wildlife corridor creation along the watercourse to obtain groundwater credits. The City adopted the *Agua Fria Watercourse Master Plan* prepared by Maricopa County Flood Control District, which will remove lands from the floodplain and allow El Mirage to recharge treated effluent to reconstruct a portion of the river. The City works with the Central Arizona Groundwater Replenishment Authority to ensure adequate water supply to serve the current and future needs.

IMPLEMENTATION MEASURES

- a. Continue to work with the Central Arizona Groundwater Replenishment Authority to ensure adequate water supply to meet current and future needs.
- b. Partner with state agencies to establish a water recharge program to obtain additional allocations of groundwater and receiving credits for recharge by:
 - (1) Identifying various methods to recharge water to the ground sub-basin;
 - (2) Recharging treated effluent in the Agua Fria River bed to support riparian vegetation and wildlife corridor creation; and
 - (3) Removing lands from the floodplain and recharging treated effluent to reconstruct a portion of the river.
- c. Locate and develop additional sources of groundwater for potable and non-potable needs.
- d. Continue to work with Maricopa County Flood Control District in the implementation of the Agua Fria Watercourse Master Plan.



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- e. Update the Water and Wastewater Master Plan to provide adequate water supply to current and forecasted population, commerce and industry in conformance with the:
 - (1) Economic development intent of each planning area provided in this General Plan;
 - (2) Land use distribution, densities and intensities included in this General Plan; and
 - (3) Policy direction provided in the Community Facilities and Infrastructure Element.
- f. Prepare a Water Resources Strategic Plan to accommodate future water demands that includes strategies to:
 - (1) Implement water reuse and recharge opportunities to provide a reliable and high-quality water supply;
 - (2) Recharge treated affluent in the Agua Fria River bed to obtain additional groundwater allocations or to receive water credits for recharge; and
 - (3) Implement water conservation/drought management measures.
- g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments reflect the policy direction provided in this element.

GOAL 2: ENCOURAGE THE ESTABLISHMENT OF WATER CONSERVATION STRATEGIES TO MANAGE WATER CONSUMPTION AND ENSURE FUTURE WATER SUPPLY

Policy 1: Identify specific water conservation strategies in the Water Resources Strategic Plan.

Rationale: Encouraging water conservation strategies supports the sustainability goals of the City and assists in providing the water supply needed to serve current and future residential, commerce and industry needs.

IMPLEMENTATION MEASURES

- a. Discourage the use of turf in residential, commercial and industrial landscapes and along roadways in the public realm.
- b. Encourage the use of air paved gravel and air grass systems in lieu of turf for sports arenas and golf courses.
- c. Adopt a drought tolerant plant palette and provide incentives for the use of xeriscapes.
- d. Encourage the use of efficient irrigation systems (drip/low flow) and water harvesting features in all new development or redevelopment.
- e. Continue to inspect new constructions for low-water use equipment as specified in the building code.



- f. Balance water management with urban heat island mitigation by furthering the heat island mitigation goals and policies provided in the Environmental Planning Element.
- g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element.

GOAL 3: IMPLEMENT SUSTAINABLE WATER MANAGEMENT WITHIN THE DESIGNATED GROWTH AREA

Policy 1: Include supply-side sustainable water management measures such as water reuse and alternative water supplies in the Water Resources Strategic Plan.

Rationale: Sustainable water management involves supply-side measures such as water reuse, effluent and other alternative water supplies like appropriately treated rainwater.

IMPLEMENTATION MEASURES

- a. Include options for water reuse and effluent in the Water Resources Strategic Plan including, but not limited to, reuse of:
 - (1) Effluent water for landscape irrigation and irrigation purposes and for large turf areas such as golf courses, sports fields, community parks and street landscapes;
 - (2) Graywater in residential development; and
 - (3) Appropriately treated rainwater as an alternative water supply (water harvesting).
- b. Periodically review the *Drought Management Plan*.
- c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or Planned Area Developments conform to policy direction provided in this element.

GOAL 4: EDUCATE COMMUNITY ON WATER CONSERVATION MEASURES

Policy 1: Continue to promote public awareness to reduce water use.

Rationale: Sustainable water management measures involves educating the public on demand-side water conservation measures such as installing water-efficient appliances, bathroom fittings and being 'waterwise'.

IMPLEMENTATION MEASURES

- a. Continue to work with school districts and other valley communities and agencies to enhance awareness through:
 - (1) Incorporation of creative and effective water conservation educational programs;
 - (2) Participation in regional advertising campaigns to enhance awareness;
 - (3) Voluntary programs to retrofit residential and commercial structures with low flow fixtures and recirculating hot water systems.



Cost of Development Element

Growing Smarter legislation requires municipalities with a population larger than 2,500 to include a Cost of Development Element as a part of the General Plan that establishes the framework for developing implementation measures that will result in public-private cost sharing of capital facilities needed to serve new development. These measures clarify the roles of the public and private sectors, which are critical to achieving the City's economic development goals.

The purpose of this element is to identify policies and implementation measures that the City will use to require development to pay its fair share toward the cost of additional public service needs generated by new development, with exceptions when in the public interest.

This element addresses three key components: 1) it defines the term "fair share." State legislation allows communities to define this term based on the City's unique needs and resources; 2) it establishes a measure of fairness. This guarantees that costs borne by development result in a benefit to the development; and provides a reasonable relationship between development costs and the burden imposed to the City for providing additional necessary public services to the development; and 3) it identifies various options that can be used to fund and finance additional public facilities and services necessary.

Planned development in El Mirage has significant infrastructure and service needs that are not met by current revenues. These needs are evident not only in the designated growth areas of the City, but also in aging and redeveloping areas. As the City works to meet its infrastructure needs, it also enhances neighborhoods, encourages quality development, and meets the diverse needs of its population.

The City has many goals relating to the environment, land use, economic development, and quality of life. These goals are balanced to address needs across the community. For example, a balance must be struck between the City's goals of providing open space and recreational opportunities throughout the city and encouraging economic development activities. The Cost of Development Element addresses meeting community needs for infrastructure and services in an equitable and reasonable manner.



Cost of Development Element Goals

GOAL 1: PROMOTE THE DEVELOPMENT OF PLANNING AREAS TO INCREASE THE CITY'S SALES TAX BASE

Policy 1: Encourage the development of retail, commerce, employment and mixed-use projects throughout the Designated Growth Area in conformance with the development intent of each planning area.

Rationale: New development within the Designated Growth Area can have an impact on infrastructure and services in adjacent jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as transportation or the Agua Fria River Corridor. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on both local and regional systems in order to effectively promote the development of planning areas and subsequently increase the City's sales revenue.

IMPLEMENTATION MEASURES

- a. Designate planning areas in the Growth Management Element and land uses in the Land Use Element appropriate in size and location for future employment and revenue generating development.
- b. Minimize land use changes that reduce the size of areas designated for future employment or revenue generating land uses.
- c. Consider the cost/benefit ratio of new development as part of the annexation approval process.
- d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects that increase City revenues in conformance with the development intent of each planning area.
- e. Create a Development Corporation to manage all economic development efforts and to prepare and implement an Economic Development Strategy that aggressively markets the Downtown/Central Business District, the Downtown/Arts District, the Agua Fria Gateway and Commerce/Industry Park.

GOAL 2: DEVELOP A PROCESS TO PROVIDE NEW FACILITIES AND SERVICES REQUIRED TO SERVE NEW DEVELOPMENT

Policy 1: Develop a methodology as part of the Community Facilities Management System for determining the need and assessing the cost of new facilities and services required to serve new development.

Rationale: Infrastructure and service needs vary throughout the City. The cost of growth for each new development must be determined based on factors specific to the proposed development and the specific location. However, it is necessary to establish a methodology to ensure that costs are assessed consistently for each new development.



IMPLEMENTATION MEASURES

- a. Recover costs for the following facilities: transportation, parks and recreation, water resources and distribution, wastewater collection and treatment, stormwater management and drainage, solid waste, operations, police, fire, emergency medical services, libraries, and any other facilities and services deemed appropriate.
- b. Establish Levels of Service standards for each facility identified for cost recovery.
- c. Establish the benefit/service area for each public facility and determine the facility needs and costs to service the benefit/service area based upon the established Levels of Service standards.
- d. Develop a responsive timeframe for cost recovery of the facilities identified in each benefit/service area.
- e. Identify costs of expansion of City operations and facilities to maintain service level expectations.
- f. Conduct periodic evaluation of Levels of Service standards and update the standards as necessary to meet the City's service goals and obligations.
- g. Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs.
- h. Encourage a pattern of development that balances revenue-generating land uses in phase with other uses that demand services.
- i. Maintain a Capital Improvements Program that prioritizes needed facilities and services improvements to maintain service level.

GOAL 3: RECOVER THE COST OF PUBLIC FACILITIES AND SERVICES REQUIRED TO SERVE NEW DEVELOPMENT

Policy 1: Identify all legally available financial mechanisms to recover the cost of public facilities and services required to serve new development.

Rationale: Maintaining a menu of legally available financial mechanisms allows the public and private sectors to work together to find the cost recovery approach for each new development. It also allows for flexibility in the event that one or more mechanisms become unavailable or if additional methods are made available.



IMPLEMENTATION MEASURES

- a. Use the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, development fees, in lieu fees, facility construction dedications, service privatization, and consolidation of services.
- b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the City by new development to provide services to such development.
- c. Require all new development to contribute or construct new facilities within or adjacent to the development consistent with its proportional use of the facility.
- d. Update development fee studies on a regular basis to ensure establishment of reasonable fees.
- e. Encourage the growth or relocation of industries that generate local tax and employment.
- f. Maintain the definition of “legally available” as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.
- g. Develop a process to apply the fair share cost recovery policies to all new development, regardless of zoning.

GOAL 4: ACHIEVE FAIRNESS IN ALLOCATING THE COSTS OF NEW DEVELOPMENT

Policy 1: Balance public and private interests to achieve fairness in allocating the costs of new development.

Rationale: Assessing a fair cost covers the impacts of new development while freeing up revenues that can be used to address existing deficiencies in infrastructure and services. Achieving this balance furthers the goal of meeting infrastructure and services within the Designated Growth Area and benefits the community and new development. The public interest is established by the goals and policies of the General Plan. The fair share cost of new development is intended to cover only the additional impact of the new development on infrastructure and services. It is not intended to cover the impacts of previous development or maintenance decisions.

IMPLEMENTATION MEASURES

- a. Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project).
- b. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.



- c. Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them.
- d. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.
- e. Establish and regularly review a weighted measure and apply such measure consistently to assign a greater share of costs to new development outside of existing service areas.
- f. Establish development incentive areas or other incentives, such as an Infill Incentive District or Arts District, that may allow reduced cost recovery obligations for projects to foster development activity within those areas.
- g. Conduct studies to determine future benefits associated with new revenues generated from the Growth Areas.

GOAL 5: ADDRESS THE IMPACTS OF DEVELOPMENT ON REGIONAL SYSTEMS

Policy 1: Seek local and regional cooperation to address the impacts of development on regional systems and to identify new or enhanced revenues for regional infrastructure.

Rationale: New development can have an impact on infrastructure and services in several jurisdictions. This is particularly true when new development occurs near jurisdictional boundaries or involves regional systems, such as transportation or the Agua Fria River Corridor. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on regional systems.

IMPLEMENTATION MEASURES

- a. Continue to work with ADOT, MAG, Maricopa County, Maricopa County Flood Control District and adjacent jurisdictions in facility improvements that impact and/or benefit the region.
- b. Work with regional agencies to conduct regional studies to determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.
- c. Join League of Cities and Towns and/or other communities to seek new or additional revenue-sharing opportunities from the State of Arizona, such as a state gasoline tax adjusted for inflation.
- d. Increase efforts to obtain new or additional revenue-sharing opportunities to more equitably offset the cost of growth and new development.

GOAL 6: IDENTIFY ADDITIONAL REVENUE SOURCES TO PROVIDE SUPPLEMENTAL REVENUES

Policy 1: Identify additional revenue sources to provide supplemental revenues to ensure that adopted Levels of Service standards are maintained and to fund the Development Corporation marketing and recruiting efforts.



Rationale: Supplemental revenues assist the City in attaining the long-term viability and fiscal solvency required to become a sustainable destination. The Implementation Element lists a variety of funding mechanisms available to the City.

IMPLEMENTATION MEASURES

- a. Monitor the City's sales tax and adjust it as needed to reflect current conditions.
- b. Consider modification of the City's primary or secondary property tax structure to provide additional resources for facilities and services necessary to implement "Our Oasis" vision.
- c. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the City, property owners, investors and developers to complete new development projects.

Available Mechanisms to Fund and Finance Development

The City has a menu of options it can use to fund and finance development costs to allow the public and private sectors to partner and find the best cost recovery approach for each new development. The City also has the flexibility to adjust as additional methods become available. Currently available funding options include:

1. Pay-As-You-Go out of Current Revenues

This is generally considered the optimum way to pay for service expansion. Current revenues for municipalities generally consist of local sales and use taxes, state-shared revenues, user fees, and grants. These revenues are usually necessary to fund day-to-day municipal operations. While all organizations would prefer to pay for items with current revenues, this is not often feasible. This is especially the case for municipalities since revenues usually follow development while most service expansions must occur prior to or simultaneously with development.

2. Grants and Low-Interest Loan Programs

A variety of grants and low-interest loan programs may be available to the City from federal, state, and regional agencies. The City has actively pursued and received funding from several agencies and should continue to pursue grants and low-interest financing through the Community Development Block Grant Program (general community improvements), State of Arizona Heritage Fund (parks and recreation facilities), Water Infrastructure Financing Authority (water and wastewater system improvements), and the Governor's Office (health and safety). Additional existing and future funding sources should be investigated as potential financial partners.



3. Municipal Property Taxes

The City currently assesses a property tax to provide police and fire protection for the City. The City has a primary and secondary tax. The property taxes paid by the residents are levied by agencies such as the state, county, and local school districts. None of these tax dollars go to the City. In the future, residents may choose to institute a property tax to fund City operations or to provide additional services and/or facilities through a public vote.

4. General Obligation Bonds

The most commonly utilized large project municipal financing method in the United States is the General Obligation Bond. This is an inexpensive way to finance projects because the bond's repayment is based on the taxing authority of the municipality and backed up by real property. El Mirage's residents pay no municipal property taxes so this option is not available to the community at this time. Voters would have to approve a property tax to support the issuance of any General Obligation Bonds.

At some point the residents of El Mirage may desire facilities that cannot be developed with existing revenues. The voters may then be asked to support a City property tax to support the issuance of General Obligation Bonds for desired community projects. The State of Arizona places limits on this type of financing. Before planning to finance future capital improvement through this mechanism, it is important to know how much "credit" is available under state statutes.

Under Arizona Law, municipalities may issue General Obligation Bonds for purposes of water, wastewater, artificial light, open space preserves, and parks and recreational facilities up to an amount not exceeding twenty (20) percent of the secondary assessed value. The amount of money to be borrowed utilizing General Obligation Bonds is based on El Mirage's valuation. In addition, Arizona law allows municipalities to issue General Obligation Bonds for all other purposes not listed above up to an amount not exceeding six (6) percent of the valuation.

5. Revenue Bonds

Revenue bonds are a method of borrowing to finance services expansions. The bonds are paid back through future revenues that are legally pledged to the bond issuer. Revenues generally utilized for debt service are privilege taxes (sales tax), Highway User Revenue Funds (payments made to municipalities from state taxes), and user fees. Use of these bonds must be approved by a public vote, and they are typically more costly to the municipality than General Obligation Bonds since future revenues, which can be uncertain, are the method of security and repayment.

6. Certificates of Participation/Municipal Property Corporations

These are methods of borrowing that are paid back by municipal revenues. They are usually not legally tied to a specific revenue stream, such as revenue bonds. These methods can be utilized by action of the City Council and are not generally subject to public vote.



7. Development Impact Fees

These are fees that are established by the municipality based on the cost of expanding services to accommodate new development. Development impact fees are then included as part of the development cost. Development impact fees can be fairly narrow in scope (impact of development on the wastewater treatment facility) to very broad in scope (covering all utilities, public safety, municipal operations, parks/recreation/open space, library services, etc.). The City currently uses this method extensively to provide additional facilities to accommodate new development. Impact fees must be monitored and updated to ensure they are maintaining adequate funding levels without impeding the quality of development the City desires to attract.

8. User Fees

These are fees that are charged for services such as water, sewer, park and recreation and facilities venue admissions. The fee structure can not only cover operating costs but also service the debt for financing expanded services.

9. Special Tax Districts

Commonly called Tax Increment Financing in other states, this funding mechanism is typically utilized for redevelopment and revitalization purposes. Arizona Statutes currently limit the availability of this funding mechanism, but changes have been proposed that may allow them to be used more broadly in the future.

10. Improvement Districts

Improvement Districts can be formed to implement a specific improvement for a particular area of the community as a Special Improvement District or more broadly as a Community Facilities District. The property owners in the area to be benefited by the project can agree to assess themselves to pay back the cost of improvements as a "private" property tax. An improvement district can be designated by the City. This funding mechanism is typically used for neighborhood road improvements, street lighting, utilities and downtown revitalization programs such as the Arts District and others.

An extensive list of funding sources, financing mechanisms and grants is provided in the Implementation Element of this General Plan.



Cost of Development Community Indicators

The effectiveness of the Cost of Development element will be reflected in the City's annual budgeting process. There are several key indicators that must be monitored as part of the budgeting process:

- Per capita revenues and expenditures - should be tracked annually and compared with fiscal models, in order to maintain fiscal policy.
- The percentage of the annual capital budget funded by development fees - should be tracked as part of the Capital Improvements Plan annual update.
- The ratio of state shared revenues to local revenues - should be continually monitored.
- The percentage and type of commercial development within the City limits - should be continually monitored as part of the Development Monitoring System.

Existing Methods of Recovery

Table 8 identifies the City's existing methods for cost recovery. In addition to the revenue sources listed in Table 8, the City receives Highway User Revenue Bonds, which includes all revenues that come to the City for Transportation.

Table 8
El Mirage Existing Methods of Cost Recovery

Infrastructure Type	Impact Fees	Development Agreements	Excise Tax	Ad Valorem Tax	Certificate of Participation	General Obligation Bonds	Revenue Packed Bonds	System Revenue Bonds	Excise Tax Bonds
Water	2	1,2				N/A	2		
Police	2	1,2	2	1,2	2	N/A	2	2	2
Fire	2	1,2	2	1,2	2	N/A	2	2	2
Transportation	2	1,2	2	1,2	2	N/A	2	2	2
Operations	2	1,2	2	1,2	2	N/A	2	2	2
Parks and Recreation	2	1,2	2	1,2	2	N/A	2	2	2
Solid Waste	2	1,2	2	1,2	2	N/A	2	2	2
Library	2	1,2	2	1,2	2	N/A	2	2	2
All Other	2	1,2	2	1,2	2	N/A	2	2	2

1 = Operation and Maintenance

2 = Capital Improvements



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Safety Element

Safety is a major component of sustainability and quality of life. This element includes goals and policies to protect the residents and businesses within *the Designated Growth Area* from natural and man-made disasters. This element focuses on emergency planning and enumerates measures to mitigate hazards, such as noise pollution and hazardous waste.

State legislature requires that amendments to general plans support the continued operation of a military airport or ancillary military facility as defined in Section 28-8461 of the Arizona Statutes. State legislation mandates that areas within Accident Potential Zones and noise contours are addressed in municipal general plans to ensure that land development is compatible with the high noise and accident potential generated by military airport operations. Such legislation provides the guiding principles for the *Regional Compatibility Plan*.

The U.S. Department of Defense created the Air Installation Compatible Use Zone (AICUZ) Program to assist communities within the vicinity of military airports to establish land uses that are compatible with military operations. Elements of this national program were also integrated in the preparation of the *Regional Compatibility Plan*. The *Regional Compatibility Plan* addresses Growing Smarter and Growing Smarter Plus legislation requirements.

The following documents were reviewed during the preparation of this section:

1. Arizona Military Regional Compatibility Project: Western Maricopa County/Luke Air Force Base Regional Compatibility Plan, March 2003;
2. Luke AFB Arizona Air Installation Compatible Use Zone Study (AICUZ Study) Volumes I and II, November 2003;
3. Federal Aviation Regulations, Part 77, Objects Affecting Navigable Airspace, March 1993;
4. Sections 28-8480, 28-8481 and 28-8482, Article 7: Airport Zoning and Regulations, Title 28 of the Arizona Revised Statutes, which address planning and zoning; military airport and ancillary facility's operation compatibility; compliance, review, penalty and definitions and control of the impacts generated by military airport operations on public health and safety, particularly in high noise and Accident Potential Zones (APZs);
5. Section 9-461.06, Adoption and Amendment of General Plan; Expiration and Readoption, Arizona Revised Statutes; and
6. Section 21-5-15: Airfield Impact Overlay Zone (A-1), Article 21-5, Chapter 21: Zoning Ordinance, Volume 2, City of El Mirage City Code, revised and codified in the new City Zoning Ordinance as amended in 2009.



Implementing the Regional Compatibility Plan

The City of El Mirage adopted the Airfield Impact Overlay Zone (A-1), Section 21-5-15 of the Zoning Ordinance, to promote and protect the public health, safety, and general welfare in the vicinity of Luke AFB and to encourage future compatible development within the areas of impact.

Federal Aviation Regulations

Part 77: Objections Affecting Navigable Airspace, Subpart C, of the Federal Aviation Regulations (FAR), includes obstruction standards to air navigation. According to FAR determinations provided in section 77.23, an existing object, including a mobile object, and a future object would be an obstruction to air navigation if it is of greater height than any of the following heights or surfaces:

1. A height of 500 feet above ground level at the site of the object.
2. A height that is 200 feet above ground level or above the established airport elevation, whichever is higher, within 3 nautical miles of the established reference point of an airport, with its longest runway more than 3,200 feet in actual length, and that height increases in the proportion of 100 feet for each additional nautical mile of distance from the airport up to a maximum of 500 feet.

Table 9 provides the approximate distance from the end of the runway of Luke AFB to major intersections in El Mirage measured in nautical miles.

Table 9
Approximate Distance from Luke AFB's Runway End
to Specific Areas in El Mirage

Major Roadway Intersection	Approximate Distance from Luke AFB Runway End (Nautical Miles)	Maximum Height Allowed (Feet)
El Mirage Road and Thompson Ranch Road (North of Grand Avenue)	4.9	500
Grand Avenue and Thompson Ranch Road	4.5	400
El Mirage Road and Thunderbird Road	4.1	400
El Mirage Road and Cactus Road	3.4	200

Source: *The Planning Center, 2008.*



Emergency Response Plan

Title 26 of the Arizona Revised Statutes (ARS §26-308 B.) mandates that El Mirage establish and provide for emergency management within its jurisdiction in accordance with state emergency plans and programs. El Mirage Fire Department coordinates emergency management in El Mirage, with the assistance and cooperation of the police department and local hospitals. As the entity responsible for emergency management in El Mirage, the Fire Department is also the repository for the El Mirage Emergency Operations Plan. The Maricopa County Department of Emergency Management maintains an intergovernmental agreement with El Mirage to develop the City's emergency plans and training programs. Each Emergency Response Plan includes:

1. Identification of key officials who will make decisions involving the execution of the Emergency Response Plan;
2. Provision of an inventory of trained personnel, facilities, equipment, and organizations that are needed to carry out the Emergency Response Plan; and
3. Agreements with other agencies and communities to exchange aid in time of crisis.

El Mirage's Emergency Operations Plan consists of a basic plan with supporting annexes indicating the course of action during various types of disaster. Some annexes include the functions of Direction and Control, Warning, Communications, Damage Assessment, Disaster Assistance, and Reports, while others offer guidance on handling specific types of disasters, and include chapters on Storms and Floods, Earthquakes, Fires and Explosions, Civil Disturbances, Hazardous Materials Incidents, Aircraft Crashes, and National Security Emergencies. El Mirage's plan contains additional annexes to address floodwater inundation due to the Agua Fria River or McMicken Dam, and Commercial Train incidents.

Design review has been an important component of the process to minimize hazards in the City of El Mirage. As the City grows, it will remain important to have site and development plans that incorporate solutions to potential problems, such as flooding.

The City must continue to make sure that it considers the safety of residents in unforeseen events. New development is planned and designed in a manner that minimizes noise impacts on neighboring noise sensitive areas. In addition, potential flood and geologic hazard areas are identified and the City's *Emergency Response Plan* is updated accordingly. The local Emergency Planning Committee shall conduct at least a biennial exercise of its *Emergency Response Plan*. The local Emergency Planning Committee is responsible for identifying the resources that are critical to executing the *Emergency Response Plan*.



GOAL 1: EL MIRAGE IS A SUSTAINABLE DESTINATION OFFERING A SAFE AND HEALTHY ENVIRONMENT

Policy 1: Plan and design new development to mitigate noise impacts in noise sensitive areas.

Rationale: Noise mitigation is a major component of a sustainable destination. Sources of noise within the City's major planning areas include aircraft related noise, railroad noise/vibration, and major arterial corridor noise.

IMPLEMENTATION MEASURES

- a. Continue to identify sources of noise and require a noise mitigation plan when reviewing site and development plans as part of the review process.
- b. Prohibit new residential development, daycare centers, and schools in adopted noise contour zones of 65 Day-Night Sound Level (Ldn) or greater.
- c. Work with Glendale and Luke Air Force Base to set up and maintain a noise complaint procedure for any noise complaints related to the respective airports

Policy 2: Minimize potential health hazards associated to the use, storage, and disposal of hazardous materials.

Rationale: Hazardous materials use, storage, and disposal must comply with all applicable state and federal standards.

IMPLEMENTATION MEASURE

- a. Continue to work with all applicable agencies to minimize and/or prevent any adverse effect associated with the use, storage and disposal of hazardous materials.

Policy 3: Ensure that current and future parks and recreation facilities meet all applicable safety standards for playground equipment, chemical use, and other health and safety standards.

Rationale: Meeting all applicable safety standards for parks and recreation facilities enhances the quality of life of residents.

IMPLEMENTATION MEASURES

- a. Provide parks and recreation staff members with ongoing safety training;
- b. Require that contractors abide by all applicable safety practices when working at parks and recreation facilities.



GOAL 2: PROTECT EL MIRAGE RESIDENTS FROM NATURAL AND MAN-MADE DISASTERS

Policy 1: Minimize the risk to lives and properties due to geologic and seismic hazards.

Rationale: The Environmental Planning Element includes goals and policies for the identification, mapping and notification of earth fissures and Luke Salt Domes. This element attempts to minimize the risk to lives and property due to geologic and seismic hazards.

IMPLEMENTATION MEASURES

- a. Continue to work with the United States Geological Survey and other agencies in the identification of hazardous areas and in the preparation of education programs promoting awareness.

Policy 2: Minimize the risk to lives and properties due to flood hazards.

Rationale: The Federal Emergency Management Agency (FEMA) delineates the Flood Insurance Rate Maps (FIRM) based on flood events for all locales in the United States. The Maricopa County Flood Control District revises these delineations based on recent events and submits applications to FEMA for the update of FIRM maps. Once updated, FEMA produces a Letter of Map Revision accepting the new delineation. The City works with Maricopa County Flood Control District in the implementation of the *Agua Fria Watercourse Master Plan*. The channelization of the river bed will result in the removal of lands from the floodplain and the reconstruction of the river.

IMPLEMENTATION MEASURES

- a. Continue to work with Maricopa County Flood Control District in the implementation of the *Agua Fria Watercourse Master Plan* and in the Agua Fria River channelization and river reconstruction efforts.
- b. Continue to work with Maricopa County Flood Control District in the implementation of the *McMicken Dam Emergency Action Plan*.

Policy 3: Minimize the risk to lives and properties due to fire hazards.

Rationale: The regular update of *Fire and Building Code* standards ensures a fire-safe community.

IMPLEMENTATION MEASURES

- a. Continue to develop, update, maintain and enforce *Fire and Building Code* standards.
- b. Endeavor to contain structural fires to the area of origin on all incidents.



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GOAL 3: MAINTAIN A CURRENT EMERGENCY RESPONSE PLAN

Policy 1: Continue to coordinate the annual review, evaluation, and update of the Emergency Response Plan with all applicable agencies.

Rationale: The Emergency Response Plan outlines strategies and courses of action to follow during various types of disaster. The annual review, evaluation, and update of this plan ensures the effectiveness of the plan.

IMPLEMENTATION MEASURES

- a. Maintain the Intergovernmental Agreement with the Maricopa County Department of Emergency Management to assist in implementing the City's emergency plan and training programs.
- b. Continue to update the Emergency Response Plan annually to ensure resource assistance and state and federal recovery funding.
- c. Continue involvement with the Maricopa County-wide *All Hazards Mitigation Plan*.



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Downtown/Central Business District Element



City Hall Transit Oriented District, San Diego, California

Downtown El Mirage encompasses development on both sides of Grand Avenue. Due to the unique characteristics of areas north and south of Grand Avenue, their development focus differs. The Downtown/Central Business District is designated a growth area, functions as the financial heart of the City and is located north of Grand Avenue along the BNSF corridor. The Downtown/Arts District is designated a redevelopment area, functions as the cultural heart of the City and is located south of Grand Avenue. Coordinated development/redevelopment efforts are required to address the overall Downtown functions. Specific policy direction for each planning area ensures that both areas convey their specific functions. Specific policy direction for development in the Downtown/Central Business District growth area is provided in this element. Specific policy direction for redevelopment south of Grand Avenue is provided in the Downtown/Arts District element.



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Proximity to the BNSF railroad corridor and future plans for heavy rail commuter train make this growth area extremely desirable for the establishment of a Transit Oriented Development District with a Transit Station Area that serves as a civic/commerce mixed-use urban core at the intersection of El Mirage Road and Grand Avenue, characterized by high urban densities/intensities mixed-use and a well defined public realm. Proximity to the Agua Fria River Corridor and the Agua Fria Gateway growth area favor the establishment of mixed-use urban River Oriented Development that includes habitat integration along the river with a river promenade and strong river front that provides connectivity to the Agua Fria River Walk along the river corridor. At the confluence of these two growth areas, the location of a main gateway into the Northwest Valley establishes the destination placemaking desired by the community.

Growth Management Goals and Policies



Growth Area: Transit Oriented Development Focus



GOAL 1: ALIGN GROWTH MANAGEMENT TOOLS WITH ECONOMIC DEVELOPMENT PRIORITIES

Policy 1: Establish a Transit Oriented Development along the BNSF Corridor that supports a destination mixed-use urban core in proximity to the Transit Station Area designed to:

1. Create a walkable destination civic/commerce urban core with mixed-use urban densities/intensities that convey a strong sense of arrival and placemaking;
2. Create regional residential, commerce, employment and entertainment centers and recreational amenities;
3. Facilitate access to and ridership of a heavy rail commuter train;
4. Provide a real alternative to the regional traffic congestion;



5. Improve air quality and reduce environmental impacts; and
 6. Stabilize overall downtown property values.
- Policy 2: Ensure connectivity and walkability between the Downtown/Central Business District, the Agua Fria Gateway and the Downtown/Arts District.
- Policy 3: Provide the balance of households and employment necessary to support the high quality of life, walkability and placemaking required to achieve the City's sustainability goals.
- Policy 4: Establish urban densities/intensities compatible with the Agua Fria River Corridor that:
1. Create a well-defined river front;
 2. Include vehicular access to the river front;
 3. Provide pedestrian and bicycle access to the regional Agua Fria River Walk; and
 4. Incorporate principles of habitat integration.
- Policy 5: Recognize the regional and local impacts and/or scale of Transit Oriented Development as well as the need to make decisions that work at all scales.
- Policy 6: Provide appropriate density/intensity transitions designed to integrate established neighborhoods to the Transit Oriented Development District and include pedestrian access to the civic/commerce urban core.

Area Focus: The development intent of the Downtown/Central Business District Growth Area focuses on multimodal transportation and transportation efficiencies, and the development of a Transit Oriented Development District along the BNSF corridor with a vibrant civic/commerce mixed-use urban core in proximity to the Train Station Area. In addition to complying with all applicable requirements set forth in the remaining elements of this Policy Plan, development within this growth area conforms to the specific policy direction provided in this element and requires coordination with redevelopment efforts in the Downtown/Arts District redevelopment area.

IMPLEMENTATION MEASURES

- a. Seek multi-agency collaboration by including BNSF, ADOT, MAG, Maricopa County, major stakeholders, adjacent jurisdictions, developers, investors, decision makers and the community in the decisions that affect them and by promoting the establishment of public/private partnerships to ensure the synergies necessary to succeed.
- b. Continue to work with our *Partners in Success*, including residents, businesses, the school district, and major stakeholders, including BNSF, Vulcan Materials, and Thompson Ranch LLC.



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- c. Market, attract and retain the type of industry necessary to make this economic development effort a success by implementing the Economic Development Strategy and the Economic Development Element.
- d. Provide assurances and/or development incentives for Transit Oriented Development to take place.
- e. Manage growth by implementing the infrastructure phasing plan adopted as part of the Community Facilities Management System for this area.
- f. Use the Development Monitoring System to monitor development of the area in order to predict potential revisions to the infrastructure phasing plan adopted as part of the Community Facilities Management System.



Transit Oriented Mixed-Use Development at Del Mar Train Station, Pasadena, Texas



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Economic Development Policies



Growth Area: Transit Oriented Development Focus



Transit Oriented District, San Diego, California

GOAL 2: ALIGN ECONOMIC DEVELOPMENT PRIORITIES WITH THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Establish a Transit Oriented Development District along the BNSF Corridor that supports a destination civic/commerce mixed-use urban core in proximity to the Transit Station Area designed to:

1. Function as the financial district of the City;
2. Provide the balance of households, commerce and employment necessary to support the high quality of life, walkability and placemaking required to achieve the City's sustainability goals and balance revenue generating uses and urban housing in keeping with the general policy direction provided in this element; and
3. Take economic advantage of commuter rail train users by providing a variety of revenue generating uses within walking distance of the Transit Station Area.

Rationale: The economic development policies for the Downtown/Central Business District growth area focus on multimodal transportation, transportation efficiencies, and the development of a Transit Oriented Development District along the BNSF corridor with a vibrant civic/commerce mixed-use urban core that serves as the financial district of the City in proximity to the Transit Station Area. These economic development policies guide the development intent, land use patterns, the policy framework provided in all other elements of this General Plan and the preparation of implementation tools such as Specific Plans or Area Plans and Form-Based Codes designed to implement the economic development intent of this area.



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Transit Oriented District, San Diego, California

Policy 2: Establish placemaking mixed-use urban densities/intensities in the Transit Oriented Development that further the economic development intent of the Transit Oriented Development and support that of adjacent planning areas by:

1. Providing a viable transition to the vibrant well-defined destination River Front and the Downtown/Arts District;
2. Supporting and complementing the economic viability of the Agua Fria Gateway and the Downtown/Arts District;
3. Supporting and complementing the revenue generating uses of adjacent planning areas; and
4. Providing multimodal access to the urban housing, retail/service, office, regional recreation amenities along the Agua Fria River Walk and entertainment uses along the River Front.

Rationale: The long-range viability and fiscal success of the City depends on creating the synergies needed to develop each designated planning area to its maximum economically feasible potential while supporting and complementing the development intent of adjacent planning areas.



IMPLEMENTATION MEASURES

- a. Develop and adopt an economic development strategy for the Downtown/Central Business District as part of the citywide Economic Development Strategy that:
 - (1) Establishes the branding and economic development marketing strategy to recruit investors and developers; and
 - (2) Provides that criteria to form a Development Authority Corporation that addresses the marketing, recruiting and retention necessary to ensure the area's viability.
- b. Work with the community and major stakeholders, including BNSF, Vulcan Materials, and Thompson Ranch Properties, LLC., to prepare and adopt an Area Plan for Downtown that:
 - (1) Markets, attracts and retains the type of industry necessary to make this economic development effort a success;
 - (2) Implements the policy direction provided in all the elements of this General Plan; and
 - (3) Provides assurances and/or development incentives for Transit Oriented Development to take place.

Policy 3: Address the key challenges related to the establishment of the Transit Oriented Development District.

Rationale: The long-range viability and fiscal success of the Transit Oriented Development District depends on creating the synergies needed to develop this planning area to its maximum economically feasible potential while supporting and complementing the development intent of adjacent planning areas. A major economic development goal of the City is to provide integrated solutions with the greatest benefits for the community, stakeholders, municipality, and transit agency by weaving together local, regional and national knowledge in the creation of a successful Transit Oriented Development district. This comprehensive approach makes Transit Oriented Development economic development efforts more effective, ensuring the opportunity to change development patterns to fit the new market niches.

IMPLEMENTATION MEASURES

- a. Seek multi-agency collaboration in the creation of the Transit Oriented Development District, including BNSF, ADOT, MAG, Maricopa County Transportation Department, adjacent local governments, developers, investors, lenders and the community.
- b. Focus on the multi-faceted perspectives of this initiative to ensure the synergies necessary to succeed in this complex effort.
- c. Recognize the regional and local impacts and/or scale of Transit Oriented Development as well as the need to make decisions that work at all scales.



- d. Market, attract and retain the type of industry necessary to make this economic development effort a success.
- e. Plan the infrastructure necessary to support this type of development.
- f. Provide assurances and/or development incentives for Transit Oriented Development to take place.
- g. Continue to work with our community and our Partners in Success, including, residents, business owners, and major stakeholders such as BNSF, Vulcan Materials, Salt River Materials Group (SRMG), CEMEX, John Long Properties and Thompson Ranch LLC., towards achieving the Downtown/Central Business District economic development vision.

Land Use Goals and Policies



Growth Area: Transit Oriented Development Focus



GOAL 3: DESIGNATE THE APPROPRIATE MIX OF LAND USES THAT FURTHERS THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Identify Transit Oriented Development opportunities for the Downtown/Central Business District Growth Area.

Rationale: El Mirage’s future fiscal viability depends on the development of transit oriented mixed-use urban densities and intensities along the BNSF railroad. This area offers an opportunity to guide development and direct economic activity. It is important to create a balance between commerce, jobs and housing, improve public transit opportunities and promote high quality development. Continued investment in the area north of Grand Avenue is necessary to accomplish this goal.



IMPLEMENTATION MEASURES

- a. Work with the community and major stakeholders, including BNSF, Vulcan Materials, and Thompson Ranch Properties, LLC., to prepare and adopt an Area Plan for the Downtown/Central Business District that:
 - (1) Defines this high-density mixed-use urban core with urban densities/intensities up to 20 to 30 stories for areas north of Grand Avenue along the BNSF railroad.
 - (2) Includes an illustrative plan based on the broad guidance provided in the Urban Design Element and the specific design intent and design themes provided in this element.
 - (3) Defines the public realm to establish a walkable high-density mixed use urban core utilizing Form-Based Code.
- b. Evaluate the needs of areas north and south of Grand Avenue in an integrative manner as part of the area plan planning process to:
 - (1) Determine the appropriate connectivity between these two distinct urban cores, the Downtown/Central Business District or transit oriented core north of Grand Avenue and the Downtown/Arts District south of this corridor.
 - (2) Create a vibrant and sustainable downtown that is properly scaled on both sides of the Grand Avenue corridor.
 - (3) Generate the synergies needed for downtown to thrive.
- c. Work in partnership with MAG and BNSF as part of the area plan planning process to:
 - (1) Identify the optimal location and number of heavy rail commuter Train Station Areas along the BNSF Railroad; and
 - (2) Designate the boundaries of the heavy rail commuter train Transit Oriented Development district along the BNSF railroad based on functional adjacencies to the planned Transit Station Area.
- d. Work with Thompson Ranch and Montecito Home Owner Associations in the preparation of the policy framework for the Downtown/Central Business District Area Plan to:
 - (1) Protect the integrity of these established neighborhoods;
 - (2) Provide appropriate density transitions to these areas; and
 - (3) Include safe and efficient multimodal linkages to downtown.
- e. Ensure that the Downtown/Central Business District Area Plan provides connectivity to the Agua Fria River Walk, the Agua Fria Gateway, and the Downtown/Arts District.
- f. Provide appropriate transitions to the less dense Agua Fria Gateway Growth Area to ensure that this area:



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- (1) Establishes a Main Gateway to the Northwest Valley;
 - (2) Provides River Oriented Development compatible with the mixed-use urban densities/intensities required to establish a vibrant Agua Fria River front with heights of 5 to 10 stories; and
 - (3) Provides appropriate multimodal connectivity to the Agua Fria River front.
- g. Assess the infrastructure costs required to serve the Transit Oriented Development District by including a cost-benefit analysis as part of the area plan planning process.
 - h. Include a phased infrastructure plan for the Transit Oriented Development District that is adopted as part of the Community Facilities Management System.
 - i. Develop strong destination urban neighborhoods anchored by a walkable and livable web of open spaces that provide:
 - (1) Ample opportunities for public art and placemaking;
 - (2) Multimodal access to the urban civic core; and
 - (3) A regional employment hub and the retail, services and amenities required to ensure future viability.
 - j. Build a sustainable community that supports higher and lifelong education by providing a wide range of urban housing options for faculty, staff and students in close proximity to El Mirage Commuter Train Station.



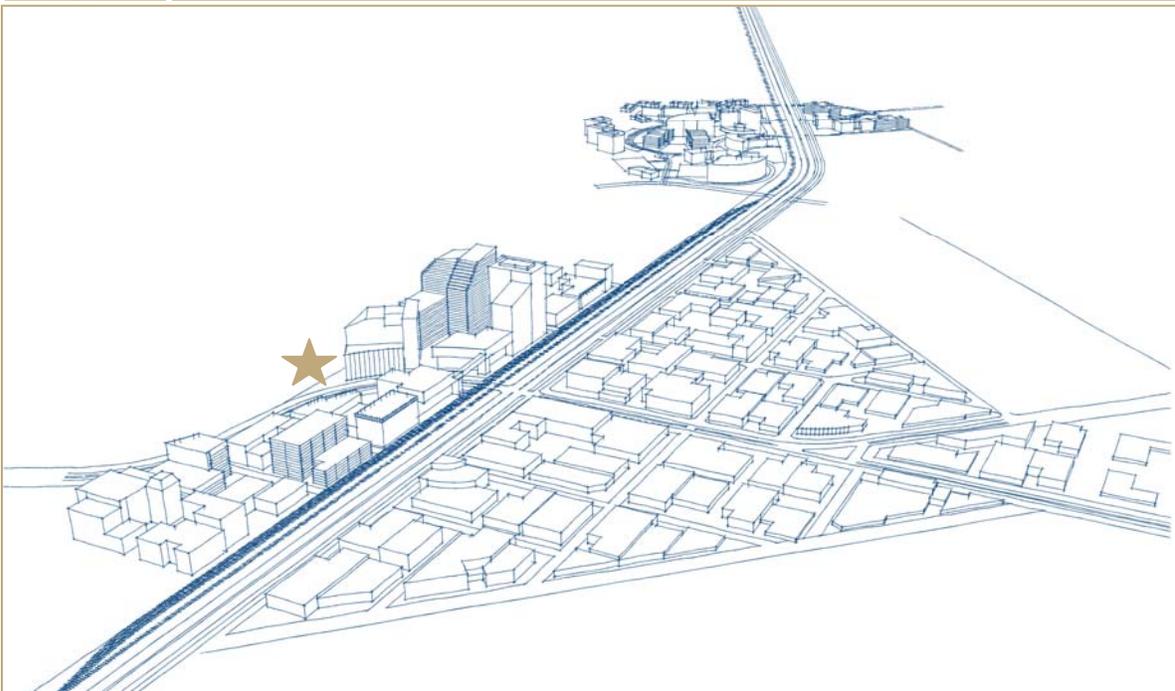
City Hall Transit Oriented District, San Diego, California



Urban Design Goals and Policies



Growth Area: Transit Oriented Development Focus



Downtown/Central Business District Concept, The Planning Center, 2008

Urban Design Intent: Within this civic/commerce, mixed-used, high-density/intensity, transit oriented urban core, the horizontal plane consists of urban retail streets that pulsate with activity and encourage rich, exciting urban interactions. Street cafés, vendors, residents, executives and tourists enliven these streets while coordinated signage guides pedestrians and travelers, whether they are residents, professionals or visitors to Downtown. Street furniture, light standards, bicycle racks and information kiosks are strategically located while awnings, arcades and trees provide shade from the hot Arizona sun. Wide sidewalks allow people to comfortably walk abreast or sit outside to enjoy a leisurely meal. The pedestrian way is constructed of textured materials that lend a tactile quality to walking and differentiate it from vehicular surfaces. Building façades visually engage at the pedestrian scale with architectural treatments in doors and windows.



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Table 10:
Form-Based Code Regulated Items

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Create a fine-grained street system that offers convenient pedestrian access throughout the site, the surrounding development and the commuter train Transit Station Area</i></p> <p><i>Apply street designs that enhance the pedestrian experience with wide sidewalks, street trees, landscape amenities and on-street parking</i></p>	<p><i>Bring the buildings up to the street frontage and orient building entrances to face it</i></p> <p><i>Require parking structures or parking garages and provide Park-and-Ride Facilities</i></p> <p><i>Require high-density residential uses to support the transit investment</i></p>	<p><i>Create a civic/commerce urban core identity</i></p> <p><i>Ensure a graceful transition between the high density residential and mixed-use buildings close to the Transit Station Area and the existing single dwelling neighborhoods to the northeast</i></p>	<p><i>Create a cohesive architecture for the area that represents the highest quality modern materials and construction methods, green building design and energy efficiency</i></p> <p><i>Integrate building siting with open spaces, plazas, courtyards</i></p>

Source: El Mirage Design Charrette, 2008

GOAL 4: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF URBAN DESIGN CRITERIA FOR THIS PLANNING AREA

Policy 1: Provide specific urban design direction, themes and streetscape options for this planning area.

Rationale: The Urban Design Element serves as the overall framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools, providing citywide placemaking urban design direction and overall guidelines. Specific design direction, themes and streetscape options for the Downtown/Central Business District are provided in this element.

IMPLEMENTATION MEASURE

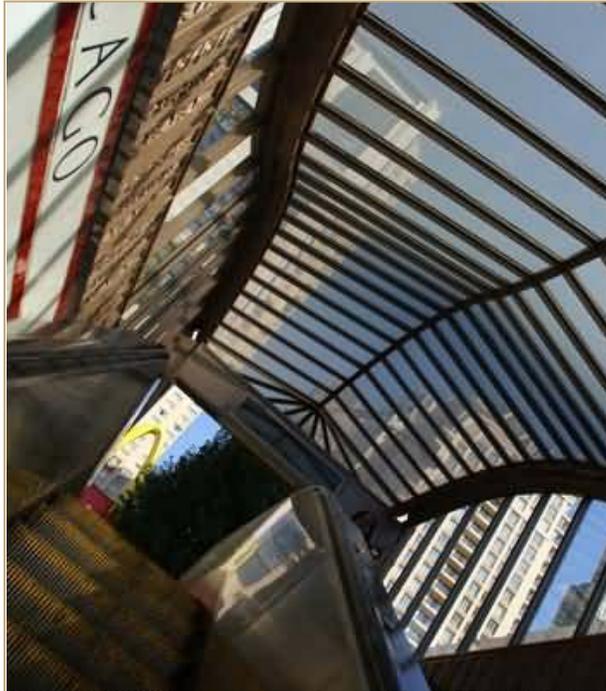
- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element.



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Specific Urban Design Themes



Provide appropriate transitions from transit oriented, high-density/intensity, mixed-use, 24-hour neighborhoods to adjacent development by:

- Locating Transit Oriented Development higher-density mixed-use development in proximity to Train Station Area;
- Providing a height tier with lower buildings facing lower-density development;
- Utilizing landscape architecture to define the character of the Transit Oriented Development District;
- Developing a hierarchy of gateways and entry features;
- Ensuring pedestrian access and connectivity by incorporating pedestrian crossings and linkages; and
- Adopting Form-based Code standards that carefully define the public realm.

The specific design theme for the Transit Oriented Development District establishes a distinct civic/commerce mixed-use urban core that is compatible with and well integrated into the existing neighborhood fabric and includes unique vibrant places that invite pedestrian and bicycle activity and maximize transit ridership by:

1. Requiring that development in the Train Station Area provides a destination for both transit and local residents.
2. Ensuring that site layout and design include local gathering places, destination retail, services and transit connections.
3. Concentrating building mass and height at key intersections, along transit corridors or major thoroughfares, and at the Transit Station Area.
4. Encouraging a variety of building heights to create visual interest and establish a unique placemaking identity.
5. Incorporating generous architectural detailing, including the articulation of building façades, use of stone and other masonry materials, and use of fenestration, awnings, balconies, and other details to provide a high level of interest at the street level.



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6. Orienting building access and windows towards the primary street frontage so that entrances are inviting and accessible to pedestrians from the sidewalk.
7. Building build-to lines to anchor buildings at the sidewalk edge and to achieve more intense, compact patterns of development.
8. Providing selective variation in build-to lines in key areas to allow for outdoor restaurants or plazas and to add visual interest to the streetscape.
9. Requiring building height transitions to existing neighborhoods.
10. Encouraging bicycle parking facilities for each building.
11. Prohibiting blank walls, absent of architectural detail.



Mixed-Use Transit Oriented Development at Del Mar Station, Pasadena, Texas



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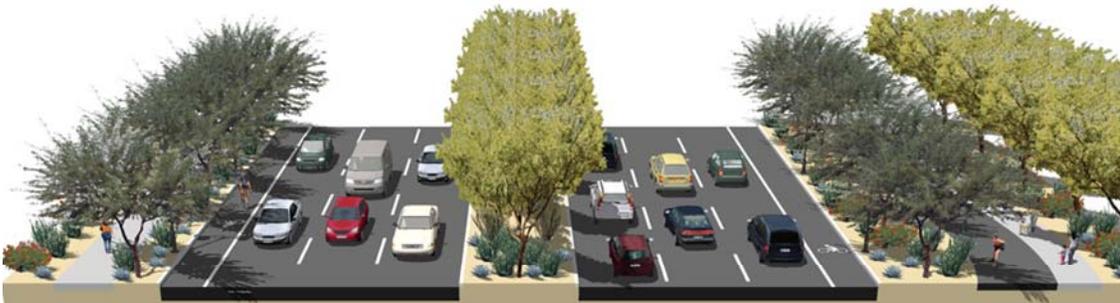
Streetscape Options for El Mirage Road



*Multiway Boulevard Design for El Mirage Road
(4 lanes for passing through traffic with internal lanes for local traffic)*



*Multiway Boulevard Design for El Mirage Road
(Internal lanes detail showing shared bicycle/vehicular lane)*



*Multiway Boulevard Design for El Mirage Road
(6 lanes with bicycle lanes along shoulders, multi-use path and sidewalk)*



Transportation and Circulation Element



Growth Area: Transit Oriented Development Focus

GOAL 5: PROVIDE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF THIS AREA

Policy 1 Ensure that the Transportation/Circulation concept for this area recognizes the following three roadway types:

- 1 *Transit Oriented Development Core Transit Corridor*: This corridor has the population density and the mix of urban uses required to encourage and support transit use. This specific roadway is also identified as a primary pedestrian destination.
- 2 *Transit Oriented Development Pedestrian Priority Streets*. The Pedestrian Priority Street designation is applied to critical pedestrian connections through the Transit Oriented Development that provide direct access to transit. These streets compliment the Transit Oriented Development Core Transit Corridor to form an interconnected roadway network. Because of their significance for pedestrian circulation, Transit Oriented Development Pedestrian Priority Streets are intended to have similar pedestrian facilities and amenities as the Transit Oriented Development Core Transit Corridor.
- 3 *Transit Oriented Development Local Streets*. These include all other existing or future streets within the Transit Oriented Development District. While they are intended to provide comfortable, accessible, and pleasant accommodation for pedestrians, they do not represent the primary walking routes or pedestrian areas.

Rationale: A well-designed, safe, convenient, efficient, and integrated transportation/circulation concept for El Mirage Transit Oriented Development District addresses the unique road design considerations related to this type of development by recognizing three roadway designations within the District described above.



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Local Street



Core Transit Corridor



Pedestrian Priority Street

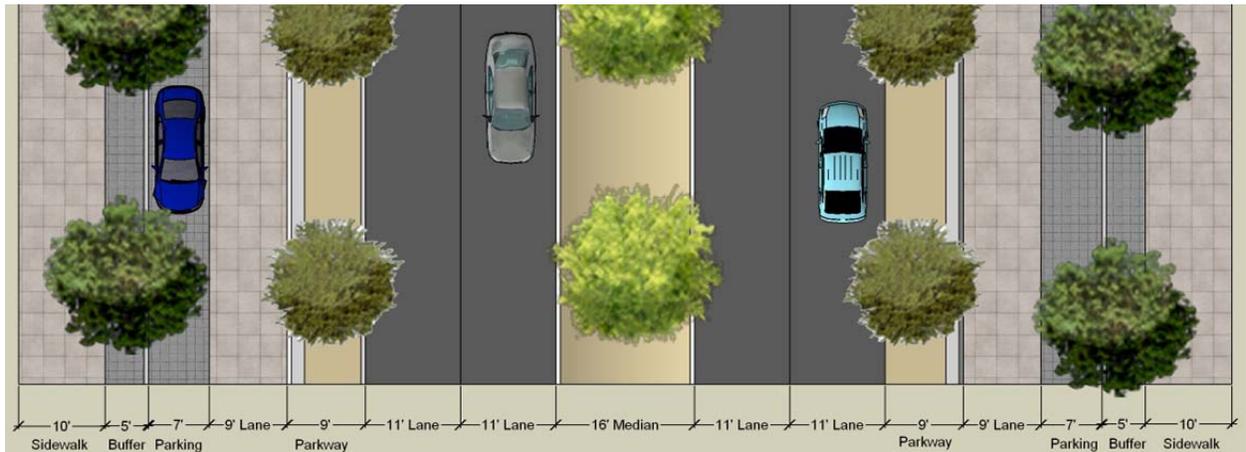
IMPLEMENTATION MEASURES

- a. Adopt specific standards and design guidelines for Transit Oriented Development Core Transit Corridor, Transit Oriented Development Pedestrian Priority Streets and Transit Oriented Development Local Streets for the Transit Oriented Development District in keeping with the development intent provided in the Land Use Element and the guidelines provided in the Urban Design Element for El Mirage Transit Oriented Development District.
- b. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with specific standards and design guidelines for Transit Oriented Development Core Transit Corridor, Transit Oriented Development Pedestrian Priority Streets and Transit Oriented Development Local Streets.



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Urban Density Mixed-Use Corridor Streetscape (Angle and Parallel Parking Options Scaled for El Mirage Road North of Grand Avenue)



Open Space, Parks, Recreation and Trails Goals and Policies



Growth Area: Transit Oriented Development Focus

GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN THIS PLANNING AREA THAT SUPPORTS THE OVERALL DEVELOPMENT INTENT OF THE AREA

Policy 1: Provide urban scaled open space and recreation opportunities throughout the Downtown area.

Rationale: Well designed, accessible, and integrated open space and urban landscape systems are critical to the success of El Mirage Transit Oriented Development District. The compact character of the mixed-use urban core Transit Oriented Development District recognizes the importance of open space to Transit Oriented Development residents, employees, commuter train users and visitors. Within this growth area, mixed-use development includes: a central park, plazas, courtyards and private open space, storm water gardens and landscapes, landscape methods to reduce urban heat island effects, water efficient landscapes, and on-site renewable energy systems, all conveniently accessible to pedestrians and bicyclists. Urban residential districts are in close proximity to open space with pocket parks and/or landscaped areas to serve the various open space needs at a local level and soften the edges of the built environment. A more significant, broader reaching open space element such as a central park with gardens, connected to the pedestrian greenbelt system is appropriate for this area. Within this area, a balance is achieved between open space and high density development. Convenient and safe access to the urban/commerce core is provided for adjacent neighborhoods.

IMPLEMENTATION MEASURES

- a. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and Illustrative Plans provide high-density mixed-used urban uses that incorporate appropriately scaled open spaces within the Transit Oriented Development district by including:
 - (1) A Central Park of approximately 20 acres with connectivity to all the adjacent high density uses;
 - (2) Plazas, courtyards, gardens, pocket parks and storm water gardens that include shade, sitting areas, fountains and public art;
 - (3) Pedestrian greenbelts providing connectivity to all uses;
 - (4) Water efficient landscapes or xeriscapes;
 - (5) Roof gardens or green roofs to reduce heat island effect;



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- (6) A well-defined public realm that offers ample opportunities for interaction; and
- (7) Strategies to mitigate heat island effects in conformance with the policy direction provided in the Environmental Planning Element.



Example of Core Transit Corridor, Showing Connections to Pedestrian Priority Street System, San Diego, California



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Downtown/Arts District



Santa Fe Arts District, Denver, Colorado

The Downtown/Arts District redevelopment area is located south of Grand Avenue and north of Thunderbird Road and encompasses approximately 317 acres, or 4 percent of the Designated Growth Area. Of this total, approximately 8 acres, or 2.5 percent are vacant parcels available for infill. The area is serviced by a grid system of arterial and collector streets. Some of the residential structures located east of El Mirage Road are showing signs of deterioration due to age and neglect, other structures are in need of repair. Most of the commercial properties in this area were developed as stand alone and strip retail. There are few commercial uses throughout the area.

The intent of the Downtown/Arts District is to create a community activity center that offers attractive gathering places and serves as the civic and cultural heart of the City. The main goals of this area are: to become the focus of community and neighborhood activities; to reduce automobile travel by increasing transit use and walkability and to replace many of the undesirable characteristics of strip commercial development with mixed-use corridor development appropriate in scale for this area. The anchors of this activity center are corridor mixed-use providing residential uses complemented by retail and service at a walkable distance and the Arts District, providing connectivity to the Downtown/Central Business District and the Agua Fria Gateway.



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Creative People Are A Region's Most Valuable Resource

South of Grand Avenue, there is a unique opportunity to create medium-density “24-hour neighborhoods.” This medium-density mixed-use urban core captures the attention of travelers along Grand Avenue and El Mirage Road as follows:

1. Corridor Development: The segments of Grand Avenue and El Mirage Road within this planning area are revitalized to provide continuous corridors that include a well-defined, pedestrian-oriented public realm, first floor retail with opportunities for small office and residence on second and third floors. This area is ideal for lofts combining office/business and living space. A variety of outdoor spaces are incorporated in the public realm to encourage public interaction.
2. Redevelopment and Infill: Few infill parcels are available for development along Grand Avenue and west of El Mirage Road. These parcels are developed in a manner that increases opportunities to serve the community, the adjacent neighborhoods and the traveling visitor in search of a town feel. There is a need to identify properties adjacent to infill parcels for possible redevelopment.
3. Drainage Channel Along Grand Avenue: Covering the drainage channel along Grand Avenue opens the area for the creation of a pedestrian promenade next to services, retail, small galleries and theaters.
4. Density Transitions: Development south of Grand Avenue provides a density transition from the high-density mixed-use transit oriented urban core north of Grand Avenue and the established residential areas located adjacent to this planning area.



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5. The Arts District: The area generally east of El Mirage Road from Grand Avenue to Thunderbird Road is revitalized to create The Arts District. The Arts District includes a variety of opportunities for artist, musicians, dancers, or actors desiring to own studio space in an area with other creative artists. Arts and crafts festivals, sidewalk chalk and public art competitions, outdoor jazz and blues festivals, farmers markets and a variety of other activities take place in this area. In this artist neighborhood, the City creates a pedestrian district with the ambiance of a City center, but with a distinctively contemporary flair. Artist's homes integrated and interspersed with small galleries, art studios, art spaces, outdoor cafés, restaurants and street festivals, art museum, main galleries, performing arts center and specialty shops, making this area the hippest spot in the Northwest Valley.

Growth Management Goals and Policies



Redevelopment Area: Redevelopment Focus

GOAL 1: ALIGN GROWTH MANAGEMENT TOOLS WITH ECONOMIC DEVELOPMENT PRIORITIES

Policy 1: Create an attractive destination Downtown/Arts District east of El Mirage Road that:

1. Attracts the "creative community" as well as local and regional tourism to ensure that the City remains competitive and viable over the long term;
2. Functions as a center for community gathering;
3. Serves established neighborhoods; and
4. Provides connectivity to adjacent neighborhoods, the Downtown/Central Business District and the Agua Fria Gateway.



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The Golden Triangle Arts District, Denver, Colorado

- Policy 2: Provide affordable housing/studio space for artists and develop an incentive program to recruit and retain artists willing to relocate to this area.
- Policy 3: Support continued neighborhood investment for established neighborhoods west of El Mirage Road.
- Policy 4: Establish higher density mixed-use corridor development along Grand Avenue, El Mirage Road and Thunderbird Road.
- Policy 5: Support a mix of housing types and opportunities throughout the area.
- Policy 6: Identify the funds necessary to establish placemaking destination mixed-use corridors along the portions of Grand Avenue and El Mirage Road.
- Policy 7: Ensure that transportation improvements include destination type amenities consistent with the urban design goals provided in the Urban Design Element.
- Policy 8: Continue to explore opportunities to capture traffic flow along Grand Avenue, El Mirage Road, and Thunderbird Road through access improvements, land use coordination and signage.



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- Policy 9: Provide appropriate transitions from higher density mixed-use corridor development to adjacent established neighborhoods.
- Policy 10: Develop a mixed-use civic/commerce activity node at the intersection of Grand Avenue and El Mirage Road and a major activity node at the intersection of El Mirage Road and Thunderbird Road to increase commercial development, transit use and walkability, reduce air pollution, improve delivery of public and private services and create inviting placemaking.
- Policy 11: Support development densities and intensities appropriate for the overall pedestrian scale of this area.
- Policy 12: Acquire the right-of-way necessary to develop El Mirage Road and Thunderbird Road as the perimeter roads of the Downtown/Arts District.
- Policy 13: Acquire substandard, abandoned and dilapidated housing structures located within the area east of El Mirage Road with the purpose of providing new infill lots for mixed-use development.

Area Focus: The overall policies for the Downtown/Arts District focus on providing commercial revitalization, live-work opportunities, neighborhood preservation, transportation efficiencies, and redevelopment. These policies guide development as well as the Area Plan or Form-Based Code adopted for this area. Policies for this area include incentives for private reinvestment in these areas and encourage the City to explore opportunities to work with the private sector to establish a vibrant Downtown/Arts District core with a unique feel. The policy framework provided in this element supports El Mirage Artist Relocation Program.

IMPLEMENTATION MEASURES

- a. Seek multi-agency collaboration from the Office of the Governor, ADOT, Maricopa County, and Arizona State University to create an attractive destination Downtown/Arts District that furthers the policy direction in this section.
- b. Apply for state Economic Strength Program funds. (This program offers grants for road construction projects. These projects are rated and ranked by a selection committee based on the economic impact of the jobs created or retained and the capital investment made in the community.)



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Economic Development Goals and Policies



Redevelopment Area: Redevelopment Focus



Transit Oriented District, San Diego, California

GOAL 2: ALIGN ECONOMIC DEVELOPMENT PRIORITIES WITH THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Establish a vibrant, placemaking destination Downtown/Arts District that:

1. Functions as the civic and cultural heart of the City;
2. Caters to travelers, visitors, the arts community, as well as adjacent established neighborhoods;
3. Supports a revenue generating mixed-use activity center at the intersection of Grand Avenue and El Mirage Road and a revenue generating activity center at the intersection of El Mirage Road and Thunderbird Road;
4. Supports and complements the economic vitality of the Downtown and the Agua Fria Gateway; and
5. Supports the Arts District as the thriving mixed-use anchor in this planning area.



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Rationale: The Central Business District/Arts District functions as the community activity center and as the citywide civic and cultural heart. The main economic development goal of this area is to redevelop the area to replace dilapidated, structurally unsound and substandard housing with placemaking vibrant activity centers that serve the community at large and to establish an Arts Districts that serves as the anchor revenue generating destination within this planning area for visitors and community at large.



- Policy 2: Establish a placemaking, destination, vibrant, urban mixed-use corridor along Grand Avenue that:
1. Takes competitive advantage of Grand Avenue's prime location as El Mirage's "front door" from the Valley;
 2. Positions the City as a landmark destination in the Northwest Valley;
 3. Creates redevelopment opportunities and revitalization of the historic downtown in "small town" densities with walkable destinations and vibrancy;
 4. Serves a dual function as a thoroughfare for the Valley and State and as El Mirage's local "main street," a slower -35mph-calmer destination for an emerging urban core in the Northwest Valley;
 5. Functions as the destination mixed-use signature boulevard connecting the main gateways to the City, the Agua Fria Gateway on the east and Main Gate on the west;
 6. Supports vehicular movement, pedestrian activity and business sustainability;
 7. Caters to the Northwest valley, travelers, visitors, adjacent jurisdictions, arts community and citywide established neighborhoods;
 8. Complements the economic vitality of the Downtown/Central Business District, the Agua Fria Gateway and the Downtown/Arts District, the Neighborhoods, and the revenue generating uses of adjacent planning areas.



Rationale: Grand Avenue, like most major arterials in greater Phoenix, serves multiple functions – a passage through the city as a regional thoroughfare, as a local “main street,” for nearby businesses and residents, and as a “spine” or “signature entry boulevard” along which residents, visitors and merchants can gather for activities, work, dining, and play. As the destination mixed-use signature entry boulevard into the City, it provides a variety of revenue generating uses attracting visitors to El Mirage. The activity center located at the intersection of Grand Avenue and El Mirage Road defines the entrance to the City’s civic and cultural heart. The main economic development goal of this area is to replace many of the undesirable characteristics of strip commercial development with vibrant placemaking mixed-use development appropriate in scale for this area. As part of the revitalization efforts, the open drainage channel along Grand Avenue is covered to create a more functional mixed-use corridor that includes a well-defined public realm. Corridor mixed-use development provides residential uses complemented with revenue generating retail and service.

IMPLEMENTATION MEASURES

- a. Work with ADOT to establish Grand Avenue as a destination signature entry boulevard with an Urban Principal Arterial (U2) functional classification and a 35 mph speed limit that is appropriate to foster the economic intent of the Corridor.
- b. Develop and adopt an economic development strategy for the Downtown/Arts District as part of the citywide Economic Development Strategy that fosters the economic intent of the planning area.
- c. Work with the community and major stakeholders, including Home Owners Associations, merchants and investors to prepare and adopt an Area Plan for the Downtown/Arts District that:
 - (1) Markets, attracts and retains the appropriate mix of revenue generating mixed-uses along corridors and within the Arts District and provides opportunities for revenue generating activity centers at the intersection of major arterial roads to make this economic development effort a success;
 - (2) Implements the policy direction provided in all the elements of this General Plan;
 - (3) Provides assurances and/or development incentives for the establishment of the Arts District; and
 - (4) Provides ample opportunities for public art.



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Different Scales of Public Art

Policy 3: Create the economic climate needed to redevelop the Central Business District/Arts District.

Rationale: The revitalization of El Mirage Central Business District and the establishment of the Arts District south of Grand Avenue benefits from the creation of an economic climate that provides a stimulating environment for creative people who generate new ideas and innovations throughout the economy, celebrates creative people as the catalysts for economic revitalization, promotes culture-based business and organizations, encourages and assists the private sector and establishes the private/public partnerships needed to accomplish these tasks.

IMPLEMENTATION MEASURES

- a. As part of the Economic Development Strategy:
 - (1) Identify public/private partnerships needed to redevelop this planning area;
 - (2) Identify appropriate incentives to encourage the private sector to revitalize this planning area;
 - (3) Conduct a study to establish the redevelopment area and to delineate the Redevelopment District boundary;
 - (4) Leverage redevelopment funds and private funds by targeting federal, state, and local resources to this area; and
 - (5) Evaluate the feasibility of creating enterprise zones, incubator projects or other appropriate programs.



Policy 4: Create an Artist Relocation Program that serves as a comprehensive tool for economic development, downtown revitalization, educational advancement and civic improvement.

Rationale: Across the nation, cities, states and regions are re-discovering the value of the arts as essential, comprehensive tools for economic development, downtown revitalization, educational advancement, and civic improvement. Artists are as important to cities as new companies and retail businesses. Artists have the proven ability to transform at-risk neighborhoods, bring life to economically depressed areas, and serve as a catalyst to economic growth and civic vitality. The Arts District revitalizes the dilapidated and unsafe areas of the City and creates community.

IMPLEMENTATION MEASURES

- a. Create and implement an Artist Relocation Program as part of the Economic Development Strategy that:
 - (1) Serves as a comprehensive tool for economic development, downtown revitalization, educational advancement and civic improvement;
 - (2) Jump-starts a cycle of reinvestment and neighborhood revitalization;
 - (3) Spurs economic growth and changes the brand image of the City;
 - (4) Supports the development of artist-space projects;
 - (5) Identifies private and public resources and partnerships;
 - (6) Includes marketing strategies to generate tax revenues by exporting artists work to the broader local, regional, national and global markets importing dollars to the community;
 - (7) Identifies the support uses needed to foster investment and to create the synergies to promote the long-term viability of the Arts District;
 - (8) Identifies active networks such as community development corporations, community development banks, venture-capital firms, and advocacy groups to form an Arts Council that oversees the Artists Relocation Program and the production of affordable housing in the Arts District.
 - (9) Identifies strategies for engaging young people in art appreciation programs and invests in a future class of creative workers.
- b. Ensure that all developer of City-initiated Area Plans, Specific Plans, Form-Based Codes, or Illustrative Plans conforms to all applicable requirements set forth in this General Plan and support the Artist Relocation Program.



Land Use Goals and Policies



Redevelopment Area: Redevelopment Focus



GOAL 3: DESIGNATE THE APPROPRIATE MIX OF LAND USES THAT FURTHERS THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Build a dynamic, properly scaled mixed-use medium density/intensity Downtown/Arts District with a civic/commerce/arts urban core south of Grand Avenue that capitalizes on this area's infill and redevelopment opportunities.

Rationale: This area receives the public and private support it needs to transform into a vibrant Central Downtown/Arts District and to restore the old Downtown area as the civic and cultural heart of the City. The City promotes the Downtown/Arts District as an exciting place to live and encourages artists to relocate to this area and enliven its character.

IMPLEMENTATION MEASURES

- a. Work with the community and the artist community to prepare and adopt an Area Plan for the Downtown/Arts District that:
 - (1) Promotes this area as the regional civic and cultural heart of the City;
 - (2) Furthers the intent for the Artist Relocation Program;
 - (3) Assesses vacant properties to find creative uses of these buildings that spur growth and support the Arts District intent;
 - (4) Defines the public realm to establish a walkable civic/commerce medium-density mixed use urban core utilizing Form-Based Code;
 - (5) Includes mixed-use corridor development up to five (5) stories in height along Grand Avenue and El Mirage Road;



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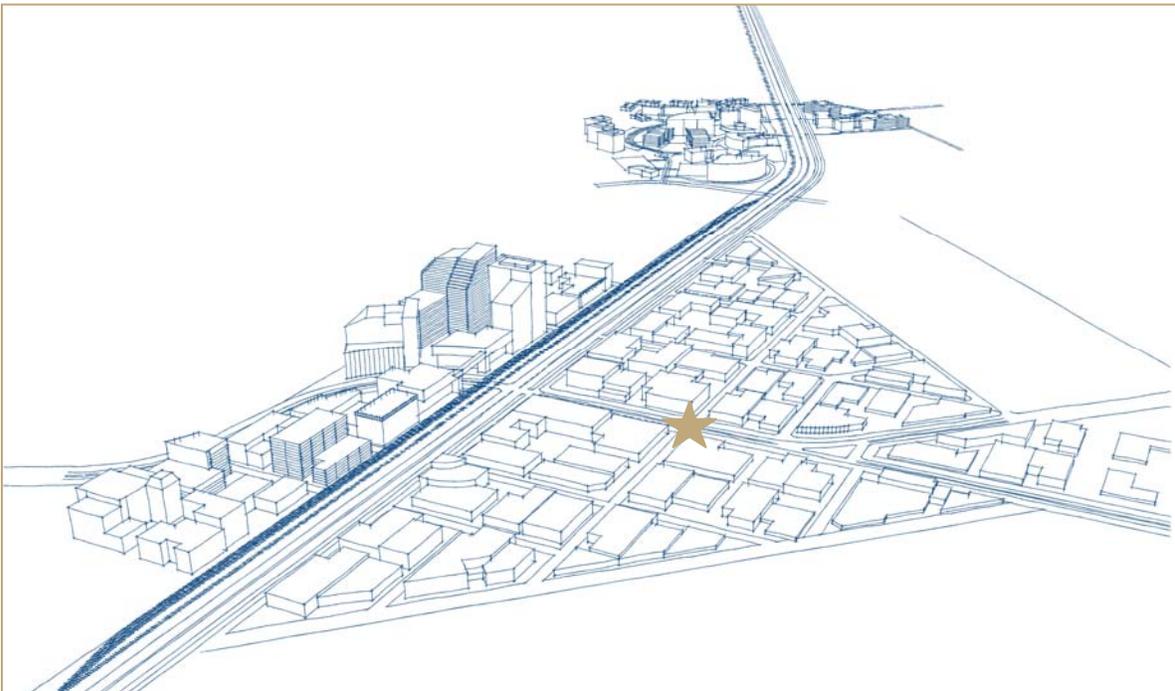
- (6) Prioritizes walkability and connectivity throughout the area, creating a shaded pedestrian promenade that is inviting, provides access and visibility to businesses, and includes outdoor cafés and gathering spaces;
- (7) Identifies the best location for a commerce/civic activity center;
- (8) Identifies the boundaries of the Arts District and the activities appropriate for this area, including, but not limited to:
 - i. Mixed-use homes/studio for artists;
 - ii. Restaurants and outdoor cafés;
 - iii. Specialty shops, boutiques, art galleries, museums, theatre companies, ballet and orchestra, musicians' associations, art galleries and open studios, professional offices, specialty stores, salons, spas, coffee shops, bars and restaurants, El Mirage Art Institute and other compatible uses reflecting "the art of living with art" character of the Arts District;
 - iv. Bed and breakfast hospitality; and
 - v. Outdoor gathering spaces with ample opportunities for public art, including, courtyards and plazas to host a variety of community events such as arts festivals, farmer's markets, and/or music venues.
- (9) Identifies initiatives to stabilize and revitalize blighted areas by creating an Arts District.
- (10) Assesses the infrastructure costs required to serve the Downtown/Arts District.
- (11) Includes a phased infrastructure plan for the Downtown/Arts District.
- (12) Outlines all revitalization, redevelopment and land acquisition efforts needed to enhance the area's identity and to establish the Arts District.
- (13) Ensures connectivity to the Downtown/Central Business District, the Agua Fria Gateway, the Agua Fria River Walk, mixed-used corridors and adjacent neighborhoods.
- (14) Supports the development of mixed-use lofts on infill vacant parcels and surface parking lots.
- (15) Includes incentive programs for the acquisition of dilapidated, substandard and abandoned properties identified in the Housing Survey and develop mixed-use housing types such as bungalows, lofts, live-work at lower densities/intensities up to 2 to 3 stories in height compatible with the needs of the Arts District.
- (16) Encourages the development of shared parking to enhance the public realm.
- (17) Limits surface parking lots in the Central Business District.
- (18) Identifies best route to implement a trolley system that provides connectivity to the Downtown/Central Business District, the Agua Fria Gateway and the Agua Fria River Walk.



Urban Design Goals and Policies



Infill/Redevelopment Area: Redevelopment Focus



Downtown/Arts District Concept, The Planning Center, 2008

Urban Design Intent: the Downtown/Arts District is a vibrant, livable and viable redevelopment area. It functions as heart of the community, offers the placemaking urban qualities desired by the community and encourages artists to relocate to the Arts District to establish this area as the cultural heart of the City. The mixed-use arts-focused Arts District incorporates restaurants, galleries, music venues, and amenities and provides connectivity to the Downtown/Central Business District, the Agua Fria Gateway, the Entertainment District along the Agua Fria Corridor and the Agua Fria River Walk. Within the Arts District, museums, theatre companies, ballet and orchestra, musicians associations, performing arts centers and an El Mirage Art Institute are developed with art galleries and open studios, professional offices, specialty stores, salons, spas, coffee shops, bars and restaurants interspersed throughout the area. The result is a culturally rich destination Arts District with a unique artistic flair, ample opportunities for public art and outdoor gathering spaces, and connectivity to the regional recreation amenities along the Agua Fria River Corridor.



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Table 11:
Form-Based Code Regulated Items

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Enhance the street and sidewalk network to offer safe and convenient pedestrian access</i></p> <p><i>Streetscapes are inviting and incorporate shade structures and public art</i></p>	<p><i>Bring the buildings up to the street frontage and orient building entrances to face it</i></p> <p><i>Establish urban parking standards and require that surface parking be located to the rear or side of buildings</i></p>	<p><i>Ensure quality medium density mixed-use corridor development that is properly scaled for a Central Business District in bulk, height and massing to enhance the pedestrian experience</i></p> <p><i>Ensure that building blocks in the Arts District include pedestrian-scaled eclectic building forms</i></p>	<p><i>Require storefront character window frontage that emphasizes the pedestrian level along key street frontages and street intersections</i></p> <p><i>Require pedestrian-scaled signage that is incorporated into the design of buildings</i></p>

Source: El Mirage Design Charrette, 2008

GOAL 4: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF URBAN DESIGN CRITERIA FOR THIS PLANNING AREA

Policy 1: Provide specific urban design direction, themes and streetscape options for this planning area.

Rationale: The Urban Design Element serves as the overall framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools, providing citywide placemaking urban design direction and overall guidelines. Specific design direction, themes and streetscape options for the Downtown/Arts District are provided in this element.

IMPLEMENTATION MEASURE

- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element.



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Specific Urban Design Themes - Downtown/Arts District



Ensure that urban design themes for the Downtown/Arts District feature mixed-use corridor development along Grand Avenue, El Mirage Road and Thunderbird Road that:

- Are properly scaled for each of these corridors;
- Utilizes streetscape, architecture and signage to define the placemaking character of these corridors;
- Includes a hierarchy of entryways that responds to each corridor;
- Ensures pedestrian access and connectivity by incorporating sidewalks, pedestrian crossings, and trail connectivity where feasible and appropriate; and
- Are reflected in Area Plans and Form-Based Code for these corridors and include architectural and façade standards to define the public realm.

The specific design themes for the Downtown/Arts District establish a distinct civic/commerce and cultural mixed-use medium density urban core that is well integrated with newly established neighborhoods in this planning area and includes unique placemaking, vibrant mixed-use corridors that invite pedestrian activity and maximize resident and visitor experiences by:

1. Transforming Grand Avenue into a destination mixed-used corridor that offers ample opportunities for public interaction;
2. Taking advantage of El Mirage Road improvements and connectivity to the commerce/civic, mixed-use, high-density transit oriented urban core north of Grand Avenue by including a placemaking entryway into the Central Business District/Arts District that conveys the inviting pedestrian-scale of this area;
3. Supporting Grand Avenue's revitalization as a destination mixed-use corridor; and
4. Including density transitions from medium-density corridor mixed-use along Grand Avenue, El Mirage Road and Thunderbird Road to established lower density neighborhoods and the Arts District located in this planning area.



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Specific Urban Design Themes - Arts District



Ensure that specific urban design themes for the Arts District:

- Locates higher-density mixed-use development along arterial roads;
- Includes placemaking entrances to the Arts District;
- Includes streetscape, architecture and signage to define the character of the District;
- Ensures pedestrian access and connectivity by incorporating sidewalks, pedestrian crossings, and trail connectivity;
- Provides connectivity to the Central Business District and adjacent areas; and
- Are reflected in Area Plans and Form-Based Code and include architectural and façade standards to define the public realm.

The specific design themes for the Arts District establish a distinct mixed-use cultural core where a variety of mixed-use housing types such as lofts, bungalows and more eclectic forms provide resident artists with home and studio space interspersed with a variety of galleries, specialty shops, restaurants, cafés and inviting outdoor spaces that serve as the cultural heart of the community. Building blocks within the Arts District are designed to:

1. Convey an artisan villa feel that attracts residents and visitors to a wide variety of events;
2. Promote diverse housing types and infill low density mixed-use development with the placemaking pedestrian-scale desired for the District;
3. Continue to provide incentives to transform a blighted area into a vibrant place;
4. Allow resident artists to personalize their home/art studio space; and
5. Encourage more eclectic types of houses.



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Streetscape Options for Grand Avenue



*Grand Avenue Mixed-Use Corridor Streetscape Character
(Angle Parking Option)*



*Grand Avenue Mixed-Use Corridor Street Cross-Section
Showing Public Realm Details and Covered Drainage Culvert
(Angle Parking Option)*



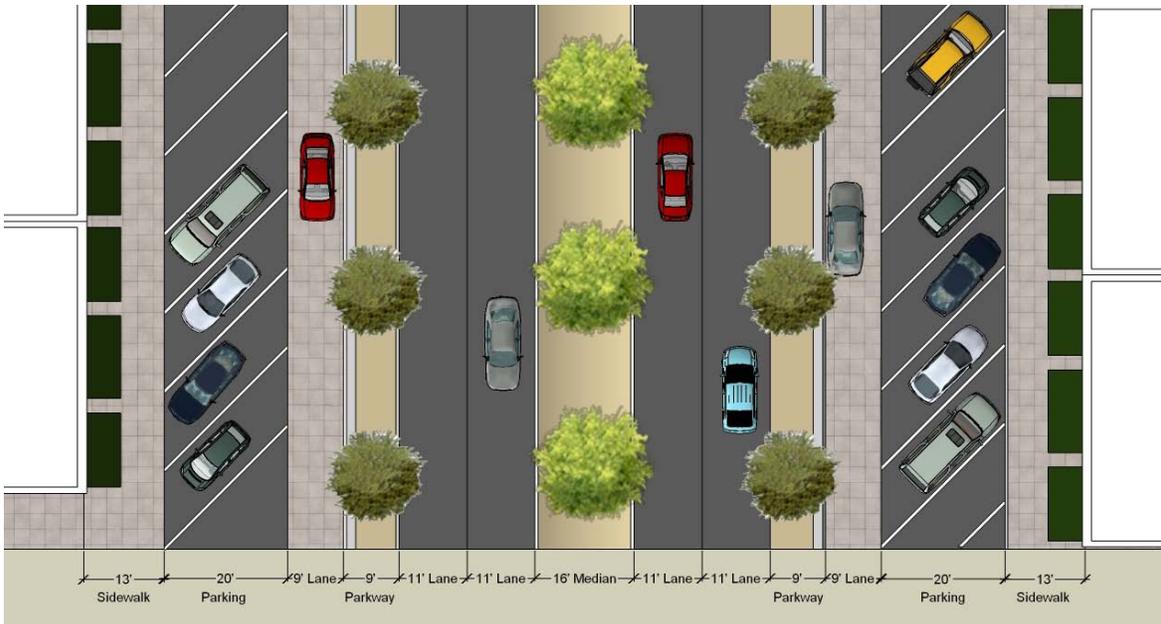
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Streetscape Options for El Mirage Road (South of Grand Avenue)



*El Mirage Road Mixed-Use Corridor Downtown/Arts District
(Angle Parking Option)*



*El Mirage Road Mixed-Use Corridor Cross-Section – Downtown/Arts District
(Angle Parking Option)*



Transportation and Circulation Goals and Policies



Redevelopment Area: Redevelopment Focus

GOAL 5: PROVIDE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF THIS AREA

Policy 1: Ensure that transportation improvements are consistent with the envisioned placemaking urban character and the development intent of this area.

Rationale: Transportation improvements within this redevelopment area incorporate urban mixed-use corridor development along Grand Avenue, El Mirage Road and Thunderbird Road, defining El Mirage Downtown/Arts District. Grand Avenue is designed as an Urban Mixed Destination Gateway Corridor. El Mirage Road is designed as a regional route connecting the Downtown/Arts District and the Downtown/Central Business District and the Transit Oriented Development District. Thunderbird Road connects the Downtown/Arts District and residential neighborhoods.

IMPLEMENTATION MEASURES

- a. Adopt specific standards and design guidelines for mixed-use corridor development in keeping with the development intent provided in the Land Use Element, the design guidelines provided in the Urban Design Element for this area and the specific direction provided in this element.
- b. Adopt a Pedestrian Circulation Plan for this area that defines a pedestrian green belt system designed to provide connectivity to Downtown/Central Business District, the Downtown/Arts District, the Grand Avenue Gateway, the Agua Fria Gateway, and the Agua Fria River Walk.
- c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with the development intent provided in the Land Use Element, the urban design guidelines included in the Urban Design Element, the specific standards and design guidelines for mixed-use corridor and the Pedestrian Circulation Plan.



Lower Density Mixed-Use Corridor Streetscapes Scaled for the Artists Village



El Mirage General Plan

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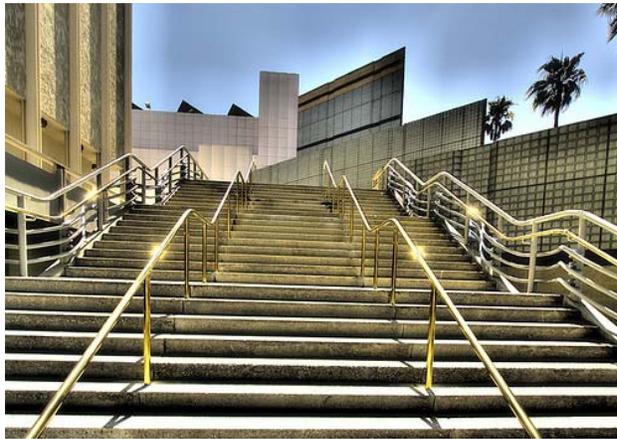


Medium Density Mixed-Use Corridor Streetscapes Scaled for the Grand Avenue Corridor



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LA Museum of Art, LA, California; Denver Golden Triangle, Denver, Colorado; and the Bishop Arts District, Dallas, Texas, Showing Urban Pedestrian Streets



Open Space, Parks, Recreation and Trails Goals and Policies



Redevelopment Area: Redevelopment Focus



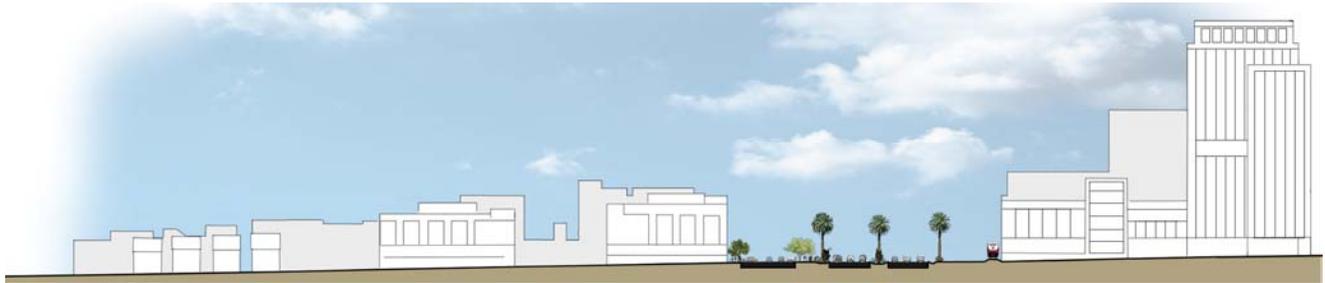
GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN THIS PLANNING AREA THAT SUPPORTS THE OVERALL DEVELOPMENT INTENT OF THE AREA

Policy 1: Provide appropriately scaled open spaces and recreation opportunities throughout the Downtown/Arts District.

Rationale: Open space is incorporated into corridor mixed-use by providing a streetscape that is reflective of the scale of this area. Open spaces are also interspersed throughout the Downtown/Arts District in the form of plazas, courtyards, and pocket parks to create miniature oases that are linked by the pedestrian greenbelt system. A central multifunctional plaza within the Arts District serves as an outdoor amphitheater and provides space for farmers markets, arts festivals, jazz festivals and a variety of community activities.

IMPLEMENTATION MEASURES

- a. Require that Area Plans, Specific Plans, Master Plans, Form-Based Codes and Illustrative Plans appropriately define open spaces within this area by:
 - (1) Providing connectivity between the regional civic and cultural heart of the City, the Downtown/Arts District, and adjacent neighborhoods, activity centers, the Agua Fria River Walk and all other major destinations;
 - (2) Defining the public realm to establish a walkable civic/commerce medium-density mixed use corridor development that includes inviting streetscapes;
 - (3) Prioritizing walkability and connectivity throughout the area by creating a shaded pedestrian promenade that is inviting, provides access and visibility to businesses, and includes outdoor cafés and gathering spaces;



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- (4) Providing a central pedestrian greenway or pedestrian green mall that leads to the Arts District Plaza;
- (5) Mitigating heat island effect by providing green roofs or roof gardens in conformance with the policy direction provided in the Environmental Planning Element; and
- (6) Identifying a central location for the Arts District plaza.



Example of an Urban Pedestrian Greenway or Pedestrian Green Mall



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Agua Fria Gateway



Granite Park Corporate Campus, Lake Shore East Park (Chicago, Illinois)

The Agua Fria Gateway growth area is located along the Agua Fria River Corridor. This growth area extends north and south of Grand Avenue and encompasses approximately 773 acres, or 11 percent of the Designated Growth Area, which comprises a total of 7,193 acres.

The Agua Fria Gateway will be developed in conformance with the *Agua Fria Watercourse Master Plan* prepared by the Flood Control District of Maricopa County and adopted by the City of El Mirage. The Agua Fria Gateway includes three segments of the Agua Fria Corridor. One is designated as a development area and the other two are designated for regional recreation. The development area extends north and south of Grand Avenue and serves as the main gateway into the Northwest Valley. Development within this area includes appropriate mixed-use urban densities/intensities developing a river front that is compatible with the river, provides vehicular, pedestrian and bicycle access to the Agua Fria River Walk and incorporates principles of habitat integration. The area is developed as a major destination and provides multi-modal connectivity to the Downtown/Central Business District, the Downtown/Arts District, the Neighborhoods and Commerce/Industry Park.



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Growth Management Goals and Policies



Growth Area: River Oriented Development Focus



River Walk, San Antonio, Texas

GOAL 1: ALIGN GROWTH MANAGEMENT TOOLS WITH ECONOMIC DEVELOPMENT PRIORITIES

Area Focus Policies for the Agua Fria Gateway focus on developing a destination river front that features River Oriented Development with appropriately scaled mixed-use urban densities that provide vehicular, pedestrian and bicycle access to the Agua Fria River Walk.

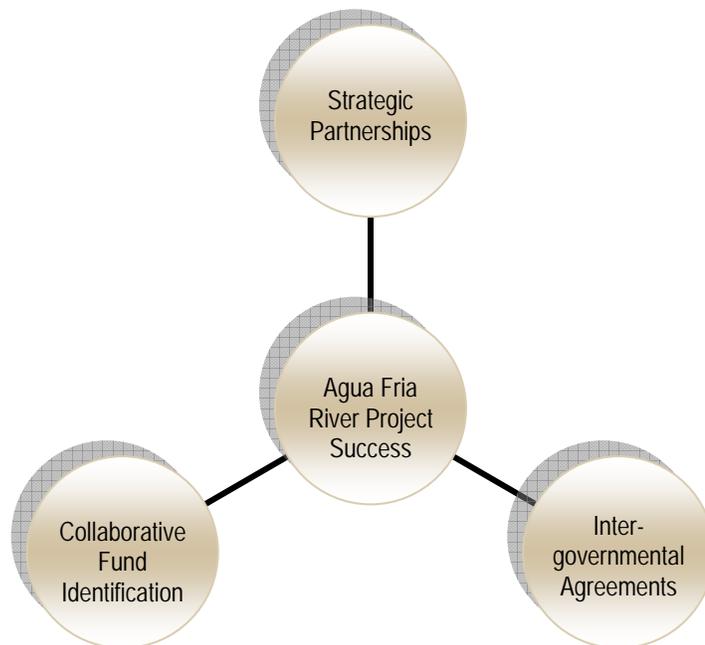
Policy 1: Design and develop a destination river front based on principles of habitat integration that:

1. Provides connectivity to the Downtown/Central Business District and the Downtown/Arts District;
2. Incorporates mixed-use urban densities and intensities along the Agua Fria River;
3. Provides access to the green belt system, recreation areas, nature trails and multi-use paths along the Agua Fria River Walk; and
4. Includes an Entertainment District.



IMPLEMENTATION MEASURES

- a. Establish the partnerships, commitments and Intergovernmental Agreements essential to achieving a unified vision for the Agua Fria River Front and the Agua Fria River Walk.
- b. Continue to work in partnership with the Maricopa County Flood Control District to implement the *Agua Fria Watercourse Master Plan*.
- c. Become active partners in the identification of funds for the channelization of the Agua Fria River and the establishment of the Agua Fria River Gateway and the Agua Fria River Walk.
- d. Establish an Entertainment District adjacent to Grand Avenue that includes connectivity to the Agua Fria River Walk and to the Downtown/Central Business District and the Downtown/Arts District.



Key Elements for Project Success



Economic Development Goals and Policies



Growth Area: River Oriented Development Focus



Destination Mixed-Use Entertainment District with A River Oriented Development Focus

GOAL 2: ALIGN ECONOMIC DEVELOPMENT PRIORITIES WITH THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Develop a placemaking, vibrant, destination mixed-use River Front that:

1. Serves as the main gateway of the Northwest Valley;
2. Incorporates mixed-use urban densities/intensities and multimodal access to the Agua Fria River Corridor;
3. Supports the development of a destination Entertainment District that benefits from proximity to the Agua Fria River; and
4. Integrates regional recreation uses along the Agua Fria River Walk with urban uses that further the economic development intent of this planning area.

Rationale: The Agua Fria River is the eastern gateway for inbound Grand Avenue travelers. Westbound travelers get their first impression of El Mirage as they leave Sun City/Youngtown and see the Agua Fria River Valley and bridge. The City creates a vibrant entry gateway with desert landscape appropriate for the riparian habitat of a restored Agua Fria River. Lush landscape creates an oasis effect with River Oriented Development that is urban in form and offers a variety of mixed-uses at urban densities/intensities to create a strong river front with regional recreation amenities along the Agua Fria River Corridor. The Agua Fria Gateway includes a development area and two regional recreation areas. The economic development intent of this planning area is to create a vibrant river front that provides continuity and access to the regional recreation amenities along the Agua Fria River Walk.



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Destination River Oriented Entertainment District

As the home of El Mirage Entertainment District, the Agua Fria Gateway includes luxury hotels, destination nightclubs, restaurants, boutique retail, sports arenas, cinemas, and other uses compatible with the entertainment industry in an area well suited for such development.

IMPLEMENTATION MEASURES

- a. Ensure that the Economic Development Strategy includes direction for this planning area to:
 - (1) Work in partnership with Maricopa County Flood Control District in the implementation of the Agua Fria Watercourse Plan;
 - (2) Establish the partnerships, commitments and Intergovernmental Agreements essential to achieving "Our Oasis" vision of the River Corridor;
 - (3) Become active partners in the identification of funds for the channelization of the Agua Fria River and the development of the Agua Fria Gateway;
 - (4) Develop a destination River Front that incorporates a regional green belt system, the Agua Fria River Walk, with multi-use paths providing access to the River Front, the Entertainment District, and Downtown designed to secure the long-term viability of the City.



Land Use Goals and Policies



Growth Area: River Oriented Development Focus



San Antonio River Walk, San Antonio, Texas

GOAL 3: DESIGNATE THE APPROPRIATE MIX OF LAND USES THAT FURTHERS THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Implement the Agua Fria Watercourse Master Plan and develop a distinct River Oriented Development that incorporates mixed-use urban densities/intensities and habitat integration design practices along the Agua Fria River Front with access to the recreational amenities along the Agua Fria River Walk.

Rationale: The Agua Fria River runs through the eastern City boundary and presents a unique opportunity to place River Oriented Development that incorporates mixed-use urban densities/intensities to create a strong river front with regional recreation amenities along the Agua Fria River Corridor. The Agua Fria Gateway includes a development area and two regional recreation areas. The main objective of this planning area is to create a vibrant river front that provides continuity and access to the regional recreation amenities along the Agua Fria River Walk. Significant public improvements within the corridor will spur new development. The City safeguards this public investment by working with stakeholders to ensure that private development and investment is of the highest quality. The Agua Fria Gateway is also the home of the El Mirage Entertainment District. The Entertainment District includes luxury hotels, destination nightclubs, restaurants, boutique retail, sports arenas, cinemas, and other uses compatible with entertainment.



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*Waterways and Water Taxi Service at San Antonio River Walk, San Antonio, Texas
and at Wild Horse Pass Resort, Phoenix, Arizona*

IMPLEMENTATION MEASURES

- a. Work with Maricopa County Flood Control District and major stakeholders to develop a phased strategy to implement the channelization recommendations included in the Agua Fria River Watercourse Master Plan.
- b. Prioritize implementation areas to leverage and maximize public investment.
- c. Implement a coordinated public-private strategy to enhance conditions for new development opportunities in the Agua Fria Gateway.
- d. Prepare and adopt an Area Plan for the Agua Fria River Corridor based on the urban design direction provided in this element for the Agua Fria Gateway and in the Urban Design Element that:
 - (1) Provides specific design considerations for the establishment of River Oriented Development that includes a mixed-use river front with 6 to 10 stories in height;
 - (2) Maximizes and safeguards the public investment in the Agua Fria River Corridor;
 - (3) Builds a vibrant destination, urban mixed-use river front;
 - (4) Incorporates a water route for water taxi services on waterway from Grand Avenue to Olive Avenue that:
 - i. Includes passenger boarding stations providing continuous water shuttle services to major destinations, the Agua Fria Gateway, the Entertainment District, the Downtown/Arts District, Commerce/Industry Park and regional recreation areas along the river;
 - ii. Serves as an alternate mode of transportation supported by ground shuttle services; and
 - iii. Promotes land uses and major destinations along the river corridor.



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- (5) Includes an illustrative plan that identifies the best location for the Entertainment District;
- e. Ensure that the Entertainment District is located and designed to:
 - (1) Become a distinctive District of the Agua Fria Gateway along the Agua Fria River;
 - (2) Provide direct access to the Agua Fria River Walk, the Downtown/Central Business District, the Downtown/Arts District and regional recreational amenities along the River Corridor;
 - (3) Incorporate a variety of destination galleries, museums, music halls, specialty stores, sports arenas, theme parks, hall of fame, theaters, restaurants, amphitheater along the Agua Fria River front and any other entertainment industry ancillary uses applicable for this area.
- f. Provide a green belt pedestrian system, multi-use path and nature trail connectivity to the Agua Fria River Walk along the Agua Fria River Corridor.
- g. Provide appropriate transitions from development areas to recreational areas along the River Corridor that incorporate habitat integration principles.



*Habitat Integration Maximizes, Reconciles and Exceeds,
SERA Architecture, Portland, Oregon*



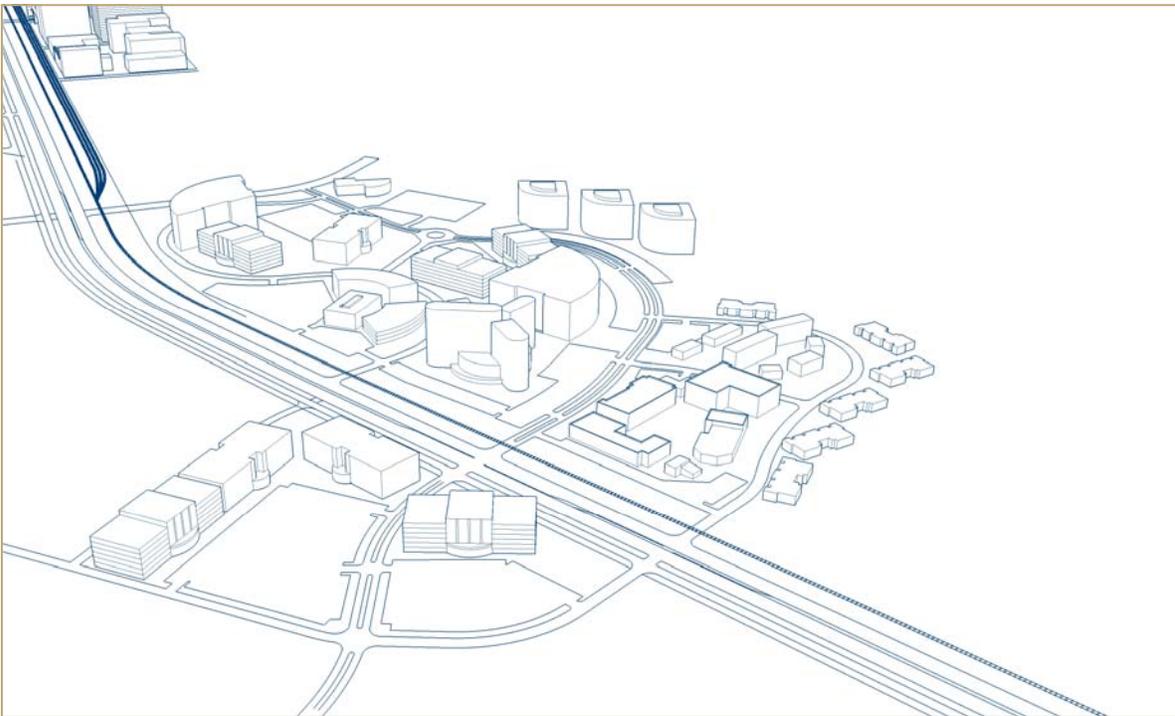
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Urban Design Goals and Policies



Growth Area: River Oriented Development Focus



Agua Fria Gateway Concept – The Planning Center, 2008

Urban Design Intent: The urban design intent of the Agua Fria Gateway on both sides of Grand Avenue is to develop River Oriented Development that incorporates mixed-use urban densities/intensities, provides appropriate transitions to the Transit Oriented Development District along the BNSF corridor and creates a vibrant river front with regional recreation amenities along the Agua Fria River Corridor. The Agua Fria Gateway includes the Entertainment District. The Entertainment District includes luxury hotels, destination nightclubs, restaurants, boutique retail, sports arenas, cinemas, and other uses compatible with the Entertainment District.



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Table 12:
Form-Based Code Regulated Items

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Design public access to the Agua Fria Corridor through a continuous esplanade and/or through placement of access and viewpoints</i></p> <p><i>Use street, trail and esplanade designs that are pedestrian-friendly and incorporate stormwater treatment and native plants</i></p>	<p><i>Design buildings to front onto the Agua Fria River Corridor rather than turning their backs to it</i></p> <p><i>Bring the buildings up to the Agua Fria esplanade and orient building entrances to face it</i></p> <p><i>Harvest rainwater for landscape plantings by incorporating recessed planting areas, berms, swales, curb cuts, flush curbs and other features</i></p>	<p><i>Create an urban neighborhood identity on areas along the Agua Fria Corridor</i></p> <p><i>Ensure that building forms are compatible with corporate campus sites along the BNSF corridor and harmonize with building forms in the Entertainment District</i></p>	<p><i>Define a style for the area that represents the highest quality contemporary architecture integrated with the natural river corridor and in harmony with the desert</i></p>

Source: El Mirage Design Charrette, 2008

GOAL 4: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF URBAN DESIGN CRITERIA FOR THIS PLANNING AREA

Policy 1: Provide specific urban design direction, themes and streetscape options for this planning area.

Rationale: The Urban Design Element serves as the overall framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools, providing citywide placemaking urban design direction and overall guidelines. Specific design direction, themes and streetscape options for the Downtown/central Business District are provided in this element.

IMPLEMENTATION MEASURE

- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element.



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Specific Urban Design Themes – Agua Fria Gateway



Chicago River Front, Chicago, Illinois - An Example of Mixed-Use Urban Core with Habitat Integration and Connectivity to a River Walk

Design themes incorporate River Oriented Development that includes mixed-use urban neighborhoods along the river, corporate uses along the BNSF corridor and creates a vibrant river front that:

1. Serves as a gateway to the Northwest Valley and El Mirage Entertainment District;
2. Evokes the feeling of an oasis along Grand Avenue that instills a strong sense of arrival to a destination as visitors enter the City limits;
3. Sites corporate users in proximity to commuter rail station along the BNSF corridor;
4. Provides a mix of residential and professional uses along the Agua Fria River;
5. Incorporates recreational uses along the Agua Fria River corridor, potentially including Cactus League baseball;
6. Integrates contemporary development with natural river corridor in harmony with the desert;
7. Integrates ecological/habitat restoration into high-density and mixed-use development;
8. Emphasizes sustainable site design, building design and operations within the desert wash ecosystem and restores ecological and habitat function of desert landscape;
9. Provides connectivity to adjacent uses and planning areas.



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Specific Urban Design Themes – Entertainment District



Provide gateway continuity from the urban mixed-use neighborhoods and corporate sites to the Entertainment District by:

- Creating a mixed-use Entertainment District that is complementary in architectural style and harmonizes with adjacent development;
- Utilizing landscape architecture to articulate the character of the district;
- Incorporating placemaking destination art and water features in the design to create a sense of arrival;
- Ensuring pedestrian access and connectivity by incorporating pedestrian crossings and access to the Agua Fria River Walk and adjacent uses and planning areas; and
- Adopting Form-based Code Standards that carefully define the public realm.

Agua Fria Gateway Entertainment District Design Themes

Design themes interplay to create the Entertainment District as the destination entertainment area of the Northwest Valley at the Agua Fria Gateway. Design themes allow this area to:

1. Evoke the feeling of an oasis along Grand Avenue that instills a strong sense of arrival to the Northwest Valley as visitors enter the City limits;
2. Site destination luxury hotels, music halls, nightclubs, sports arenas, restaurants and cafés and any other entertainment industry uses in a pedestrian-friendly manner;
3. Incorporate recreational uses along the Agua Fria River corridor;
4. Integrate contemporary development with natural river corridor in harmony with the desert;
5. Integrate ecological/habitat restoration and habitat integration practices along the River Front;
6. Emphasize sustainable site design, building design within the desert wash ecosystem and restore ecological and habitat function of desert landscape; and
7. Provide connectivity to Transit Oriented Development District and urban uses north of Grand Avenue, the Downtown/Arts District and Commerce/Industry Park south of Peoria Avenue via the Agua Fria River Walk and river water taxi service.



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Specific Urban Design Themes – Entertainment District



Agua Fria River Front Street Option (2 traffic lanes and parallel parking)



*Agua Fria River Front Esplanade Option
(Urban Multi-Use Path with vehicular access and parking behind buildings)*



Transportation and Circulation Goals and Policies



Growth Area: River Oriented Development Focus

GOAL 5: PROVIDE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF THIS AREA

Policy 1: Provide safe, convenient and efficient multimodal (vehicular, shuttle, pedestrian, and bicycle) access to the Agua Fria River Corridor that:

1. Supports mixed-use River Oriented Development;
2. Articulates a well-defined river front;
3. Provides multimodal access to River Road along the river front; and
4. Provides connectivity to the Agua Fria River Walk, the Entertainment District and Downtown/Central Business District.

Rationale: Mixed-use River Oriented Development at urban densities/intensities and a pedestrian belt system providing access to the Agua Fria River Walk create a vibrant river front with regional recreation amenities along the Agua Fria River. The main objective of the transportation network within this area is to provide safe, convenient and efficient vehicular, tourist shuttle, pedestrian and bicycle access to the mixed-use residential, specialty shops and retail along the river front, the regional recreation amenities along the Agua Fria River Walk, the Entertainment District, the Downtown/Central Business District and the Transit Oriented Development District.

IMPLEMENTATION MEASURES

- a. Adopt a Pedestrian Circulation Plan for this area that defines a pedestrian green belt system designed to provide connectivity to the River Front, the Agua Fria River Walk, the Entertainment District, the Downtown/Central Business District and the Transit Oriented Development District.
- b. Address multimodal access for this area in the Transportation Master Plan.
- c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with the development intent, the urban design concept, the broad policy direction provided in the Transportation Element, the Transportation Master Plan, the Pedestrian Circulation Plan and the specific policy direction provided in this element.



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Agua Fria River Front Showing River Road, the Agua Fria River Walk, Mixed-Use River Oriented Development and Pedestrian Rivers Across the River



Open Space, Parks, Recreation and Trails Goals and Policies



Growth Area: River Oriented Development Focus



GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN THIS PLANNING AREA THAT SUPPORTS THE OVERALL DEVELOPMENT INTENT OF THE AREA

Policy 1: Provide urban-scaled open spaces and recreation opportunities throughout the Agua Fria Gateway.

Rationale: River Oriented Development is urban mixed-use that is carefully designed to create a vibrant river front that includes motorized and non-motorized access, water taxi, opportunities for open space, wildlife corridors and habitat integration, a pedestrian greenbelt system providing access to major destinations, the Agua Fria River Walk and the regional recreation amenities along the Agua Fria River Corridor. The main objective of this planning area is to provide ample opportunities for the integration of open space with the built fabric to create a vibrant river front that provides continuity and access to the regional recreation amenities along the river corridor. The Agua Fria Gateway is also the home of the Entertainment District. Within this district, luxury resorts, nightclubs, restaurants, office and retail uses create ample opportunities for vibrant open spaces that include public art. These open spaces are linked by the pedestrian greenbelt providing access to all major destinations within the City.

IMPLEMENTATION MEASURE

- a. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, and Illustrative Plans incorporate quality open space and passive recreation along a well-designed pedestrian greenbelt system that provides connectivity to the Agua Fria River Walk and major destinations and further all applicable goals and policies of this General Plan.



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Commerce/Industry Park



Integrated Residential, Employment, Commerce and Industry Mixed Use Campus

Commerce Park/Industry Park is the growth area extending from the Agua Fria River Corridor on the east to Dysart Road on the west and bounded by Peoria Avenue on the north and Northern Avenue on the south. El Mirage Road traverses this growth area. This area encompasses approximately 2,587 acres, or 36 percent, of Designated Growth Area total 7,193 acres.

Of the total 2,587 acres, approximately 851 acres are located east of El Mirage Road and include some light industrial, commercial and public uses, including El Mirage Treatment Plant facility. Of the total 2,587 acres, approximately 1,736 are located west of El Mirage Road. This area includes primarily agricultural uses with few industrial uses along El Mirage Road and Northern Avenue. This area is severely impacted by Luke Air Force operations and statutory noise contour zones.

Of the total 1,736 acres, approximately 1,431 acres are currently used for agriculture (rose fields). This area provides opportunities for attracting industries compatible with a military airport such as solar industry farms, assembly and manufacturing, warehouse/distribution, park-and-ride facilities with solar panels on covered parking structures, agricultural research stations, solar powered green houses, and so on. This growth area is the southern gateway of El Mirage.



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Growth Management Goals and Policies



Growth Area: Regional Employment/Industry Focus



Integrated Residential, Employment, Commerce and Industry Mixed Use Campus

GOAL 1: ALIGN GROWTH MANAGEMENT TOOLS WITH ECONOMIC DEVELOPMENT PRIORITIES

Area Focus Policies for the Commerce/Industry Park growth area east of El Mirage Road focus on developing a regional employment center with integrated residential and potential entertainment/sports, consisting primarily of large commerce sites designed in a comprehensive and environmentally sustainable manner. Development within this growth area responds to the Agua Fria River Corridor and to three (3) existing major transportation corridors, Olive Avenue, El Mirage Road, and Northern Avenue and a future expansion of Peoria Avenue when a river crossing is approved.

Policy 1: Design and develop a regional employment mixed-use center in a comprehensive campus setting along three primary transportation corridors Olive Avenue, El Mirage Road, and Northern Avenue that:

1. Features residential, potential entertainment/sports, regional retail and services, business offices and manufacturing sites;



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2. Integrates the open space system and the greenway pedestrian system; and
3. Provides connectivity to the Agua Fria River Walk; and
4. Plans for a future expansion of Peoria Avenue when a river crossing is approved.

Policy 2: Designate appropriately scaled mixed-use urban densities/intensities that provide vehicular, pedestrian and bicycle access to the Agua Fria River front.

Policy 3: Ensure that campus design is complementary to the Agua Fria Gateway, serves as the southern gateway to El Mirage, and functions as a major economic center of the Northwest Valley.

IMPLEMENTATION MEASURES

- a. Work with Maricopa County Flood Control District and major stakeholders to develop a phased strategy to implement the channelization recommendations included in the *Agua Fria River Watercourse Master Plan*.
- b. Develop, adopt and implement the implementation tools identified in the land use section of this element to manage growth in this planning area.
- c. Implement the economic development strategies identified in the economic development section of this element.



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The portion of the Commerce/Industry Park growth area west of El Mirage Road is bounded by Dysart Road on the west, Peoria Avenue on the north and Northern Avenue on the south and encompasses approximately 1,736 acres, or 24 percent of the Designated Growth Area, which encompasses a total of 7,193 acres.

Area Focus Policies for this portion of the Commerce/Industry Park growth area focus on developing regional assembly/manufacture, warehouse and distribution, agriculture, commercial green houses and agricultural research stations, alternative energy generating facilities and ancillary uses.

- Policy 4: Attract solar or other “clean” alternative energy generating industries to assist the City in becoming a sustainable destination.
- Policy 5: Recruit and retain “clean” and “green” assembly/manufacturing industry to further diversify the City’s economic base.
- Policy 6: Retain some agricultural uses and attract high-tech agricultural practices such as green houses featuring organic hydroponics systems.
- Policy 7: Ensure the area incorporates the ancillary uses and amenities needed to support, attract and retain high profile clean industry to this area.
- Policy 8: Provide urban design guidelines for assembly/manufacture that incorporate contemporary architectural features.



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IMPLEMENTATION MEASURES

- a. Identify infrastructure needs and provide a phased plan for the provision of infrastructure in the Community Facilities Management System to ensure the success of this area.
- b. Work with Arizona State University on the development of agricultural research extensions, technology and innovation and smart parks within this planning area.
- c. Identify implementation mechanisms in the land use section of this element to manage growth in this planning area and further the policy direction provided in this section.
- d. Implement economic development strategies identified in the economic development section of this element and further the policy direction provided in this section.



Industry Park and Solar Farm



Economic Development Goals and Policies



Growth Area: Regional Employment/Industry Focus

GOAL 2: ALIGN ECONOMIC DEVELOPMENT PRIORITIES WITH THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Develop an integrated employment destination in a campus setting that:

1. Offers retail and regional services, business office and manufacturing sites along three primary transportation corridors in an open space campus setting that includes greenway pedestrian systems linked to the Agua Fria River Walk;
2. Includes high-density urban mixed-use development;
3. Is complementary to the revenue generating uses in the Agua Fria Gateway;
4. Includes large corporate and commerce sites designed in a comprehensive and environmentally sustainable manner; and
5. Serves as a southern Gateway to New Mirage and as a major employment center for the Northwest Valley.

Rationale: This planning area is well suited for the development of a commerce/employment campus that takes economic advantage from its proximity to three (3) major corridors and the Agua Fria River Front and serves as the south gateway to the Northwest Valley and the City and as a regional employment hub.

IMPLEMENTATION MEASURES

- a. Ensure that the Economic Development Strategy includes direction for this planning area to:
 - (1) Work in partnership with Maricopa County Flood Control District in the implementation of the Agua Fria Watercourse Plan;
 - (2) Establish specific strategies to market, attract and retain clean or green companies with a strong portfolio that benefit from their programmatic adjacencies and the amenities provided by a corporate campus setting;
 - (3) Establish partnerships to locate educational facilities and programs designed to provide the skills that will make the area attractive to targeted users; and
 - (4) Identify incentives for development within this area such as the location of amenities that will make the area more attractive to targeted users.



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Growth Area: Regional Employment/Industry Focus



Sustainable Industry Clusters

Policy 2: Identify economic development strategies for the development of green industry clusters.

Rationale: The area west of El Mirage Road focuses on attracting military airport compatible industries such as solar industry and other energy generating industries to generate power for the region, solar powered green houses, and eco-industrial clusters with solar energy generating roof tops.

IMPLEMENTATION MEASURES

- a. Ensure that the Economic Development Strategy includes direction for this planning area to market, attract and retain the types of clean industry desired.
- b. Work with the U.S. Green Building Council to identify funding sources and appropriate industry clusters for this planning area.
- c. Work with the International Green Energy Council to establish training, retooling, and job placement assistance programs designed to match students, individuals and companies needs.



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Land Use Goals and Policies



Growth Area: Regional Employment/Industry Focus



Mixed-Use River Front with Integrated Residential, Retail, Services and Office uses

GOAL 3: DESIGNATE THE APPROPRIATE MIX OF LAND USES THAT FURTHERS THE DEVELOPMENT INTENT OF THIS PLANNING AREA

Policy 1: Design and develop a regional employment center that:

1. Responds to the three (3) major transportation corridors, El Mirage Road, Olive Avenue and Northern Avenue, the Agua Fria River Corridor and Agua Fria River Walk and a future expansion of Peoria Avenue when a river crossing is approved.
2. Includes an integrated river front with mixed-use urban densities/intensities up to six stories high;
3. Consists primarily of large commerce sites designed as a comprehensive campus in an environmentally sustainable manner;



4. Supports destination retail and regional services as well as ancillary uses needed to sustain the employment center; and
5. Serves as the southern gateway to the Northwest Valley.

Rationale: This growth area integrates residential mixed-uses along the river front with a mixed-use commerce/corporate campus environment that includes a seamless integration of its components in an easily accessible layout, providing single and multi-tenant opportunities for large and small employers. Physical location, proximity of programmed uses, flexibility for future growth and expansion and ease of access to ancillary support services via an integrated multimodal circulation system that includes a pedestrian green belt system with connectivity to the river front play a significant role in the success and viability of this growth area.

IMPLEMENTATION MEASURES

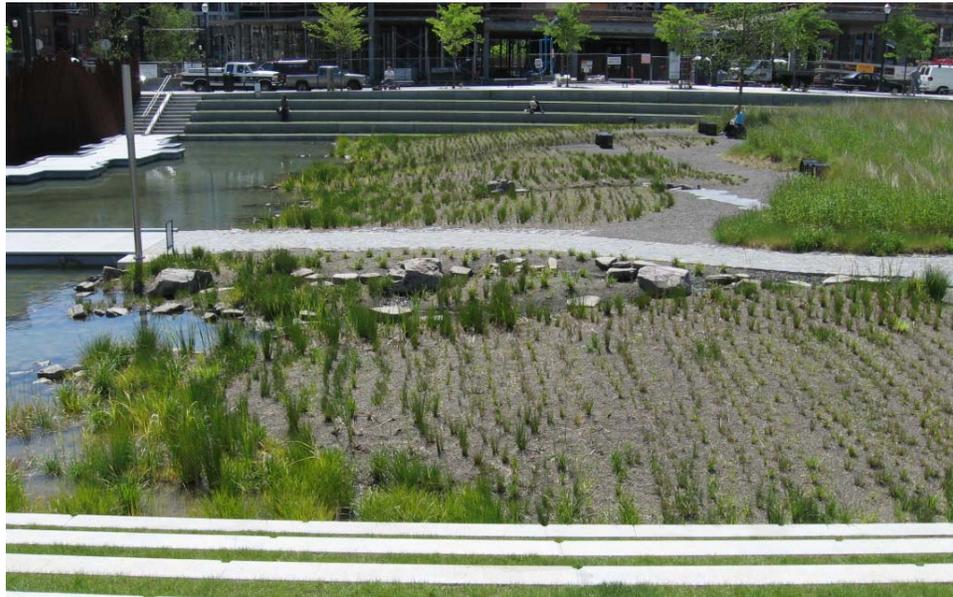
- a. Work with Maricopa County Flood Control District and major stakeholders to develop a phased strategy to implement the recommendations included in the Agua Fria River Watercourse Master Plan for this area.
- b. Work with area stakeholders to develop an Area Plan for the Agua Fria Commerce/Industry Park that:
 - i. Defines the Agua Fria River area as a significant regional asset;
 - ii. Defines a hierarchy of connected open spaces in conformance with the Open Space, Parks, Recreation and Trails Element;
 - iii. Includes a central campus-wide drainage system along the Agua Fria River that serves as the unifying north-south linear open space element of the campus providing access to the Agua Fria River Walk;
 - iv. Provides a central greenway that serves as the major east-west circulation spine and utility spine space and as an organizing element that allows a clear orientation for the overall campus;
 - v. Includes major trailhead entrances to the Agua Fria River Walk along Northern Avenue and Olive Avenue;
 - vi. Provides a high quality greenbelt system that serves the campus and the region and attracts high quality employers;
 - vii. Incorporates an integrated, well-defined, campus-wide pedestrian-scaled greenway system that provides connectivity throughout the campus;
 - viii. Supports a hierarchy of open spaces with large outdoor gathering areas, greenways, natural areas, habitat integration areas, pocket parks, courtyards, and desert gardens that activate and enliven the campus;



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- ix. Provides well defined multimodal gateway entrances to the Agua Fria River front along Olive Avenue and Northern Avenue that include trailheads to the Agua Fria River Walk that incorporate parking areas, water taxi stations and shuttle drop off areas;
- x. Defines the campus main signature gateway at the intersection of Northern and El Mirage Road as the southern gateway to the Northwest Valley;
- xi. Provides secondary signature gateways along El Mirage Road and Olive Avenue;
- xii. Defines a primary and secondary vehicular plan in conformance to the direction provided in the Transportation Element;
- xiii. Integrates commerce, employment, destination retail, and mixed-use areas with a well defined circulation and open space system to reflect an overall unified project character, image and identity for the entire campus that allows the flexibility necessary for distinct buildings and site components;
- xiv. Incorporates a height tier or transitions necessary to respond to major transportation corridors, the Agua Fria River and adjacent development;
- xv. Includes an illustrative plan for the campus; and
- xvi. Defines the public realm utilizing Form-based Code.



Mixed-Use River Front with Habitat Integration and Water Taxi Station



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Sustainable Industry Clusters

Policy 2 Work with John F. Long Properties to develop and attract land uses that further diversify the City's economic base and make it a sustainable destination.

Rationale: Current Luke Air Force Accident Potential Zones and noise contours impact the portion of the Commerce/Industry Park planning area west of El Mirage Road. This area provides opportunities for attracting "clean" or "green industry" that assists in attaining the long-term viability desired by the community. The area provides opportunities for assembly/manufacture, warehouse and distribution, agriculture, commercial green houses and hydroponics systems, agricultural research stations, science and technology research parks, technology incubators, alternative energy generating facilities and a variety of ancillary uses supporting the industry campus compatible with the area.

IMPLEMENTATION MEASURES

- a. Prepare and adopt an Area Plan for this area that:
 - (1) Establishes El Mirage Road as the scenic corridor providing access to the major destinations within the Designated Growth Area, consisting of 7,193 acres: the Central Business District/Arts District, the Downtown, the Agua Fria Gateway, the Agua Fria River Walk and the Entertainment District.
 - (2) Retains some agricultural uses and attracts more high-tech agricultural uses such as solar powered commercial green houses that include hydroponics systems.



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- (3) Works in partnership with Arizona State University to establish agricultural research stations in this area.
- (4) Identifies the infrastructure required to attract “clean” and “green industry” uses including, but not limited to:
 - i. Industrial eco-parks, smart parks, and high-tech industry incubators;
 - ii. Solar powered park-and-ride facilities, assembly/manufacture, distribution and warehouse; and
 - iii. Recycling facilities.
- (5) Provides a phased plan for the provision of infrastructure as part of the Community Facilities Management System.
- (6) Explores the potential of increasing the sustainability of the Designated Growth Area with other alternative energy generating facilities or processes that benefit from the utilization of the large salt cave deposits located within this area.
- (7) Includes architectural design guidelines for assembly/manufacture buildings that incorporate contemporary architectural elements in conformance with the direction provided in this element and in the Urban Design Element.



Warehouse, Distribution, Technology and Innovation Industry Campus



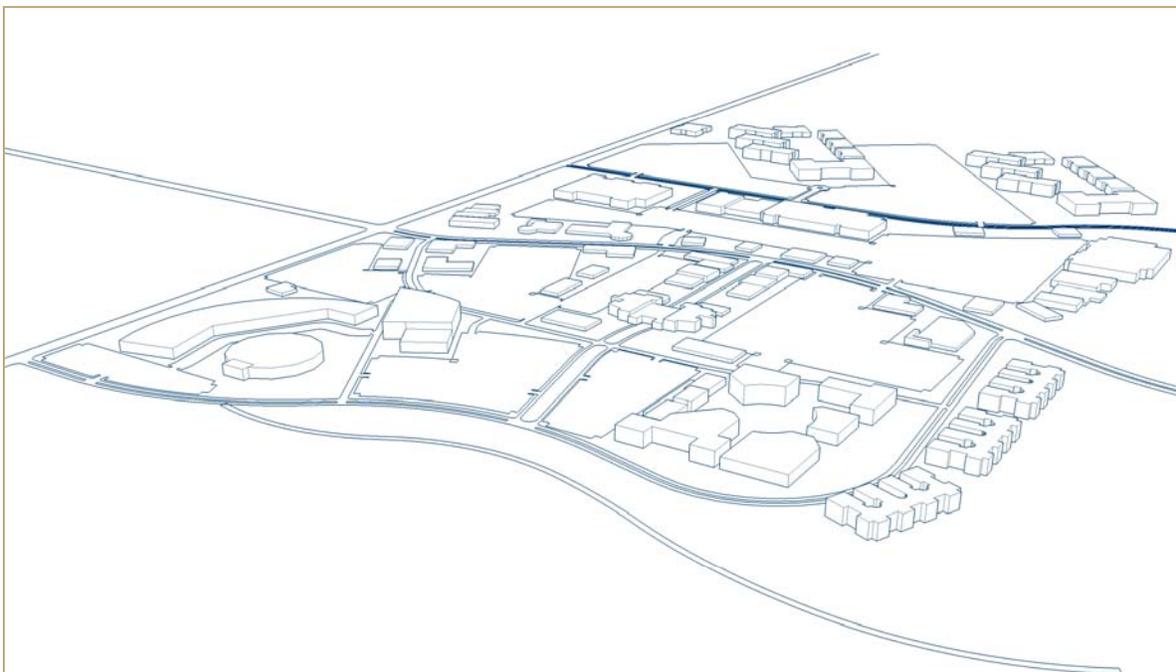
El Mirage General Plan

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Urban Design Goals and Policies



Growth Area: Regional Employment Focus



Commerce/Industry Park Concept, The Planning Center, 2008

Urban Design Intent: The urban design intent of this area is to create a destination, mixed-used commerce/employment center that has a placemaking identity along the three (3) major transportation corridors, El Mirage Road, Olive Avenue and Northern Avenue. The area along the Agua Fria River Corridor provides a cohesive and consistent design treatment and responds to the emerging needs of companies by creating a sustainable environment. Such environment supports technology, innovation and corporate industry in a campus-like mixed-use atmosphere and includes support services such as restaurants, cafés, destination hotel and conference center, and urban housing. Urban design themes feature this area as the southern gateway to the Northwest Valley, providing development continuity along the Agua Fria River Corridor and connectivity to the Agua Fria River Walk and urban housing.



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Table 13:
Form-Based Code Regulated Items (West of El Mirage Road)

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Design public access to the Agua Fria Corridor and the Agua Fria River Walk through an esplanade and/or through placement of access and viewpoints</i></p> <p><i>Use street, trail and esplanade designs that are pedestrian-friendly and incorporate stormwater treatment and native plants</i></p>	<p><i>Provide commercial services along El Mirage Road, Peoria Avenue and Northern Avenue that also serve the employment campus</i></p> <p><i>Bring the buildings adjacent to the river up to the Agua Fria esplanade and orient building entrances to face it</i></p> <p><i>Harvest rainwater for landscape plantings by incorporating recessed planting areas, berms, swales, curb cuts, flush curbs, and other features</i></p>	<p><i>Create an urban destination commerce and employment campus where buildings are complementary to each other and harmonize with each other to allow a campus-like identity</i></p>	<p><i>Define a style for the area that represents the highest quality contemporary architecture integrated with the natural river corridor, and the three major transportation corridors that is in harmony with the desert</i></p>

Source: El Mirage Design Charrette, SERA Architects and The Planning Center, 2008

GOAL 4: CREATE PLACEMAKING THROUGH THE ESTABLISHMENT OF URBAN DESIGN CRITERIA FOR THIS GROWTH AREA

Policy 1: Provide specific urban design direction, themes and streetscape options for this planning area.

Rationale: The Urban Design Element serves as the overall framework for the preparation of Area Plans, Specific Plans, Form-Based Codes and other implementation tools. Specific design direction, themes and streetscape options are provided in this element.

IMPLEMENTATION MEASURE

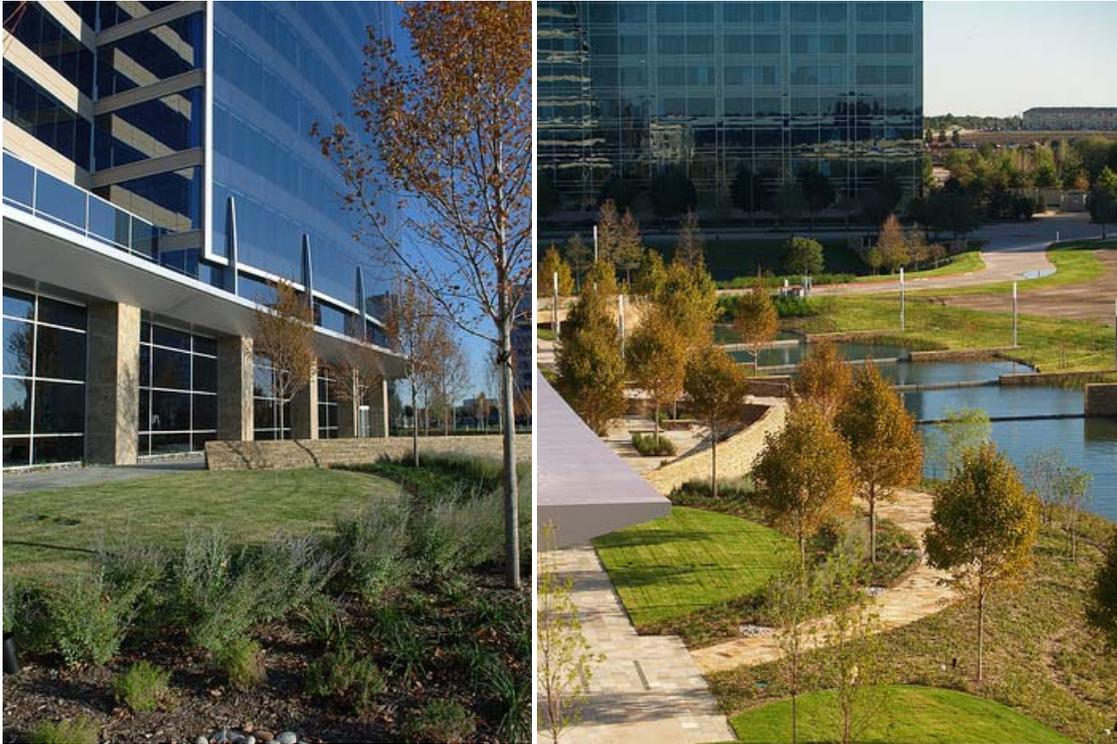
- a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element.



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Specific Urban Design Themes – Commerce Park



Commerce/Employment Mixed-Use Campus Designed with Habitat Integration

Although each use has distinctly different building requirements and site layout needs, the overall intent is to develop a campus environment that provides seamless integration of its components in an easily accessible campus layout with strong wayfinding. Physical location, proximity of programmed uses, and easy multimodal access play an important role in the design of a highly integrated and sustainable campus with strong walkability, connectivity and flexibility for future growth and expansion. This layout:

1. Locates destination retail and regional services along three primary transportation corridors;
2. Designs large destination corporate/commerce sites in a comprehensive and environmentally sustainable manner;
3. Integrates campus sites with urban residential uses, open space and greenway pedestrian systems linked to the Agua Fria River Walk, creating a strong and accessible river front;
4. Creates a southern gateway to the Northwest Valley; and
5. Develops the district as two (2) major employment centers of the Northwest Valley.



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Specific Urban Design Themes – Transitional Elements



Design a destination mixed-use commerce/employment campus that provides regional employment and services that:

- Locates corporate/commerce development at walkable distance from residential development along the river corridor;
- Integrates habitat and river concept in the overall design;
- Utilizes landscape architecture to define the placemaking character of the campus;
- Develops a hierarchy of gateways and entry features;
- Ensures pedestrian access and connectivity throughout the campus and to the Agua Fria River Walk and Gateway Park; and
- Adopts Form-based Code standards that carefully define the public realm.

Regional Mixed-Use Commerce/Employment Center Campus

Mixed-use development within this area is designed as an integrated component of the campus and provides connectivity to open spaces, parks, pedestrian green-belt system, adjacent campus uses, major entries to the campus, industry employment center west of El Mirage Road, the Agua Fria River Corridor and the regional recreational amenities along the river corridor, including the Agua Fria River Walk. Mixed-use development within this area includes some prime locations fronting the river corridor, to take advantage of views and amenities along the river. The overall campus is designed to provide a seamless transition between land uses and to define a strong and accessible mixed-use river front.



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Streetscape Options for River Road along the Agua Fria River



Agua Fria River Edge Street Option (2 traffic lanes and parallel parking)



*Agua Fria River Edge Esplanade Option
(Urban Multi-Use Path with vehicular access and parking behind buildings)*



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Growth Area: Sustainable Industry



Industry Park is the Sustainable Industry's New Address

Urban Design Intent: This planning area is designed to attract “clean” or “green industry” that assists in attaining the long-term viability desired by the community, making it a sustainable destination. Assembly/manufacture, warehouse and distribution centers, and eco-industrial parks are designed to meet the highest industry standards for these types of development. Building forms are of simple geometry, with more contemporary, sculptural interpretations of traditional forms. Overt architectural statements such as spires, entry hoods, and other “add-ons” are encouraged. Manufacture/Assembly buildings are sited in an industry park setting that is well integrated with agriculture, commercial green houses and hydroponics systems, agricultural research stations and alternative energy generating facilities located in this planning area. Loading zones and major surface parking areas are shared by different uses.



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Table 14:
Illustrative Plan and Area Plan Regulated Items (East of El Mirage Road)

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Ensure that El Mirage Road serves as the scenic roadway into the City's major destination areas by encouraging some of the heavy truck traffic to use alternative routes through the use of design standards</i></p>	<p><i>Design buildings west of El Mirage Road to front El Mirage Road rather than turning their backs</i></p> <p><i>Provide regional commercial services along El Mirage Road that also serve the industry campus</i></p> <p><i>Harvest rainwater for landscape plantings by incorporating recessed planting areas, berms, swales, curb cuts, flush curbs, and other features</i></p>	<p><i>Create a green industry smart campus identity in conformance with City adopted Airfield Impact Overlay Zones</i></p>	<p><i>Define styles for the area that represent the highest quality contemporary green industry standards integrated with solar farming in harmony with the desert</i></p>

Source: El Mirage Design Charrette, SERA Architects and The Planning Center, 2008



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Specific Urban Design Themes – Industry Park



The industry campus is well integrated with adjacent agricultural fields, solar farms, green houses and experimental agricultural stations while providing a strong architectural identity that:

- Encourages the use of dynamic and experimental building forms;
- Reduces building mass by providing accent areas;
- Utilizes glass sparingly to highlight entry areas;
- Utilizes accent color on buildings and accessory areas that complement the architectural style of the building;
- Makes building entry areas visually appealing by including plaza areas, pavers, landscaping and other accents; and
- Encourages use of overt architectural statements such as spires and entry hoods.

Industry Park Design Themes

The Industry Park design concept promotes placemaking identity while achieving compatibility with adjacent uses by requiring that:

1. Buildings reflect a modern, “high-tech” appearance in form, cladding materials, and detailing;
2. Cantilever and overhangs are incorporated into building form to provide for outdoor seating areas;
3. Building façades on buildings along El Mirage Road harmonize with buildings on the commerce/employment campus;
4. Building siting is especially sensitive to Gateway Park located in this area;
5. Service and delivery access is provided via an alternate route if possible and feasible;
6. Vehicular and pedestrian access for employees and users is provided along El Mirage Road and Peoria Avenue;
7. Safe pedestrian access to regional retail commerce/corporate campus across El Mirage Road is provided; and
8. Landscaping reinforces the geometry of the buildings, while maintaining a natural appearance.



Transportation and Circulation Goals and Policies



Growth Area: Regional Employment Focus

GOAL 5: PROVIDE SAFE, CONVENIENT AND EFFICIENT MULTIMODAL TRANSPORTATION IN KEEPING WITH THE DEVELOPMENT INTENT OF THIS AREA

Policy 1: Provide a safe, convenient and efficient multimodal (vehicular, shuttle, pedestrian, and bicycle) transportation network to Commerce Park that:

1. Incorporates access to this regional commerce/employment campus from the three major transportation corridors, El Mirage Road, Peoria Avenue and Northern Avenue;
2. Provides a hierarchy of gateway entrances to the campus along El Mirage Road;
3. Includes a southern main gateway to the Northwest valley at the intersection of El Mirage Road and Northern Avenue;
4. Incorporates access to the Agua Fria River Corridor and the Agua Fria River Walk; and
5. Ensures that large commerce sites are sited in a safe, accessible and walkable transportation network in an environmentally sustainable manner as a comprehensive campus in conformance to the Open Space, Parks, Recreation and Trails Element direction.

Rationale: A well-defined, safe, convenient and efficient multimodal transportation network provides placemaking access to Commerce Park. As part of the campus' integrated multimodal circulation system, the pedestrian green belt system serves as linear open space and provides connectivity to the river front and all areas of the campus. The provision of destination multimodal access plays a significant role in the success and viability of this growth area as the southern employment gateway of the Northwest Valley and provides seamless connectivity to other major destinations in the Designated Growth Area.

IMPLEMENTATION MEASURES

- a. Work with major stakeholders to develop an Area Plan for Commerce Park that:
 - (1) Provides a hierarchy of streets that serve the campus and its open space areas;
 - (2) Includes a central greenway that serves as the major east-west circulation spine and utility spine space and as an organizing element that allows a clear orientation for the overall campus;
 - (3) Includes an integrated, well-defined, campus-wide multimodal transportation network that provides connectivity throughout the campus; and



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- (4) Integrates commerce, employment, destination retail, and mixed-use areas with a well defined circulation and open space system to reflect a unified placemaking character, image and destination identity for the entire campus that allows the flexibility necessary for distinct buildings and site components.



Growth Area: Sustainable Industry

Policy 2: Provide safe, efficient and convenient access to industry while maintaining the scenic route quality of El Mirage Road.

Rationale: Properly serve the truck access needs of this industry area through access management. This measure assists in maintaining the scenic quality and established Level of Service of El Mirage Road and encourages traffic from heavy trucks and machinery to use other more convenient routes, where feasible and appropriate.

IMPLEMENTATION MEASURE

- a. Require that The Transportation Master Plan for this area addresses the provision of access management for industry access.



Types of Industry Requiring Truck Access



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Open Space, Parks, Recreation and Trails Element



Growth Area: Regional Employment Focus



Open Space with Habitat Integration in a Commerce/Corporate Campus Setting

GOAL 6: PROVIDE AN APPROPRIATE MIX OF PASSIVE AND ACTIVE RECREATION WITHIN THIS PLANNING AREA THAT SUPPORTS THE OVERALL DEVELOPMENT INTENT OF THE AREA

Policy 1: Provide urban-scaled open spaces, trails and recreation opportunities throughout Commerce Park that:

1. Respond to the three major transportation corridors, El Mirage Road, Olive Avenue and Northern Avenue, the Agua Fria River Corridor and the Agua Fria River Walk; and
2. Ensure that large commerce sites are sited in an environmentally sustainable manner as a comprehensive campus where:
 - a. A well-defined pedestrian greenbelt serves as an open space organizing element that allows a sense of clear orientation and wayfinding throughout the different campus areas;
 - b. A hierarchy of open spaces, including large outdoor gathering areas, habitat integration areas, natural areas, parks, courtyards, and gardens activate and enliven the campus and are connected to the pedestrian greenbelt system;



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- c. The open space treatments along the Agua Fria River Corridor include habitat integration, nature observation points, and connectivity to the Agua Fria River Walk, providing a welcoming green edge that softens the edge of the campus;
- d. The open space treatment gradually transitions to a more refined urban program at its western edge and along transportation corridors along its southern and northern edges;
- e. Urban open spaces are properly landscaped and maintained to form miniature oases that incorporate shade, sitting areas, and picnic areas; and
- f. Individual courtyards, outdoor cafés or restaurants are oriented to face open spaces and the pedestrian greenbelt system, maintain view corridors and provide natural light and ventilation to the buildings.

Rationale: A well-defined pedestrian greenbelt system connects open spaces and the commerce/corporate campus in a placemaking environment, providing a seamless integration of its components in an easily accessible layout. As part of the campus' integrated multimodal circulation system, the pedestrian greenbelt system serves as linear open space and provides connectivity to the river front and all areas of the campus. The provision of high quality open space and connectivity plays a significant role in the success and viability of this growth area as the southern employment gateway of the Northwest Valley.

IMPLEMENTATION MEASURES

- a. Work with major stakeholders to develop an Area Plan for Commerce Park that:
 - (1) Provides a hierarchy of open spaces with large outdoor gathering areas, greenways, natural areas, habitat integration areas, pocket parks, courtyards, and desert gardens that activate and enliven the campus;
 - (2) Includes a central greenway that serves as the major east-west circulation spine and utility spine space and as an organizing element that allows a clear orientation for the overall campus;
 - (3) Includes a central park drainage system along the Agua Fria River that serves as the unifying north-south open space element of the campus providing access to the Agua Fria River Walk;
 - (4) Provides major trailhead entrances to the Agua Fria River Walk along Northern Avenue and Peoria Avenue;
 - (5) Includes an integrated, well-defined, campus-wide pedestrian-scaled greenbelt system that provides connectivity throughout the campus; and
 - (6) Integrates commerce, employment, destination retail, and mixed-use areas with a well defined circulation and open space system to reflect a unified placemaking character, image and destination identity for the entire campus that allows the flexibility necessary for distinct buildings and site components.



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Growth Area: Sustainable Industry

Policy 2: Provide open space opportunities in keeping with the sustainable industry development intent of this area.

Rationale: "Clean" or "green industry" provides employees and workers with outdoor open space amenities in keeping with the development intent of this planning area.

IMPLEMENTATION MEASURES

- a. Require that the Area Plan for this area addresses the provision of shared open space in keeping with the sustainable industry intent of Industry Park.





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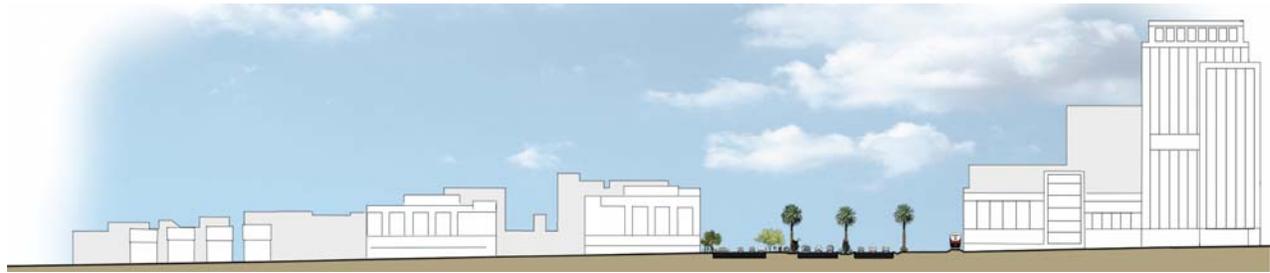
The Neighborhoods



Infill Area: Neighborhood Planning Focus



The Neighborhoods encompasses the largest portion of the Designated Growth Area and is bounded by the Downtown/Arts District on the north, the Agua Fria Gateway on the east, Dysart Road on the West, and Peoria Avenue on the South. The Neighborhoods consists primarily of established residential neighborhoods and includes some commercial and public/quasi-public uses. This infill area encompasses approximately 2,651 acres, or 37 percent of the Designated Growth Area, which encompasses a total of 7,193 acres. This area provides opportunities for additional community commercial activity centers, providing retail and services to the established neighborhoods. Eleven *Home Owners Associations* are located in this area.



GOAL I: PROVIDE SPECIFIC POLICY DIRECTION TO GUIDE INFILL DEVELOPMENT WITHIN THE NEIGHBORHOODS

Area Focus This section of the *Policy Plan* provides the specific policy framework needed to guide development within the Neighborhoods.

Neighborhood Support

Policy 1: Acknowledge the importance of established residential neighborhoods to the City's long-term health, vitality and sustainability by working with Home Owners Associations to strengthen existing neighborhoods and promote these neighborhoods' unique characteristics.

Rationale: El Mirage is a city of great neighborhoods. To attract new families and maintain existing stable neighborhoods, residents take pride in and feel confident in investing in their neighborhoods over the long-term. Existing neighborhoods require public and private investment and attention to maintain their desirability as places to live. These neighborhoods are pedestrian-friendly, have a sense of community, exhibit long-term viability and provide connectivity to open spaces, recreation areas, the trail system, and the Agua Fria River Walk where applicable.

IMPLEMENTATION MEASURES

- a. Involve existing Home Owners Associations in the preparation of Area Plans on those areas that affect them.
- b. Require development applicants to meet with Home Owners Associations located within a 300 feet radius of the proposed development prior to initiating the development review process.
- c. Facilitate communication between Home Owners Associations, other organized groups and the City to foster economic development, expand public involvement and provide easy access to information for all residents.



Growth Area Policies

- Policy 2: Establish community activity centers in the land use section of the Neighborhoods that include retail, restaurants, businesses, civic services and indoor recreation uses.
- Policy 3: Establish neighborhood commercial uses in the land use section of the Neighborhoods that include convenience services.
- Policy 4: Ensure that community character is enhanced and maintained throughout this infill area.
- Policy 5: Work closely with Home Owners Associations to identify types of services most needed throughout this infill area.

Rationale: Growth area policies for the Neighborhoods focus on neighborhood planning, improving the overall community character and developing community activity centers and neighborhood commercial uses that provide retail and services throughout the area and serve the established neighborhoods.

IMPLEMENTATION MEASURES

- a. Identify specific policy direction for activity centers and neighborhood commercial uses in the Land Use section of this element.
- b. Identify specific policy direction for community character in the Urban Design section of this element.
- c. Work with Home Owners Associations to identify the types of services needed throughout this infill area.



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Economic Development Policies



Activity Centers at the Intersection of Major Arterial Roads Offer Opportunities for Retail, Service and Commercial Uses

Policy 6: Identify economic development strategies for infill development within this area.

Rationale: This infill area provides revenue generating uses that serve its established neighborhoods and complement the economic development intent of adjacent planning areas.

IMPLEMENTATION MEASURES

- a. Include direction in the Economic Development Strategy for this planning area to market, attract and retain the types of revenue generating uses desired by the community.
- b. Identify development incentives for infill parcels within this area.
- c. Require that revenue generating uses at activity centers and along major corridors provide a strong definition of the public realm, support walkability and connectivity and avoid strip development.



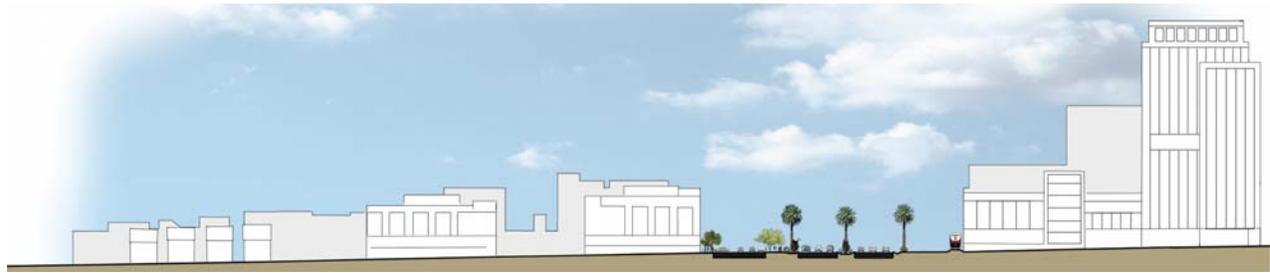
Land Use Policies

Policy 7: Attract the types of revenue-generating developments necessary to support the established neighborhoods.

Rationale: Protecting established neighborhoods and providing the services and amenities desired by the community acknowledges the importance of such neighborhoods and contributes to the City's long-term viability and economic vitality.

IMPLEMENTATION MEASURES

- a. Encourage neighborhood-serving office, retail and other neighborhood oriented non-residential uses to be located in the vicinity of residential areas, primarily along major roadways and at the intersection of arterial roads.
- b. Establish a placemaking, medium density, up to four story high mixed-use corridor along El Mirage Road, but outside of the high noise or accident potential zones, that allows retail, service and office uses in the ground floor and residential uses on subsequent floors.
- c. Create a community activity node at the intersection of Thunderbird Road and El Mirage Road that:
 - (1) Serves as the gateway to the Downtown/Arts District.
 - (2) Includes retail and services necessary to serve the surrounding neighborhoods and the Downtown/Arts District.
 - (3) Is compatible in architectural style and scale with the Downtown/Arts Districts and provides a density transition from mixed-use development north of this area to the adjacent neighborhoods.
- d. Provide appropriate transitions between non-residential or higher density residential uses and existing neighborhoods to protect neighborhood stability and quality of life.
- e. Require new development to provide connectivity to the City trail system, Gateway Park, and the Agua Fria River Walk where appropriate.
- f. Ensure that neighborhoods are served by and accessible to neighborhood commercial areas, parks and open space, libraries and schools and encourage the development of these facilities in the Community Facilities Management System.



Urban Design Policies



Revenue-generating Retail and Services, Parks and Trails, and Access to Alternate Transportation Modes Provide the Neighborhood Support Envisioned by the Community

Urban Design Intent: This area of the City includes the following established neighborhoods: Cactus Park; Dysart Park; Grande Mirage; Rancho El Mirage; Montana Blanca; Pueblo Futuro; and Sundial I, II, III and IV, Thompson and Ranch and Montecito. Each of these neighborhoods is represented by its Home Owners Association. There are only 120 acres of vacant land available for development inside this infill area. Therefore, the urban design intent for this area is to enhance the quality of life, livability and long-term viability of established neighborhoods by providing revenue-generating retail and services, and by ensuring that there are sufficient parks, trails, and access to multimodal transportation, including pedestrian, bicycle, transit, and commuter train mode. Placemaking streetscapes along major transportation corridors and access to activity centers and to amenities in the Downtown, the Central Business District/Arts District, the Agua Fria Gateway provide these neighborhoods with the support they envisioned as part of the community outreach process.



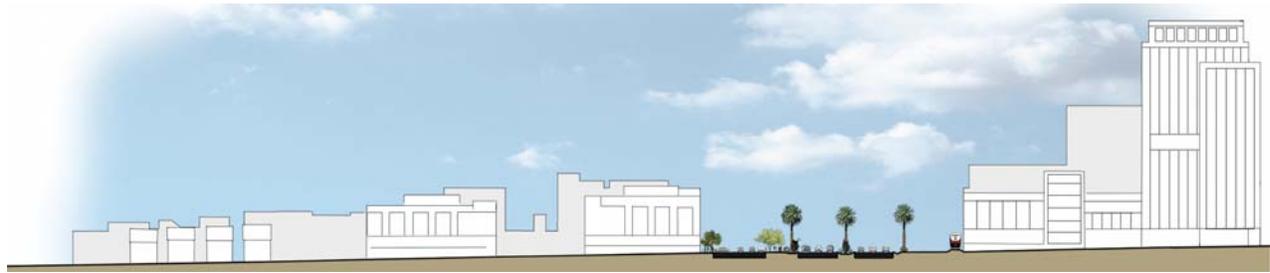
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Table 14:
Area Plan and Form-Based Code Regulated Items

STREET DESIGN & CONNECTIVITY	SITE DESIGN & CIRCULATION	BUILDING FORM	ARCHITECTURE
<p><i>Ensure that El Mirage Road serves as the scenic roadway and primary spine road providing connectivity to the City's major destination areas and activity centers</i></p> <p><i>Ensure that Thunderbird Road, Cactus Road and Peoria Avenue provide trail connectivity to the Agua Fria River Walk</i></p>	<p><i>Require that mixed-use infill development along Grand Avenue is sited to front Grand Avenue and adjacent neighborhoods and provides inviting linkages to retail, office and services located on first and second stories</i></p> <p><i>Design a placemaking and pedestrian scaled public realm that invites interaction</i></p>	<p><i>Ensure that building form, materials and color palettes are complementary to placemaking mixed-use development along Grand Avenue</i></p>	<p><i>Define styles for the area that represent the highest quality contemporary mixed-use development and incorporate sustainable principles such as active and passive solar, drought tolerant landscapes or xeriscapes, water harvesting and drip irrigation</i></p>

Source: El Mirage Design Charrette, 2008



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The Neighborhoods: Specific Design Themes



Mixed-Use Four Façade Development with a Strong Retail/Service Front

Policy 7: The Neighborhoods design concept for mixed-use development along El Mirage Road and activity centers establishes a placemaking identity and supports adjacent neighborhoods by requiring that:

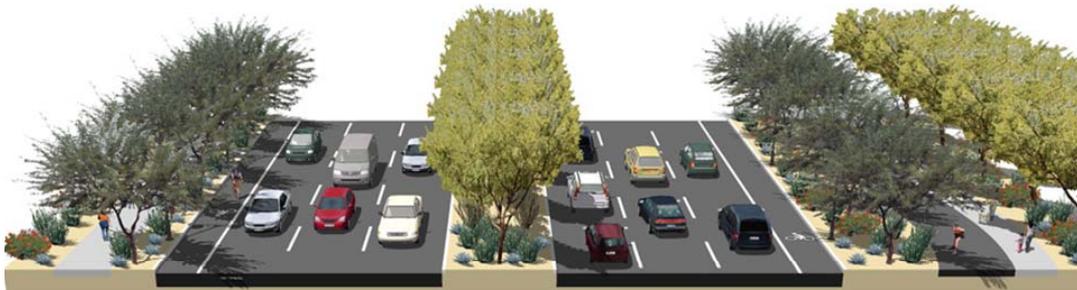
1. Buildings reflect a contemporary appearance in form, materials, color palettes and detailing;
2. Overhangs and awnings are incorporated into building form to provide for outdoor seating areas;
3. Building façades fronting El Mirage Road complement the placemaking mixed-use corridor development standards and design intent of this corridor;
4. Accent lighting and other forms of outdoor lighting must be oriented downward to minimize glare impact on adjacent neighborhoods;
5. Service and delivery access and utility boxes are appropriately screened with landscape materials or screening devices that minimize visual impact to adjacent neighborhoods and public right-of-way; and
6. All major east-west transportation corridors provide connectivity to the Agua Fria River Walk.



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Streetscape Options for El Mirage Road South of Thunderbird Road



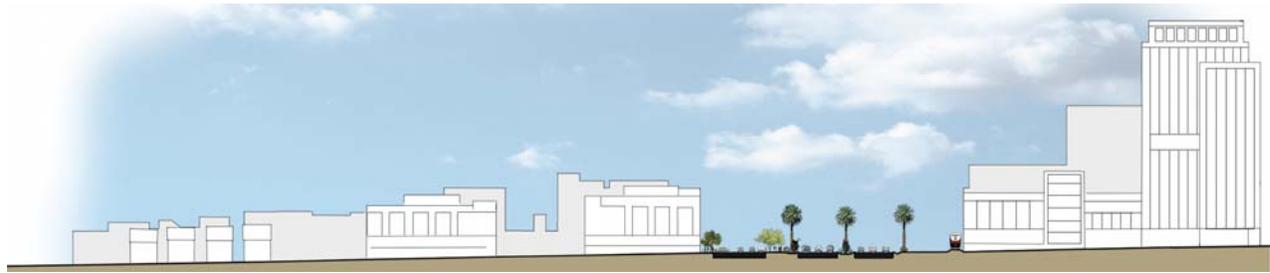
*Multilane Boulevard Design for El Mirage Road South of Thunderbird Road
(6 lanes with bicycle lanes along shoulders, multi-use path and sidewalks)*



*Multilane Boulevard Design for El Mirage Road South of Thunderbird Road
(Internal lanes detail showing shared bicycle/vehicular lane and multiuse paths)*

IMPLEMENTATION MEASURE

- a. Require that all City and/or developer initiated Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans reflect the urban design intent, design concept, specific direction, themes and streetscape options for mixed-use development along El Mirage Road and activity centers provided for the Neighborhoods in this element.



Transportation Policies



Alternate Modes of Transportation Serving Neighborhoods

Policy 8: Continue to provide a safe, convenient and efficient multimodal transportation system to the Neighborhoods that:

1. Maintains the existing roadway network;
2. Discourages through-traffic into major subdivisions;
3. Provides public transportation and shuttle services to major destination areas within the City, where feasible; and
4. Includes safe, convenient and efficient multimodal access to schools, major activity nodes, the Downtown/Arts District and the Agua Fria River Walk.

Rationale: Protecting established neighborhoods and providing safe, convenient and efficient multimodal access and connectivity to major destinations within the City increases the City's long-term viability and economic vitality.

IMPLEMENTATION MEASURES

- a. Work with all Home Owners Associations to ensure needed access for the different populations is addressed.
- b. Require new development within the activity centers and mixed-use corridors designated in the Land Use section of this element to provide safe, convenient and efficient multimodal connectivity to the adjacent areas.
- c. Require all new development to provide connectivity to the City trail system and Gateway Park where appropriate.



Open Space, Parks, Recreation and Trails Element



Policy 9: Ensure that parks, trails and recreation facilities within this area are maintained and upgraded as needed.

Rationale: Protecting established neighborhoods and providing the open space, recreation and trails amenities desired by the community acknowledges the importance of such neighborhoods and contributes to the City's long-term viability and economic vitality.

IMPLEMENTATION MEASURES

- a. Require that all Home Owners Associations managed parks are properly maintained and upgraded as needed to properly serve the need of the neighborhood.
- b. Require that all public parks are properly maintained and upgraded and that improvements and new equipment are scheduled in the Capital Improvements Plan.
- c. Require that new development within activity centers includes courtyards and small plazas in keeping with the scale and intent of the development and provides connectivity to sidewalks and the pedestrian greenbelt system.
- d. Require non-residential, mixed-use and higher density residential uses to incorporate passive recreation within transition or buffers areas between non-residential or higher density residential uses and existing neighborhoods to protect neighborhood stability and quality of life.
- e. Require all new development to provide connectivity to the City trail system and Gateway Park where appropriate.



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General Plan Administration

The General Plan is the product of a fourteen month planning process, including extensive community involvement, the engagement of all levels of government, the coordinated efforts of various City departments and the review and support of community leaders, residents, business owners and stakeholders, adjacent jurisdictions and the Arizona Department of Commerce.

This section ensures that the future General Plan updates and amendments embody “Our Oasis” vision of a sustainable destination that will endure for the following generations as a great place to be, learn, live, work and play; and that our natural surroundings and quality of life are sustained as a defining aspect of our community through the implementation of the adopted goals, policies, guidelines and implementation strategies provided in the different elements of the General Plan.

General Plan Amendments

Pursuant to ARS 9-461.06L, this section of the General Plan includes definitions for General Plan Update, Major Amendments and Minor amendments.

General Plan Update:

A General Plan Update is initiated by the City Council and includes the adoption of a new general plan or the update or re-adoption of the existing general plan. The adoption of a new general plan or the update or re-adoption of the existing general plan shall be approved by an affirmative vote of at least two thirds of the members of the City Council and ratified by the voters pursuant to ARS 9-461.06L. All general plan updates are subject to the public participation goals and policies provided in the *Public Involvement Procedures Elements* included in this General Plan and adopted by the City Council pursuant to ARS 9-461.06J. A General Plan Update shall be conducted and ratified by the residents of El Mirage at least once every ten years. However, changing conditions may warrant a General Plan update on a more frequent basis as determined by the City Council.

General Plan Major Amendment:

Pursuant to ARS 9-461.06G, a major amendment is defined as a “substantial alternation of the municipality’s land use mixture or balance as established in the municipality’s existing general plan land use element.” It is up to the municipality to develop the criteria that meets this definition.

Major Amendments to the City of El Mirage General Plan may be initiated by the City or requested by private entities and are considered once each year pursuant to ARS 9-461.06G. Major Amendment applications must be submitted within the same calendar year they are being considered at a single public hearing. A Major Amendment shall be approved by an affirmative vote of at least two thirds of the members of the City Council and is subject to the public participation goals and policies provided in the Public Involvement Procedures Element included in this General Plan and adopted by the City Council pursuant to ARS 9-461.06J.



The following criteria are used to determine whether a proposed amendment to the Land Use Element, any of the Area Elements of the General Plan, or any subsequently adopted Area Plan, Specific Plan, Form-Based Code, Illustrative Plan or Regulating Plan substantially alters the mixture or balance of land uses. A *Major Amendment* is any development proposal that meets the following criteria:

1. A substantial change in the overall development intent or land use mix of one or more designated planning areas within the Designated Growth Area as determined by the City Council;
2. Any development proposal that results in a significant alteration of existing major corridors within the Designated Growth Area, including, but not limited to, a change in functional classification that is not currently planned within the General Plan;
3. Any development proposal that generates 50% or more of the total current enrollment of a K-8, middle school and/or high school as determined by the City Council, unless otherwise exempted by the Dysart Unified School District.

The *Major Planning Areas* for which an Area Element is included in this General Plan are:

1. Downtown/Central Business District;
2. Downtown/Arts District;
3. Agua Fria Gateway;
4. Commerce/Industry Park; and
5. The Neighborhoods.

General Plan Minor Amendment:

All amendments to the City of El Mirage General Plan that are not defined as *General Plan Updates* or *General Plan Major Amendments* are considered *General Plan Minor Amendments*. *Minor Amendments* may be considered by the City of El Mirage Planning and Zoning Commission and City Council at any time.

General Plan Implementation

The primary function of the *General Plan Implementation Plan* volume is to implement the goals, policies and implementation measures provided in this General Plan. The Arizona legislature mandates municipal planning agencies to undertake the following actions to implement the General Plan:

1. Adopt and implement the General Plan so that it serves as the community guide for the orderly growth and development and as the basis for the efficient expenditure of City funds related to the subjects of the General Plan.
2. Render an Annual Report to the City Council on the status of the General Plan and the progress of its application.
3. Promote public interest in an understanding of the General Plan and the regulations relating to it.



4. Consult and advise with public officials and agencies, public utility companies, residents, schools, professional, and other organizations and provide opportunities for written comment throughout the General Plan planning process.
5. Upon adoption of the General Plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements of construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted General Plan.
6. All acquisitions and dispositions of real property shall be reported to the City department in charge of planning and community development to ensure conformity with the General Plan and supporting plans. The planning agency shall render its report as to conformity with the adopted General Plan within forty (40) days after submittal.

Implementation Goals and Policies

GOAL 1: MAINTAIN THE GENERAL PLAN AS A DYNAMIC, RESPONSIVE, UP-TO-DATE GUIDE FOR PUBLIC DECISION MAKING AND EXPENDITURES

Policy 1: Establish an effective mechanism for General Plan implementation, evaluation and review.

IMPLEMENTATION MEASURES

- a. Request the Planning and Zoning Commission to hold at least one public annual meeting to discuss the status of the General Plan and progress made toward implementation.
- b. Request that City staff annually prepares a General Plan Status Report for the Planning and Zoning Commission on the General Plan progress that includes:
 - (1) A summary or matrix evaluating the City's progress toward achieving the General Plan's objectives and implementing the goals, policies and implementation measures in accordance with the schedule and direction provided in the Implementation Plan volume;
 - (2) Any recommended amendments to the General Plan or Area Plans;
 - (3) Any staff recommendations regarding future year(s) funding for General Plan actions and programs.
 - (4) A summary of the Development Monitoring System, identifying development progress within the City; and
- c. Make available the General Plan Status Report to the Planning and Zoning Commission no later than two (2) months prior to the adoption of the annual City Budget.



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- d. Ensure that all relevant City departments participate in the preparation of the General Plan Status Report.
- e. Circulate the General Plan Status Report to all relevant boards and commissions prior to the Planning and Zoning Commission public meeting.
- f. Have the Planning and Zoning Commission include recommendations regarding the General Plan highest priority actions or programs that should be funded in the upcoming annual budget.
- g. Have the Planning and Zoning Commission forward the General Plan Status Report to the City Council after the Planning and Zoning Commission public meeting.
- c. Ensure the City Council reviews progress made in implementing the General Plan and associated Area Plans prior to the adoption of the City Budget and Capital Improvements Program.
- d. Ensure the City Council includes a finding of consistency with the General Plan and associated Area Plans when adopting the City Budget and Capital Improvements Program.
- e. Maintain capital reserve funds and whenever possible set funds aside each year for future capital projects to help secure adequate funds for capital improvements identified in the General Plan.
- f. Ensure that expenditures from the committed reserves are made in consultation with appropriate boards and commissions through the City-wide annual review and budget process.



Public Involvement Procedures

ARS 9-461.06 requires municipalities to adopt a public involvement policy to guide the update and amendment of General Plans. This policy describes the basic steps that the City of El Mirage will take to inform residents of updates and amendments to the City General Plan and involve them in the General Plan decision-making process. The process described below does not limit the City in taking other steps to inform or involve residents in the plan update process. These steps could include and are not limited to holding additional meetings, distributing newsletters, placing articles in City and other publications or conducting surveys.

GOAL 1: PROVIDE OPPORTUNITIES FOR EFFECTIVE AND CONTINUOUS PUBLIC PARTICIPATION THROUGHOUT THE GENERAL PLAN UPDATE/MAJOR AMENDMENTS PLANNING PROCESS.

Policy 1: Make reasonable efforts to involve the public and affected entities in the development of the El Mirage General Plan and encourage open discussions, communications programs, and information services as a means of encouraging public involvement in the General Plan Update Process.

IMPLEMENTATION MEASURES

- a. Form a General Plan Advisory Committee early in the process to provide regular and ongoing input into the development of the General Plan.
- b. Include on the Advisory Committee representatives of the City staff, El Mirage residents, businesses, and public institutions (such as schools).
- c. Hold at least three public meetings during the development of the General Plan.
- d. Include El Mirage Youth in the development of the City's Plan.
- e. Inform the General Public of the General Plan process, and opportunities for their participation in the development of the Plan.
- f. Work with local press and other media to keep the General Plan development process in the public eye.
- g. Provide information about the General Plan through a variety of venues, which may include but are not limited to, information posted on the City's web page, information columns in City utility bills or City newsletters, the local press or other media, City or public cable television or radio, speaking at special events, community festivals, fairs, and special events.



Policy 2: Make reasonable efforts to involve the public and affected entities in major amendments to the General Plan and encourage open discussions, communication programs, and information services as a means of encouraging public involvement in the General Plan Amendment Process.

IMPLEMENTATION MEASURES

- a. Conduct one public meeting prior to the legislatively required Planning Commission and City Council Public Hearings.
- b. Accept written comments at public hearings and in advance of the hearing.

Policy 3: Provide effective notice of Public Hearings and Meetings regarding the development of the General Plan and consideration of major amendments to the General Plan.

IMPLEMENTATION MEASURES

- a. Mail notice of the Planning Commission public hearing required by State Law to the Following:
 - (1) Arizona Dept. of Commerce Community Planning Division;
 - (2) Arizona State Land Department;
 - (3) City of Glendale Planning Department;
 - (4) City of Peoria Planning Department;
 - (5) City of Surprise Planning Department;
 - (6) Dysart Unified School District;
 - (7) El Mirage Utility Companies;
 - (8) Flood Control District of Maricopa County;
 - (9) Luke Air Force Base;
 - (10) Maricopa Association of Governments;
 - (11) Maricopa County Planning Department;
 - (12) Town of Youngtown; and
 - (13) Any other entities or individuals that notify the City, in writing, of their desire to be notified of the Development of the General Plan or major amendments to the General Plan.



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Policy 4: Broadly disseminate proposals and alternatives.

IMPLEMENTATION MEASURES

- a. Make copies of the plan or major plan amendments available to the entities required by State Law and to members of the public who request a copy of the plan or major plan amendment.
- b. Publish at least once in a newspaper of general circulation notice, containing the date, time, and location of all public meetings regarding the development of the General Plan or major amendments to the General Plan.
- c. Provide copies of the draft final plan and proposed major amendments to the General Plan for review at the City Hall, City Library, the City website and other appropriate locations identified by the City.



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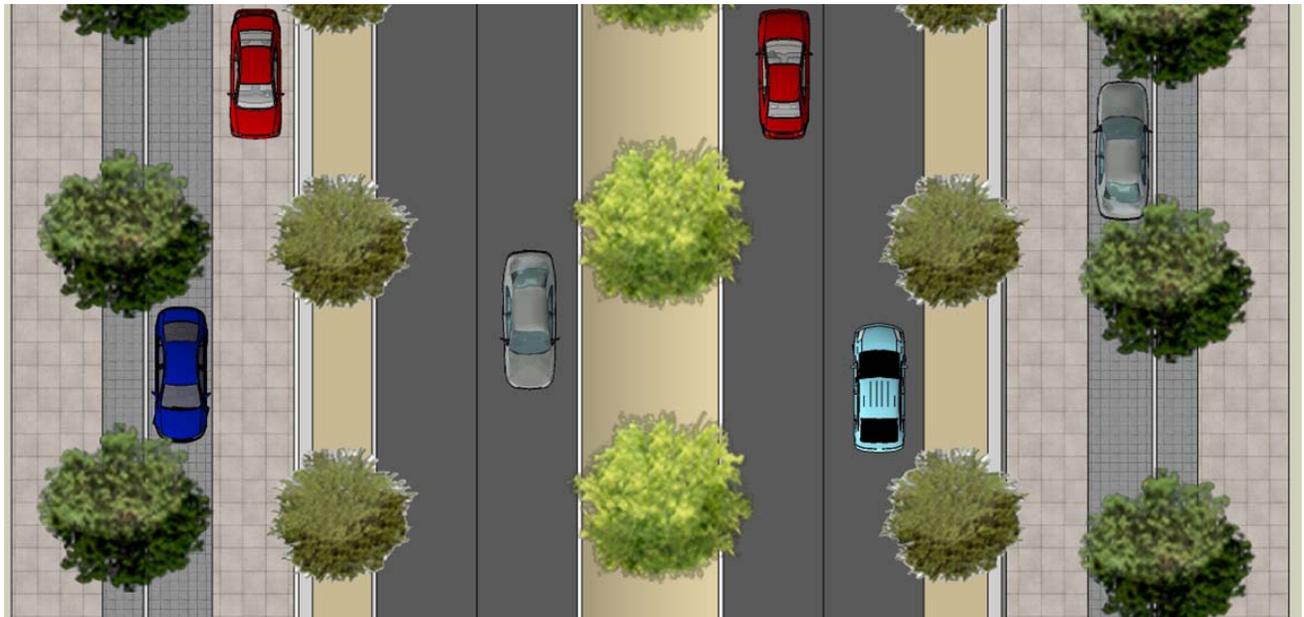
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El Mirage... Arizona's Sustainable Community!



The Planning Center SERA Architects Nolte Engineering Theater Simple



Mixed-Use Transit Oriented Development - Salt Lake City Gateway Plaza



El Mirage General Plan

El Mirage, Arizona

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December 28, 2009



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Del Mar Metro Station, Transit Oriented Development, Pasadena, Texas



General Plan Implementation

The primary function of this Implementation Plan is to implement the goals, policies and implementation measures provided in the General Plan. State legislation provides a common starting point for plan implementation and mandates municipal planning agencies to undertake the following actions to implement the General Plan:

1. Adopt and implement the General Plan so that it serves as the community guide for the orderly growth and development and as the basis for the efficient expenditure of City funds related to the subjects of the General Plan.
2. Render an Annual Report to the City Council on the status of the General Plan and the progress of its application.
3. Promote public interest in an understanding of the General Plan and the regulations relating to it.
4. Consult and advise with public officials and agencies, public utility companies, residents, educators, professionals, and other organizations and provide opportunities for written comment throughout the General Plan planning process.
5. Upon adoption of the General Plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements of construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted General Plan.
6. All acquisitions and dispositions of real property shall be reported to the City department in charge of planning and community development to ensure conformity with the General Plan and supporting plans. The planning agency shall render its report as to conformity with the adopted General Plan within forty days after submittal.



This Implementation Plan volume serves as the primary mechanism for General Plan implementation and acknowledges state mandates. Each goal, policy and implementation measure provided on the different elements of the General Plan is included in the Implementation Plan Matrix. The Implementation Plan Matrix provides:

Implementation Measure	Lists the actions necessary to carry out each policy statement and support General Plan goals.
Lead Department/Agency	Identifies the responsible City department for accomplishing a specific implementation measure.
Anticipated Timeframe	Identifies and prioritizes the timeframe for the implementation measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the measure (City, staff, volunteer, grants, funding sources included in the Funding Sources and Programs Tables provided at the end of this volume).
Partners in Success	Lists the Partners in Success for each specific measure identified.

The Planning and Zoning Commission should review and provide recommendations to the City Council for revisions to this Implementation Plan on an annual basis as stipulated in the General Plan Implementation goals and policies included in the Administration and Implementation Element. The City Manager should appoint staff responsible for the General Plan Implementation. Appointed staff should monitor the status of each implementation measure throughout the year and provide general recommended framework to the Planning and Zoning Commission for annually updating the Implementation Plan in conformance with the Implementation Plan Goals and Policies and the General Plan Implementation Matrix included in this element.

Implementation Plan Objectives

The City of El Mirage General Plan includes an ambitious list of implementation measures. Given the large number of policies and actions and the limited resources available to the City annually, it is not possible to fund every action and program listed in the General Plan at once. Effective implementation of the General Plan requires a periodic process to prioritize the actions and programs to determine the priority for funding specific actions and programs each year over the 20-year life of the General Plan.

To ensure that the City's annual budget decisions are consistent with the General Plan and the community has the opportunity to prioritize General Plan actions and programs prior to the City Council's annual budget decisions, this Implementation Plan establishes a public process for making recommendations to the City Council on the status of the General Plan and proposed budget allocations.



This approach to General Plan implementation ensures that the plan remains a dynamic, responsive document and that the City's budget decisions are consistent with the long-term goals of the General Plan.

The main objectives of this Implementation Plan are to ensure:

1. That the General Plan assists the City in attaining the fiscal viability desired by strategically furthering the economic development intent of each planning area to create the synergies needed to become a sustainable destination.
2. The effective implementation of the General Plan by coordinating General Plan priorities with the City Council's budget and capital improvement decisions.
3. That annual budget and capital improvement plan expenditures address current community priorities and needs as well as long-term goals for the physical development of the City.
4. That the General Plan remains a dynamic, up-to-date and responsive guide for the physical development of the City.

Implementation Matrix

This section provides the necessary tools and steps for City staff to implement the goals, policies and *Implementation Measures* identified within the different elements of the General Plan. The intent of the *Implementation Matrix* is to prioritize *Implementation Measures* identified on each element of the General Plan for their timely, effective and successful completion.

The *Implementation Matrix* provides a summary of implementation measures, responsibilities, timeframes and applicable financing mechanisms for each element of the General Plan in tabular form. The *Implementation Matrix* components are:

Implementation Measure – Identifies actions to carry on the goals and policies provided on each element of the General Plan. Each *Implementation Measure* describes the action that will guide development decisions and capital improvements and it is identified by reference in the *Implementation Matrix* corresponding.

Lead Responsibility - Describes the department, organization and partners that will lead the effort.

Anticipated Timeframe – Prioritizes implementation measures based on immediacy of need, land and infrastructure availability, revenue generating potential, role in achieving the fiscal viability desired by the City, project timeframes and support staff and fund availability and include the following categories:

1. Immediate Action (initiate no later than 6 months after General Plan ratification by the voters)
2. Near-Term (1-5 Years) initiate by 2015;
3. Mid-Term (5-10 Years) initiate by 2020;
4. Long-Term (10+ Years) initiate by 2030 or later; and
5. Ongoing Action



Financing Mechanisms - Lists all the applicable financing programs, mechanisms and funding sources available to implement the measure identified. Financing mechanisms and potential funding sources identified in the *Implementation Matrix* tables are provided in tabular form in the financing mechanisms and funding program tables included at in this volume. Potential financing mechanisms and funding sources assigned to each *Implementation Measure* have been tabulated by type of funding using the following *Matrix ID*:

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/ PROGRAM UNDER EACH CATEGORY
1	Typical financial mechanisms available to City government for general government operation and for public infrastructure and services improvements: General Fund, Revenue Bonds, General Obligation Bonds, Special Assessment Bonds, Municipal Property Corporation Bonds, Lease Financing, and Sales Tax for Payment of Bonds.
2	Financing mechanisms and fund programs designed to spur economic development and stimulate business expansion.
3	Active Community Development Corporations (community development corporations, community development banks and venture capital firms) providing investment to low-income areas and Artist Relocation Program.
4	Historic Preservation programs.
5	Redevelopment and urban renewal programs.
6	Special Improvement District programs include programs for maintenance and improvement of public facilities. Some of these programs include funds for planning, design, construction, managing, marketing activities and business recruiting services.
7	Transportation improvement, streetscape enhancement and alternate modes of travel programs.
8	Funds for bus acquisition and other transit capital projects, new Light Rail Transit (LRT) and other high capacity systems, including Heavy Rail Transit (HRT)
9	Funds to improve air quality in areas that do not meet clean air standards.
10	Stormwater control facility financing programs.
11	Non-traditional grants and funding programs for beautification, enhancement and public art.
12	Funding programs for infrastructure financing requiring private/public partnerships, including low interest loans, tax incentives and government grants.
13	Infrastructure financing methods including the preparation of an area Infrastructure Financing Plan, City/Developer development agreements, land dedication, impact fees, in-lieu fees and infrastructure construction.



**Table 1:
Growth Areas Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Establish major planning areas to guide development	Community Development/ Economic Development	Immediate Action	Completed as part of the General Plan Process	Community and stakeholders
	b. Identify implementation tools for each planning area	Community Development/ Economic Development	Immediate Action	Completed as part of the General Plan Process	Community and stakeholders
	c. Establish a <i>Community Facilities Management System (CFMS)</i>	City Manager Office with assistance from Public Works and Community Development	Near-Term	1, 2, 6, 12, and 13	All pertinent City Departments involved in community facilities improvements and management
	d. Establish a <i>Development Monitoring System (DMS)</i>	Community Development	Immediate Action	Completed as part of the General Plan Process	Staff issuing building permits
	e. Promote consistency across all plans	Community Development	Ongoing Action	1	Property owners and development applicants
1.2	a. Use the <i>CFMS</i> as the long-range framework for assigning and committing public funds in the CIP	City Manager Office with assistance from Public Works and Community Development	Mid-Term	1, 2, 6, 12, and 13	All pertinent City Departments involved in community facilities improvements and management
	b. Integrate the <i>DMS</i> and the <i>CFMS</i> to assess infrastructure phasing changes and emerging needs	City Manager Office with assistance from Public Works and Community Development	Mid-Term	1, 2, 6, 12, and 13	All pertinent City Departments involved in community facilities improvements and management

Source: *The Planning Center, 2009.*



**Table 1:
Growth Areas Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.3	a. Establish a <i>Cost Accounting Program</i> to track the true costs of public improvements for each major planning area and integrate it into the reporting process of the General Plan	City Manager Office with assistance from Public Works and Community Development	Near-Term	1, 2, 6, 12, and 13	All pertinent City Departments involved in community facilities improvements and management
2.1	a. All development proposals comply with all the major elements of the General Plan	Community Development	Ongoing Action	1	Property owners and development applicants
	b. All development proposals comply with the specific direction provided in the Area elements	Community Development	Ongoing Action	1	Property owners and development applicants
	c. All implementation tools (Area Plans, Specific Plans, FBC, Illustrative Plans) further the development intent and meet all applicable requirements provided in the General Plan	Community Development	Ongoing Action	1	Property owners and development applicants

Source: *The Planning Center, 2009.*



Table 1:
Growth Areas Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.1	Use the <i>Development Monitoring System</i> to: a. Measure the success of the General Plan by tracking changes in land use, jobs, housing and levels of investment for each major planning area b. Monitor building permit activity and infrastructure improvements c. Trigger services and infrastructure needed to accommodate targeted growth d. Monitor variances and development applications to identify Area Plan, Specific Plan, Form-Based Code or Zoning Ordinance amendments needed to achieve the vision	Community Development with assistance from Public Works	Ongoing Action	1, 2, 6, 12, and 13	Staff issuing building permits, boards and commissions
	e. Monitor quality of life benchmarks such as home ownership and commuting travel trips.	Community Development with Assistance from Economic Development	Ongoing Action	1, 2, 7, and 9	Data collecting agencies such as the US Bureau of the Census, DES, ADC, ADOT and MAG

Source: *The Planning Center, 2009.*



**Table 2:
Economic Development Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Develop, implement and regularly update the <i>Economic Development Strategy</i>	Economic Development with assistant from Community Development	Immediate Action	1 and 2	All applicable state and regional agencies
	b. Conduct market studies and feasibility studies to analyze the potential of long-term economic impacts of high-profile development projects	Economic Development	As Needed	1 and 2	Property owners and development applicants
	c. Provide adequate infrastructure capacity to support the development intent of each planning area	Economic Development with assistant from Public Works and Community Development	As Needed	1, 2, 6, 7, 8, 9, 10, 12, and 13	All applicable state and regional agencies
	d. Expedite the entitlement process and provide development incentives to businesses that further the economic intent of this measure	Community Development	Ongoing Action	1 and 2	All City departments involved in reviewing development applications

Source: The Planning Center, 2009.



**Table 2:
Economic Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.2	a. Provide sufficient tracts of land at a variety of sizes in conformance with the development intent of designated planning areas	Community Development	Immediate Action	1, 12, and 13	Property owners
	b. Update the Zoning Ordinance to reflect the development intent of designated planning areas	Community Development with assistance from Economic Development	Near-Term Action	1, 6, and ADOC	All City departments involved in reviewing development applications
	c. Incorporate criteria in the Zoning Ordinance to address the long-term changes in business operations and market trends	Community Development with assistance from Economic Development	Near-Term Action	1 and 2	All City departments involved in reviewing development applications
	d. Request industrial and commercial development to anticipate future expansion needs	Community Development	Ongoing	1 and 12	Property owners and development applicants
1.3	a. Identify mechanisms in the <i>Economic Development Strategy</i> to attract and retain revenue generating commercial, retail and services to support a strong and diverse economic base.	Economic Development	Immediate Action	1, 2, and 6	All applicable state and regional agencies

Source: *The Planning Center, 2009.*



**Table 2:
Economic Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.4	a. Encourage a mixed of office and professional uses compatible in scale with the economic intent of each planning area	Community Development and Economic Development	Ongoing Action	1, 2, 6, 12, and 13	Property owners and development applicants
1.5	a. Coordinate economic development and land use planning efforts	Economic Development and Community Development	Ongoing Action	1 and 2	Staff reviewing development applications
	b. Direct high-density urban mixed-use to Downtown/Central Business District, the TOD District, the Agua Fria Gateway and Commerce/Industry Park	Community Development and Economic Development	Ongoing Action	1, 2, 12, and 13	Staff reviewing development applications
	c. Direct medium-density urban mixed-use to Downtown/Arts District, mixed-use corridors and activity centers	Community Development and Economic Development	Ongoing Action	1, 2, 12, and 13	Staff reviewing development applications
2.1	a. Require that all development further the economic development intent and adheres to the specific policy direction provided in the planning area element	Community Development and Economic Development	Ongoing Action	1 and 2	Staff reviewing development applications

Source: The Planning Center, 2009.



**Table 3:
Land Use Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Coordinate planning area land use decisions with the economic development goals included in the Economic Development Element and the economic development intent of each area included in the area element	Community Development and Economic Development	Ongoing Action	1 and 2	Staff reviewing development applications
2.1	b. Ensure that area elements designate the appropriate mix of land uses needed to develop a sustainable destination	Community Development and Economic Development	Ongoing Action	1, 2, and 5	All applicable City departments
3.1	a. Annually update this <i>Implementation Plan</i> and review targeted priority areas	Community Development and Economic Development	Ongoing Action	1 and 2	All applicable City departments, Planning and Zoning Commission and City Council
	b. Allocate resources and coordinate economic development and infrastructure improvements to encourage development based on targeted priorities	Community Development and Economic Development	Ongoing Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	All applicable City departments

Source: The Planning Center, 2009.



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**Table 3:
Land Use Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Include implementation measures and monitoring procedures in Area Plans and Specific Plans consistent with those established in this <i>Implementation Plan</i>	Community Development	Near-Term Action	1, 2, and 6	All applicable City departments
	d. Promote private sector initiation and preparation of Area Plan, Specific Plans and Form-Based Code	Community Development	Near-Term Action	1, 2, and 12	All applicable City departments
	e. Prepare a phased infrastructure plan as part of the <i>Community Facilities Management System</i> based on citywide priority areas	Public Works, Community Development and Economic Development	Mid-Term Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	All applicable City departments
	f. Maintain, regularly monitor, annually evaluate and adjust growth area targets to ensure the development capacity sufficient to meet market demand for a 15-20 year timeframe	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	All applicable City departments

Source: The Planning Center, 2009.



**Table 3:
Land Use Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Establish an accepted method for calculating jobs and housing forecasts to assess existing conditions and effectively plan for future growth	Community Development and Economic Development	Immediate Action	1 and 2	All applicable City departments
	h. Use adopted Area Plans, Specific Plans and Form-Based Codes to guide public decision-making regarding land use and public investment	Community Development	Ongoing Action	1 and 2	Planning and Zoning Commission and City Council
4.1	a. Prepare and adopt Area Plans, Specific Plans and Form-Based Codes that reflect the land use concepts, urban design themes and policy direction provided in this General Plan	Community Development	Mid-Term Action	1, 2, and 6	All applicable state and regional agencies, City departments, community, stakeholders and property owners
	b. Require that all site specific zoning cases conform to the General Plan	Community Development	Ongoing Action	1 and 2	Planning and Zoning Commission

Source: The Planning Center, 2009.



**Table 3:
Land Use Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Update the Zoning Ordinance to further <i>Our Oasis</i> vision by following the steps provided in this implementation measure	Community Development	Near-Term Action	1 and 2	All applicable City departments, community, stakeholders and property owners
5.1	Encourage affordable quality housing for all income ranges by implementing the following measures: a. Encourage a diversity of housing types, including urban housing and mixed-use lofts	Community Development	Ongoing Action	1 and 2	Staff reviewing development applications
	b. Establish programs that foster homeownership	Community Development and Housing Department	Immediate Action	1 and 2	Non-profit organizations and financial institutions
	c. Create a program to manage improperly maintained and/or aging residential buildings	Community Development	Immediate Action	1, 2, and 4	Non-profit organizations and financial institutions
	d. Take part in public/private partnerships to promote affordable owner-occupied units	Community Development	Ongoing Action	1, 2, and 12	Non-profit organizations and financial institutions

Source: The Planning Center, 2009.



**Table 3:
Land Use Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Promote incentives to artists to facilitate their relocation into the Arts District	Economic Development	Immediate Action	1, 2, 3, 5, 6, and 11	Non-profit organizations and financial institutions
	f. Utilize Form-Based Code building block approach to include alternative housing products	Community Development	Near-Term Action	1, 2, and 6	ASU Urban Design/Planning Studio/Private Consultants
	g. Encourage the conversion of salvageable residential buildings east of El Mirage Road to mixed-use housing opportunities that foster the establishment of the Arts District and the Artist Relocation Program	Community Development and Economic Development	Near-Term Action	1, 2, 3, 5, 6, and 11	Department of Housing, non-profit organizations and financial institutions
	h. Establish a CDBG program for the elimination of slum and blight through acquisition	Community Development and Economic Development	Immediate Action	1, 2, 5, 6, 11, 12, and 13	Department of Housing
	i. Explore establishment of a land banking program to meet specific local priorities	Community Development and Economic Development	Near-Term Action	1 and 2	Department of Housing, non-profit organizations and financial institutions

Source: *The Planning Center, 2009.*



**Table 4:
Urban Design Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Incorporate urban design standards for walkability in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	ASU Urban Design/Planning Studio/Private Consultants
	b. Adopt a <i>Thoroughfare Plan</i> to accommodate <i>Context Sensitive Design</i> and develop a manual that is consistent with the design intent of each planning area	Community Development and Public Works	Near-Term Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	ADOT, MAG and Maricopa Department of Transportation
	c. Work with utility providers to increase options for street light fixtures that encourage walking and safety	Public Works	Mid-Term	6, 12, and 13	Arizona Power Supply (APS)
	d. Allocate City funds and identify funding to enhance pedestrian amenities on streets in priority areas	Community Development and Public Works	Mid-term	1, 2, 5, 6, 7, 9, 11, 12, and 13	ADOT, MAG and Maricopa County Department of Transportation
2.1	a. Incorporate site standards for building siting and orientation in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



El Mirage General Plan

El Mirage, Arizona

**Table 4:
Urban Design Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.1	a. Incorporate signature boulevard standards in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	b. Amend Article 21 of the Zoning Ordinance to include development standards for signature boulevards	Community Development	Immediate Action	1 and 2	All applicable City departments, community, stakeholders, property owners and development applicants
4.1	a. Incorporate gateway and entryway standards in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	b. Amend Article 21 of the Zoning Ordinance to include development standards for gateways and entryways	Community Development	Immediate Action	1 and 2	All applicable City departments, community, stakeholders, property owners and development applicants

Source: The Planning Center, 2009.



El Mirage General Plan

El Mirage, Arizona

**Table 4:
Urban Design Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
5.1	a. Incorporate Agua Fria River Walk multifunctional open space corridor standards in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	b. Amend Article 21 of the Zoning Ordinance to include development standards for the Agua Fria River Walk multifunctional open space corridor	Community Development	Immediate Action	1, 2, and 6	All applicable City departments, community, stakeholders, property owners and development applicants
6.1-9	a. Create El Mirage Design Review Committee	Community Development	Immediate Action	1 and 2	Planning and Zoning Commission
	b. Incorporate architectural guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	c. Amend Article 21 of the Zoning Ordinance to include architectural guidelines for major growth areas	Community Development	Immediate Action	1, 2, and 6	All applicable City departments, community, stakeholders, property owners and development applicants

Source: *The Planning Center, 2009.*



El Mirage General Plan

El Mirage, Arizona

**Table 4:
Urban Design Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
7.1	a. Incorporate landscape guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	b. Amend the Zoning Ordinance to include landscape these landscape guidelines	Community Development	Immediate Action	1 and 2	All applicable City departments, community, stakeholders, property owners and development applicants
8.1	a. Incorporate these signage guidelines in the preparation of Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	b. Amend the Zoning Ordinance to include signage standards that reflect the urban design intent of each planning area	Community Development	Immediate Action	1, 2, and 6	All applicable City departments, community, stakeholders, property owners and development applicants

Source: The Planning Center, 2009.



El Mirage General Plan

El Mirage, Arizona

**Table 4:
Urban Design Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
9.1	a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conform to all elements of the General Plan	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
10.1	a. Incorporate public art guidelines provided in this element in all Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
11.1	a. Require that all development and all Area Plans, Specific Plans, Form-Based Codes, Illustrative or any other implementation tools for the Arts District support the revitalization efforts of the Artist Relocation Program and incorporate all the Art District guidelines	Community Development and Economic Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 5:
Transportation and Circulation Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Continue to coordinate regional route improvements with Maricopa County, MAG and ADOT	Public Works with assistance from Community Development and Economic Development	Ongoing Action	1, 2, 6, 7, 8, 9, 12, and 13	Maricopa County, MAG and ADOT
	b. Continue to work with Maricopa County, MAG and ADOT to ensure that all regional route improvements further <i>Our Oasis</i> vision and economic development goals	Public Works with assistance from Community Development and Economic Development	Ongoing Action	1, 2, 6, 7, 8, 9, 12, and 13	Maricopa County, MAG and ADOT
	c. Require that all major and minor arterials within the DGA maintain a "D" LOS or higher	Public Works with assistance from Community Development and Economic Development	Ongoing Action	1, 2, 6, 7, 12, and 13	Maricopa County, MAG and ADOT
	d. Require that all development proposals analyze proposed development traffic impact on the existing network	Community Development	Ongoing Action	1 and 2	Development applicants
	e. Continue to work with Maricopa County Flood Control District to develop a <i>River Oriented Development</i> front along the Agua Fria River that includes motorized and non-motorized multimodal access	Community Development with assistance from Public Works and Economic Development	Ongoing Action	1, 2, 6, 7, 9, 10, 12, and 13	Maricopa County, Flood Control District

Source: *The Planning Center, 2009.*



El Mirage General Plan

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**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Review all proposed roadway improvements prior to scheduling them in the <i>Capital Improvements Plan</i> to determine if they further the direction of this General Plan	Public Works with assistance from Community Development and Economic Development	Ongoing Action	1 and 2	Maricopa County, MAG and ADOT
	g. Where the roadway is maintained and/or operated by another jurisdictional authority, notify such jurisdiction in writing if any identified roadway improvement plans are not consistent with this General Plan	Public Works with assistance from Community Development and Economic Development	Ongoing Action	1 and 2	Maricopa County, MAG, ADOT and adjacent jurisdictions
	h. Require all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or PADs to conform to this General Plan	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.1	a. Conduct a <i>Comprehensive Transit Study</i> in conformance with the direction provided in this measure	Public Works, Economic Development and Community Development	Near-Term Action	1 and 2	MAG, ADOT, BNSF Maricopa County, Community
	b. Prepare a citywide <i>Transportation Master Plan</i>	Public Works, Economic Development and Community Development	Near-Term Action	1 and 2	MAG, ADOT, BNSF Maricopa County, Community
	c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or PADs conform to this <i>General Plan</i> , the <i>Comprehensive Transit Study</i> and the <i>Transportation Master Plan</i>	Community Development, Public Works and Economic Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
3.1	a. Establish a mechanism for the identification and allocation of funds necessary for the timely development of roadway improvements as part of the <i>Capital Improvements Plan</i>	Public Works, Economic Development and Community Development	Immediate Action	1 and 2	MAG, ADOT, Maricopa County

Source: *The Planning Center, 2009.*



El Mirage General Plan

El Mirage, Arizona

**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Require, where feasible and applicable, that road improvements are designed so they may be easily and economically upgraded to their ultimate configurations without requiring major reconstruction	Public Works, Economic Development and Community Development	Ongoing Action	1, 2, 6, 7, 12, and 13	MAG, ADOT, Maricopa County
	c. Develop a <i>Major Streets and Routes Plan</i> as part of the City Transportation Master Plan that identifies the location and width of required right-of-way dedications for the City's arterial network at buildout	Public Works, Economic Development and Community Development	Near-Term Action	1 and 2	MAG, ADOT, Maricopa County
	d. Protect future right-of-way from building encroachment by establishing right-of-way setback requirements for all buildings and structures along new or improved arterial roads	Public Works, Economic Development and Community Development	Immediate Action	1 and 2	MAG, ADOT, Maricopa County

Source: *The Planning Center, 2009.*



**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Require new development or expansion of existing development to provide the established right-of-way	Community Development and Public Works	Ongoing Action	1, 2, and 12	MAG, ADOT, Maricopa County
	f. Require that roadway improvement projects are phased as recommended by the City Engineer	Public Works, Economic Development and Community Development	Ongoing Action	1, 2, and 13	MAG, ADOT, Maricopa County
	g. Require that all Area Plans, Form-Based Codes, Master Plans and any other City or developer initiated development project conforms to the Transportation Master Plan and all applicable policy direction in this General Plan	Community Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
4.1	a. Include specific guidelines and design criteria for the development of River Road along the Agua Fria River in the <i>Transportation Master Plan</i>	Community Development and Public Works	Near-Term Action	1, 2, and 13	Maricopa County Flood Control District

Source: *The Planning Center, 2009.*



El Mirage General Plan

El Mirage, Arizona

**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Require that all Area Plans, Specific Plans, Form-Based Codes, Regulating Plans, Illustrative Plans and developer initiated implementation tools comply with all applicable requirements for the development of the Agua Fria River Front set in this General Plan	Community Development, Public Works and Economic Development	Ongoing Action	1, 2, and 6	Maricopa County Flood Control District
5.1	a. Adopt a <i>Access Management Program</i> for major arterials in conformance with this measure that furthers the economic intent of each planning area	Public Works, Economic Development and Community Development	Mid-Term Action	1, 2, 6, and 13	Maricopa County
	b. Simplify timing for an orderly progression of traffic signal phasing through a uniform spacing pattern of all new driveways and median breaks	Public Works and Community Development	Ongoing Action	1, 2, 7, 12, and 13	Property owners and development applicants

Source: *The Planning Center, 2009.*



El Mirage General Plan

El Mirage, Arizona

**Table 5:
Transportation and Circulation Element Implementation Matrix
(Continue)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Require that all Area Plans, Specific Plans, Form-Based Codes and plans reflect the access and egress standards adopted in the <i>Access Management Program</i>	Community Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
6.1	a. Require that all plans and regulations incorporate safe and convenient pedestrian crossings and railroad access at Train Station Areas	Public Works, Community Development and Economic Development	Ongoing Action	1, 2, and 6	BNSF, ADOT, MAG, Maricopa County, property owners and development applicants
7.1	a. Require that all plans and regulations comply with the specific direction provided in all Area Elements	Community Development, Public Works and Economic Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Coordinate parks and recreation planning with the economic development and planning area goals	Parks and Recreation Community Development and Economic Development	Ongoing Action	1 and 2	Arizona Parks and Recreation, Maricopa County Flood Control District, Maricopa County and Community
	b. Balance the need for housing, commerce and industry with recreation, parks, trails and open space needs	Community Development with assistance from Parks and Recreation	Ongoing Action	1 and 2	Property owners, development applicants
	c. Establish LOS standards for parks, recreation, trails and open space	Parks and Recreation Department	Near-Term Action	1 and 2	Parks and recreation users
	d. Require all new development to include trails, parks, open space and connectivity to adjacent uses or provide in lieu fees to maintain established LOS	Community Development	Ongoing Action	1 and 2	Property owners, development applicants
	e. Continue to work with Maricopa County Flood Control District to develop the Agua Fria River Walk	Community Development and Economic Development	Ongoing Action	1, 2, 6, 7, 12, and 13	Maricopa County Flood Control District
	f. Work with HOAs to ensure that existing private parks are maintained	Community Development and Parks and Recreation	Ongoing	1 and 2	Home Owner Associations

Source: The Planning Center, 2009.



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Provide opportunities for public input in the planning, site selection and design of parks or recreation facilities	Parks and Recreation, Community Development and Economic Development	Ongoing Action	1 and 2	Community and HOAs
	h. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, and PADs conform to policy direction and maintain established LOS	Community Development and Parks and Recreation	Ongoing Action	1, 2, and 6	Property owners, development applicants
2.1	a. Protect existing public parks and recreation facilities from non-residential use encroachment by providing buffers and density transitions	Community Development	Ongoing Action	1 and 2	Property owners, development applicants
	b. Identify and secure funding as part of the annual CIP for protecting, preserving, maintaining and upgrading public parks and recreation facilities and programs	Office of the City Manager, Parks and Recreation and Community Development	Ongoing Action	1 and 2	Planning and Zoning Commission and Mayor and Council
	c. Require that new development along the Agua Fria River incorporates principles of habitat integration	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Maintain and expand citywide recreation programs to keep up with demographic changes	Parks and Recreation and Community Development	Ongoing Action	1 and 2	Dysart Unified Schools District
	e. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, and PADs conform to policy direction in this element and incorporate appropriate buffers and density transitions	Community Development and Parks and Recreation	Ongoing Action	1, 2, and 6	Property owners and development applicants
3.1	a. Locate new parks and recreation facilities within walking distance of residential, commerce and employment centers and commuter train stations	Community Development, Parks and Recreation, Public Works and Economic Development	Ongoing Action	1 and 2	Property owners and development applicants
	b. Require that regional recreation facilities are distributed through the City and include multimodal access	Community Development, Parks and Recreation, Public Works and Economic Development	Ongoing Action	1, 2, 7, 8, and 9	Maricopa County Flood Control District

Source: The Planning Center, 2009.



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Require, where feasible and possible, that new parks and recreation facilities include access to teens, elders, persons with disabilities and the economically disadvantaged	Parks and Recreation, Public Works and Community Development	Ongoing Action	1, 2, 12, and 13	Maricopa County Flood Control District, property owners and development applicants
	d. Provide new upgraded parks and recreation facilities that employ barrier-free design principles that make them accessible	Parks and Recreation, Public Works and Community Development	Ongoing Action	1, 2, 12, and 13	Maricopa County Flood Control District, property owners and development applicants
	e. Incorporate, where feasible and possible, outdoor recreation opportunities through development of overlooks, nature trails, interpretive and directional signs and nature study areas	Community Development with assistance from Parks and Recreation and Public Works	Ongoing Action	1, 2, 7, 9, 12, and 13	Maricopa County Flood Control District, property owners and development applicants
	f. Require all development to incorporate a well-defined and accessible trail system in the design of new development and provide connectivity to all parks, trails, open space and nodes	Community Development with assistance from Parks and Recreation	Ongoing Action	1, 2, 12, and 13	Maricopa County Flood Control District, property owners and development applicants

Source: The Planning Center, 2009.



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	g. Include a balance between programmed and non-programmed use of recreation facilities throughout the <i>Designated Growth Area</i>	Parks and Recreation and Community Development	Ongoing Action	1 and 2	Dysart Unified School District, Maricopa County, Maricopa County Flood Control District, community
	h. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and PADs conforms to the policy direction provide in the General Plan to satisfy the connectivity, opportunity and availability components for locating and designing new parks and recreation facilities	Community Development with assistance from Parks and Recreation	Ongoing Action	1, 2, and 6	Property owners and development applicants
4.1	a. Update <i>El Mirage Open Space, Parks, Recreation and Trails Master Plan</i>	Parks and Recreation, Community Development	Immediate Action	1 and 2	Dysart Unified School District, Maricopa County, Maricopa County Flood Control District, community
	b. Prepare and adopt an <i>Agua Fria River Walk Master Plan</i> that includes the specific guidelines and design criteria provided in this General Plan	Community Development, Economic Development and Parks and Recreation	Mid-Term Action	1, 2, and 6	Maricopa County Flood Control District, property owners and community

Source: *The Planning Center, 2009.*



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Require that all developer or City initiated plans, regulations and implementation tools comply with all applicable requirements provided in this General Plan, the <i>Opens Space, Parks, Recreation and Trails Master Plan</i> and the <i>Agua Fria River Walk Master Plan</i>	Community Development and Parks and Recreation	Ongoing Action	1 and 2	Dysart Unified School District, Maricopa County, Maricopa County Flood Control District, community
5.1	a. Support the Dysart Unified School District's efforts to expand elementary and secondary school sites that result in additional joint-use opportunities	Community Development and Parks and Recreation	Ongoing Action	1 and 2	Dysart Unified School District
	b. Design public facilities to provide open space, parks, recreation and trails in accordance to adopted LOS	Community Development, Public Works and Parks and Recreation	Ongoing Action	1, 2, 6, 12, and 13	Planning and Zoning Commission and City Council

Source: The Planning Center, 2009.



**Table 6:
Open Space, Parks, Recreation and Trails Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Establish ongoing partnerships with all applicable public agencies and non-profit entities to fund items described in this measure	Community Development, Economic Development and Parks and Recreation	Ongoing Action	1, 2, 12, and 13	ADOT, Arizona Parks System, Arizona Parks and Recreation Association, MAG, Maricopa County Flood Control District, BNSF, Utilities companies, non-profits, Redevelopment Agency and Development Corporations
6.1	a. Require that all development as well as plans, regulations or implementation tools conform to this General Plan	Community Development, Economic Development and Parks and Recreation	Ongoing Action	1 and 2	Property owners, development applicants and community
7.1	a. Update El Mirage Open Space, Parks, Recreation and Trails Master Plan to include LOS standards for parks, recreation, trails and open space	Parks and Recreation and Community Development	Immediate Action	1 and 2	MAG, Maricopa County, Maricopa County Flood Control District and community
	b. Require all new development to provide open space, parks, recreation and trails in conformance with adopted LOS	Community Development and Parks and Recreation	Ongoing Action	1 and 2	Property owners, development applicants and community

Source: The Planning Center, 2009.



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Partner with Arizona Power Service (APS) to develop alternative energy source programs such as wind and solar electricity generation	Economic Development	Ongoing Action	1, 2, 9, 12, and 13	Database of State Incentives for Renewables and Efficiency (DSIRE) Arizona Office of the Governor, Arizona Department of Commerce (ADOC) ASU and APS
	b. Design all new public buildings to meet Leaders in Energy and Environmental Design (LEED) Gold certification	Community Development and Public Works	Ongoing Action	1, 2, 6, 9, and 13	United States Green Building Council (USGBC)
	c. Develop an Alternative Energy Incentives Program that provides incentives for development that incorporates alternative energy sources listed in this measure	Community Development and Economic Development	Near-Term Action	1, 2, and 9	ADOC and United States Green Building Council (USGBC)
	e. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and or PADs complies with these measures	Community Development and Economic Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.1	a. Involve Maricopa County Flood Control District during the planning and design phases of development along the <i>Agua Fria Corridor</i>	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, and 6	Maricopa County Flood Control District
	b. Require that <i>River Oriented Development</i> and regional recreation areas along the <i>Agua Fria River Front</i> incorporate principles of habitat integration	Community Development, Economic Development and Public Works	Ongoing Action	1 and 2	Maricopa County Flood Control District
	c. Develop the <i>Agua Fria River Walk</i> in a manner that protects wildlife corridors, vegetative communities and wildlife habitats by providing seamless continuity through development and recreation areas	Community Development, Economic Development and Public Works	Long-Term Action	1, 2, 6, 7, 9, 12, and 13	Maricopa County Flood Control District
	d. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and PADs conform to this measure	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



El Mirage General Plan

El Mirage, Arizona

**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.1	a. Adopt a drought tolerant <i>Plant Palette</i> that provides guidance for future development along corridors and within the major planning areas to create a distinct sense of arrival and destination	Community Development	Immediate Action	1, 2, and 6	All applicable City departments, community, stakeholders and property owners
	b. Build a lush oasis by utilizing plants from the adopted plant palette	Community Development and Public Works	Ongoing Action	1, 2, 6, 7, 12, and 13	Property owners and development applicants
	c. Require that landscape plans for new development include water harvesting and drip irrigation	Community Development and Public Works	Ongoing Action	1 and 2	Property owners and development applicants
	d. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and PADs conform to this measure	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
4.1	a. Establish a <i>Public Awareness Water Conservation Education Program</i>	Public Works	Near-Term Action	1 and 2	Property owners and community
	b. Establish a <i>Utility Incentive Program</i> for commercial and industrial customers	Public Works	Near-Term Action	1 and 2	Property owners and development applicants
	c. Encourage the utilization of air paved grass systems in conformance with this measure	Community Development and Public Works	Ongoing Action	1 and 2	Property owners and development applicants
	d. Encourage the utilization of air paved gravel systems in conformance with this measure	Community Development and Public Works	Ongoing Action	1 and 2	Property owners and development applicants
	e. Require that all developer or City-initiated plans and implementation tools conform to these measures	Community Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
5.1-4	a. Prepare a strategic plan for the recruitment and retention of clean, smart, or green industry	Economic Development	Immediate Action	1, 2, 6, 9, 12, and 13	USGBC, ADOC, MAG, Maricopa County

Source: The Planning Center, 2009.



El Mirage General Plan

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**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
6.1	a. Require new development, where applicable, to prepare a <i>Heat Islands Mitigation Plan</i> as part of the Development Review Process	Community Development	Ongoing Action	1 and 2	Property owners and development applicants
	b. Require that all developer or City-initiated plans, regulations and other implementation tools incorporate <i>Heat Island Mitigation</i> measures	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
	c. Update the Zoning Code to include <i>Heat Island Mitigation</i> regulations	Community Development	Near-Term Action	1 and 2	Planning and Zoning Commission
7.1-3	a. Require that all developer or City-initiated plans, regulations and other implementation tools incorporate glare, light control and noise mitigation	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
8.1	a. Continue to participate in air quality programs coordinated by MAG and ADEQ	Community Development	Ongoing Action	1 and 2	ADEQ and MAG

Source: *The Planning Center, 2009.*



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Continue to work with ADEQ to ensure water quality	Public Works	Ongoing Action	1 and 2	ADEQ
	c. Continue to partner with state and county agencies and affected industries in the implementation of programs designed to reduce emissions from gasoline and diesel engines	Public Works	Ongoing Action	1, 2, 7, and 9	ADEQ and MAG
	d. Encourage ridesharing through maintenance of the employee rideshare database and providing preferential parking for carpooling	Public Works	Ongoing Action	1, 2, 7, and 9	ADOT, MAG and Maricopa County
	e. Adopt a dust control ordinance in conformance with this measure	Public Works	Near-Term Action	1 and 2	MAG and Maricopa County
	f. Require that all developer or City-initiated plans, regulations and other implementation tools conform to these measures	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
9.1-2	a. Require that all developer or City-initiated plans, regulations and other implementation tools prevent flood hazards along the Agua Fria River and major drainageways	Public Works	Ongoing Action	1, 2, and 6	Maricopa County Flood Control District
	b. Work with mining companies in the preparation of their Reclamation Plans	Community Development	Ongoing Action	1 and 2	Sand and gravel mining companies with properties along the Agua Fria River
10.1	a. Require development in areas of known fissuring and salt domes to work with Arizona Geological Survey (AZGS) to prepare geological surveys and soil testing to identify potential hazards	Public Works	Ongoing Action	1 and 2	AZGS, property owners and development applicants
	b. Use AZGS generalized maps provided in the <i>Background and Current Conditions</i> volume to identify potential fissure and salt dome areas	Public Works	Ongoing Action	1 and 2	AZGS, property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Develop construction standards using the International Building Code to help address fissure related construction issues	Public Works	Mid-Term Action	1 and 2	International Building Code
	d. Include a public notice on all new rezoning requests, subdivision plats, site plan approvals, and other development documents indicating the possible presence of earth fissures or salt domes on or near the property	Community Development	Ongoing Action	1 and 2	AZGS
	e. Require that all developer or City-initiated plans, regulations or other implementation tools conform to this measure	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 7:
Environmental Planning Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
11.1	a. Partner with the World Business Council for Sustainable Development, the U.S. Green Building Council and its LEED Program to ensure that the City addresses, adopts and implements the latest energy efficient technologies to reduce carbon footprints sixty (60) percent by the year 2050	Office of the City Manager, Community Development, Public Works and Economic Development	Immediate Action	1, 2, and 9	WBCSD, USGBC and LEED
	b. Prepare and adopt El Mirage 2050 Carbon Footprint Reduction Strategy outlining the City's implementation measures to reduce carbon footprints sixty (60) percent by the year 2050	Office of the City Manager, Community Development, Public Works and Economic Development	Immediate Action	1, 2, and 9	WBCSD, USGBC and LEED and Arizona Universities
	c. Require new development meets LEED Gold or LEED Platinum certification standards	Community Development	Ongoing Action	1, 2, and 9	Property owners and development applicants
	d. Attract clean industry that supports the latest energy efficient technologies and provides green jobs	Economic Development	Ongoing Action	1 and 2	State, regional and local economic development agencies
	e. Develop education programs to educate the community and existing industry on meeting this target	Community Services	Immediate Action	1, 2, and 9	Dysart Unified School District and community organizations

Source: *The Planning Center, 2009.*



**Table 8:
Community Facilities and Services Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Continue to work with Maricopa County Flood Control District to implement the <i>Agua Fria Watercourse Master Plan</i>	Public Works, Community Development, Economic Development and	Ongoing Action	1 and 2	Maricopa County Flood Control District, property owners and development applicants
	b. Promote joint use of stormwater detention areas for parks, open space, Agua Fria River Front and/or lake amenities	Public Works, Community Development, Economic Development and Parks and Recreation	Ongoing Action	1, 2, 10, 12, and 13	Maricopa County Flood Control District, property owners and development applicants
	c. Identify options for the phased provisions of a functional, effective and efficient water distribution and delivery system to major growth areas	Public Works	Near-Term Action	1, 2, 6, 12, and 13	All applicable state and regional agencies
	d. Identify options for the phased provision of effective and efficient sanitary sewer collection, disposal and treatment system and for the treatment of effluent to provide safe wastewater disposal to major growth areas	Public Works	Near-Term Action	1, 2, 10, 12, and 13	All applicable state and regional agencies

Source: *The Planning Center, 2009.*



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**Table 8:
Community Facilities and Services Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Expand the existing sanitary sewer, where septic tanks exist, to include areas with a density of 1 DU/Acre or with non-residential uses	Public Works and Community Development	Near-Term Action	1, 2, 10, 12, and 13	All applicable state and regional agencies
	f. Update the <i>Water and Wastewater Master Plans</i> to reflect the development intent of each major planning area	Public Works and Community Development	Mid-Term Action	1 and 2	All applicable state and regional agencies
	g. Work with the region to develop a waste management collection system that includes recycling options	Public Works	Near-Term Action	1, 2, 10, 12, and 13	All applicable state and regional agencies
	h. Include options for water harvesting, water use and reuse, and greywater systems for residential and non-residential uses in the Community Facilities Management System	Public Works	Immediate Action	1, 2, 6, 12, and 13	Property owners and development applicants
	i. Require that all Area Plans, Specific Plans, Master Plans, Form-based Codes and PADs reflect these measures	Community Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 8:
Community Facilities and Services Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.1	a. Continue to support the needs of El Mirage Police Department	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and community
	b. Meet the administrative and operational needs of a growing Police Department	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and community
2.2	a. Continue to support the needs of El Mirage Fire Department	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and community
	b. Include a <i>Fire Department and Emergency Management Services Needs Assessment</i> in the <i>Community Facilities Management System</i> to monitor growth and need for expansion of the service area	Public Works and Community Development	Ongoing Action	1, 2, 6, 12, and 13	City Manager Office
	c. Require that adequate water supply and water pressure are available on-site at the time of development or redevelopment	Community Development and Public Works	Ongoing Action	1, 2, 12, and 13	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 8:
Community Facilities and Services Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Develop and maintain programs that remove or renovate structures that are fire hazards	Public Works and Code Enforcement	Ongoing Action	1, 2, 5, 6, 12, and 13	Property owners and development applicants
	e. Encourage the use of fire-proof on fire resistant materials in new construction	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and development applicants
	f. Update the zoning, building and fire codes to meet accepted fire insurance requirements	Community Development and Public Works	Ongoing Action	1 and 2	Fire Department, Zoning Inspector and Building Inspector
	g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and or PADs conform to this element	Community Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
3.1	a. Continue to work with Dysart Unified School District to promote the joint development and use of educational facilities	Community Development and Public Works	Ongoing Action	1 and 2	Dysart Unified School District
	b. Promote opportunities for post-secondary, continuing education and vocational training by implementing this measure	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Dysart Unified School District, vocational and arts institutes, higher education

Source: *The Planning Center, 2009.*



**Table 9:
Water Resources Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Continue to work with the Central Arizona Groundwater Replenishment Authority to ensure adequate water supply to meet future needs	Public Works	Ongoing Action	1, 6, 10, and 13	Central Arizona Groundwater Replenishment Authority
	b. Partner with state agencies to establish a water recharge program to obtain additional allocations of groundwater in conformance with this measure	Public Works	Ongoing Action	1, 6, 10, and 13	Central Arizona Groundwater Replenishment Authority, MAG
	c. Locate and develop additional sources of groundwater for potable and non-potable needs	Public Works	Near-Term Action	1, 6, 10, and 13	Central Arizona Groundwater Replenishment Authority
	d. Continue to work with Maricopa County Flood Control District in the implementation of the <i>Agua Fria Watercourse Master Plan</i>	Public Works, Community Development, Parks and Recreation and Economic Development	Ongoing Action	1, 6, 10, and 13	Maricopa County Flood Control District
	e. Update the Water and Wastewater Master Plan to provide adequate water supply to current and forecasted population	Public Works	Near-Term Action	1, 6, and 13	Central Arizona Groundwater Replenishment Authority

Source: *The Planning Center, 2009.*



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El Mirage, Arizona

**Table 9:
Water Resources Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Prepare a <i>Water Resources Strategic Plan</i> to accommodate future water demand in conformance with this measure	Public Works	Near-Term Action	1, 6, and 13	Central Arizona Groundwater Replenishment Authority
	g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and PADs reflect this measure	Community Development	Ongoing Action	1, 6, 10, 12, and 13	Property owners and development applicants
2.1	a. Discourage the use of turf in residential, commercial and industrial landscapes and along roadways in the public realm	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants
	b. Encourage the use of air pave gravel and air pave grass systems in lieu of turf for sports arenas and golf courses	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants
	c. Adopt a drought tolerant plant palette and provide incentives for the use of xeriscapes	Community Development	Near-Term Action	1, 12, and 13	Property owners and development applicants

Source: The Planning Center, 2009.



El Mirage General Plan

El Mirage, Arizona

**Table 9:
Water Resources Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Encourage the use of efficient irrigation systems (drip/low flow) and water harvesting features in all new development	Community Development and Public Works	Ongoing Action	1	Property owners and development applicants
	e. Continue to inspect new constructions for low-water use equipment as specified in the building code	Code Enforcement	Ongoing Action	1	Property owners and development applicants
	f. Balance water management with urban heat island mitigation by furthering the heat island mitigation goals and policies included in the Environmental Planning Element	Community Development and Public Works	Ongoing Action	1	Property owners and development applicants
	g. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and/or PADs conform to this measures	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants

Source: The Planning Center, 2009.



El Mirage General Plan

El Mirage, Arizona

Table 9:
Water Resources Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.1	a. Include options listed in this measure in the <i>Water Resources Strategic Plan</i>	Community Development and Public Works	Near-Term Action	1, 6, 10, and 13	Central Arizona Groundwater Replenishment Authority
	b. Periodically review the <i>Drought Management Plan</i>	Public Works	Ongoing Action	1 and 6	Central Arizona Groundwater Replenishment Authority, MAG and adjacent jurisdictions
	c. Require all Area Plans, Specific Plans, Master Plans, Form-Based Codes and PADs to conform to this measure	Community Development	Ongoing Action	1, 6, 10, 12, and 13	Property owners and development applicants
4.1	a. Continue to work with Dysart Unified School District and other valley communities and agencies to enhance water management awareness	Public Works and Community Development	Ongoing Action	1, 6, 10, 12, and 13	Central Arizona Groundwater Replenishment Authority, Dysart School District, MAG, valley communities, community, property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 10:
Cost of Development Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Designate planning areas in the Growth Management Element and land uses in the Land Use Element appropriate in size and location for future employment and revenue generating development	Community Development	Achieved as part of this General Plan	Completed as part of this General Plan Update	Property owners, stakeholders and community members
	b. Minimize land use changes that reduce the size of areas designated for future employment or revenue generating land uses	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants
	c. Consider the cost/benefit ratio of new development as part of the annexation approval process	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants
	d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects that increase City revenue in conformance with the development intent of each planning area	Community Development and Economic Development	Ongoing Action	1, 12, and 13	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Create a Development Corporation to manage all economic development efforts and to prepare an Economic Development Strategy that aggressively markets designated growth areas	Economic Development and City Manager Office	Immediate Action	1, 2, and 3	Property owners and stakeholders
2.1	a. Recover costs for all public facilities and services	Community Development	Ongoing Action	1 and 2	Users, property owners and development applicants
	b. Establish LOS standards for each facility identified for cost recovery	Public Works	Near-Term Action	1, 6, 7, 8, and 10	All City departments managing public facilities
	c. Establish the benefit/service area for each public facility and costs to service the benefit area based on established LOS	Public Works, Finance and City Manager Office	Near-Term Action	1 and 2	All City departments managing public facilities
	d. Develop a responsive time frame for cost recovery of the facility identified in each benefit/service area	Public Works, Finance and City Manager Office	Mid-Term Action	1 and 2	All City departments managing public facilities

Source: The Planning Center, 2009.



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Identify cost of expansion of City operations and facilities to maintain service level expectations	Public Works, Finance and City Manager Office	Ongoing Action	1, 2, 6, 7, 8, 10	All City departments managing public facilities
	f. Conduct periodic evaluation of LOS standards and update the standards as necessary to meet the City's service goals and obligations	Public Works	Ongoing Action	1, 2, 6, 7, 8, 10	All City departments managing public facilities
	g. Employ technological and programmatic innovations to enhance productivity and reduce capital and/or operations and maintenance costs	Public Works	Ongoing Action	1, 2, 6, 7, 8, 10	All City departments managing public facilities
	h. Encourage a pattern of development that balances revenue-generating land uses in phase with other uses that demand services	Public Works, Finance and City Manager Office	Ongoing Action	1, 2, 6, 7, 8, 10	All City departments managing public facilities
	i. Maintain a Capital Improvement Plan (CIP) that prioritizes needed facilities and service improvements to maintain LOS	Public Works, Finance and City Manager Office	Ongoing Action	1, 2, 6, 7, 8, 10	All City departments managing public facilities

Source: The Planning Center, 2009.



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.1	a. Use the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, development fees, in lieu fees, facility construction dedication, service privatization, and consolidation of services	City Manager Office, Finance and Public Works	Ongoing Action	1, 2, 6, 7, 8, 10, 12, and 13	All City departments managing public facilities
	b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the City by new development to provide services to such development	City Attorney Office, City Manager Office, Finance and Public Works	Ongoing Action	1, 2, 6, 7, 8, 10, 12, and 13	All City departments managing public facilities
	c. Require all new development to contribute or construct new facilities within or adjacent to the development consistent with its proportional use of the facility	Public Works and Community Development	Ongoing Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	Property owners and development applicants

Source: *The Planning Center, 2009.*



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El Mirage, Arizona

**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	d. Update development fee studies on a regular basis to ensure establishment of reasonable fees	City Manager Office, Finance and Public Works	Ongoing Action	1 and 13	All City departments managing public facilities
	e. Encourage the growth or relocation of industries that generate local tax and employment	Economic Development	Ongoing Action	1 and 2	Local Chamber of Commerce, ADOC and other state and regional agencies marketing industry
	g. Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law in the State of Arizona at the time project is approved	Community Development	Ongoing Action	1, 12, and 13	Property owners and development applicants
4.1	a. Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project)	Public Works	Ongoing Action	1 and 13	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities	Public Works	Ongoing Action	1, 2, and 13	Property owners and development applicants
	c. Provide that the identified benefits of the new public facilities and services are received by the development charged with paying for them	Public Works	Ongoing Action	1, 2, and 13	Property owners and development applicants
	d. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services	Public Works	Ongoing Action	1, 2, and 13	Property owners and development applicants
	e. Establish and regularly review a weighted measure and apply such measure consistently to assign a greater share of cost recovery obligations for projects to foster development activity within those areas	Public Works	Ongoing Action	1, 2, and 13	All departments managing facilities and services

Source: *The Planning Center, 2009.*



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Establish development incentive areas or other incentives, such as Infill Incentive District, or Arts District, that may allow reduced cost recovery obligations for projects to foster development activity within those areas	Community Development, Economic Development and Public Works	Immediate Action	1, 2, 5, 6, 11, 12, and 13	Property owners, artists willing to relocate and development applicants
	g. Conduct studies to determine future benefits associated with new revenues generated from Growth Areas	Economic Development	Near-Term Action	1 and 2	Property owners and stakeholders
5.1	a. Continue to work with ADOT, MAG, Maricopa County, Maricopa Flood Control District and adjacent jurisdictions in facility improvements that impact and/or benefit the region	Public Works and Community Development	Ongoing Action	1, 2, 6, 7, 8, 9 10, 11, 12, and 13	All City departments managing facilities and services
	b. Work with regional agencies to conduct regional studies to determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis	Public Works and Community Development	Ongoing Action	1, 2, 6, 7, 8, 9 10, 11, 12, and 13	All departments managing facilities and services

Source: *The Planning Center, 2009.*



**Table 10:
Cost of Development Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Join League of Cities and Towns and/or other communities to seek new or additional revenue-sharing opportunities from the State of Arizona, such as a state gasoline tax adjusted for inflation	Community Development, Economic Development and Public Works	Ongoing Action	1 and 2	League of Cities and Towns, Arizona Department of Commerce and adjacent jurisdictions
	d. Increase efforts to obtain new or additional revenue-sharing opportunities to more equitably offset the cost of growth and new development	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, 3, 5, 6, 7, 8, 9, 10, 11, 12, and 13	Property owners and stakeholders
6.1	a. Monitor the City's sales tax and adjust it as necessary to reflect current conditions	Economic Development, Finance and City Manager Office	Ongoing Action	1 and 2	All City departments managing facilities and services
	b. Consider modification of the City's primary and secondary property tax structure to provide additional resources for facilities and services necessary to implement <i>Our Oasis</i> vision	City Manager Office	Ongoing Action	1 and 2	All City departments managing facilities and services

Source: *The Planning Center, 2009.*



**Table 11:
Safety Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Continue to identify sources of noise and require a noise mitigation plan when reviewing site and development plans as part of the review process	Community Development and Public Works	Ongoing Action	1 and 6	HOAs, Property owners and development applicants
	b. Prohibit new residential development, daycare centers, and schools in adopted noise contour zones of 65 Ldn or greater	Community Development	Ongoing Action	1	Property owners and development applicants
	c. Work with Glendale and Luke Air Force to setup and maintain a noise complaint procedure for any noise complaints related to the respective airports	Community Development	Ongoing Action	1	Property owners and development applicants
2.1	a. Continue to work with all applicable agencies to minimize and/or prevent any adverse effect associated with the use, storage and disposal of hazardous materials	Community Development and Public Works	Ongoing Action	1	All applicable agencies
3.1	a. Provide parks and recreation staff members with ongoing safety training	Parks and Recreation	Ongoing Action	1	Fire and Emergency Management Services

Source: The Planning Center, 2009.



**Table 11:
Safety Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Require that contractors abide to all applicable safety practices when working at parks and recreation facilities	Parks and Recreation and Public Works	Ongoing Action	1	Contractors performing work at parks and recreation facilities
2.1	a. Continue to work with the United States Geological Survey (USGS) and other agencies in the identification of hazardous areas and in the preparation of education programs promoting awareness	Public Works and Community Development	Ongoing Action	1	USGS and all other applicable agencies
2.2	a. Continue to work with Maricopa County Flood Control District in the implementation of the <i>Agua Fria Watercourse Master Plan</i> and in the <i>Agua Fria River</i> channelization and river reconstruction efforts	Community Development and Public Works	Ongoing Action	1, 2, 6, 10, 12, and 13	Maricopa County Flood Control District
	b. Continue to work with Maricopa County Flood Control District in the implementation of the <i>McMicken Dam Emergency Action Plan</i>	Community Development and Public Works	Ongoing Action	1 and 6	Maricopa County Flood Control District

Source: *The Planning Center, 2009.*



**Table 11:
Safety Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.3	a. Continue to develop, update, maintain and enforce <i>Fire and Building Code</i> standards	Public Works	Ongoing Action	1	Building and Zoning Inspectors
	b. Endeavor to contain structural fires to the area of origin on all incidents	Fire Department	Ongoing Action	1	
3.1	a. Maintain the Intergovernmental Agreement with the Maricopa County Department of Emergency Management to assist in implementing the City's emergency plan and training programs	City Police, Fire and Emergency Management Services	Ongoing Action	1	Maricopa County Department of Emergency Management
	b. Continue to update the <i>Emergency Response Plan</i> annually to ensure resource assistance and state and federal recovery funding	City Police, Fire and Emergency Management Services	Ongoing Action	1	Maricopa County Department of Emergency Management
	c. Continue involvement with the Maricopa County-wide <i>All Hazards Mitigation Plan</i>	City Police, Fire and Emergency Management Services	Ongoing Action	1	Maricopa County Department of Emergency Management

Source: The Planning Center, 2009.



**Table 12:
Administration and Implementation Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Request the Planning and Zoning Commission to hold at least one public annual meeting to discuss the status of the General Plan and progress made towards implementation	Planning and Zoning Commission	Annual Meeting	1	All City departments providing evaluation summaries to Community Development
	b. Request that City staff biennially prepares a General Plan Status Report for the Planning and Zoning Commission on the General Plan Progress including measures 1 to 4	Community Development	Biennial <i>General Plan Status Report</i>	1	All City departments providing evaluation summaries to Community Development and all City Boards and Commissions
	c. Make available the General Plan Status Report to the Planning and Zoning Commission no later than four (4) months prior to the adoption of the annual City Budget.	Community Development	Biennial <i>General Plan Status Report</i>	1	All City departments providing evaluation summaries to Community Development
	d. Ensure that all relevant City departments participate in the preparation of the General Plan Status Report.	Community Development	Biennial <i>General Plan Status Report</i>	1	All City departments providing evaluation summaries to Community Development

Source: *The Planning Center, 2009.*



**Table 12:
Administration and Implementation Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Circulate the General Plan Status Report to all relevant boards and commissions prior to the Planning and Zoning Commission public meeting	Community Development	Biennial <i>General Plan Status Report</i>	1	All relevant City boards and commissions
	f. Have the Planning and Zoning Commission include recommendations regarding the General Plan highest priority actions or programs that should be funded in the upcoming annual budget	Planning and Zoning Commission	Biennial <i>General Plan Status Report</i>	1	Community Development
	g. Have the Planning and Zoning Commission forward the General Plan Status Report to the City Council after the P&Z public meeting	Planning and Zoning Commission	Biennial <i>General Plan Status Report</i>	1	City Council and Community Development
	h. Ensure that City Council reviews progress made in implementing the General Plan and associated Area Plans prior to the adoption of the City Budget and the Capital Improvements Program	City Council	Biennial <i>General Plan Status Report</i>	1	Community Development

Source: *The Planning Center, 2009.*



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**Table 12:
Administration and Implementation Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	i. Ensure that City Council includes a finding of consistency with the General Plan and associated Area Plans when adopting the City Budget and City Capital Improvements Program	City Council	Biennial <i>General Plan Status Report</i>	1	Community Development and Public Works
	j. Maintain capital reserve funds and whenever possible set funds aside each year for future capital projects to help secure adequate funds for capital improvements identified in the General Plan	City Manager Office	Ongoing Action	1, 6, 7, 8, 9, 10, 11, 12, and 13	Community Development and Public Works
	k. Ensure that expenditures from the committed reserves are made in consultation with the appropriate boards and commissions through the City-wide annual review and budget process	City Manager Office	Ongoing Action	1	Community Development and applicable boards and commissions

Source: The Planning Center, 2009.



**Table 13:
Downtown/Central Business District Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1-6	a. Seek multi-agency collaboration by including all applicable agencies, stakeholders, decision makers and community in the decisions that affect them and by promoting the establishment of public/private partnerships to ensure the synergies necessary to succeed	Community Development and Economic Development	Ongoing Action	1, 2, 6, and 12	BNSF, ADOT, MAG, Maricopa County, property owners, adjacent jurisdictions, developers, investors, decision makers, adjacent neighborhoods and community
	b. Continue to work with our Partners in Success, including residents, businesses, Dysart Unified School District and major stakeholders	Community Development and Economic Development	Ongoing Action	1, 2, 6, and 12	BNSF, Vulcan Materials, Dysart Unified School District, Thompson Ranch LTD and adjacent HOAs
	c. Market, attract and retain the type of industry necessary to make this economic development effort a success by implementing the Economic Development Strategy and the Economic Development Element	Economic Development	Ongoing Action	1 and 2	BNSF, Vulcan Materials, Dysart Unified School District, Thompson Ranch LTD and adjacent HOAs
	d. Provide assurances and/or development incentives for TOD development to take place.	Community Development and economic development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Manage growth by implementing the infrastructure phasing plan adopted as part of the Community Facilities Management System for this area	Community Development and Public Works	Ongoing Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	All applicable departments managing public facilities, infrastructure and services
	f. Use the Development Monitoring System to monitor development of the area in order to predict potential revisions to the infrastructure phasing plan adopted as part of the Community Facilities System	Community Development and Public Works	Ongoing Action	1 and 2	All applicable departments managing public facilities, infrastructure and services
2.1-2	a. Develop and adopt an economic development strategy for this area as part of the citywide Economic Development Strategy in accordance with this measure	Economic Development	Near-Term Action	1 and 2	ADOC and all applicable economic development agencies and Chambers of Commerce
	b. Work with the community and stakeholders in the preparation of the Downtown/Central Business District Area Plan in accordance to the criteria provided in this measure	Community Development, Economic Development and Public Works	Near-Term Action	1, 2, and 6	BNSF, Property owners and development applicants

Source: *The Planning Center, 2009.*



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**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.3	a. Seek multi-agency collaboration in the creation of the TOD District	Economic Development and Community Development	Ongoing Action	1, 2, and 6	BNSF, ADOT, Maricopa County Transportation Department, adjacent jurisdictions, property owners, developers, investors, lenders and community
	b. Focus on the multi-faceted perspectives of this initiative to ensure the synergies necessary to succeed in this complex effort	Economic Development and Community Development	Ongoing Action	1 and 2	
	c. Recognize the regional and local impacts and/or scale of TOD as well as the need to make decisions that work at all scales	Economic Development and Community Development	Ongoing Action	1, 2, and 6	
	d. Market, attract and retain the type of industry necessary to make this economic development effort a success	Economic Development and Community Development	Ongoing Action	1 and 2	
	e. Plan the infrastructure necessary to support this type of development	Economic Development, Public Works and Community Development	Ongoing Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	

Source: The Planning Center, 2009.



**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	f. Provide assurances and/or development incentives for TOD development to take place	Economic Development and Community Development	Ongoing Action	1, 2, 6, 8, 9, 12, and 13	BNSF, ADOT, Maricopa County Transportation Department, adjacent jurisdictions, property owners, developers, investors, lenders and community
	g. Continue to work with our Partners in Success towards achieving the Downtown/Central Business District economic development vision	Economic Development and Community Development	Ongoing Action	1 and 2	
3.1	a. Work with community and stakeholders to prepare and adopt an Area Plan for the Downtown/Central Business District in accordance to parameters established in this measure	Community Development Economic Development and Public Works	Near-Term Action	1, 2, and 6	
	b. Evaluate the needs of the areas north and south of Grand Avenue in an integrative manner as part of the Area Plan planning process to determine appropriate connectivity between these two distinct urban cores and to create a vibrant and properly scaled downtown	Community Development Economic Development and Public Works	Immediate Action	1, 2, and 6	

Source: *The Planning Center, 2009.*



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**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	<p>c. Work in partnership with MAG and BNSF as part of the area plan planning process to:</p> <p>(1) identify number and location of heavy rail commuter Train Station Areas (TSA) along the BNSF corridor; and</p> <p>(2) designate the boundaries of the TOD district based on functional adjacencies to the planned TSA</p>	<p>Community Development Economic Development and Public Works</p>	<p>Near-Term Action</p>	<p>1, 2, and 6</p>	<p>BNSF and MAG</p>
	<p>d. Work with Thompson Ranch and Montecito HOA in the preparation of the policy framework for the Downtown/Central Business District Area Plan to:</p> <p>(1) Protect the integrity of established neighborhoods;</p> <p>(2) Provide appropriate density transitions; and</p> <p>(3) Include safe and efficient multimodal linkages to downtown</p>	<p>Community Development Economic Development and Public Works</p>	<p>Near-Term Action</p>	<p>1, 2, and 6</p>	<p>Thompson Ranch Properties LLC, Montecito HOA, property owners, community and stakeholders</p>

Source: The Planning Center, 2009.



**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Ensure that the Downtown/Central Business District Area Plan provides connectivity to the Agua Fria Gateway, the Agua Fria River Walk and the Downtown/Arts District	Community Development Economic Development and Public Works	Ongoing Action	1, 2, and 6	Thompson Ranch Properties LLC, Montecito HOA, property owners, community and stakeholders
	f. Provide appropriate transitions to the less dense Agua Fria Gateway Growth Area in conformance with the guidance provided in this measure	Community Development Economic Development and Public Works	Ongoing Action	1 and 2	Property owners and development applicants
	g. Assess the infrastructure costs required to serve the TOD district by including a cost-benefit analysis as part of the area plan planning process	Public Works, Community Development and Economic Development	Mid-Term Action	1, 2, and 6	All applicable state, regional and local agencies and adjacent jurisdictions
	h. Include a phased infrastructure plan for the TOD district that is adopted as part of the Community Facilities Management System	Public Works, Community Development and Economic Development	Mid-Term Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	All applicable state, regional and local agencies and adjacent jurisdictions

Source: The Planning Center, 2009.



**Table 3:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	i. Develop strong destination urban neighborhoods anchored by a walkable and livable web of open spaces that provide: (1) Ample opportunities for public art and placemaking; (2) Multimodal access to the urban civic core; and (3) A regional employment hub and the retail, services and amenities required to ensure future viability	Community Development Economic Development and Public Works	Ongoing Action	1, 2, 6, 7, 8, 9, 11, 12, and 13	BNSF, ADOT, Maricopa County Transportation Department, adjacent jurisdictions, property owners, developers, investors, lenders and community
	j. Build a sustainable community that supports higher and lifelong education by providing a wide range of urban housing options for faculty, staff and students in close proximity to the Train Station Area	Community Development Economic Development and Public Works	Ongoing Action	1, 2, 6, 7, 8, 9, 10, 12, and 13	
4.1	a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element	Community Development Economic Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



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**Table 13:
Downtown/Central Business District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
5.1	a. Adopt specific standards and design guidelines for TOD Core Transit Corridor, TOD Pedestrian Priority Streets and TOD Local Streets for the TOD district in keeping with the development intent provided in the Land Use Element and in the Urban Design Element.	Community Development Economic Development and Public Works	Mid-Term Action	1, 2, and 6	BNSF, ADOT, Maricopa County Transportation Department, adjacent jurisdictions, property owners, developers, investors, lenders and community
	b. Require that all Area Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with the specific standards and design guidelines for TOD Core Transit Corridor, TOD Pedestrian Priority Streets and TOD Local Streets	Community Development Economic Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
6.1	a. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes and illustrative Plans provide mixed-use urban uses that incorporate appropriately scaled opens spaces within the TOD District by conforming with this measure	Community Development Economic Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1-13	a. Seek multi-agency collaboration from the Office of the Governor, ADOT, Maricopa County, and Arizona State University to create an attractive destination Downtown/Arts District that furthers the policy direction supporting this goal	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, 3, 5, and 6	Artist community, property owners and development applicants
	b. Apply for state Economic Strength Program (ESP) funds to obtain grants for road construction projects	Economic Development, Community Development and Public Works	Ongoing Action	1, 2, 7, 9, 12, and 13	Artist community
2.1-2	a. Work with ADOT to establish Grand Avenue as a destination signature entry boulevard with a U2 functional classification and a 35 mph speed limit that is appropriate to foster the economic intent of the Corridor	Community Development, Public Works and Economic Development	Immediate Action	1, 2, 7, 9, 10, 12, and 13	ADOT and property owners along Grand Avenue

Source: The Planning Center, 2009.



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**Table 14:
Downtown/Arts District Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2. 1-2	b. Develop and adopt an economic development strategy for this area as part of the citywide <i>Economic Development Strategy</i> that furthers the economic intent of this area	Economic Development, Community Development and Public Works	Immediate Action		Any applicable state, regional or local agency, artists, property owners and stakeholders
	c. Work with the community and major stakeholders, including HOAs, merchants and investors to prepare and adopt an Area Plan for the Downtown/Arts District in conformance with measures 1 to 4.	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, 3, 5, and 6	Artist community, merchants, HOAs, investors and property owners

Source: The Planning Center, 2009.



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Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.3	<p>a. As part of the <i>Economic Development Strategy</i>:</p> <p>(1) Identify Public/Private partnerships to redevelop this area;</p> <p>(2) Identify incentives to encourage private sector initiated revitalization;</p> <p>(3) Delineate the Redevelopment District Boundary;</p> <p>(4) Leverage redevelopment funds and private funds by targeting federal, state and local resources to this area; and</p> <p>(5) Evaluate the feasibility of creating enterprise zones, incubator projects or other appropriate programs</p>	Economic Development and Community Development	Immediate Action	1, 2, 3, 5, and 6	Artist community, merchants, HOAs, investors and property owners

Source: *The Planning Center, 2009.*



Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.4	<p>a. Create and implement an <i>Artist Relocation Program</i> as part of the <i>Economic Development Strategy</i> that:</p> <ul style="list-style-type: none"> (1) Serves as a comprehensive tool for economic development, downtown revitalization, educational advancement and civic improvement; (2) Jump-starts a cycle of reinvestment and neighborhood revitalization; (3) Spurs economic growth and changes the brand image of the City; (4) Supports the development of artist-space projects; (5) Identifies public/private resources/partnerships; (6) Includes marketing strategies to generate tax revenues by exporting artists work to the broader local, regional, national and global markets; (7) Identifies the support uses needed to foster investment and to create the synergies to promote the long-term viability of the Arts District 	Economic Development and Community Development	Immediate Action	1, 2, 3, 5, and 6	Artist community, merchants, HOAs, funding agencies, investors and property owners

Source: The Planning Center, 2009.



Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	(8) Identify active networks such as community development corporations, community development banks, venture capital firms, and advocacy groups to form an Arts Council that oversees the <i>Artist Relocation Program</i> and the production of affordable housing in the Arts District; and (9) Identifies strategies for engaging young people in art appreciation programs and invests in a future class of creative workers.	Economic Development and Community Development	Immediate Action	1, 2, 3, 5, and 6	Artist community, merchants, HOAs, funding agencies, investors and property owners
	b. Ensure that all developer or City-initiated Area Plans, Specific Plans, Form-Based Codes, or Illustrative Plans conform to all applicable requirements set forth in this General Plan and support the <i>Artist Relocation Program</i>	Community Development and Economic Development	Ongoing Action	1, 2, 5, and 6	Property owners and development applicants
3.1	a. Work with the community and the artist community to prepare and adopt an Area Plan for the Downtown/Arts District that furthers the land uses and economic intent of the area by adhering to implementation measures (1) to (18)	Community Development and Economic Development	Immediate Action	1, 2, 3, 5, and 6	Community, artists community, property owners and stakeholders

Source: *The Planning Center, 2009.*



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Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
4.1	a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design element and the specific direction, themes and streetscape options included in this element	Community Development	Ongoing Action	1, 2, 5, and 6	Property owners and development applicants
5.1	a. Adopt specific standards and design guidelines for mixed-use corridor development in keeping with the development intent provided in the Land Use Element, the design guidelines provided in the Urban Design Element and the specific policy direction provided in this element	Community Development, Public Works and Economic Development	Immediate Action	1, 2, 5, and 6	Property owners, community and stakeholders

Source: *The Planning Center, 2009.*



Table 14:
Downtown/Arts District Element Implementation Matrix
(Continued)

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	b. Adopt a <i>Pedestrian Circulation Plan</i> for this area that defines a pedestrian green belt system designed to provide connectivity to the Downtown/Central Business District, the Downtown/Arts District, the Grand Avenue Gateway, the Agua Fria Gateway and the Agua Fria River Walk	Public Works and Community Development	Immediate Action	1, 2, 5, 6, 7, 9, 12, and 13	Property owners, community and stakeholders
	c. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with the development intent provided in the Land Use Element, the urban design guidelines included in the Urban Design Element, the specific standards and design guidelines for mixed-use corridor and the <i>Pedestrian Circulation Plan</i>	Community Development	Ongoing Action	1, 2, 5, and 6	Property owners and development applicants
6.1	a. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, and Illustrative Plans appropriately define open spaces within this area by adhering to implementation measures (1) to (6) of this area element	Community Development	Ongoing Action	1, 2, 5, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



**Table 15:
Agua Fria Gateway Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1-2	a. Establish the partnerships, commitments and Intergovernmental Agreements essential to achieving a unified vision of the Agua Fria River Front and the Agua Fria River Walk by adhering to the policy direction provided in this element	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Property owners, adjacent jurisdictions, community and stakeholders
	b. Continue to work in partnership with Maricopa County Flood Control District to implement the <i>Agua Fria Watercourse Master Plan</i>	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Maricopa County Flood Control District
	c. Become active partners in the identification of funds for the channelization of the Agua Fria River and the establishment of the Agua Fria River Gateway and the Agua Fria River Walk	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Maricopa County Flood Control District
	d. Establish an Entertainment District adjacent to Grand Avenue that includes connectivity to the Agua Fria River Walk, to the Downtown/Arts District and the Downtown/Central Business District	Community Development, Public Works and Economic Development	Mid-Term Action	1, 2, and 6	Maricopa County Flood Control District, property owners and stakeholders

Source: *The Planning Center, 2009.*



**Table 15:
 Agua Fria Gateway Element Implementation Matrix
 (Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.1	a. Ensure that the Economic Development Strategy includes direction for this planning area to support implementation measures (1) to (4)	Economic Development, Community Development and Public Works	Ongoing Action	1 and 2	Maricopa County Flood Control District, stakeholders, community
3.1	a. Work with Maricopa County Flood Control District and stakeholders to develop a phased strategy to implement the channelization recommendations included in the Agua Fria River Watercourse Master Plan	Community Development, Public Works and Economic Development	Ongoing Action	1, 2, 6, 10, 12, and 13	Maricopa County Flood Control District and major stakeholders
	b. Prioritize implementation areas to leverage and maximize public investment	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Maricopa County Flood Control District
	c. Implement and coordinate a public-private strategy to enhance conditions for new development opportunities in the Agua Fria Gateway	Community Development, Public Works and Economic Development	Ongoing Action	1, 2, 6, 12, and 13	Maricopa County Flood Control District, property owners and stakeholders
	d. Prepare and adopt an Area Plan for the Agua Fria River Corridor based on the urban design direction provided in this element for the Agua Fria Gateway and in the Urban Design Element that adheres to implementation measures (1) to (5)	Community Development, Public Works and Economic Development	Near-Term Action	1, 2, and 6	Maricopa County Flood Control District, community, property owners and stakeholders

Source: *The Planning Center, 2009.*



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**Table 15:
 Agua Fria Gateway Element Implementation Matrix
 (Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	e. Ensure that the Entertainment District is located and designed to reflect the direction provided in (1) to (3)	Community Development, Public Works and Economic Development	Ongoing Action	1 and 2	Property owners, investors and development applicants
	f. Provide a green belt pedestrian system, multi-use path and nature trail connectivity to the Agua Fria River Walk along the Agua Fria River Corridor	Community Development, Parks and Recreation, Public Works and Economic Development	Ongoing Action	1, 2, 6, 7, 9, 12, and 13	Property owners and development applicants
	g. Provide appropriate transitions from development areas to recreational areas along the River Corridor that incorporate habitat integration principles	Community Development, Parks and Recreation, Public Works and Economic Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
4.1	a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidance provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



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**Table 15:
 Agua Fria Gateway Element Implementation Matrix
 (Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
5.1	a. Adopt a Pedestrian Circulation Plan for this area that defines a pedestrian green belt system designed to provide connectivity to the River Front, the Agua Fria River Walk, the Entertainment District, the Downtown/Central Business District and the TOD District	Public Works and Community Development	Near-Term Action	1, 2, 6, 7, and 9	Maricopa County Transportation Department, Maricopa County Flood Control District and property owners
	b. Address multimodal access for this area in the <i>Transportation Master Plan</i>	Public Works and Community Development	Near-Term Action	1, 2, 6, 7, 8, and 9	BNSF, ADOT, MAG, Maricopa County Transportation Department, Maricopa County Flood Control District and property owners
	c. Require that all Area Plans, Master Plans, Form-Based Codes, Regulating Plans and Illustrative Plans comply with the development intent, urban design concept, the broad policy direction provided in the Transportation Element, the Transportation Master Plan, the Pedestrian Circulation Plan and the specific policy direction provided in this element	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: *The Planning Center, 2009.*



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**Table 16:
 Agua Fria Gateway Element Implementation Matrix
 (Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
6.1	a. Require that all Area Plans, Specific Plans, Master Plans, Form-Based Codes, and Illustrative Plans incorporate quality open space and passive recreation along well-designed pedestrian greenbelt system that provides connectivity to the Agua Fria River Walk and major destinations and further all applicable goals of the General Plan	Community Development, Parks and Recreation and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants

Source: The Planning Center, 2009.



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**Table 16:
Commerce/Industry Park Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1-3	a. Work with Maricopa County Flood Control District and major stakeholders to develop a phased strategy to implement the channelization recommendations included in the <i>Agua Fria River Watercourse Master Plan</i>	Community Development, Parks and Recreation and Public Works	Near-Term Action	1 and 2	Maricopa County Flood Control District, stakeholders and property owners
	b. Develop, adopt and implement the implementation tools identified in the land use section of this element to manage growth in this planning area and further the policy direction provided in policies 1 through 3 of this section for the area east of El Mirage Road	Community Development	Immediate Action	1, 2, 6, 7, 10, 12, and 13	All applicable City departments, stakeholders, property owners and community
	c. Implement economic development strategies identified in the economic development section of this element and further the policy direction provided in policies 1 through 3 of this section for the area east of El Mirage Road	Economic Development and Community Development	Ongoing Action	1, 2, and 6	State, regional and local economic development agencies, chambers of commerce, stakeholders, property owners and community

Source: *The Planning Center, 2009.*



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**Table 16:
Commerce/Industry Park Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.4-8	a. Identify infrastructure needs and provide a phased plan for the provision of infrastructure in the Community Facilities Management System	Public Works and Parks and Recreation	Near-Term Action	1, 2, and 6	Maricopa County Transportation Department, stakeholders and property owners
	b. Work with ASU on the development of agricultural research extensions, technology and innovation and smart parks within this planning area	Community Development and Economic Development	Ongoing Action	1, 2, and 6	Arizona State University
	c. Identify implementation mechanisms in the land use section of this element to manage growth in this planning area and further the policy direction provided in this section	Community Development	Immediate Action	1, 2, and 6	All applicable City departments
	d. Implement economic development strategies identified in the economic development section of this element to further the policy direction provided in this section	Community Development and Economic Development	Ongoing Action	1, 2, and 6	All applicable City departments

Source: The Planning Center, 2009.



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**Table 16:
Commerce/Industry Park Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
2.1-2	a. Ensure that the Economic Development Strategy further the direction implementation measures (1) to (4) for this planning area	Economic Development	Ongoing Action	1, 2, and 6	Maricopa County Flood Control District stakeholders and property owners
	b. Ensure that the <i>Economic Development Strategy</i> includes direction to market, attract and retain the types of clean industry desired to this planning area	Economic Development	Ongoing Action	1, 2, and 6	State, regional and local economic development agencies and chambers of commerce
	c. Work with the U.S. Green Building Council (USGBC) to identify funding sources and appropriate industry clusters for this planning area	Economic Development	Immediate Action	1, 2, and 6	U.S. Green Building Council
3.1	a. Work with Maricopa County Flood Control District and major stakeholders to develop a phased strategy to implement the recommendations included in the Agua Fria Commerce/Industry Park that further the implementation measures (1) to (16)	Community Development and Economic Development	Mid-Term Action	1, 2, and 6	Maricopa County Flood Control District stakeholders and property owners

Source: *The Planning Center, 2009.*



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**Table 16:
Commerce/Industry Park Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
3.2	a. Prepare and adopt an Area Plan for this area that further implementation measures (1) to (7)	Community Development and Economic Development	Near-Term Action	1, 2, and 6	Maricopa County Flood Control District, community, stakeholders and property owners
4.1	a. Require that all development as well as Area Plans, Specific Plans, Form-Based Codes, Illustrative Plans and any other implementation tool conforms to the overall guidelines provided in the Urban Design Element and the specific design direction, themes and streetscape options included in this element	Community Development	Ongoing Action	1, 2, and 6	Property owners and development applicants
5.1	a. Work with major stakeholders to develop an Area Plan for Commerce Park that furthers implementation measures (1) to (4)	Community Development	Near-Term Action	1, 2, and 6	Major stakeholders, community and property owners
5.2	a. Require that the Transportation Master Plan for this area addresses the provision of access management for industry needs	Public Works	Near-Term Action	1, 2, and 6	Maricopa County Department of Transportation

Source: The Planning Center, 2009.



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**Table 16:
Commerce/Industry Park Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
6.1	a. Work with major stakeholders to develop an Area Plan for Commerce Park that furthers the recreation and open space policy direction by addressing implementation measures (1) to (6)	Community Development and Parks and Recreation Department	Near-Term Action	1, 2, and 6	Maricopa County Flood Control District, community, stakeholders and property owners
6.2	a. Require that the Area Plan addresses the provision of shared open space in keeping with the sustainable industry intent of Industry Park	Community Development and Parks and Recreation Department	Ongoing Action	1, 2, and 6	Community, stakeholders and property owners

Source: The Planning Center, 2009.



**Table 17:
The Neighborhoods Element Implementation Matrix**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.1	a. Involve existing HOAs in the preparation of Area Plans on those areas that affect them	Community Development	Ongoing Action	1, 2, and 6	HOAs and other community groups
	b. Require development applicants to meet with HOAs located within a 300 ft radius of the proposed development prior to initiating the development review process.	Community Development	Ongoing Action	1 and 2	Property owners and development applicants
	c. Facilitate communication between HOAs, other organized groups and the City to foster economic development, expand public involvement and provide easy access to information for all residents	Community Development	Ongoing Action	1, 2, and 6	HOAs and other community groups
1. 2-5	a. Identify specific policy direction for activity centers and neighborhood commercial uses in the Land Use section of this element	Community Development	Completed as part of the General Plan	1, 2, and 6	Community, stakeholders, property owners, HOAs and other community groups
	b. Identify specific policy direction for community character in the Urban Design section of this element	Community Development	Completed as part of the General Plan	1, 2, and 6	Community, stakeholders, property owners, HOAs and other community groups

Source: *The Planning Center, 2009.*



**Table 17:
The Neighborhoods Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Work with HOAs to identify types of services needed throughout this infill area	Community Development	Ongoing Action	1, 2, and 6	HOAs and other community groups
1.6	a. Include direction in the <i>Economic Development Strategy</i> for this planning area to market, attract and retain the types of revenue generating uses desired by the community	Economic Development	Ongoing Action	1, 2, and 6	HOAs, property owners and community groups
	b. Identify development incentives for infill parcels within this area	Community Development and Economic Development	Immediate Action	1, 2, and 6	Property owners
	c. Require that revenue generating uses at activity centers and along major corridors provide a strong definition of the public realm, support walkability and connectivity and avoid strip development	Community Development, Economic Development and Public Works	Ongoing Action	1, 2, and 6	Property owners and development applicants
1.7	a. Require that all City and/or developer initiated Area Plans, Specific Plans, Form-Based Codes and Illustrative Plans reflect the design concept, urban design intent, specific direction, themes and streetscape options for mixed-use development along El Mirage Road and activity centers provided in this element	Community Development	Ongoing Action	1, 2, and 6	Community, stakeholders, property owners, HOAs and other community groups

Source: *The Planning Center, 2009.*



**Table 17:
The Neighborhoods Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
1.8	a. Work with HOAs to ensure needed access for the different populations is addressed	Public Works and Community Development	Ongoing Action	1, 2, and 6	Home Owner Associations
	b. Require all new development within the activity centers and mixed-use corridors designated in the Land Use section of this element to provide safe, convenient and efficient multimodal connectivity to the adjacent areas	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and developer applicants
	c. Require all new development to provide connectivity to the City trail system and Gateway Park where appropriate	Public Works and Community Development	Ongoing Action	1 and 2	Property owners and developer applicants
1.9	a. Require that all HOA managed parks are properly maintained and upgraded as needed to properly serve the need of the neighborhood	Parks and Recreation and Community Development	Ongoing Action	1 and 2	Home Owner Associations
	b. Require that all public parks are properly maintained and upgraded and that improvements and new equipment are scheduled in the Capital Improvements Plan	Parks and Recreation and Community Development	Ongoing Action	1 and 2	Parks and Recreation staff

Source: *The Planning Center, 2009.*



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**Table 17:
The Neighborhoods Element Implementation Matrix
(Continued)**

GOAL/ POLICY	IMPLEMENTATION MEASURE	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PARTNERS IN SUCCESS
	c. Require that new development within activity centers includes court yards and small plazas in keeping with the scale and intent of the development and provides connectivity to sidewalks and the pedestrian greenbelt system	Parks and Recreation and Community Development	Ongoing Action	1 and 2	Property owners and development applicants
	d. Require that new non-residential, mixed-use and higher density residential uses provide transition areas that include passive recreation such as trails when adjacent to established neighborhoods to protect neighborhood stability and quality of life	Community Development	Ongoing Action	1 and 2	Property owners and development applicants
	e. Require all new development to provide connectivity to the City trail system and Gateway Park	Community Development	Ongoing Action	1 and 2	Property owners and development applicants

Source: The Planning Center, 2009.



Table 18
Public Financing Mechanisms

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
1	General Fund (GF)	The General Fund is the primary fund utilized to operate general government. The primary sources of general fund revenue include fees paid, sales taxes, state shared income and other taxes, business license and building permit fees, fines and similar governmental fees. There is a very limited amount of general fund revenue available to fund infrastructure construction. Other funding sources potentially available include special taxing districts approved by the voters (assessment districts), and local voter approved increases in the sales tax rate.
	Revenue Bonds (RB)	These bonds act as a mechanism by which the city borrows money by selling a bond issue for the construction of general use public facilities, such as a police station, new city library, arterial street, or city medical clinic. The bond issue is paid off over a number of years, typically 20-30 years. Bond financing of public infrastructure allows the city to complete major infrastructure projects now, and repay the costs of construction over extended periods of time. The revenue used to pay off the bond is derived from the asset being improved. This is typically through user fees, or in the case of a medical building, through lease payments to the city from the doctors operating the medical clinic.
	General Obligation Bonds (GO)	This type of bond is issued for financing of public infrastructure improvements and is paid off using secondary property tax revenue. The bond funds are used to construct a specific infrastructure project, such as a police station, and voter approval is required. General obligation bonds, like revenue bonds, are paid off over an extended period of time. These bonds are backed by the city general fund and have the full faith and credit of the city of el mirage behind them.
	Special Assessment Bonds (SA)	These are secured by a tax levied against properties within a special district. The bond proceeds from special assessment bonds are used to fund infrastructure projects that directly benefit taxpayers within that special district. Special assessment bonds require voter approval in Arizona.

Source: El Mirage Design Charrette 2008



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Table 18
Public Financing Mechanisms
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
1	Municipal Property Corporation Bonds (MPC)	These are issued by a non-profit corporation that is wholly owned by a political subdivision of the state, such as the City. Proceeds from the bond sale are used to build or acquire government projects or buildings that can then be leased back to the governmental entity. Revenues or lease payments guarantee these bonds. These types of bonds do not require voter approval and they are relatively easy to issue for financing some types of infrastructure projects.
	Lease Financing (LF)	<p>Cities in the state of Arizona may utilize two methods of lease financing for infrastructure improvements. The first method is the Certificate of Participation (COP). These are multi-year leases that would usually be considered long-term debt. They are not considered such, however, because the annual lease payments are not guaranteed and they are subject to cancellation if the annual payment is not provided or appropriated. These types of instruments can be used for projects such as wastewater treatment plant construction and construction of a new police station. The COP does not require voter approval.</p> <p>The second method of lease financing is the lease purchase. Lease purchase agreements can be used for almost every type of capital expenditure. A typical use would be to lease purchase a new library building for the City.</p>
	Sales Tax For Payment of Bonds	Cities that want to spread the burden of financing the proposed Improvement Plan citywide can hold an election to increase the sales tax and authorize the issuance of sales tax bonds to fund the proposed improvement plan. The City has the option to stipulate that the tax would sunset as soon as the bonds are paid off.

Source: El Mirage Design Charrette 2008



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Table 19
Economic Development Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
2	Rural Development Agency	The USDA rural development agency provides grants and loans to support rural communities and spur economic development. The funds are intended to stimulate business expansion and promote entrepreneurship by helping local businesses get access to capital, technical assistance and new markets for their products and services. The program provides no-interest loans to rural development utility program borrowers, which in turn re-lend the money to local entities to promote economic development and job creation.
	Arizona Department of Commerce Small Business Innovative Research (SBIR) and Small Business Technology Transfer (STTR)	These two programs provide grants to small businesses for research and development of technology with commercialization potential.
	Arizona Department of Commerce Technology and Market Assessment Grants	Designed to enhance business growth and investment in Arizona, the Arizona Department of Commerce provides Technology and Market Assessment Grants that review and validate technologies, conduct competitive analysis and explore market potential for the following industry sectors: advanced manufacturing, advance materials, aerospace, biosciences, electronics, environmental sciences, information technology, nanotechnology, optics, telecommunications and sustainable systems.
	Arizona Department of Commerce Small Business Capital Investment Tax Incentive Program (Angel Investment Program)	The main objective of this program is to expand early stage investments in targeted Arizona small businesses. The program provides tax credits to investors who make capital investment in small businesses certified by the Arizona Department of Commerce. The program funds qualified rural, bioscience and any other qualified small business listed in the Arizona Department of Commerce.

Source: El Mirage Design Charrette 2008



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Table 20
Economic Development Programs/
Artist Relocation

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
3	Active Community Development Corporations (CDC)	An active network of community development entities, including community development corporations, community development banks and venture capital firms for new development can make substantial investment in low-income areas, including places ripe for artist-based community development. CDCs provide the support structure needed to provide programs and services to individuals wanting to settle in struggling areas. CDCs can mitigate some of the risks artist take in moving into a part of City that may need several years to rebound. CDCs can assist providing the structure and support required for the Artist Relocation Program (ARP) to succeed.
	Artist Relocation Program (ARP)	Includes a variety of local strategies to develop financial assistance programs and grants for relocating artists.

Source: El Mirage Design Charrette 2008



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Table 21
Redevelopment Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
4	Certified Local Government Program (CLG)	The Federal Historic Preservation Fund provides funds for various historic preservation projects to certified local governments. To become a certified local government, a community must undergo a certification process and demonstrate that they are committed to historic preservation.
	State Historic Fund	Property eligible for state historic funds are those designated on the nation or state register or locally designated. Funds may be used for acquisition, restoration and repair of historic properties. The state fund will also fund survey, planning and educational programs. Policy requires a 25% cash match (minimum). Deadlines to submit an application are October and April.
5	State Administered Community Development Block Grant Program (CDGB)	The CDBG program is designed to help those communities with populations of less than 50,000 to meet their greatest community development and redevelopment needs, with particular emphasis on assisting persons of low and moderate income, on the prevention or elimination of slums or blight, or on meeting urgent community development needs.
	Urban Renewal Authority (URA)	Intended to make improvements in urban areas, a URA can be created by resolution of Council upon petition by 25 registered electors of the municipality. A hearing to determine that "slum" and "blight" conditions exist in the urban renewal area must precede the resolution. This entity generally employs a <i>Tax Increment Financing</i> (TIF) technique. Permitted activities are limited to an "Urban Renewal Area", demolition and removal of buildings, streets, utilities, parks, and other improvements subject to the "Urban Renewal Plan".

Source: El Mirage Design Charrette 2008



Table 22
Special Improvement District Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6	Special Districts (TITLE 48), Including Metropolitan Districts (SD)	These districts are independent, quasi-municipal operations with independently elected boards. Permitted activities include weed control, fire, irrigation, road improvement, electrical, sanitary, wastewater improvement and water improvement. Financing is through ad valorem tax, general obligation bonds, revenue bonds, charge rates, tolls, and fees.
	Business Improvement District (BID)	BIDs are created to provide certain services that URAs and DDAs are not authorized to perform. For example, BIDs can provide consulting or planning, managing development, marketing activities, and business recruitment services. BIDs boundaries can only consist of contiguous or noncontiguous parcels of commercial property. Funding mechanisms includes ad valorem tax, general obligation, revenue or special assessment bonds, charge rates, tolls, and fees.
	Downtown Development Authority (DDA)	A DDA is created by a majority vote of qualified electors residing or owning or leasing property in a specified area that must be within the "Central Business District". A DDA can be used to plan, propose, and implement plans of development as well as prevent or correct deteriorated economic or physical conditions. It has an appointed municipal governing board that must create a plan that specifies improvements to be made subject to Council approval. A DDA can assess an ad valorem levy of up to 5 mills for operating purposes and use general obligation, revenue bonds, sales tax, charge rates, tolls and fees as financing mechanisms.
	General Improvement District (GID)	A GID is a taxing district that can construct certain facilities, operate those facilities and condemn property. It is formed by a petition, usually initiated by a landowner to a municipal council. Financing mechanisms include taxes/mill levy; general obligation bonds or revenue bonds; charge rates or toll fees.
	Special Improvement Districts (SID)	Under Title 48, a SID may be formed to assess the costs of public improvements to those who are specially benefited by them. Improvements include: pavement, curbs and gutters, sidewalks, street lights, water mains, sewer mains, fire hydrants, and other miscellaneous improvements.

Source: El Mirage Design Charrette 2008



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Table 22
Special Improvement District Funding Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
6	Special Taxing Districts	<p>Arizona state law allows for the formation and use of assessment or improvement districts for new infrastructure facility construction, or for facility maintenance. These special taxing districts are used to construct and maintain smaller infrastructure projects such as a paved public parking facility in the Downtown Central Business district area. Under this type of project, the benefiting downtown business owners would pay a special assessment on their property tax bills to fund the district, and to construct and maintain the parking lot improvements. The cost of the improvements within the defined assessment area is shared by all benefiting property owners.</p> <p>This infrastructure funding method should be used with caution in largely undeveloped subdivisions. A problem can arise if the area does not fully develop, thus placing an undue heavy cost burden on the existing few property owners living in the development. The few property owners may be faced with significant costs, which they may be unable to support. This issue may result in some owners defaulting on their loans. If this occurs, the City may become responsible for the cost of the infrastructure, thereby transferring the cost of a developer responsibility to all the taxpayers in the City.</p>
	Tax Increment Financing (TIF)	<p>Tax increment financing of infrastructure improvements is not currently available in the state of Arizona, but may be an option for infrastructure financing in the future.</p>

Source: El Mirage Design Charrette 2008



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Table 23
Transportation Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	Arizona Department Of Transportation Funds	The MAG region receives annual funding for Arizona Department of Transportation (ADOT) in the form of ADOT 15 percent funds, which are allocated from the Highway User Revenue Fund (HURF). These funds are spent for improvements on limited access facilities on the state highway system. A total of \$3.0 billion is provided to be available from this source.
	Half-Cent Sales Tax	Proposition 400 was passed by Maricopa County voters in 2004 and authorizes a half-cent sales tax for transportation projects in the County. Funds from this tax go to the Regional Area Road Fund (RARF). Projects must be consistent with the MAG RTP. Under RARF, 10.5% of the funds are allocated to arterial street improvements and 33.3% to transit.
	MAG Share Of ADOT Discretionary Funds	A 37 percent share of ADOT discretionary funds is targeted to the MAG region. A total of \$5.6 billion is projected to be available from this source.
	Safe, Accountable, Flexible and Efficient Transportation (SAFETEA) Enhancement Program	The Safe, Accountable, Flexible and Efficient Transportation Act of 2004 (SAFETEA) established a mechanism that provides funds for alternatives modes of travel and historic preservation work associated with federal highway projects. The program requires a 20% match and a considerable application process.
	Statewide Transportation Acceleration Needs (STAN) Account	As part of the budget packet in the spring of 2006 session, the legislature passed and the governor signed HB 2865 which included the creation of the Statewide Transportation Acceleration Needs (STAN) account. MAG's share of the \$307 million is \$184.2 million. Interest earnings of approximately \$9.2 million are also anticipated, so that a total of \$193.5 million will be applied to projects in the MAG area.

Source: El Mirage Design Charrette 2008



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Table 24
Additional ADOT Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
7	Additional ADOT Programs - Miscellaneous	<ul style="list-style-type: none"> • Bridge On System • Bridge Off System • C&C Bridge • CDC Funds • Congestion Relief • Discretionary • Debt Service • Enhancement • Emergency Relief • Federal Lands • Gaming • Grants • Intel Trans System • Metro Planning • Miscellaneous • Maintenance • Noise Barrier • Local • Operations • Other Regional Priority • Public/Private Partnership • Rest Area • Rollover • Regional Priority Programs • Safety (STP) • Scenic By Ways • Signals • State Infrastructure Bank • Signing • Small Urban Fund • Striping • Surface Treatment Pool • TC Contingency • Unobligated

Source: El Mirage Design Charrette 2008



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Table 24
Transit Funding Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
8	Federal Transit Administration (5307) Funds	These federal transit formula grants are available to large urban areas to fund bus purchases and other transit capital projects. Purchase made under this program must include a 20 percent local match. This funding source is expected to generate \$1.9 billion for transit development from FY 2008 through FY2028.
	Federal Transit Administration (5309) Funds	Transit 5309 Funds are available through discretionary grants from the Federal Transit Administration (FTA), and applications are on a competitive basis. They include grants for bus transit development and "new starts" of Light Rail Transit (LRT) and other high capacity systems. Bus transit requires a 20 percent local match, while new starts are expected to require 50 percent local match. These funds are granted at the discretion of the FTA, following a very thorough evaluation process. Over the planning horizon, it is estimated that \$1.7 billion in 5309 funds for bus and rail transit projects will be made available to the MAG region from FTA. The total does not include the \$587 million in 5309 funds for the 20-mile light rail starter segment, which has already been committed to the region.

Source: El Mirage Design Charrette 2008



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Table 25
Air Quality Funding Programs

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
9	Federal Highway (MAG CMAQ) Funds	MAG Congestion Mitigation and Air Quality (CMAQ) funds are available for projects that improve air quality in areas that do not meet clean air standards (“non-attainment” areas). Projects may include a wide variety of highway, transit and alternate mode projects that contribute to improving air quality. While they are allocated to the state, Arizona’s funds have been dedicated entirely to the MAG region, due to the high congestion levels and major air quality issues in the region. They are projected to generate \$1.3 billion from FY 2008-FY 2028.

Source: *El Mirage Design Charrette 2008*

Table 25
Flood Control Financing Mechanisms

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
10	Stormwater Control Facility Financing	The Army Corps of Engineers can fund some flood control structures, primarily on major drainage. However, the Corps of Engineers’ budget for localized flood control and drainage structures is limited.

Source: *El Mirage Design Charrette 2008*



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Table 26
 Non-Traditional Grants and Funding Programs
 (Enhancements, Park and Playground Equipment and Public Art)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
11	Non-Traditional Grants and Funding Programs for Enhancement, Park and Playground Equipment and Public Art.	<ul style="list-style-type: none"> • Bricks/Plaques • Benches • Trash Cans • Trees • Adopt-A-Landscape Area • Street Light Program • Water Fountain (Drink) • Sculptures/Public Art • Pocket Park • Playground Equipment • Lottery/Auction/Raffles • In-Kind-Services • Legacy/Trust Funds • Concession Agreements • Naming Rights • Private Development Partnerships

Source: El Mirage Design Charrette 2008



Table 27
 Infrastructure Financing Grants and Programs Requiring Public/Private Partnership
 (Low Interest Loans, Tax Incentives and Government Grants)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
12	United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA)	The federal government United States Department of Agriculture (USDA) Rural Development and the Federal Economic Development Administration (EDA) provides grants for water and sewer infrastructure.
	Federal Aviation Administration	The Federal Aviation Administration provides grants for airport construction.
	Federal Enterprise Community and Empowerment Zones	Federal Enterprise Community and Empowerment Zones provide infrastructure improvement grants and tax incentives for private businesses.
	The Arizona Enterprise Zones	The Arizona Enterprise Zones encourage new private investment in infrastructure in economically depressed areas.
	The Greater Arizona Development Authority	The Greater Arizona Development Authority assists local governments, in obtaining low interest financing for infrastructure projects.
	The Water Infrastructure Financing Authority (WIFA)	The Water Infrastructure Financing Authority (WIFA) may be authorized to issue water quality bonds on behalf of the City of for water and wastewater infrastructure financing needs.
	Drinking Water Revolving Fund (DWRF) and Clean Water Revolving Fund (CWRF).	Loans are available to private developers and public entities for drinking water infrastructure through the Drinking Water Revolving Fund (DWRF) and to public entities for wastewater projects through the Clean Water Revolving Fund (CWRF).
	Grater Arizona Development Authority (GADA) Grants	Grants for early stage project development elements such as engineering, planning, design review, feasibility studies or other infrastructure development elements. Grant awards can be used for the early phases of projects that may ultimately be funded through GADA bonds.

Source: El Mirage Design Charrette 2008



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Table 28
Public/Private Partnerships Financing Methods
(Infrastructure Financing Plan)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
13	Infrastructure Financing Plan	<p>Infrastructure Financing Plans are specific plans that calculate the impact fees for that area. An infrastructure financing plan includes the following types of information:</p> <ul style="list-style-type: none"> • Projections of future land use and population (see projection details) • Estimates of infrastructure demand, based on standardized land-use categories • Cost estimates of capital facilities for: <ul style="list-style-type: none"> ○ Equipment repair ○ Fire protection ○ Libraries ○ Major streets and bridges ○ Parks ○ Police ○ Solid waste disposal ○ Storm drainage (where applicable) ○ Wastewater ○ Water • Standardized net capital facility costs for each infrastructure category

Source: El Mirage Design Charrette 2008



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Table 29
Public/Private Partnerships Financing Methods

MATRIX ID	FINANCING MECHANISM/ FUND/PROGRAM	DESCRIPTION/ APPLICABILITY
13	In Lieu Payment For Facilities	In lieu payments are another method of having new development projects assist with public infrastructure funding. This method is applied to a specifically defined area, and does not consider the development impacts on an area wide basis. In-lieu fees are collected from the developer in-lieu of the developer constructing the infrastructure facility. This method is utilized when several development projects will share in the cost of a major infrastructure improvement, such as a bridge over a waterway or major drainage course like the Aqua Fria River. The funds paid by several developers are accumulated over time, and the facility is then constructed by the City when growth conditions dictate the facility is needed. This method assures that new development helps finance infrastructure improvements needed because of new development and growth in the City. The overall cost to taxpayers in the City is thus minimized.
	Direct Infrastructure Construction	This financing method involves direct developer construction of all infrastructure needed for a new development project, including all on-site and off-site facilities. This could be a method to be used by the City of El Mirage which requires developers to participate in the cost of new infrastructure. The disadvantage to this method of infrastructure financing is that it is project specific, and does not take into account neighborhood or area wide infrastructure facility needs.

Source: El Mirage Design Charrette 2008



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Table 29
Public/Private Infrastructure Financing Methods
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
13	Land Dedication	Part of the cost of infrastructure construction is acquiring the land needed for the project. For infrastructure projects such as streets, stormwater retention areas, and sewer lift stations, land is needed. The preferred method for acquiring land for these types of facilities is the land dedication method. Under this method, the developer dedicates the land to the city free of charge when the subdivision is approved. Thus, the public street system is established by land dedication at the time of recordation of the final subdivision map.
	Development Impact Fees	The City can collect developer in-lieu fees and pro-rata share fees to help pay for the construction of new infrastructure improvements. These fees are paid at the time of building permit issuance. These fees help defray the costs for construction of water/sewer system improvements and other infrastructure improvements. The pro-rata share method of fee assessment requires the completion of a specific infrastructure financing plan. Through this method, new development pays for a portion of the cost of new infrastructure construction. Currently, the City collects impact fees for water and sewer infrastructure. Additional development fees the City may want to consider in the future include public safety fees for police services, and a regional stormwater control fee.

Source: El Mirage Design Charrette 2008



Table 30
Energy Efficiency/Carbon Footprint Reduction Funding and Programs

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Energy-Efficient Commercial Buildings Tax Deduction	<p>The federal Energy Policy Act of 2005 established a tax deduction for energy-efficient commercial buildings applicable to qualifying systems and buildings placed in service from January 1, 2006, through December 31, 2007. This deduction was subsequently extended through 2008, and then again through 2013 by Section 303 of the federal Energy Improvement and Extension Act of 2008 (H.R. 1424, Division B), enacted in October 2008.</p> <p>A tax deduction of \$1.80 per square foot is available to owners of new or existing buildings who install (1) interior lighting; (2) building envelope, or (3) heating, cooling, ventilation, or hot water systems that reduce the building's total energy and power cost by 50% or more in comparison to a building meeting minimum requirements set by ASHRAE Standard 90.1-2001. Energy savings must be calculated using qualified computer software approved by the IRS.</p> <p>Deductions of \$0.60 per square foot are available to owners of buildings in which individual lighting, building envelope, or heating and cooling systems meet target levels that would reasonably contribute to an overall building savings of 50% if additional systems were installed.</p> <p>The deductions are available primarily to building owners, although tenants may be eligible if they make construction expenditures. In the case of energy efficient systems installed on or in government property, tax deductions will be given to the person primarily responsible for the systems' design. Deductions are taken in the year when construction is completed.</p> <p>The IRS released interim guidance (IRS Notice 2006-52) in June 2006 to establish a process to allow taxpayers to obtain a certification that the property satisfies the energy efficiency requirements contained in the statute. IRS Notice 2008-40 was issued in March of 2008 to further clarify the rules. NREL published a report (NREL/TP-550-40228) in February 2007 which provides guidelines for the modeling and inspection of energy savings required by the statute.</p>

Source: *El Mirage Design Charrette 2008*



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Table 30
Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Modified Accelerated Cost-Recovery System (MACRS)	<p>Under the federal Modified Accelerated Cost-Recovery System (MACRS), businesses may recover investments in certain property through depreciation deductions. The MACRS establishes a set of class ranges for various types of property, ranging from three to 50 years, over which the property may be depreciated. A number of renewable energy technologies are classified as five-year property (26 USC Â§ 168(e)(3)(B)(vi)) under the MACRS, which refers to 26 USC Â§ 48(a)(3)(A), often known as the energy investment tax credit or ITC to define eligible property. Such property currently includes:</p> <ul style="list-style-type: none"> - a variety of solar electric and solar thermal technologies - fuel cells and microturbines - geothermal electric - direct-use geothermal and geothermal heat pumps - small wind (100 kW or less) - combined heat and power (CHP). - The provision which defines ITC technologies as eligible also adds the general term "wind" as an eligible technology, extending the five-year schedule to large wind facilities as well. <p>In addition, for certain other biomass property, the MACRS property class life is seven years. Eligible biomass property generally includes assets used in the conversion of biomass to heat or to a solid, liquid or gaseous fuel, and to equipment and structures used to receive, handle, collect and process biomass in a waterwall, combustion system, or refuse-derived fuel system to create hot water, gas, steam and electricity.</p>

Source: The Planning Center 2009



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Table 30
Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Economic Stimulus Act of 2008 - Bonus Depreciation	<p>The federal <i>Energy Policy Act of 2005</i> (EPAAct 2005) classified fuel cells, microturbines and solar hybrid lighting technologies as five-year property as well by adding them to Â§ 48(a)(3)(A). This section was further expanded in October 2008 by the addition of geothermal heat pumps, combined heat and power, and small wind under <i>The Energy Improvement and Extension Act of 2008</i>.</p> <p>The federal <i>Economic Stimulus Act of 2008</i>, enacted in February 2008, included a 50% bonus depreciation (26 USC Â§ 168(k)) provision for eligible renewable-energy systems acquired and placed in service in 2008. This provision was extended (retroactively to the entire 2009 tax year) under the same terms by <i>The American Recovery and Reinvestment Act of 2009</i>, enacted in February 2009. To qualify for bonus depreciation, a project must satisfy these criteria:</p> <ul style="list-style-type: none"> - the property must have a recovery period of 20 years or less under normal federal tax depreciation rules; - the original use of the property must commence with the taxpayer claiming the deduction; - the property generally must have been acquired during 2008 or 2009; and - the property must have been placed in service during 2008 or 2009 <p>If property meets these requirements, the owner is entitled to deduct 50% of the adjusted basis of the property in 2008 and 2009. The remaining 50% of the adjusted basis of the property is depreciated over the ordinary depreciation schedule. The bonus depreciation rules do not override the depreciation limit applicable to projects qualifying for the federal business energy tax credit. Before calculating depreciation for such a project, including any bonus depreciation, the adjusted basis of the project must be reduced by one-half of the amount of the energy credit for which the project qualifies.</p>

Source: *The Planning Center, 2009*



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Table 30
Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Residential Energy Conservation Subsidy Exclusion (Corporate)	<p>According to Section 136 of the U.S. Code, energy conservation subsidies provided by public utilities, either directly or indirectly, are nontaxable: "Gross income shall not include the value of any subsidy provided (directly or indirectly) by a public utility to a customer for the purchase or installation of any energy conservation measure." (This exclusion does <i>not</i> apply to electricity-generating systems registered as "qualifying facilities" under the Public Utility Regulatory Policy Act of 1978.)</p> <p>The term "energy conservation measure" includes installations or modifications primarily designed to reduce consumption of electricity or natural gas, or improve the management of energy demand. Eligible dwelling units include houses, apartments, condominiums, mobile homes, boats and similar properties. If a building or structure contains both dwelling and other units, any subsidy must be properly allocated.</p> <p>Given the definition of "energy conservation measure," there is strong evidence that utility rebates for residential solar-thermal projects and solar-electric systems may be nontaxable. However, the IRS has not ruled definitively on this issue. For taxpayers considering using this provision for renewable energy systems, consultation with a tax professional is advised.</p> <p>Other types of utility subsidies that may come in the form of credits or reduced rates may also be nontaxable, according to IRS Publication 525:</p> <p>Utility rebates: If you are a customer of an electric utility company and you participate in the utilities energy conservation program, you may receive on your monthly electric bill either: a reduction in the purchase price of electricity furnished to you (rate reduction), or a nonrefundable credit against the purchase price of the electricity. The amount of the rate reduction or nonrefundable credit is not included in your income.</p>

Source: *The Planning Center 2009*



Table 30
Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Business Energy Investment Tax Credit (ITC)	<p>Corporate investment tax credits are available for eligible systems placed in service on or before December 31, 2016:</p> <ul style="list-style-type: none"> - Solar. The credit is equal to 30% of expenditures, with no maximum credit. Eligible solar energy property includes equipment that uses solar energy to generate electricity, to heat or cool (or provide hot water for use in) a structure, or to provide solar process heat. Hybrid solar lighting systems, which use solar energy to illuminate the inside of a structure using fiber-optic distributed sunlight, are eligible. - Fuel Cells. The credit is equal to 30% of expenditures, with no maximum credit. However, the credit for fuel cells is capped at \$1,500 per 0.5 kilowatt (kW) of capacity. Eligible property includes fuel cells with a minimum capacity of 0.5 kW that have an electricity-only generation efficiency of 30% or higher. (Note that the credit for property placed in service before October 4, 2008, is capped at \$500 per 0.5 kW.) - Small Wind Turbines. The credit is equal to 30% of expenditures, with no maximum credit for small wind turbines placed in service after December 31, 2008. Eligible small wind property includes wind turbines up to 100 kW in capacity. (In general, the maximum credit is \$4,000 for eligible property placed in service after October 3, 2008, and before January 1, 2009. <i>The American Recovery and Reinvestment Act of 2009</i> removed the \$4,000 maximum credit limit for small wind turbines.) - Geothermal Systems. The credit is equal to 10% of expenditures, with no maximum credit limit stated. Eligible geothermal energy property includes geothermal heat pumps and equipment used to produce, distribute or use energy derived from a geothermal deposit. For electricity produced by geothermal power, equipment qualifies only up to, but not including, the electric transmission stage. For geothermal heat pumps, this credit applies to eligible property placed in service after October 3, 2008.

Source: *The Planning Center 2009*



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Table 30
Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
(Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Business Energy Investment Tax Credit (ITC) (Continued)	<p>Corporate investment tax credits are available for eligible systems placed in service on or before December 31, 2016:</p> <ul style="list-style-type: none"> - Microturbines. The credit is equal to 10% of expenditures, with no maximum credit limit stated (explicitly). The credit for microturbines is capped at \$200 per kW of capacity. Eligible property includes microturbines up to two megawatts (MW) in capacity that have an electricity-only generation efficiency of 26% or higher. - Combined Heat and Power (CHP). The credit is equal to 10% of expenditures, with no maximum limit stated. Eligible CHP property generally includes systems up to 50 MW in capacity that exceeds 60% energy efficiency, subject to certain limitations and reductions for large systems. The efficiency requirement does not apply to CHP systems that use biomass for at least 90% of the system's energy source, but the credit may be reduced for less-efficient systems. This credit applies to eligible property placed in service after October 3, 2008.

Source: The Planning Center 2009



Table 30
 Energy Efficiency/Carbon Footprint Reduction Funding Sources and Programs
 (Continued)

MATRIX ID	FINANCING MECHANISM/FUND/PROGRAM	DESCRIPTION/APPLICABILITY
14	Qualifying Advanced Energy Project Investment Tax Credit (For Business Attraction)	<p><i>The American Recovery and Reinvestment Act of 2009</i> (H.R. 1), enacted in February 2009, established a new investment tax credit to encourage the development of a U.S.-based renewable energy manufacturing sector. In any taxable year, the investment tax credit is equal to 30% of the qualified investment required for an advanced energy project that establishes, re-equips or expands a manufacturing facility that produces any of the following:</p> <ul style="list-style-type: none"> - Equipment and/or technologies used to produced energy from the sun, wind, geothermal or "other" renewable resources - Fuel cells, microturbines or energy-storage systems for use with electric or hybrid-electric motor vehicles - Equipment used to refine or blend renewable fuels - Equipment and/or technologies to produce energy-conservation technologies (including energy-conserving lighting technologies and smart grid technologies)* <p>The U.S. Treasury Department will issue certifications for qualified investments eligible for credits to qualifying advanced energy project sponsors. In total, \$2.3 billion worth of credits may be allocated under the program. After certification is granted, the taxpayer has one year to provide additional evidence that the requirements of the certification have been met and three years to put the project in service.</p> <p>In determining which projects to certify, the U.S. Treasury Department must consider those which most likely will be commercially viable, provide the greatest domestic job creation, provide the greatest net reduction of air pollution and/or greenhouse gases, have great potential for technological innovation and commercial deployment, have the lowest levelized cost of generated (or stored) energy <i>or</i> the lowest levelized cost of reduction in energy consumption or greenhouse gas emissions, and have the shortest project time.</p>

Source: *The Planning Center 2009*



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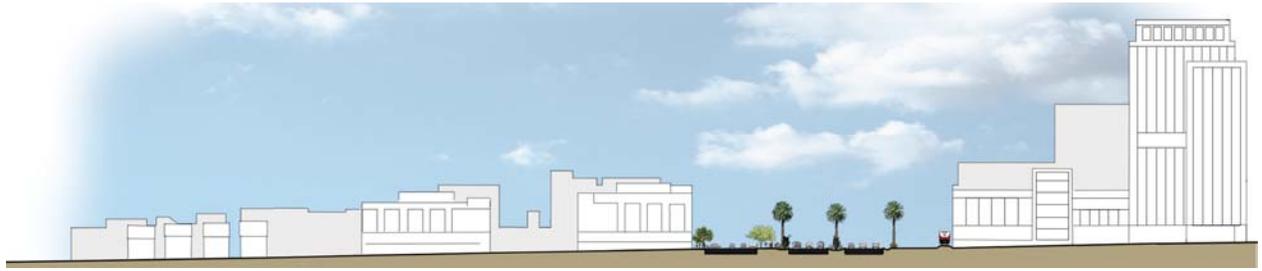
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Luke Air Force Base

Territory in the Vicinity of a Military Airport or Ancillary Military Facility and High Noise and Accident Potential Zones

This General Plan and all zoning regulations of the City shall comply with all applicable statutes of the State of Arizona, including those statutes applicable to (1) territory within the vicinity of a military airport or ancillary military facility and (2) land within the high noise and accident potential zones of Luke AFB or any ancillary military facility. For example, land uses within high noise or accident potential zones, as defined in A.R.S. §28-8461, must be compatible with the operation of Luke AFB pursuant to A.R.S. §28-8481 – including, without limitation, the prohibitions against new or expanded residential development within the high noise or accident potential zones except pursuant to: (1) a development plan or building permit issued before the General Plan amendment; (2) a written compatibility finding issued by Luke AFB; and/or (3) an agreement between the City and Luke AFB. Therefore, the language and provisions of this General Plan shall be interpreted and construed to comply with the A.R.S. §28-8481, and any construction or interpretation contrary to A.R.S. §28-8481 is hereby rejected and renounced.



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