



CHAPTER 1: DEVELOPMENT

CERTIFICATE OF SURVEY

This is to certify that the undersigned made the survey and subdivision of the property described in the adjoined dedication, and as plotted herein, during the month of March, 1932.

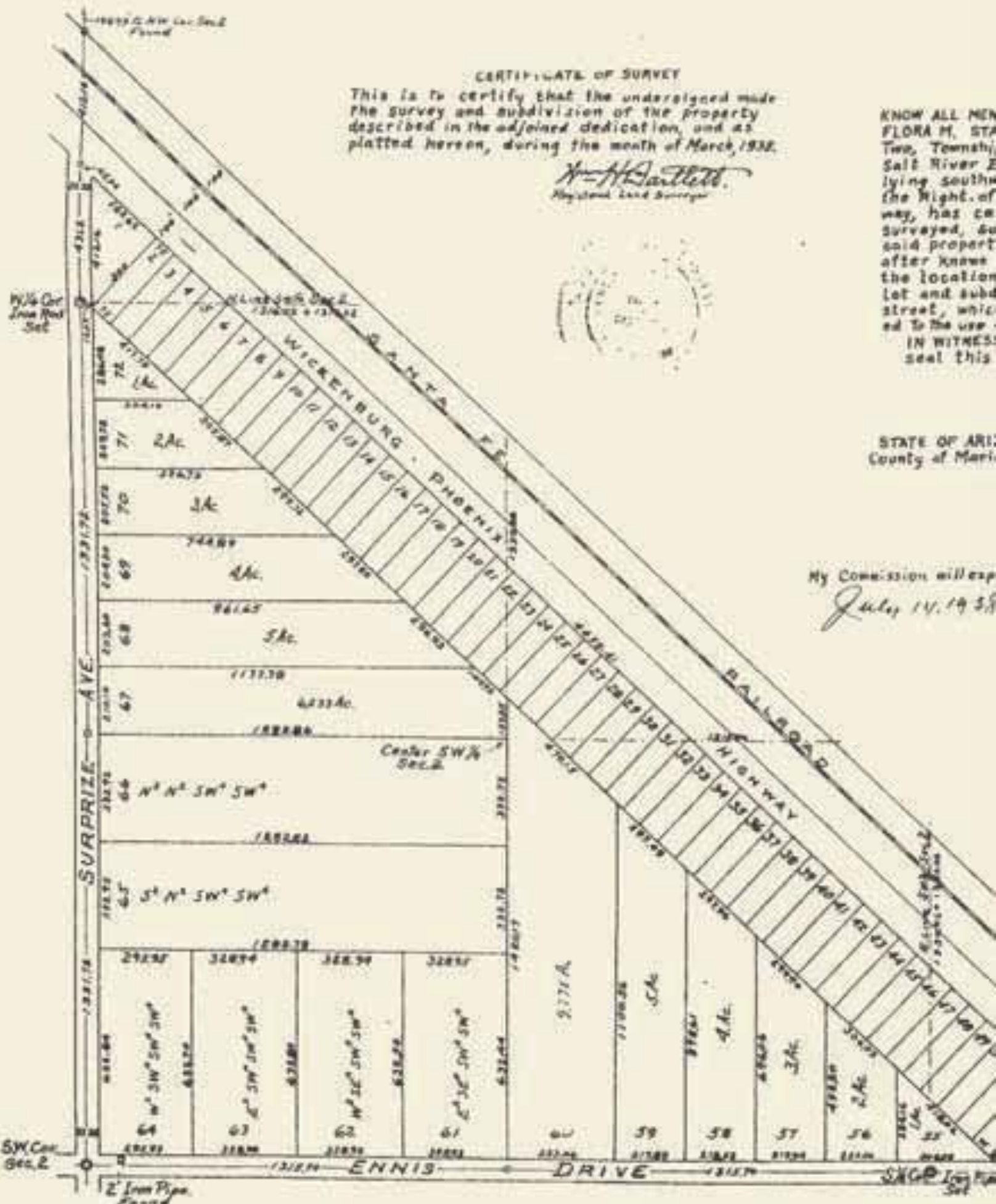
H. Bartlett
Registered Land Surveyor

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STATE OF ARIZONA
County of Maricopa

My Commission will expire

July 14, 1935



DEDICATION

BY THESE PRESENTS: That the undersigned
STATLER, owner of all that portion of Section
Three North, Range One West of the Gila and
Base and Meridian, Maricopa County, Arizona,
westerly of the southwest boundary line
Way of the Wickenburg-Phoenix State Road,
has used the foregoing described property
subdivided and platted as shown hereon,
and no subdivided and platted shall be
known as "SURPRISE"; that said plat sets forth
and gives the number and dimensions of each
division, and gives the name and size of each
said streets as shown are hereby dedicated
to public use.
WHEREOF I have hereunto set my hand and
seal this 15th day of April, 1938.

ACKNOWLEDGEMENT

RECORDED IN MARICOPA COUNTY, ARIZONA, BOOK 15, PAGE 24.
42. The foregoing instrument was
acknowledged before me by
FLORA M. STATLER this 15th day
of April, 1938.

J. J. Buckley
NOTARY PUBLIC

-SURPRISE-

A SUBDIVISION IN SEC. 2,
T3N-R1W-G&SR-MER,
MARICOPA CO., ARIZONA



ENNIS



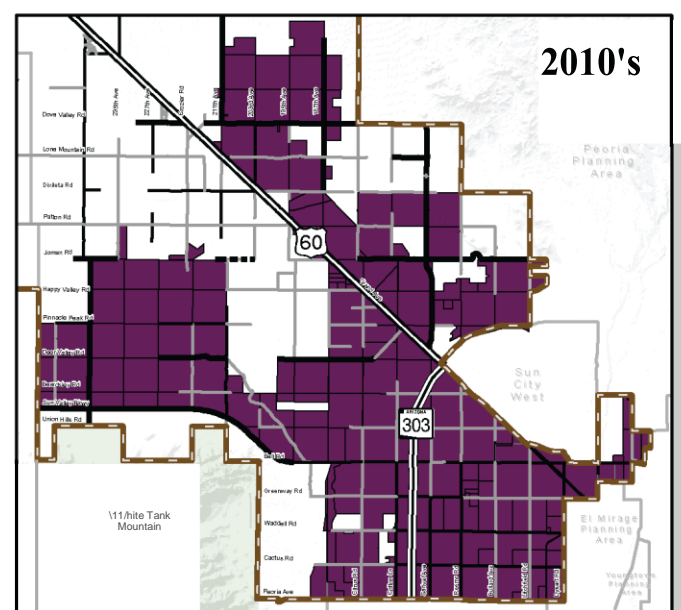
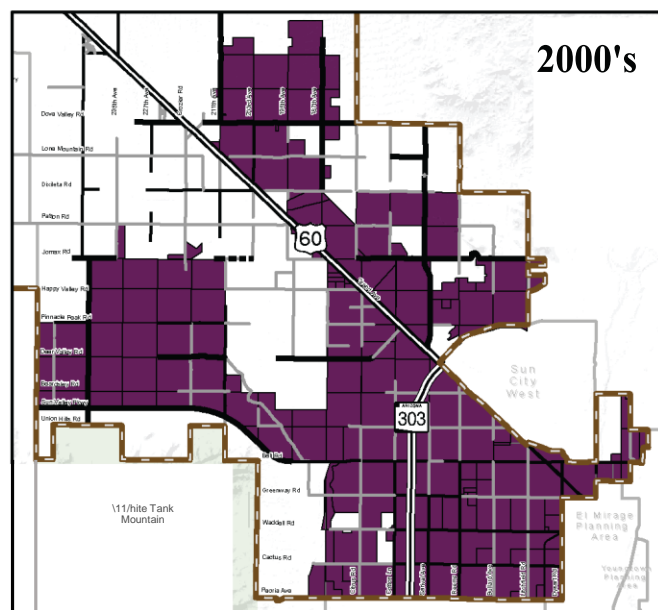
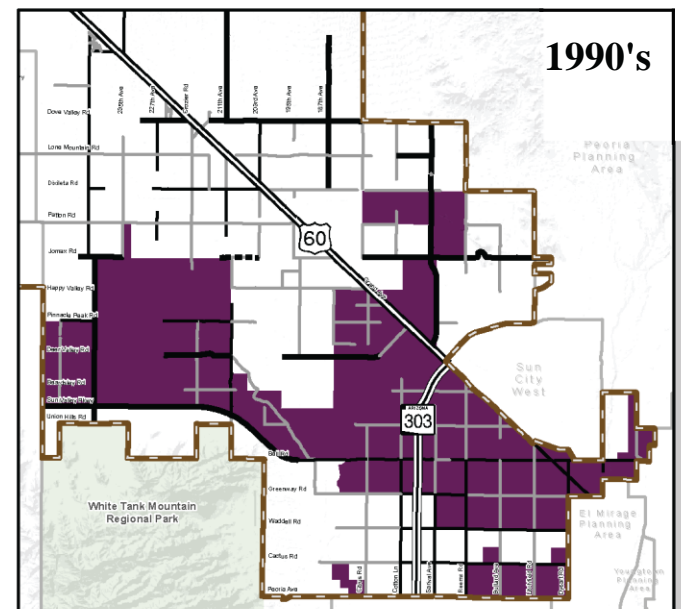
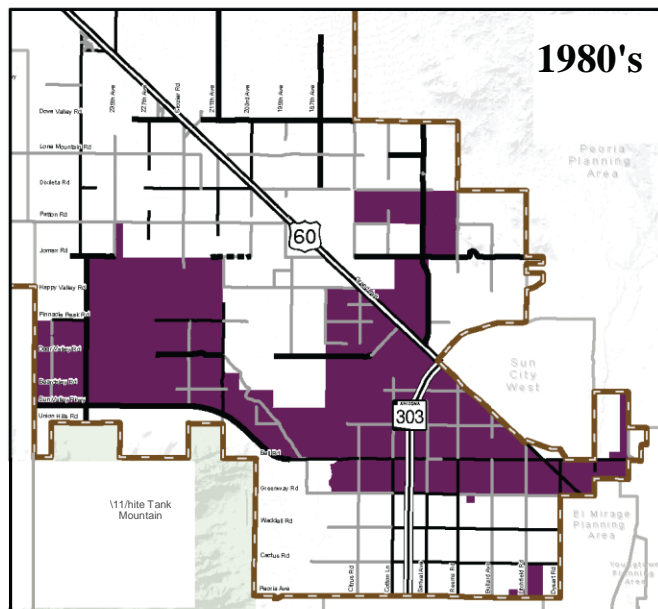
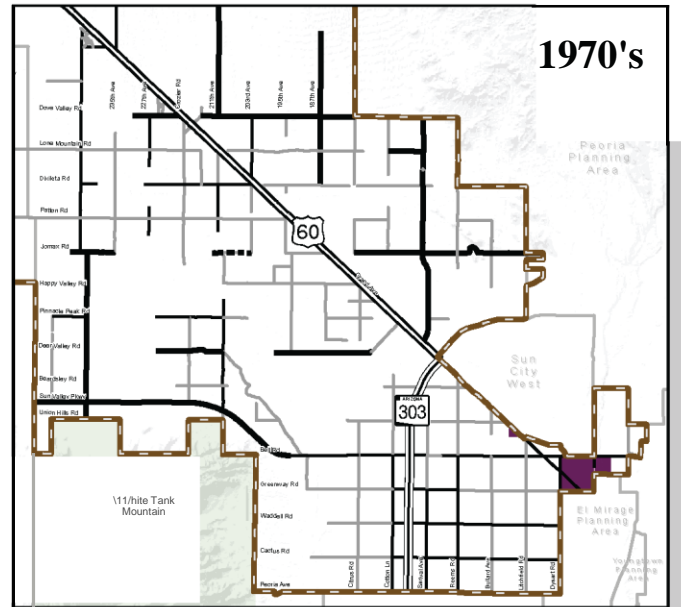
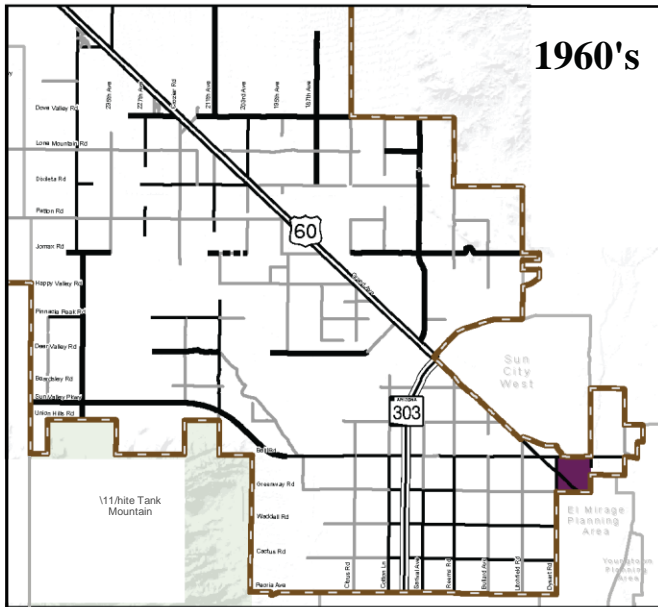
CHAPTER 1: DEVELOPMENT

INTRODUCTION

As the national economic crisis brought an end to the housing boom, the City of Surprise continued to plan for the future by using the recession as an opportunity to step back and think strategically about the City's direction. This assessment took place on several fronts. The City hired a private firm to conduct visioning sessions with Surprise residents. City planning staff integrated the feedback from these sessions into a set of planning principles relating to concepts such as community, sustainability, mobility and connectivity, education, arts and culture, and health and safety. The firm also recommended that the City adopt a village planning concept as a framework for planning the City's future.

What is a village? It is a group of neighborhoods anchored by a central activity area that includes medium or higher density residential, commercial, employment, and civic uses as well as public facilities such as schools, libraries, and emergency services. This anchor area includes space for cultural, social, and recreational activities. From a City-wide planning perspective, these villages (or micro-communities) serve as the foundation for a vibrant, sustainable and growing community.

City Limit Growth



 City Limits Planning Area

Chapter 1: Development

CONTENT

Growth Element.....21

- Goal 1: Sustainable Growth
- Goal 2: Multi-modal Growth
- Goal 3: Natural Resources
- Goal 4: Downtown
- Goal 5: Original Townsite

Land Use Element.....28

- Goal 1: Unique Community
- Goal 2: Jobs-Housing Balance
- Goal 3: Safe Community
- Goal 4: Luke Air Force Base
- Goal 5: Natural Conditions
- Goal 6: Variety of Housing
- Goal 7: Public Outreach
- Goal 8: Sustainable Construction

Economic Development Element.....66

- Goal 1: Sustainable Business
- Goal 2: Southwest Center
- Goal 3: Economic Relationships
- Goal 4: Education Alternatives

EXECUTIVE SUMMARY

This chapter includes two state mandated elements Growth and Land Use, an additional element: Economic Development.

The Growth Element is a policy guide on how to manage development over the next 10-20 years, while keeping in sight a vision for a high-quality, developed city in the future. The Growth Element also provides the foundation to realize the community vision that was developed in 2012 during a comprehensive visioning process with the community.

The Land Use Element includes goals and policies to help plan for the entire 302 square mile Surprise Planning Area. Currently the City's incorporated land area is 108 square miles, and the additional land within the planning area consists of areas that may be incorporated into the City in the future.

The Economic Development Element provides guidance and direction for planning to establish a fully integrated municipal economy. In an integrated economy with an active business development program, professional, retail, commercial, industrial, and other employment opportunities are identified, solicited, and deals are facilitated.

Growth Element



Growth Element

INTRODUCTION

The purpose of the Growth Element is to establish policies that will lead to sustainable growth over the next 10-20 years by promoting more efficient coordination of land use, transportation, and infrastructure development. The policies and plans outlined within this Element are designed to sustain high quality of life within Surprise, protect natural resources, and drive economic vitality by ensuring that necessary public facilities are completed in harmony with both existing and new development.

DISCUSSION

The City of Surprise's population is projected to reach approximately 750,000 residents upon build-out of the City's Planning Area. This means, with a current population of just over 123,000 residents, there is significant opportunity for growth within the City over the next 10-20 years and beyond. Where and when growth is accommodated has major implications on the outlay of infrastructure, service levels and on the costs to maintain City operations and infrastructure. Therefore, the ability to wisely manage and direct growth to key strategic locations is critical for Surprise's continued success and prosperity.

This element provides the direction for managing this expected growth by creating a link between planned land use, transportation, and infrastructure facilities with specific implementation techniques such as zoning ordinances, capital improvement programs, impact fee requirements, and design guidelines.

Growth Management Strategy

While demographics, market trends, community needs, and land resources often drive growth, development must be strategically planned and phased to maximize the efficient use of urban facilities and services.

Through the use of smart growth policies that promote development near existing transportation options, public infrastructure, and community facilities; foster distinct, attractive communities with a strong sense of place; and preserve open space and critical environmental areas the City has developed a strong policy framework to guide growth management in a sustainable way, which reflects the community vision established within the General Plan 2035.

Recent Growth and Development Patterns

Recent Growth

Over the decade of 2000 to 2010, Surprise had an astounding population growth rate of 281%, making it the 6th fastest growing city in Arizona over that time frame. The current population of Surprise is approximately 123,000 (2013 US Census estimate) and continues to grow at a steady pace. Affordable housing, an abundance of parks and open spaces, quality schools, sustainable employment opportunities, connected transportation systems, sense of community pride, and a low crime rate are just a few reasons that contribute to a superior quality of life that draw incoming residents to Surprise.

Historically known as a community that caters to the active adult lifestyle, Surprise has experienced an infusion of younger families that have helped generate more diverse services,

Surprise General Plan 2035: Foundation for the Future

recreation and retail shopping opportunities in Surprise over the past decade. In fact, the median age in Surprise is now 36.8 years old (2010) and was 46.1 years of age in 2000.

Like the majority of fast growing cities, Surprise has its challenges with achieving an appropriate jobs to housing balance that ensures a sustainable growth model into the future. Much like the population, the labor force in Surprise has shown positive growth of 4.7% over the last 10 years. However, Surprise experiences a significant amount of daily workers migrating out to jobs in other cities throughout the region. In 2011 Surprise had a workforce of 42,440 people, of which 38,734 of the residents commuted to work outside of Surprise. Whereas 10,148 people commute into Surprise for work and only 3,706 people both live and work in Surprise.

This condition has caused Surprise residents, elected officials and employers to place an importance within the General Plan 2035 on reducing the current trend of residents commuting elsewhere for higher paying, professional wage jobs.

Development Patterns

The analysis of Surprise's present development pattern is one of the fundamental steps in formulating a growth plan for the City. The evaluation of current land use patterns coupled with the understanding of existing and planned transportation corridors, public facilities and environmental constraints, enables a determination of development potential to be made for the remaining undeveloped portions of the planning area.

Up to today, the majority of the City's growth has largely been concentrated within the southeastern portion of the City's planning area. This roughly 40 square mile core area is bounded by Grand Avenue (US 60) on the north, Peoria Avenue on the south, Beardsley Canal on the west, and Dysart Road to the east. Growth within this area has historically been dominated by sprawling low-density suburban

development on former agricultural lands. Of this development, a large concentration of active-adult communities are located north of Bell Road, while traditional single-family communities are primarily located south of Bell Road. Smaller clusters of multi-family development are also scattered throughout this portion of the City.

Along with their foundation of suburban residential development, the City maintains a service base of commercial, business and industrial uses. Retail and service uses are generally concentrated along Bell Road and Grand Avenue, while neighborhood type retail and service uses are located at the intersection of many major arterials within the central core of Surprise. However, with the development of Loop 303, additional regional retail and service uses have begun to concentrate along this important regional transportation corridor.

The planned Surprise Center District, or downtown, is also located within this core development area and is currently comprised of Surprise's spring training facilities, community park, aquatics and tennis center, and the City Hall and Public Facility complex.

Almost all industrial development currently within the City constitutes light manufacturing, distribution and storage facilities. These uses are generally located along the existing BNSF railroad line in the southeast portion of Surprise as well as at the north east intersection of Bell Road and Grand Avenue.

The remaining portions of land north of the Beardsley canal within the City limits and the larger Surprise planning area is predominantly undeveloped. However, the limited land use that does exist in this area is diverse and has a significant impact on the future growth of Surprise. Most notably, the Luke Air Force Base Auxiliary Field #1 (AUX 1) is located along Happy Valley Road, west of 211th Avenue. Immediately adjacent to AUX 1 is the Ford Proving Grounds, which borders the Northwest Regional Landfill.

Growth Element



In addition to these large non-residential land uses, several existing residential land uses can be found in the vast Surprise planning area north of the Beardsley canal. Most residential development consists of smaller pockets of rural residential development scattered north of Jomax Road and south of SR 74, including the communities of Wittman and Circle City. However, multiple large scale suburban planned area developments are currently under construction along the 163rd Avenue alignment.

Growth Areas

With a planning area of approximately 302 square miles, growth in the City of Surprise has the ability to occur at many levels and in many directions. Growth areas are not static—they are prone to change due to outside influences such as market conditions and specific city needs. The Anticipated Growth Map shows where growth is highly likely and encouraged in the City. The growth areas are categorized by the type of development that may occur, and will be further defined as part of a city-initiated or private development-initiated specific area plan to better define land use, circulation and urban form plans for each area.

The following growth area descriptions identify a general narrative of each area's existing and desired future development characteristics. The intent is to provide a more enhanced picture of these areas that is in keeping with the recommended land uses identified in the Character Area Land Use Plan. Land use decisions affecting property within these growth areas should not only take into account these general descriptions, but should also be based upon future area-specific planning recommendations and appropriate design principles that may relate to future requests for development.

Residential

Cactus & Citrus: As some of the last available

land within the existing urbanized area of Surprise, this growth area is well suited for residential development. The defined arterial roadway system and Loop 303 freeway provide optimal connectivity for future residents to access destinations within Surprise as well as the larger region. Residential development in this area should reflect densities that respect existing adjacent development, while also fostering a population base that will promote future transit opportunities and support more intense non-residential development desired along the Loop 303 corridor.

163rd Ave Corridor: This area is already experiencing new residential growth as developable land south of the Beardsley canal is becoming more limited. With access along 163rd Avenue and Grand Avenue as well as close proximity to Loop 303, availability of existing services, and adjacency to desired open space linkages, growth in this area should include a full range of housing opportunities along with appropriately located commercial areas.

Sun Valley Parkway: While residential development may not occur in this area as quickly as other residential growth areas, this land is readily accessible with its placement along Sun Valley Parkway. Given the proximity to the White Tank Mountain Regional Park, this area is well suited to create a smooth transition from urban to rural residential land uses. The location of this area provides opportunities to define a more natural edge with the park that includes wildlife corridors and community trail linkages to a City-wide open space system.

Employment

Bell Road: The Bell Road corridor is largely built-out, therefore growth along this corridor is expected to be primarily infill development of vacant sites or redevelopment of underutilized properties. Much of this infill development should take the form of commercial, office and

appropriately placed mixed-use projects. However, a potential exists for infill development to further degrade traffic congestion along Bell Road. Consequently, growth management strategies for this area should focus on the timely development of circulation system improvements related to infill development projects, such as the use of transit or other alternative transportation methods.

Railplex: This growth area is already a significant employment center within Surprise. The availability of extensive land resources combined with the placement of existing infrastructure and rail access, positions this area to immediately support a mix of export-oriented base sector activities, such as warehouse distribution, light or heavy manufacturing, research and development uses, and select business services. In order to support near term job growth in the City, development in this area should focus on supporting a variety of employment types from small and mid-size warehouse projects to large scale manufacturing. In addition, the maintenance of the “goods movement” infrastructure within this growth area is also important to remain competitive within the region.

303 Corridor: The 303 Corridor is expected to be a prestigious corporate center and high density development area. The strong connections this growth area has to the Loop 303 regional transportation system, as well as the local circulation system, makes this area appropriate for a mix of employment and residential uses. Development should create an attractive public realm and include provisions for enhanced community amenities, transportation and infrastructure, and other public services. Density, building design and streetscapes must support transit oriented development and must encourage the use of alternative modes of transportation as the preferred method of travel to and within this area.

Grand & Beardsley: As development occurs along 163rd Avenue, this growth area will play a prominent role in providing a variety of

employment opportunities, such as office and institutional jobs and regional shopping services. Access to Loop 303 will also help to draw people beyond the adjacent residential neighborhoods to this mixed use area. The relationship between these various uses and their impact on one another and surrounding residential neighborhoods deserves special consideration. With the BNSF rail line and Beardsley canal running through this area, it will be critical to provide adequate connections to the surrounding planned residential neighborhoods and open space linkages to ensure this area is not an isolated development. Consideration should also be given to take advantage of future mass transit systems that might be built along the existing BNSF rail line.

Special Districts:

City Center: City Center or Downtown Surprise has a unique role to play in the 21st century development of the West Valley region. In addition to being the civic, administrative, legal, cultural, and entertainment center, downtown will also offer transit connections and is planned as an exciting pedestrian environment.

The downtown should be a vibrant city and regional center where residents are able to live, work and play. Most of this area should integrate a diverse, but compatible, cluster of land uses where residents, employees, shoppers, tourists, and students can gather in a well-designed mixed use environment. Development should exhibit high architectural and urban design standards where the public realm is inviting and the street network is supportive of alternative modes of transportation.

Heritage District: The Original Town Site (OTS) of Surprise currently includes over 16% of undeveloped lands within its boundaries, in addition to many vacant properties. Therefore future growth in this area is envisioned to have a strong focus on providing much needed services for the residents living within the Heritage District, while protecting and expanding the

Growth Element



cultural aspects of the City's roots. The revitalization of the Heritage District will provide a balanced approach to heritage neighborhood renewal and a heritage arts, culture, and entertainment-oriented development sector—providing unique cultural and heritage assets for the city as a whole.

The ultimate pattern of revitalization supports design strategies and public improvements that capitalize on the cultural aspects of walkability and “front yard-living” that provide the basis for a vibrant, culturally diverse community, while providing regional connectivity and expanded services.

Current planning efforts for this area include the Village 1 Plan and the Specific Plan for the Revitalization of the Original Town Site that ensures the vision of future investment.

Managed Growth Areas

Managing growth not only involves the identification of those areas that are appropriate for enhanced development, it also requires controlling growth in areas that exhibit important natural resources.

Surprise has many significant natural areas that help give the City a unique identity. In order to protect and ensure that future generations will be able to use and enjoy these natural resource areas, some portions of the City require a more context sensitive development pattern. These lands include Sub Areas such as the Scenic Lands Development and Wildlife Linkages Corridor, and may also include additional key resource lands to be further defined through future studies.

To limit the density and intensity of development in these important natural resource areas and maintain an overall healthy and diverse environment, the City will utilize the various conservation goals and policies provided throughout the General Plan 2035 along with all

accompanying existing and future planning policy documents.

GOALS AND POLICIES

Goal 1: Sustainable Growth

Support sustainable growth that ensures effective, efficient, and equitable provision of public services, land, and infrastructure.

Policies

1. Promote infrastructure expansion where it will be more efficient and effective, and minimizes adverse impacts outside the identified growth areas.
2. Give priority to infrastructure upgrades and improvements in the identified growth areas.
3. Focus infrastructure improvements in designated growth areas and contiguous to existing development.
4. Make development decisions predictable, fair and cost effective.
5. Promote and provide incentives for infill development, redevelopment and growth in existing urbanized areas.
6. Expand efforts to ensure all new development and future development includes community and stakeholder collaboration.
7. Promote sustainable and green building practices to lessen the demand on infrastructure.

Goal 2: Multi-Modal Growth

Emphasize efficient transportation to, from, and within growth areas, focusing on automobile, transit, and other forms of circulation.

Surprise General Plan 2035: Foundation for the Future

Policies

1. Promote physical planning and design techniques that facilitate access to, and use of, transit services and other multi-modal circulation options.
2. Concentrate circulation infrastructure expansion in identified growth areas and coordinate improvements with development activity.

Goal 3: Natural Resources

Conserve significant natural resources and open space in the Growth Areas.

Policies

1. Allow for growth management strategies, such as the transfer of development rights, to conserve open space.
2. Strengthen connections between open space areas within, and outside of growth areas by identifying open space corridors between these areas.
3. Safeguard and maintain significant historic, archaeological, and natural resources in the growth areas.

Goal 4: Downtown

Foster the continued development of a unique and well-designed downtown.

Policies

1. Create and adopt design guidelines specific to the downtown area.
2. Promote art as an integral part of all downtown development.
3. Remove barriers that may hinder residential development in the identified downtown area.

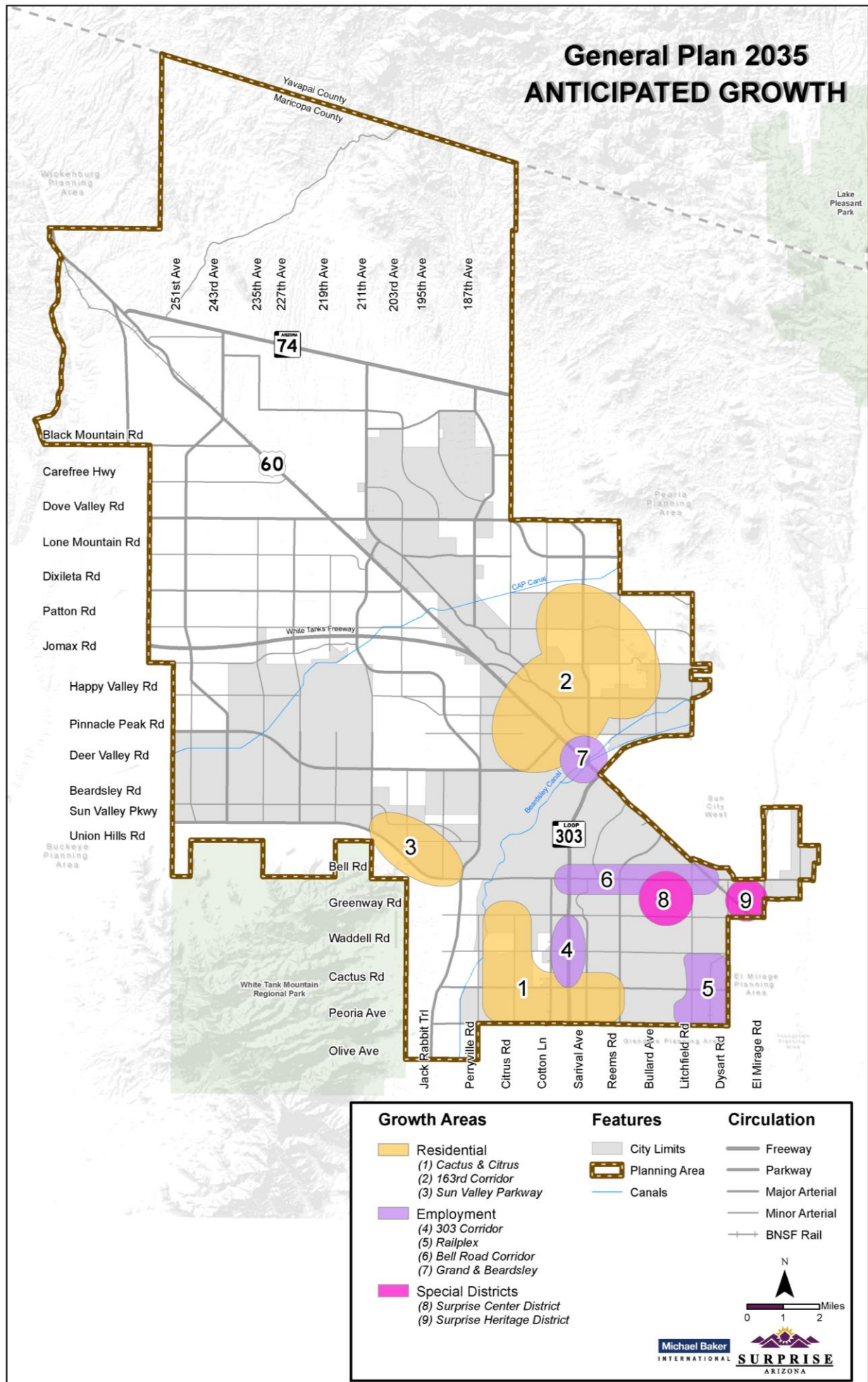
Goal 5: Original Townsite

Protect the historic qualities of the Original Townsite (OTS) while promoting compatible, context-sensitive infill development.

Policies

1. Seek opportunities to leverage outside funding and incentives to promote growth in the OTS.
2. Identify local, state and federal resource programs and grant opportunities that can be used to enhance social programs and/or public facilities in the OTS.
3. Continue to work with other public, private, and non-profit entities to enhance needed services in the OTS.
4. Create and adopt design guidelines specific to the OTS.
5. Continue to educate and inform residents of the value in preserving the heritage of the OTS.
6. Promote pedestrian connectivity as an integral part of all OTS development.
7. Encourage adaptive reuse of vacant properties to preserve cultural identity and invigorate underutilized areas.

General Plan 2035 ANTICIPATED GROWTH



Land Use Element

INTRODUCTION

The purpose of the Land Use Element is to shape the desired future physical composition of Surprise while also supporting and enhancing the City's existing quality of life. Through the application of policy guidance and supporting land use maps, this element directs and defines the desired development patterns within the City as well as establishes a framework for future land use planning and decision-making within Surprises' overall planning area. This causes the Land Use Element to have one of the broadest scopes amongst all the elements in the Surprise General Plan, making it the most frequently used and referenced section of the plan.

DISCUSSION

Currently, the City's incorporated land area is approximately 108 square miles. In contrast, the City's Planning Area – the unincorporated land area outside of the city's boundary that it may consider annexing at some point in the future – encompasses over 302 square miles. With such a large planning area in relation to the City's current municipal limits, Surprise is a community that is poised for continued growth in the future. Defining where and how this growth will occur is imperative to maintaining a community character that is distinct to Surprise.

The Land Use Element of the General Plan provides the critical foundation upon which to guide this expected growth. While there are many ways in which Surprise can grow, this Land Use Element utilizes a sustainable approach that balances development and conservation within the Surprise planning area to ensure that infrastructure is maximized and adequate distribution of services, employment, open space and recreation are provided in proximity to where people live.

The Land Use Element is divided into three sections. The first section provides a general overview of Surprise's existing community form and land ownership composition. The second section lists goals and policies that provide guidance to Surprise on land use decisions. The

third and final section provides detailed descriptions of the character areas and associated strategies, along with a map, that form the vision for future land use within Surprise.

EXISTING CONDITIONS

Land Use Form

Luke Air Force Base

Luke Air Force Base (AFB) noise contours impact the southern portion of the planning area as well as around Luke AFB Auxiliary Field One located near the center of the planning area. The City of Surprise has and will continue to experience growth pressure in and around these facilities. The City is dedicated to ensuring land use compatibility within these sensitive areas. Pursuant to A.R.S. §§ 28-8481 (F) and (P) no new residential development within high noise and accident potential zones (as depicted on the Land Use Map on page 36) is allowed unless the subject property had a building permit, had a residence constructed, or was approved for residential development in a "development plan" prior to December 31, 2004. In addition the City supports the graduated density concept put forth by Luke AFB to protect their mission.

Proving Grounds

The Ford Motor Company has 2.40 square miles of land for proving grounds. These

Land Use Element



grounds are located along 211th Ave and just north of Deer Valley Road.

Landfill

The Northwest Regional Landfill is approximately 1.87 square miles. It is located on Deer Valley Road, and 199th Ave.

Landform Diversity of Planning Area

The planning area varies in terms of terrain, vegetation, and landform. It is critical to be sensitive to this diversity and create a unique development pattern that is compatible with the natural environment. It is important to ensure that there are landmarks throughout the community that create a recognizable sense of place that is unique and specific to Surprise. The major components of this identity are described in the Community Design Element.

Existing Land Ownership

Currently the City of Surprise's Planning Area Boundary encompasses 302 square miles. Within that boundary approximately 26 square miles is made up of Federal land, 119 square miles of State Land and 158 square miles of Private Land. Below is a breakdown of land ownership:

Ownership	Acreage	Sq. Miles	% Total
Bureau of Land Management	15,152.98	23.68	7.82%
Bureau of Reclamation	502.59	0.79	0.26%
Military	1,069.51	1.67	0.55%
ASLD	76,072.68	118.86	39.26%
Private	100,954.96	157.74	52.11%
Total	193,752.71	302.74	100.00%

Bureau of Land Management

The Bureau of Land Management currently owns 23.68 square miles of land in the Surprise

Planning Area. Most of the BML land is located in the northern most region of Surprise along the Yavapai and Maricopa County border, and along the east Surprise/Peoria planning area boundary, as well as to the west near the Surprise/Wickenburg planning area boundary. A small 0.12 square miles sliver can be found along Happy Valley Rd. and 211th Ave.

Bureau of Reclamation

There are a few areas along the CAP Canal, which the Bureau of Reclamation owns. These small areas are approximately 0.79 square miles. The Bureau of Reclamation land is primarily surrounded by State Trust owned land.

Military

Luke Air Force Base Auxiliary One is located near the center of the planning area. It is approximately 1.67 square miles.

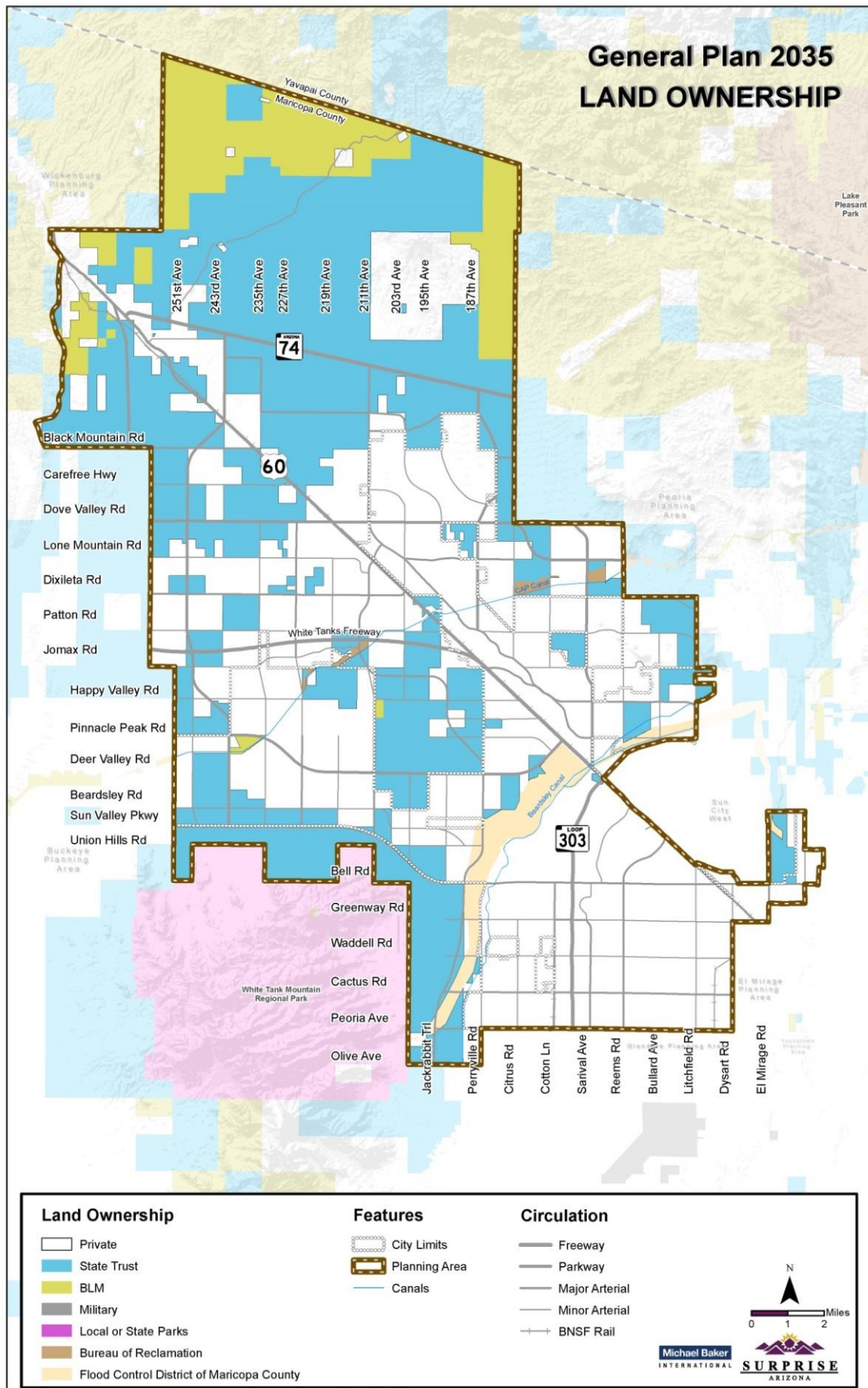
Arizona State Land Department

The Arizona State Land Department currently owns 118.86 square miles of land. This ASLD land is located throughout the Surprise Planning Boundary, a large portion is located mostly in the northern region, west side, and along the White Tank Mountain Regional Park.

Private/Existing PAD's

The City of Surprise has about 158 square miles of land that is private, including existing PAD zoned sites. The majority of Private land is within city limits, as well as inside the north-west planning boundary, where private and State Trust land become mixed together.

These include approved master plans and development agreements currently under Maricopa County jurisdiction but are within the municipal planning boundary and have ongoing collaboration with the City.



Land Use Element



GOALS AND POLICIES

Goal 1: Unique Community

The City of Surprise will provide a unique living experience by offering a sense of place and an intimate community atmosphere with all the conveniences of an active urban area.

Policies

1. The City will guide the pattern and scale of development that provides visual diversity, choice of lifestyle, opportunities for social interaction, and that respects desirable community character and context.
2. The City shall coordinate with established neighborhoods to continue to foster stable households, while new development will provide options for future residents.
3. The City shall collaborate with property owners and other stakeholders to ensure that Surprise Center will grow as the heart of the city, with a dynamic mixed use environment where people can live, shop, work, and socialize.
4. City of Surprise will promote future development plans that provide opportunities for residents to engage in public activities locally through neighborhood-scale retail and housing developments; enhanced greenspace and recreation opportunities; enhanced transportation options for the community, including improved pedestrian and bicycle infrastructure; and the connection of the city through streetscape corridors.
5. The city shall proceed with the preparation of individual specific area plans for the identified sub areas and/or Commerce and Office character areas presented in the General Plan.
6. The City will assist in promoting strong neighborhood associations and community events that provide opportunities for citizens to become engaged and involved in Surprise

activities.

7. The City shall continue to establish and refine the SUDC to promote both design and development standards that are applied consistently and yield positive and equitable development guidance to establishing desired character areas.
8. Establish park and open space dedication requirements specific for new subdivisions that provide greater incentives for the dedication of usable open space in order to incorporate functional open space and connectivity into neighborhoods and preserve vistas along developing corridors.

Goal 2: Jobs-Housing Balance

Balance residential development with a diversity of high quality jobs.

Policies

1. The City shall strive to enhance the existing jobs to housing balance, pursuing one new job for every new dwelling unit.
2. The City shall strive to maintain a reasonable balance between employment income levels and housing costs within the city, recognizing the importance of housing choice and affordability to economic development in the city.
3. The City shall continue to promote Surprise as a location for clean industry, high-tech manufacturing, and corporate office development.
4. The City shall encourage new employment centers by providing the infrastructure necessary to accommodate new industry, while also remaining flexible to future economic shifts and needs.
5. The City shall update and maintain the Economic Positioning Framework to address the community's goals for attracting targeted employment clusters to the city, including preferred incentives to attract those uses to the city.
6. Surprise shall explore and develop

Surprise General Plan 2035: Foundation for the Future

partnerships with local colleges, business organizations, and non-profit agencies to cultivate and attract a skilled, educated, and well-trained work force.

Goal 3: Safe Community

Maintain Surprise as a safe and connected community.

Policies

1. The City shall update the SUDC to institute a development standard that requires a path or trail connection between all existing and proposed neighborhoods.
2. The City shall set aside dollars in its CIP budget to acquire necessary easements or rights-of-way to facilitate a trail or path connection to and from existing neighborhoods lacking such connectivity.
3. The City shall expand neighborhood watch programs throughout Surprise.
4. The City shall promote neighborhood and building design that focuses on issues of public safety by incorporating principles of Crime Prevention Through Environmental Design (CPTED) into the planning design guidelines and engineering development standards.
5. Support partnerships for neighborhood and school safety.

Goal 4: Luke Air Force Base

A future land use pattern that fosters the continued use of Luke Air Force Base and Auxiliary Field #1 to conduct mission-critical training and accommodates community growth and development.

Policies

1. The City shall comply with all applicable statutes of the State of Arizona, applicable to territory within the vicinity of a military airport or ancillary military facility and land within the

high noise and accident potential zones of Luke AFB or any ancillary military facility.

2. The City shall require all new development to comply with the “Western Maricopa County/Luke Air Force Base Compatibility Plan” or city approved alternative document(s).
3. The City shall review its capital improvement plan (CIP) and master water and sewer infrastructure plans such that extensions of service capacity do not induce inappropriate development within the Luke Compatibility District.
4. The City shall continue to coordinate with Maricopa County (within the Surprise Planning Area) and Luke Air Force Base to review development proposals to determine their propensity to cause hazards or impediments for F-35 training operations within the Luke Compatibility District.
5. The City shall continue to assist property owners located within the Luke Compatibility District to increase their understanding of Luke Air Force Base’s mission, potential impacts associated with military aviation operations, land use constraints, and potential mitigation measures to guide appropriate development.
6. The City shall continue to participate in the Fighter Country Partnership group to provide early notification of development applications for Territory in the Vicinity of Luke Air Force Base and Aux1.
7. The City shall continue to work closely with Luke Air Force Base to maintain security around the perimeter of LAFB Auxiliary Field #1 to minimize trespassing.

Goal 5: Natural Conditions

Preserve and maintain natural area open spaces in the Surprise.

Policies

1. The City shall update the SUDC with wildlife friendly regulations in order to fully implement the policy direction of the Wildlife Linkages.

Land Use Element



2. The city shall strive to acquire, preserve and maintain areas with 20% slope or greater as natural area open space.
3. The city shall update its SUDC to provide hillside development standard guidance that promotes responsible development practices within hillside areas between 10% and 20% slopes.
4. The city shall work to provide publicly accessible linear greenspaces and trails along the CAP canal, McMicken Dam Outlet channel, Trilby Wash, Iona Wash and other regionally significant wash corridors identified on the Character Area map.
5. Surprise shall develop a comprehensive greenway, trail and pocket park system along the extensive natural desert washes that also serve to promote off-street trail connections between neighborhoods and businesses in Surprise.
6. Surprise shall acquire through purchase, trade, or the dedication of wildlife linkage areas and linear greenbelts recommended along existing desert washes as identified in the General Plan. Surprise shall maintain these areas for the public use and welfare and so as to ensure a cohesive and connected off-street trail system in perpetuity.

Goal 6: Variety of Housing

Provide high-quality housing in a range of residential densities and types.

Policies

1. The City shall encourage development of neighborhoods that broaden the choice of type, size, and affordability of housing in Surprise.
2. The City shall promote various residential options that provide amenities and conveniences within the residence and surrounding community that is above the median housing mix.
3. The city shall strive to create a balanced

housing mix of detached and attached housing that fosters an economically sustainable city.

Goal 7: Public Outreach

Promote public participation in the City's planning processes.

Policies

1. The city shall provide ample opportunities for individuals, organizations, and neighborhood associations to participate in the planning process through enhanced notification processes and commitment of staff resources to ensure that avenues of communication remain open and constant.
2. The city shall use traditional communication tools, social media, and continually explore new technology to provide clear and current notification of pertinent information on city meeting agendas, processes, and decisions to encourage public participation in Surprise.
3. The city shall require that applicants of new development projects have early and frequent communication with affected citizens and stakeholders.

Goal 8: Sustainable Construction

Promote energy efficient development and construction practices.

Policies

1. Sustainable building practices should be promoted for all new construction.
2. Continue to develop new, as well as expand existing programs to educate Surprise business and residential communities on the economic and environmental benefits of green building practices.
3. Participate in local, regional, and statewide sustainability efforts.

CHARACTER AREA APPROACH

In order to retain and improve its identity as a distinct city, Surprise seeks to manage future growth by promoting physical development that is not only attractive, but also expresses a unique overall community character.

To work towards this vision for development, the City has removed the 'Village Planning' requirements from the development process and shifted away from the traditional model which focused on the rigid placement of individual land use types within specific geographic areas. The more holistic 'Character Area' approach places a greater emphasis on delineating areas of common identity or desired characteristics.

Land Use Character Areas

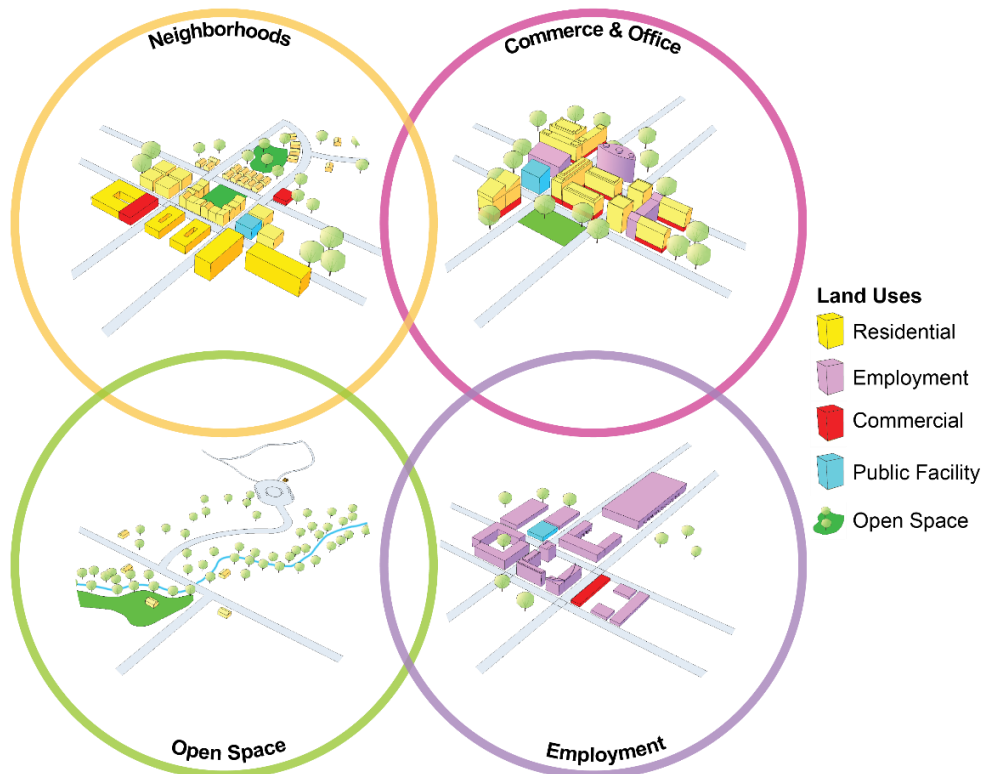
Character Area-based planning recognizes that; rather than promote the traditional division of like land uses into large homogenous planning areas; it is the combined form, density, intensity, and development pattern of a defined area that gives it an identifiable character. In turn, it is the collection of these individual character areas

that then combine to create a truly unique community.

The Surprise General Plan embraces this understanding by establishing Character Areas that first define the desired look or "feel" of an area and then provide more detailed guidance relevant to the specific use of land within those areas in order to achieve the desired overall character. This approach gives growth an enhanced capacity to fit into the "big picture" in terms of achieving the overall land use goals of the General Plan, while still addressing development issues or concerns of particular importance to specific areas of the community. By placing a larger focus on the character of an area, greater flexibility can also be applied to future development decisions while still maintaining an area's overall sense of place.

The Surprise Land Use Character Areas are grouped into four (4) different functional varieties, which are identified and described in greater detail on the following pages:

- Neighborhoods
- Commerce & Office
- Open Space
- Employment



Land Use Element



Development Types

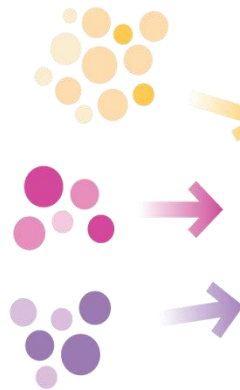
The Land Use Character Areas establish the basic framework that will guide development within Surprise. The broad nature of development possibilities within some of these Character Areas requires additional refinement to better clarify the desired land use pattern within these large planning areas.

Therefore, several Character Areas are further defined by sub-descriptions or 'Development Types'. Development Types provide a higher level of detail to ensure land use compatibility is maintained within each Character Area, but still provide a degree of flexibility that allows development to adjust to unknown future conditions. Each Development Type provides further descriptions of different functional characteristics that are prevalent with a given Character Area and can be applied based on many factors including the need to preserve existing special features, establish a desired future state, or respond to specific, unique development issues.

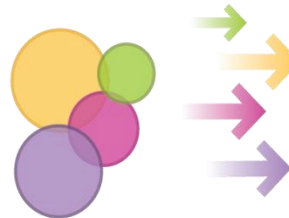
Organization of Land Use Character Area, Sub-Area and Development Type Descriptions

Each of the following Land Use Character Area, or corresponding Development Type, descriptions includes a general narrative that presents the intent of the individual category. Narratives are then followed by common planning development guidelines (such as density limits, transition measures, aesthetics and built form standards, and typical uses) that are intended to provide enough detail to envision the future built environment associated with that category. These planning descriptions are also provided to give specific guidance

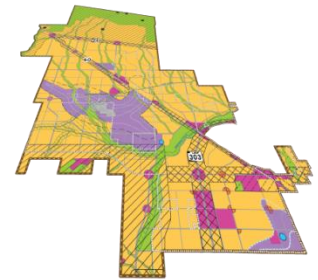
Development Types



Character Areas



Community



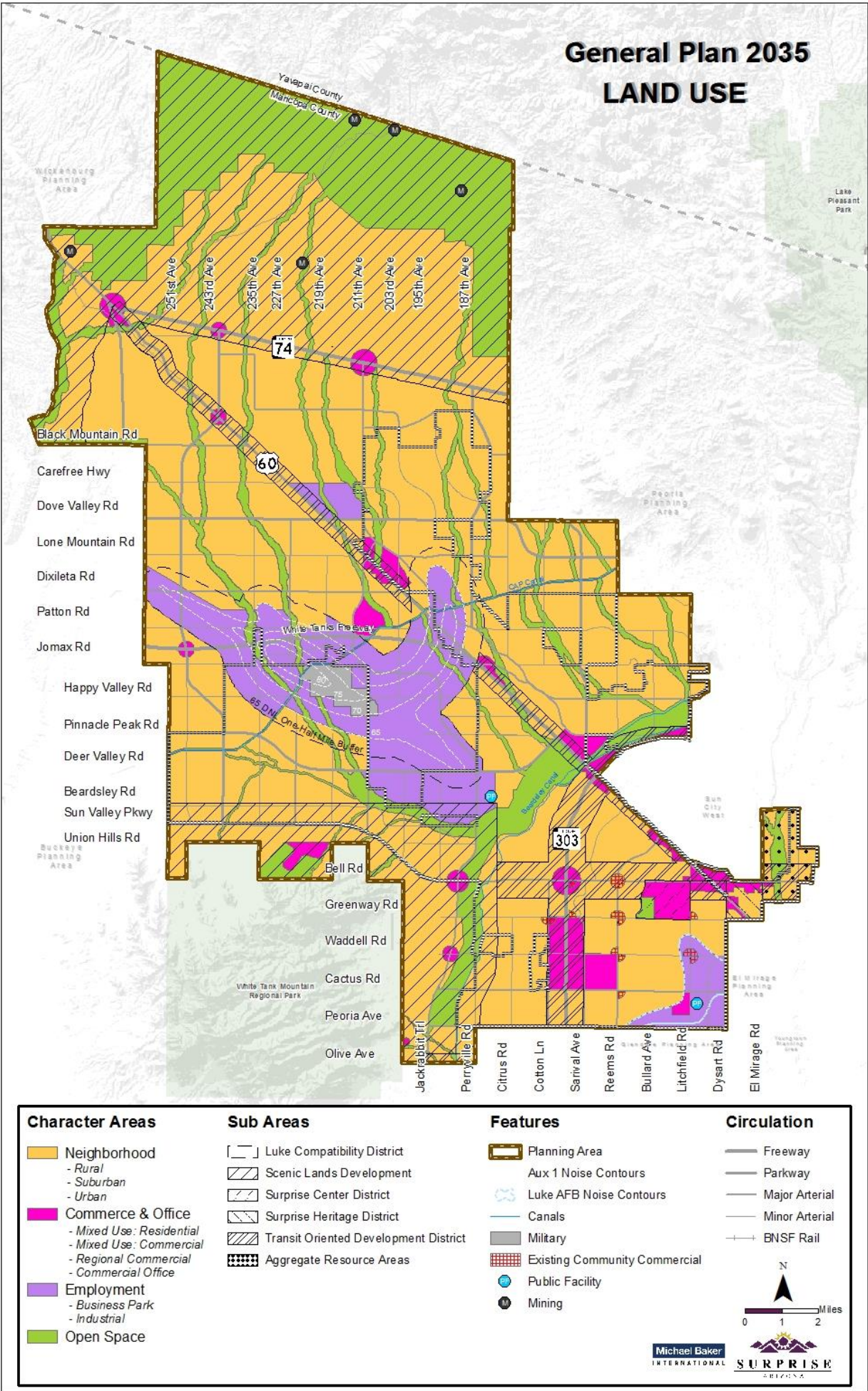
about how land use decisions should be made regarding future individual development applications, including that consideration will be given to existing physical development conditions as well as existing entitlements, whether in the City or Maricopa County.

While these guidelines help to inform the development process, they are not meant to strictly limit the design process. Creative and innovative design solutions are encouraged to help achieve the desired overall community character.

Land Use Character Area Map

The following Land Use Character Area map is a key component of the Surprise General Plan. This map is a graphic representation of the desired Character Area pattern for all land within Surprise's planning area. The map specifically indicates the intended distribution and type of Land Use Character Areas and Sub-Areas. The map should be used in conjunction with the application of goals, policies, and guidelines outlined in this Land Use element as well as all other applicable elements of this General Plan. Although not a zoning map, this Land Use Character Area map should also be referenced to guide future development and zoning decisions as they pertain to the City of Surprise, or its Planning Area.

General Plan 2035 LAND USE



Land Use Element



Neighborhood Character Area

Covering the largest geographic planning area, the Neighborhood Land Use Character Area represents the various residential neighborhoods within Surprise. While neighborhoods are predominantly residential areas they can also be supported by locally oriented commercial and public facility uses, and can range from established to emerging and urban to rural in nature. The combination of the majority of residential uses into the Neighborhood Character Area makes this one of the most character defining features of the City. While each neighborhood can have particular elements that make it unique (i.e. architectural style, streetscape design, recreational amenities, etc.), all neighborhoods can generally be classified into three basic Development Types based on their existing or desired mix of uses, building type, and density.

The Neighborhood Land Use Character Area includes the following Development Types:

- Rural Neighborhoods
- Suburban Neighborhoods
- Urban Neighborhoods

Neighborhood Character Area Development Guidelines Common to All Development Types:

Compatibility and Transition Measures

To help limit the impact on adjacent existing or potential uses and promote overall land use compatibility, new development should utilize the following transition measures at the neighborhood edge:

- Respect the context of adjacent building form and architectural style;
- Adjust densities to provide a gradual transition to surrounding uses;

- Step buildings (via building massing, footprint size, and height) to reduce the visual impact to surrounding uses;
- Provide similar streetscape and landscape design to surrounding uses;
- Utilize appropriate setbacks to blend and transition between surrounding uses; and/or
- Place enhanced landscape/open space buffers between uses; additional measures should be taken to emphasize transition through integration and encourage connectivity between new development and surrounding uses.

Neighborhood Character Area Development Guidelines Unique to Each Development Type:

The following sections describe development guidelines specific to each neighborhood development type.

Rural Neighborhoods

Rural Neighborhoods represent areas defined by low-density residential uses, and limited low intensity neighborhood commercial and civic uses that are necessary to support the rural lifestyle. These areas typically lie just outside the Suburban Neighborhoods and are intended to preserve and enhance the natural desert landscape and appropriate agricultural uses. Housing is scattered across the landscape in a random pattern, within large-lot subdivisions, or clustered to preserve open space, views, and other natural features. Because trip distances are typically too long for walking, transportation mobility is largely dependent on automobiles but non-motorized trail facilities are included where appropriate. The availability of public infrastructure is limited.



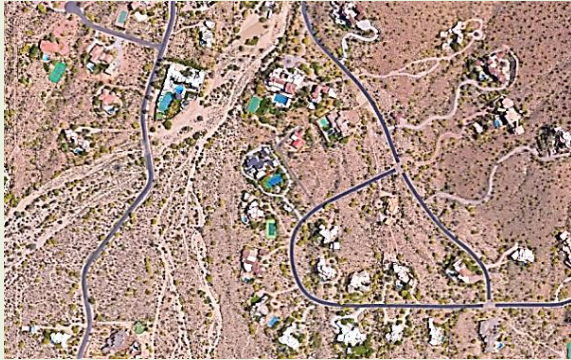
Density Range:

0-2 du/ac

Aesthetics and Built Form

- Conventional, suburban style community commercial development patterns are discouraged.
- Architecture styles should maintain the unique regional rural character rather than promote standardized “franchise” or “corporate” architecture.
- All buildings heights should be respectful of the surrounding view shed.
- Buildings should be generously set back from the street and oriented in a manner that preserves major community views of surrounding mountains.
- Development should be sensitive to existing topography and preserve natural features, washes and wildlife corridors.
- Streets should be located, and their rights-of-way sized, in accordance with the intensity and density of land uses served. Local roadway cross sections are typically defined by the roadway, unpaved shoulders, and natural desert landscaping lining the edges.
- Vehicular connectivity should be limited with large block lengths and infrequent intersections to be consistent with large parcel sizes and preserve the natural character, while incorporating traffic calming techniques where appropriate.
- Large-lot, single-family detached homes that utilize quality building materials and apply high quality design are encouraged.
- Neighborhood commercial uses should be located on parcels that are 15 acres or less in size, relate to the prevailing scale of adjacent development, and placed at appropriate roadway intersections.

Land Use Element



- Large-lot residential developments should include a trail system, where appropriate, to accommodate pedestrian, bike and equestrian linkages to adjacent development. Linkages to adjacent public lands, if appropriate, should also be provided.

Typical Uses

- Agricultural uses and accessory uses such as barns or stables
- Large-lot single-family residential uses
- Neighborhood Commercial uses necessary to support the rural lifestyle including small-scale retail or grocery stores, feed and tack stores, and commercial nurseries
- Civic benefit uses such as places of worship, schools, municipal parks or preserves, etc.

- Low lighting levels should be used to reflect the character of the area and preserve a dark sky at night.
- Sidewalks should be provided along arterial, collector and local streets as appropriate.

Suburban Neighborhoods

Suburban Neighborhoods represent the transition area between rural settings and urban environments. These neighborhoods reflect the most common pattern of development in the City, and are where the majority of Surprise's population growth will be concentrated. Suburban neighborhoods include predominantly medium-density residential housing types that serve varying income levels. While residential is the primary land use within this neighborhood, they can also include neighborhood and community commercial, professional offices, schools, places of worship, parks, and other civic uses. Most development occurs in large to medium sized planned communities that utilize well-connected street and trail networks to encourage pedestrian and bicycle travel between uses and minimize the need for motor vehicle trips within the neighborhood. All uses in Suburban Neighborhoods are predominantly served by public infrastructure.



Density Range

2-8 du/ac

Aesthetics and Built Form

- A mixture of traditional, single-family detached and attached homes that utilize quality building materials and apply high quality design are encouraged to serve a full range of life style and life stage needs

- Residential building setbacks from the front property line should vary to create a more interesting and attractive streetscape.
- Residential buildings should de-emphasize front load garages by providing a mix of garage orientations including, side or angle entry, rear load with alley access, or front load with a set back from the primary living space.
- Neighborhood and community scale retail, professional office and civic uses may be incorporated at strategic locations along proposed or existing arterial corridors that provide convenient access to residential areas.
- Neighborhood and community retail, professional office and civic uses should be clustered to create suburban centers that provide services and activities for the local community. The design and scale of these centers should blend with surrounding proposed or existing suburban residential development to ensure land use compatibility and pedestrian connectivity.
- The maximum combined size of any cluster of non-residential uses should be 30 acres or less.
- The placement of non-residential buildings should be pushed close to the primary roadway, and parking areas should be encouraged to the sides and/or rear of buildings.
- All buildings heights should be respectful of the surrounding view shed.
- New subdivisions should be connected to existing adjacent developments, or provide stub streets to future development areas, to allow for strong internal pedestrian, bicycle, and automobile connectivity. Cul-de-sacs should only be reserved for use when physical site constraints are present.

Land Use Element



- A traditional grid pattern street network is encouraged. Streets with curvilinear design are also encouraged where local topography and protection of natural features warrant such design.



and comfortable travel for all users, including automobiles, pedestrians, bicyclists, and transit. The design of residential streets in these suburban neighborhoods should promote slower vehicular speeds, as well as provide on-street parking, and bicycle and pedestrian facilities.

- All major residential development shall include active and passive open space areas designed, located, and oriented to provide high pedestrian accessibility within and around the development, and buffer between less developed and more urban developed areas. The design and placement of public off-street pedestrian trail connections to adjacent development is highly encouraged.

Typical Uses

- Medium-lot single-family residential uses
 - Small-lot single-family residential uses – such as alley loaded, duplexes, court and patio homes, and townhouses
 - Neighborhood and Community Commercial uses – such as full service grocery stores, drug stores, personal services, and convenience uses
 - Professional Office uses – such as medical office, small-business services
 - Civic benefit uses such as places of worship, schools, municipal parks or preserves, etc.
- The incorporation of “complete streets” should be utilized to enable safe, attractive,

Urban Neighborhoods

Urban neighborhoods are the highest density residential areas in the City. They generally function as a transitional use between lower intensity suburban areas and high volume roadways/transit corridors, more intensive regional commercial centers, or employment areas. Urban neighborhoods are predominantly residential in nature and are characterized by a diverse mix of residential types; from small-lot to vertical multi-unit developments. However, community commercial uses along with professional employment and civic uses can also be embedded within this neighborhood type. This mixture of residential and nonresidential uses is typically in close proximity to one another to promote a dense, pedestrian oriented, urban environment. The resulting development patterns provide higher street connectivity, smaller block lengths, improved transit options and the greatest degree of public infrastructure services.



Density Range

8+ du/ac

Aesthetics and Built Form

- Buildings should be articulated with varied massing and enhanced architectural details.
- Development patterns should promote a

more human scale that places emphasis on the mixing of land uses in a pedestrian-friendly way. Urban residential uses should be designed around some type of neighborhood center or focus area, such as a school complex, civic amenity, community park or commercial services.

- Single-family attached dwellings should relate to and address the street with the main entrance oriented to the street, avoiding garage dominant frontages. The relationship between public and private spaces along residential streets should also be preserved by incorporating covered front porches, defined courtyards or other semi-private transition zones
- Multi-family buildings should be located along, and oriented toward, a proposed or existing collector or arterial corridor or in conjunction with existing multi-family sites, commercial centers, or employment areas where direct access to transit is available or will be provided over time.
- All parking for multi-family buildings should be provided off-street and accommodated internally on site in covered parking clusters, or in garages or carports that are attached and integrated into the building architecture.
- All single-family attached or multi-family buildings should have shallow to moderate front setbacks. Individual multi-family buildings shall also be separated by ample space for pedestrian walkways and landscaping.
- Community commercial, professional office or civic uses should be located at the intersection of a proposed or existing arterial or higher roadway, and oriented toward arterial corridors where direct access to transit is available or will be provided over time.

Land Use Element



- Placement of commercial, professional office and civic buildings should reinforce the streetscape through building forward design, use of shallow front setbacks where appropriate and location of parking at the rear and/or side of buildings.
- Multi-family or non-residential development with frontage on a urban neighborhood street should limit public access from that street and limit business associated parking on that street so as to avoid significantly altering the residential character and scale of the existing street.
- The maximum combined size of any cluster of non-residential uses should be 30 acres or less.
- All building heights should be appropriate in scale and transition in relation to surrounding developments.
- A traditional or modified grid pattern street network that incorporates shorter block lengths is encouraged to promote increased pedestrian connectivity.
- New residential development should be integrated with the existing interconnected street network. The design and application of cul-de-sacs, limited street connectivity, or security gating is discouraged.
- The incorporation of “complete streets” should be utilized to enable safe, attractive, and comfortable travel for all users, including automobiles, pedestrians, bicyclists, and transit.
- The design of residential streets in these urban neighborhoods should promote slower vehicular speeds, as well as provide on-street parking, street trees, bicycle and pedestrian network, and transit facilities.
- All residential development should include active and passive open space areas designed, located, and oriented to provide high pedestrian accessibility within and around the development, connections to adjacent development, and buffer between less developed and more urban developed areas.



Surprise General Plan 2035: Foundation for the Future

- Sustainable building practices should be promoted for all new construction

Typical Uses

- Small-lot single-family attached residential uses – such as duplexes, court or patio homes, and townhouses
- Multi-family residential uses – such as condominiums and apartments
- Vertical mix of residential uses, while integrating commercial development
- Community Commercial uses – such as full service grocery stores, drug stores, personal services, and convenience uses
- Professional Office uses – such as medical office and small-business services
- Civic benefit uses such as places of worship, schools, municipal parks or preserves, etc.

Commerce & Office Character Area

Due to their prominent geographic location, relationship to adjacent land uses and/or proximity to regional transportation corridors, some areas within the City allow for and encourage greater flexibility in the application of future land uses. The Commerce & Office Land Use Character Area defines those unique areas within the City that, because of their broad development potential, can comfortably accommodate a variety of land uses. These areas contain the highest intensity of development in the City and are intended to provide opportunities for a mixture of commercial and retail uses, office and employment areas, higher density housing, hospitality developments, government and civic uses, educational and medical campuses, and entertainment choices to encourage a true live, work, play environment.

Unlike smaller urban mixed use developments that are typically dedicated to the vertical

integration of uses within a single building, the Commerce & Office Land Use Character Area supports both a horizontal and vertical mixture of uses on a larger scale. However, the development pattern for this character area remains walkable and accommodates other forms of transportation including cars, bicycles, and transit to encourage a more urban style living environment

Commerce & Office Character Areas can generally be classified into four basic Development Types based on their existing or desired mix of uses:

- Mixed Use – Residential
- Mixed Use – Commercial
- Regional Commercial
- Commercial Office

Commerce & Office Character Area Development Guidelines Common to All Development Types:

Compatibility and Transition Measures

To help limit the impact on adjacent existing or potential uses and promote overall land use compatibility, new development should utilize the following transition measures at the character area edge:

- Respect the context of adjacent building form and architectural style;
- Adjust densities to provide a gradual transition to surrounding uses;
- Step buildings (via building massing, footprint size, and height) to reduce the visual impact to surrounding uses;
- Provide similar streetscape and landscape design to surrounding uses;
- Utilize similar setbacks to surrounding uses;

Land Use Element



- Place enhanced landscape/open space buffers between uses; additional measures should be taken to emphasize transition through integration and encourage connectivity between new development and surrounding uses.

Aesthetics and Built Form

- Development patterns should promote a more human scale that places emphasis on the vertical and horizontal integration and mixing of land uses in a pedestrian-friendly way.
- Multi-family residential uses should be vertically integrated above street level retail uses where enhanced street related activity is desired. To maintain an active, pedestrian friendly streetscape, stand-alone multi-family development is discouraged in these enhanced activity areas.
- Commercial, professional office or civic uses should be located along and oriented toward collector or arterial corridors where direct access to transit is available or will be provided over time.
- Placement of commercial, professional office, civic and residential buildings should reinforce the streetscape through building forward design, and the use of shallow front setbacks where appropriate.
- Infill development and adaptive reuse of existing building stock is encouraged.
- All building heights should be appropriate in scale and transition in relation surrounding developments.
- Buildings should be articulated with varied massing and include architecturally interesting elements, pedestrian friendly entrances, outdoor dining areas, transparent windows, or other means that emphasize human-scaled design features, particularly at the street level.
- Unbroken stretches of blank walls are discouraged, specifically when it creates physical and visual separation within a “complete” development.
- A traditional or modified-grid pattern street network that incorporates shorter block lengths is encouraged to promote increased pedestrian connectivity and provide enhanced linkages to adjacent land uses.
- The incorporation of “complete streets” should be utilized to enable safe, attractive, and comfortable travel for all users; including automobiles, pedestrians, bicyclists, and transit. The design of residential and/or activity related streets in these mixed use areas should promote slower vehicular speeds, as well as provide on-street parking, street trees, bicycle and pedestrian network, and transit facilities.
- Development should minimize the use of surface parking in favor of underground or aboveground structured parking. Aboveground structured parking should be lined with residential, commercial or office uses. All surface parking should be located to the rear and/or side of buildings.
- Access to Urban form will support the creation of an efficient multi-modal transportation system that encourages a greater utilization of transit and active transportation modes.
- Public plazas, squares or other gathering spaces should be provided in each mixed use development.
- Where appropriate, all mixed use developments should include active and passive open space areas designed, located

Surprise General Plan 2035: Foundation for the Future

and oriented to provide; high pedestrian accessibility to adjacent development.

- Sustainable building practices should be promoted for all new construction

Typical Uses

- Multi-family residential uses – such as condominiums and apartments
- Regional Commercial uses – such as restaurants, clothing apparel, department stores, big box anchor stores, resorts, hotels, and movie or entertainment centers.
- Professional Office uses – such as medical campus, corporate campus, and small-business services
- Civic uses such as City government, cultural facilities, education campuses, and municipal parks

Commerce & Office Character Area Development Guidelines Unique to Each Development Type:

See the following sections for development guidelines specific to each Commerce & Office development type.

Commercial Office

Consists of a more intensive collection of mid-rise professional office buildings that are concentrated in an urban development form that, by their very nature, also attract supporting retail, restaurant, hotel and civic spaces to support the concentration of professional offices. Educational and medical campuses along with their typical support facilities may also be located within this development type. Stand-alone multi-family residential development could be integrated into the overall design, were appropriate, to offer housing options near quality jobs that shorten commute times and reduce congestion.

Mixed Use – Residential

Includes a vertical and or horizontal mixture of residential and non-residential land uses where the residential component of the project constitutes at least 75% of the overall square footage (vertical mixed use) or acreage (horizontal mixed use). The remaining 25% of the square footage or acreage would constitute commercial retail, office, education, medical, entertainment or civic related uses.



Mixed Use – Commercial

Includes a vertical and or horizontal mixture of commercial land uses where the commercial (or non-residential) component of the project constitutes at least 75% of the overall square footage (vertical mixed use) or acreage (horizontal mixed use). The remaining 25% of the square footage or acreage would constitute supporting residential uses.



Land Use Element



Regional Commercial

Includes a vertical and or horizontal mixture of commercial land uses where the commercial (or non-residential) component of the project constitutes at least 75% of the overall square footage (vertical mixed use) or acreage (horizontal mixed use). The remaining 25% of the square footage or acreage would constitute supporting residential uses.



Future Planning and Implementation of the Commerce & Office Land Use Character Areas

As the Character Area Land Use plan illustrates, there are numerous Commerce & Office Land Use Character Areas designated in Surprise. The Prasada master planned community and the Litchfield Road/Bell Road intersections represent the only ongoing or already planned mixed use development types. There are numerous other Commerce & Office Land Use Character Area designations that have yet to be planned or developed.

By definition, the Commerce & Office Land Use Character Area allows the greatest diversity and intensity of land uses, that is to say, each area can be developed with its own focus, brand, identity and “character”.

To properly accommodate the unique and varied development scenarios in the Commerce & Office Land Use Character Area, as well as a

means to be flexible and responsive to the timing of marketplace realities, it is recommended that each Commerce & Office Land Use Character Area individually conducts a city-initiated or private development-initiated specific area plan to further define land use, circulation and urban form plans for each Commerce & Office Land Use Character Area. Utilizing this planning and zoning tool affords the city added certainty and predictability in the evaluation of proposed land uses, development standards, the look and feel of the urban form, relationship to the surrounding character, and determination of the need and/or appropriateness of the mixture of proposed uses within each Commerce & Office Land Use Character Area.

Employment Character Area

The Employment Land Use Character Area is intended to promote economic and business development opportunities that create jobs that are vital to the economic sustainability and growth of the City of Surprise. The largest concentration of the Employment Land Use Character Area is located in close proximity to the Luke AFB Auxiliary 1 field. This designation of large acreage around the Luke Aux 1 field is intended to support and protect the mission of Luke AFB, but also is designated to maximize the clustering of employment-related uses for specialization, synergy, transportation efficiency and exchange of knowledge. Strong access to transportation and water/wastewater infrastructure is necessary to attract and support value-added employment generating businesses into these areas.

Typical employment sites and building development should promote the specific needs of large-scale activities and/or clustering of smaller, complimentary businesses designed in a cohesive, campus style setting. Appropriate uses within the Employment Character Area include those that generate employment such

as research/development/hi-tech parks, corporate campuses or business parks, manufacturing/processing facilities, distribution centers, medical campuses, and office/industrial flex spaces.

The Employment Character Area includes a distinct set of development types that include the following:

- Business Parks
- Industrial

Employment Character Area Development Guidelines Common to All Development Types:

Site Design, Aesthetics & Building Orientation

- Large projects proposed for phased development should, to the greatest degree possible, be planned and designed so that each phase is complete and can exist independently in terms of its functional, vehicular and pedestrian circulation, open space, parking, drainage, landscaping and visual aspects; as well as its connectivity to adjoining existing developments and project phases yet to be completed.
- Projects shall establish and maintain high quality site planning, architecture, signage and landscape design to create an attractive and unified development character and to ensure compatibility to adjacent land uses.
- Multiple buildings on the same site should be designed and grouped to create a cohesive, visual relationship among buildings, while at the same time, provide for functional and shaded employee courtyards, pedestrian plazas, open space and view corridors to surrounding mountains.
- Lot coverage is typically no greater than 60 percent.
- Projects shall provide internally coordinated and continuous pedestrian circulation systems that make walking from building to building convenient and shaded for comfort.
- Buildings should have coordinated signage whereby the height, size, and type are controlled to prevent “visual clutter”.
- Access should be provided from a major collector or arterial roadway. Deceleration lane and turning pocket designs should be increased for those businesses with above average daily truck trips. Driveway access should be controlled with limited driveway connections to the adjoining roadway.
- In multiple building developments, vehicle driveway connectivity between buildings utilizing internally coordinated driveways and connected/shared parking areas between on-site buildings shall be required.
- Buildings shall be designed with “four sided architecture” where design and orientation should encourage safety and privacy of adjacent outdoor spaces, and should reduce noise and odor impacts received from, or generated by, the development project.
- Design buildings to have shadow-relief where pop-outs, offsetting planes, overhangs, and recessed doorways are used to provide visual interest, particularly at the street level.
- Pre-cast walls and/or tilt-up walls should incorporate reveals, recessed panels, recessed windows, molding, and other architectural features to articulate and reduce the monotony of the building exterior.
- Small scale development is appropriate provided that it supports/strengthens major employment uses and does not restrict future large-scale employment-generating development opportunities.

Land Use Element



- Locate outdoor storage areas, refuse collection areas, and loading areas in interior rear or side yards and screen with a similar material and color as the primary building.
- Utilize walls and landscaping to reduce glare and noise for adjacent uses whenever possible.
- Provide recreational and/or urban plazas that link visually and/or physically to the city's pedestrian network or network of public spaces.

Proximity, Transition & Buffering

- Taller buildings should be made to appear less imposing by stair- stepping building heights back from the street, breaking up the mass of the building, and/or by providing broader open space/pedestrian plaza areas as foreground for the building.
- Buildings located on the exterior of new projects adjacent to the undeveloped edge of the City should maintain a low profile in terms of height, bulk and massing.
- Outdoor Illuminated spaces shall provide shielded or "cut off" fixtures to reduce light "spillage" onto adjacent land uses whenever possible.
- Long, unbroken building facades on large scale buildings should be avoided, especially when adjacent to Neighborhood Character Areas, arterial streets or other highly visible public viewing areas.
- Design of buildings, including building style, form, size, color and material, should take into consideration the development character of adjacent neighboring areas.
- Projects shall provide a safe, direct and convenient connection and integration of

bicycle, pedestrian and transit modes of transportation. The provision of multi-modal connections to workplaces is a critical element to not only link people to their work sites, but also provide employees access to a convenient mix of supportive uses and recreation opportunities around their workplaces.

- To promote efficiency in the flow of traffic on major arterials, full median breaks for turning movements should occur at not less than one-quarter (1/4) mile intervals; with left-turn-only median openings spaced at not less than one-eighth (1/8) mile intervals.
- Projects shall be planned and designed to provide connectivity and linkage to the City's proposed integrated open space, pedestrian and trail systems.
- Major collector or arterial roadways serving employment development should be landscaped, furnished and lighted to provide definition of roadways and reflect the importance and character of the project being served.

Surprise General Plan 2035: Foundation for the Future

Employment Development Character Guidelines Area Unique to Each Development Type:

See the following sections for development guidelines specific to each Employment Development Type.

Business Parks

The Business Park Development Type can contain a variety of businesses, offices and light industrial oriented uses that are connected in their street access, site design and orientation and architectural design. Typical uses will consist of research and development parks, corporate campuses, professional offices, office/industrial flex space, and light industrial facilities with limited indoor fabrication/assembly. Heavier industrial operations with outdoor fabrication and/or storage are not appropriate in the Business Park development type



Site Design, Aesthetics & Building Orientation

- Building heights will typically be 1 to 3 stories.
- Building setbacks for Business Parks should be moderate to deep in nature; a minimum of 30-40 feet, depending on scale of project and massing of buildings, is appropriate. Building setbacks from existing neighborhood character areas shall maintain a minimum setback of 60 feet.

- Development should reflect a campus or unified development pattern that includes on-site stormwater detention or retention features, parking and continuity in tree and groundcover landscape designs/species types.
- Business parks should, whenever feasible, provide supporting commercial uses to serve workers and patrons of these developments.



Proximity, Transition & Buffering

- Business Park uses should not be sited adjacent to existing neighborhood character areas with rural or suburban development types. With appropriate buffering, building orientation and setbacks, adjacency to urban

Land Use Element



density neighborhood character areas may be permitted.

- Outdoor storage and/or loading areas should not be located adjacent to existing residential uses

Typical Uses

- Professional offices
- Corporate Campus
- Research and development offices/laboratories
- Offices/retail show rooms with light fabrication/assembly flex space
- Supporting retail uses (small restaurant/deli, dry cleaning, shoe repair, etc).
- Compatible public and quasi-public uses

Industrial

The Industrial Development Type are those locations that are suitable for light and heavy industrial related uses such as manufacturing, processing, warehouse, distribution and other types of industrial related facilities.

These areas are major employment and economic providers for the city, but may come with special zoning concerns relating to truck access, infrastructure needs and, depending on the nature of their operational characteristics, may require additional buffer or separation from encroachment of incompatible land uses. Industrial facilities include the operation of laboratories, warehousing and distribution facilities, and a wide variety of light to heavy manufacturing and assembly of products; including compounding, processing, packaging or treatment of various goods. Manufacturing processes using animal products and by-products as component parts in finished materials are not permitted in Surprise. Objectionable vibrations, glare, noise, odors, and dust, must be appropriately mitigated to protect adjacent non-industrial uses. Supporting retail, office and caretaker resident uses are appropriate where integral to the operation of the industrial facility.



Surprise General Plan 2035: Foundation for the Future

Site Design, Aesthetics & Building Orientation

- Large building setbacks, appropriate to the scale of industrial uses, should be incorporated to buffer adjacent non-industrial uses.
- Multimodal storage containers utilized on a regular basis shall be appropriately buffered and/or screened from adjacent non-industrial uses.
- If permitted by zoning, silos, tanks, and other ancillary structures shall be aesthetically integrated into the site.
- Parking areas and drive aisles should be configured so that they minimize conflicts with loading activities.
- Screening of industrial outdoor storage or fabrication areas should use a combination of elements including solid masonry walls, berms, and landscaping. The method of screening should be architecturally integrated with the adjacent building in terms of materials, colors, and texture.
- Any outdoor storage materials shall be screened and maintain a deep setback from right of ways.
- Lighter, neutral earth tone colors should be used on industrial buildings to help reduce their perceived size. For larger building surfaces, colors should be muted and subdued.

Proximity, Transition & Buffering

- Less intensive manufacturing and fabrication uses utilizing indoor spaces for light manufacturing and fabrication uses should not be sited adjacent to existing or planned rural or suburban neighborhood character areas. With appropriate buffering, building orientation and setbacks, adjacency to urban

density neighborhood character areas may be permitted.



- More intensive manufacturing and fabrication uses that utilize outdoor spaces for their processing and/or the total square footage of a single building is 400,000 square foot or greater shall not be permitted adjacent to any neighborhood character area.
- The use of public streets for truck staging and queuing is not allowed.
- Bay doors, loading areas and outdoor storage areas should not be located adjacent to existing or planned neighborhood character areas.

Land Use Element



Typical Uses

- Scientific or research laboratories
- Commercial Trade Schools
- Wholesale activities including warehousing and distribution
- Manufacturing and processing (animal products prohibited)
- Industrial Flex space (fabrication and assembly back room/retail or office front room; i.e. cabinet or tile shop)
- Processing and compounding of previously prepared materials
- Automobile body and fender works
- Public and quasi-public uses

Open Space Character Area

Open Space

The Open Space designation includes public and privately held lands that are intended to be preserved for natural areas, conservation areas and/or trail and other regional recreational facilities. Open space designations in Surprise are primarily designated in mountainous areas, along designated floodways, riverine areas, and along significant desert wash and other drainage corridors. Open space areas should be maintained in their natural state due to topographic, drainage, vegetative and landform constraints.

Per Arizona Revised Statutes, ASLD and privately held lands with an Open Space designation may also be developed at a maximum of one dwelling unit per acre or with an alternative, economically viable land use. In

order to preserve ASLD and privately held lands as Open Space, acquisition of these lands must occur through purchase or trade.

The Land Use Plan denotes a significant portion of the City's northern planning area as Open Space. These areas are primarily Bureau of Land Management (BLM) and Arizona State Land Department (ASLD) managed lands consisting of mountainous terrain with slopes of 20% or greater. The City's intent is to establish a large conservation and recreation area at this location.

The Land Use Plan also identifies a series of north-south linear open spaces that follow existing desert wash and drainage facilities. General site design is intended to incorporate these floodways into the housing and building orientation to protect and utilize them as a natural asset and promote accessible channels. The City's intent is to establish an off-street trail system along these wash corridors to enhance non-motorized mobility and connectivity therefore, pedestrian trails shall be required either within the Open Space designated land or directly adjacent thereto. Please refer to the Recreation & Open Space Element for additional details. Other Open Space designations include areas within designated floodways such as the Hassayampa River, McMicken Dam and Outlet Channel, and the Agua Fria River.

Areas designated as Open Space within the Luke Compatibility District shall provide uses which are both compatible with the operation of the auxiliary field and meet ARS requirements concerning military bases.

Open Space designations will apply to all future rezoning and development applications, but zoning densities will be determined over the parcel acreage as a whole, including those portions designated as Open Space. Site design shall incorporate the alignments of Open Space designations shown on the Land Use

Surprise General Plan 2035: Foundation for the Future

Map (page 36). The Open Space designations overlaying the wash or channel corridors are intended to follow and match the floodplain width of the existing floodway. The specific width of the Open Space corridors and floodways that are used to designate the Open Space Character Area will be refined during the rezoning and site design process.

Multiple Character Areas

The following Development Types are appropriate to multiple Character Areas.

Community Commercial

The Neighborhood, Commerce & Office, and Employment Land Use Character Areas include parcels of land appropriate for Community Commercial use, even though they are not specifically illustrated on the Character Area Map. Community Commercial use is intended to provide retail goods and services that serve an approximate 1-2 mile primary trade area. Community Commercial uses are typically sited at the intersection of arterial roadways and may also be served by transit. Their typical building configuration is to contain at least one anchor (typically a grocery store) with additional secondary stores (i.e. drug, specialty, sports).



Development Guidelines Common to All Community Commercial Types:

Site Design, Orientation and Access

- The total acreage of any one parcel, or assemblage of several parcels for such use, shall not exceed 30 acres, unless market viability and impact (i.e. traffic, noise, glare, etc.) mitigation can be demonstrated
- The buildings should be designed with a cohesive architectural style, height, form, color and massing that is compatible with the neighborhood context
- Roof top components (i.e. mechanical equipment, antennae, vents, solar panels, etc.) shall be screened from ground view by parapet walls or other acceptable design solution
- Building heights may exceed the heights of the surrounding residences, but must be stepped back on the site at least 50 feet
- Access drives and off-street parking lots should be located to collect/disperse traffic in a manner that is safe and does not promote neighborhood cut-through traffic
- The utilization of direct or indirect access drive signalization, deceleration turning lanes, placement of median breaks and/or curb cuts and emergency response access may require the preparation of a traffic impact study
- Delivery and service truck access should be separated, occur at the rear or side of the property and take place during regular business hours whenever possible.
- Screen parking lots with walls and landscaping to minimize glare
- For out-parcel pads served with a drive thru, provide adequate circulation, parking and

Land Use Element



queuing within the adjacent community commercial site

- Require the execution of cross property access agreements for out-parcel pads to utilize site-wide access points to adjacent arterial roadways



- Incorporate Americans With Disabilities Act (ADA) curb ramps for both on and off-site sidewalk/street crossings

- Consider incorporating raised medians/pedestrian refuges on adjacent arterial roadways
- Landscaping should utilize species on the Arizona Department of Water Resources (ADWR) Low Water Use Plant list
- Signage should be complementary to the natural environment, site architecture/landscape architecture, with consideration for day/night visibility

Proximity, Transition and Buffering

- Site the building at the intersection of arterial streets, along public transit routes to foster vehicular access and mobility and reduce vehicular noise and glare for residential uses
- Integrate the buildings on the site with adjacent rural, suburban and/or urban neighborhoods
- Calculate appropriate illumination, provide full cutoff shielded fixtures (aimed downward) and minimize light “spillage” off-property on parking lots
- Utilize distance, walls and landscaping to reduce glare and noise from truck delivery areas for adjacent residential parcels.

Connectivity Opportunities

- Locate uses along public transportation routes
- Connect the site with interior and exterior sidewalks, trails, and paths to adjacent neighborhoods to reduce vehicle use and enhance community health and air quality

Typical Uses

- Grocery Stores, Drug Stores, Restaurants,

Surprise General Plan 2035: Foundation for the Future

Finance, Insurance and Real Estate Offices, Personal Services, etc.

Public Facility

The Land Use Character Area Map includes the designation (by PF icon) of large scale public facilities. These uses are important to identify and make the public aware of the adjacency or proximity of non-residential uses that exist and/or are planned within the Surprise Planning Area. Such uses are typically of a size that serves a larger area of Surprise and can be located within any Character Area. These large scale public facilities may require on and off-site mitigation and/or buffering. Appropriate uses include but are not limited to: amphitheater/stadium (indoor/ outdoor), electrical generation stations, electrical receiving stations, post-secondary educational facility, renewable/conventional energy production facility, solid waste landfill facility, solid waste transfer facility, wastewater treatment plants, water treatment plants, and worship facility.



integrate with existing and proposed uses, and enhance off-site mountain views

- All buildings should be designed with four-sided architecture
- Blend the color palette of all exterior building faces, walls and structures into the Sonoran desert environment. The minimal use of accent colors may be appropriate, but reflective materials are discouraged.
- Buildings on a campus style development should be designed with similar architectural style, height, form, and massing as the surrounding neighborhood
- Roof top components (i.e. mechanical equipment, antennae, vents, etc.) should be screened from ground view by parapet walls or other acceptable design solution
- Access drives and parking lots should be located to collect/disperse traffic in a manner that is safe and does not promote neighborhood cut-through traffic.
- Parking lots should be screened with walls and landscaping
- Incorporate painted crosswalks at all street crossings and selected mid-block crossings, if utilized
- Consider incorporating raised medians/pedestrian refuges on adjacent and proximate routes to schools on collector roadways
- Landscaping should utilize species on the Arizona Department of Water Resources (ADWR) Low Water Use Plant list for the Phoenix Active Management Area.

Development Guidelines Common to All Public Facility Types:

Site Design, Orientation and Access

- Buildings should be oriented to enhance the natural topography, solar access, shade, drainage and vegetation on the site,

Proximity, Transition and Buffering

- For lighted facilities, calculate appropriate illumination, provide full cutoff shielded

Land Use Element



fixtures (aimed downward) and minimize light “spillage” off-property

Joint Use and Connectivity Opportunities

- Connect buildings or campus with sidewalks, trails, paths to surrounding neighborhoods to reduce vehicular conflicts and enhance student health

Development Guidelines Unique to Specific Public Facility Types:

See the following sections for development guidelines specific to Public Facility type.

Elementary, Junior High, High School, and Library Facilities

Site Design, Orientation and Access

- Building heights should not exceed the heights of the surrounding residences. Exception: High school and Library building heights may exceed the heights of the surrounding residences, but must be stepped back on the site at least 50 feet
- Access drives and parking lots should be located with adequate depth to contain several busses for off-loading and accessible drop-off/pick-up maneuvering for vehicles

Proximity, Transition and Buffering

- Site campus's at the intersection of collector/collector streets or along collector streets to foster vehicular/bus access and mobility and reduce vehicular noise and congestion for residential uses. Exception: High School and Library Facilities may be located at the intersection of collector/arterial streets or along arterial streets
- Integrate the campus within, and adjacent to, rural and suburban neighborhoods

- Active outdoor athletic fields and/or illuminated spaces should be located away from residential backyards whenever possible.

Joint Use and Connectivity Opportunities

- Elementary Schools with Neighborhood Parks (recommended to be unlit)
- Co-locate Junior High Schools with Neighborhood Parks (may be lighted)
- Co-locate High Schools with Community Parks (will be lighted)
- Co-locating Libraries with High Schools, Community Parks, Fire Stations or other compatible public facility
- Minimize the placement of residential cul-de-sacs and provide pedestrian/bicyclist “through” connections to foster use

Municipal Administrative Facilities

Site Design, Orientation and Access

- The building should be designed with similar architectural style, height, form and massing as the surrounding area, yet make a statement about the City's commitment to architectural identity and civic pride
- Building heights should not exceed the heights of the surrounding buildings

Proximity, Transition and Buffering

- Site the building at the intersection of arterial streets or at mid-block arterial roadways to foster vehicular access and mobility and reduce vehicular noise and glare for residential uses
- Integrate the building within, and adjacent to,

Surprise General Plan 2035: Foundation for the Future

suburban and/or urban neighborhoods

Joint Use and Connectivity Opportunities

- Consider co-locating the use with Community Parks, Fire Stations or other compatible public facility

Worship Facilities

Site Design, Orientation and Access

- Building heights may exceed the heights of the surrounding residences, but must be stepped back on the site at least 50 feet

Proximity, Transition and Buffering

- Site the building at the intersection of collector/collector or collector/arterial streets or along collector or arterial streets to foster vehicular access and mobility and reduce vehicular noise and glare for residential uses
- Integrate the building within, and adjacent to, rural, suburban and/or urban neighborhoods

Joint Use and Connectivity Opportunities

- Consider co-locating the use with Community Parks, Fire Stations or other compatible public facility

Fire-Ambulance Station/Police Substation Facilities

Site Design, Orientation and Access

- Building heights may exceed the heights of the surrounding residences, but must be stepped back on the site at least 50 feet

Proximity, Transition and Buffering

- Site the building at the intersection of collector/collector or collector/arterial streets or along collector or arterial streets to foster

vehicular access and mobility and reduce vehicular noise and glare for residential uses

- Integrate the building within, and adjacent to, rural, suburban and/or urban neighborhoods

Joint Use and Connectivity Opportunities

- Consider co-locating Parks, Police Substation, Fire Station or other compatible public facility

Hospitals

Site Design, Orientation and Access

- Building heights may exceed the heights of the surrounding residences, but must be stepped back on the site at least 50 feet
- Consider incorporating raised medians/pedestrian refuges on adjacent and proximate collector and/or arterial roadways

Proximity, Transition and Buffering

- Site the building at the intersection of arterial streets or along arterial streets to foster vehicular access and mobility and reduce vehicular noise and glare for residential uses
- Integrate the building within, and adjacent to, suburban and/or urban neighborhoods

Wireless Communication Facilities

Facility Design, Orientation and Access

- Minimize the height, mass or proportion of the structure to reduce conflict with the character of the adjacent and proximate community
- Consider siting facilities in locations where existing trees, cacti and/or buildings obscure some or all of the facility from view
- Reduce the height of the silhouette exhibited by new structures, including the antenna arrays and lattice support components

Land Use Element



- Specify compatible colors, textures and materials for the structure that mask the mass of the silhouette and minimize reflection, allowing it to integrate within with the existing environment
- Consider the use of concealing components (i.e. saguaro cactus, date palm, flagpole, church steeple) to disguise the structure within the natural and built environment

Proximity, Transition and Screening

- Utilize walls and/or landscaping to effectively screen equipment shelters and cabinets

Co-location and Attachment Options

- Promote co-location on existing towers/facilities to limit the proliferation of support structures serving wireless communication needs
- Consider affixing facilities on existing walls, flush-mounted, or on non-residential buildings (up to 20 feet above the existing structure) as opposed to building new ground-mounted structures
- Where wireless communication facilities extend beyond the roofline, such facilities shall be set back and screened from view.

Character Sub Areas

The City of Surprise has identified select geographies within the Municipal Planning Area where Character Sub-Areas are recognized. The intent of the Character Sub-Areas are to recognize the underlying Land Use Character Areas, but also provide added planning guidance in order to preserve and/or promote the unique qualities of that Sub-Area. Future specific area plans that provide a greater level of detail - character defining attributes including

a refined integration of land uses, motorized and non-motorized circulation systems, and urban form design guidance is suggested. Each specific area plan will expressly identify the city's vision and design expectations for each individual Sub-Area. Proposed development activity within these designated Sub-Areas will then utilize the specific area plan guidance to embrace, preserve, or enhance the unique characteristics that define that particular development area. The following Character Sub-Areas are identified:

- Scenic Lands Development
- Surprise Center District
- Heritage District – Original Town Site
- Luke Compatibility District
- Transit Oriented Development
- Aggregate Zones

Scenic Lands Development

The Scenic Lands Development area consists of approximately 68,000 acres (over 1/3 of the Surprise Municipal Planning Area) of unique and scenic qualities that are only found in these pristine natural settings. The Scenic Lands Development areas are generally north of Carefree Highway, along the Hassayampa River and those areas immediately north and east of the White Tank Mountains Regional Park. The Scenic Lands Development area largely consists of mountain and bajada landform areas with high peaks, jagged slopes, V-shaped ravines and large, natural desert washes with an exemplary inventory of Sonoran Desert vegetative communities. In fact, over 25% of the Scenic Lands Development area lies within mountainous areas that are 20% slope or greater, but may be developed with appropriate restrictions in unique circumstances. These areas are intended to remain as natural area open space in perpetuity. The upper bajada areas exhibit the most diverse and dense vegetative communities found in the Surprise Municipal Planning Area.

Surprise General Plan 2035: Foundation for the Future

The boundaries identified on the Land Use Map (page 36) are roadway and geographic alignments that coordinate with scenic roadways adopted by Maricopa County. Research and collaboration to create planning documents will refine the boundaries, specific to each natural asset.

Future planning guidance for the Scenic Lands Development area shall recognize the visual beauty and other natural area open space qualities and how the design, intensity and orientation of incoming development and public realm areas can strengthen and enhance the natural environment found in the underlying character areas. Specifically, land use, circulation and urban design guidance for the Scenic Lands Development area shall identify techniques that favorably integrates proposed development with the topography, protects large washes for wildlife mobility and promote off street trail systems, protects major vistas, preserves or sensitively develops in unique circumstances areas with 20% slope or greater, and demonstrate how executive housing opportunities and/or enclaves of higher intensity residential cluster developments (in select areas) can preserve and enhance public access and use of adjacent natural area open spaces. The future Scenic Land Development planning guidance will be a design guideline policy document that is developed through a public process that includes coordination between the city, landowners, and stakeholders within the area.

Surprise Center District

The Surprise Center District is identified for the approximately 2.5 square mile area that is home to City of Surprise Recreation Campus, Surprise Stadium, Tennis Complex, Community Park, Aquatic Center, Northwest Regional Library, City Hall and Civic Complex, and the West Point master planned community. The Surprise Center District area is generally bounded by Bell Road to the north, Greenway Road to the south, Dysart Road to the east and Parkview Place to

the west. The Surprise Original Town Site is located immediately to the east of the Surprise Center District area.

The Surprise Center District area has been the recipient of considerable financial investment over the years and is supported by strong vehicular access from all four directions. This area currently serves as the recreation and tourism hub of the community by drawing visitors to its world class recreation center and Kansas City Royals/Texas Rangers spring training facilities. Restaurants, hotels and shopping opportunities are in close proximity to support the recreation and tourism destinations. While this area is currently the recreation, tourism, and government services hub of the community, Surprise has long envisioned this area to ultimately be a vibrant downtown – an essential cornerstone element to the growth and vibrancy in creating “One Surprise”. An infusion of mixed use developments, medical offices, higher density residential, hotels, a four year university, restaurants, shops, and entertainment uses are desired to complement and build upon existing uses to create a more economically sustaining and robust downtown destination.

The Surprise Center District recognizes the existing planned land uses and zoning entitlements for this area, but also looks to update existing plans by working collaboratively with area property owners to develop a specific area plan for a fresh evaluation of the existing plans and how the area can enhance trail connections and linkages to the Original Town Site.

Heritage District - Original Town Site

The Heritage District consists of the Surprise Original Town Site (OTS) which is a one square mile area bounded by Bell Road to the north, Greenway Road to the south, Dysart Road to the west and El Mirage road to the east. Grand Avenue (US 60) bisects the OTS. The OTS is the historic center of Surprise. Land uses within this square mile area are quite diverse – ranging

Land Use Element



from the oldest original historic residences to more modern shops, restaurants and offices along the Bell Road commercial frontage, community facilities, industrial uses, multi-family uses, and the Grand Avenue/ BNSF railroad rights-of-way that bisect a portion of the OTS.

The City of Surprise is currently in the process of preparing zoning overlay for the OTS that will establish a Heritage District for the entire OTS area. The General Plan recognizes the cultural value of the preservation of historical qualities of this area and the proactive plans to enhance and protect the qualities that are deemed priority by OTS residents.

Luke Compatibility District

The Luke Compatibility District (LCD) represents a large swatch of area that is intended to establish a land use pattern that fosters the continued use of Luke Air Force Base and Auxiliary Field #1 to conduct mission-critical training while also accommodating community growth and development. At buildout, the LCD will be the largest concentration of employment-related job opportunities in Surprise, so its importance cannot be overstated as Surprise strives to transform itself from a bedroom community to a global community with world-class aspirations.

Luke Air Force Base Auxiliary # 1 field is generally located at Happy Valley Road and 219PPthPP Avenue and has been utilized by Luke AFB as a training asset to complement its mission and operations for several decades. The LCD contains areas within the 65 DNL and higher noise contours, as well as a one-half mile buffer area around the 65 DNL line. Employment oriented land uses are the predominant character of this area, but Neighborhood - Rural Development Types are designated within portions of the half-mile buffer area. The Northwest Regional Landfill and Ford Proving Grounds facilities are also currently located in the LCD. The planned White Tanks

Freeway bifurcates the LCD. As this facility is constructed in the future, it will serve as a transportation and logistical catalyst for employment growth opportunities in this area.

Planning within this Sub Area type requires strict adherence to State Statute and should include close adherence to the following development guidelines as well as direct coordination with military personnel.

Land Use

- Do not allow any alternative energy uses, within the LCD, that directly or indirectly create issues associated with, but not limited to vertical obstructions, glare, people gathering areas, etc. which compromises military aviator training at Auxiliary Field #1.
- Do not allow land uses, within the LCD, which provide water impoundments, as they attract large birds or waterfowl, increasing the risk for Bird Air Strike Hazards (BASH) for military aviators using Auxiliary Field #1.

Safety Zones

- Development will not be permitted in the Clear Zone (CZ) and Accident Potential Zone I (APZ 1) of Luke AFB Auxiliary Field #1; the only allowable land use is agriculture.
- The allowable land uses within Accident Potential Zone II (APZ II) of Luke AFB Auxiliary Field #1 are the uses identified in Arizona Revised Statutes (ARS) 28-8481.

Vertical Obstructions

- All new development within the LCD shall be reviewed against the provisions of Federal Aviation Regulations (FAR) Part 77 height limits.

Surprise General Plan 2035: Foundation for the Future

Infrastructure Capacity

- All new development proposals within the LCD will be reviewed in conformance with the City's adopted capital improvement plans (CIP) and/or master infrastructure plans to match service needs with compatible development.

Noise

- Do not allow the location of sensitive land uses (i.e. activities where people gather) within the 65 DNL or higher noise contours (for the F-35/F-16) of Luke AFB or Auxiliary Field #1 as identified in Arizona Revised Statute (ARS) 28-8481.

Dust, Light and Glare

- Do not allow any land use, within the LCD, which releases any substance (i.e. steam, dust and smoke) into the air which could impair military aviator visibility.
- Do not allow any land uses, within the LCD, that produce light emissions, glare or distracting lights which could interfere with military aviator day and night vision or be mistaken for auxiliary field lighting.
- Require all exterior lighting fixtures, located within the LCD, to be full cut-off shielded, face downward and minimize 'spillage' outside property boundaries.
- Review all proposed development photometric plans to balance the provision of lighting intensity with personal security and safety within the LCD.

Frequency Spectrum Impedance and Interference

- Do not allow any land uses, within the LCD, that produce, either directly or indirectly, electrical emissions which could interfere with aircraft communications or navigation

requirements.

The LCD is established to underscore the importance of a developing a future specific area plan to provide needed guidance detailing:

- 1) The appropriate balance, integration and buffering of employment and other supporting land uses.
- 2) How to maintain the necessary security and protection of Luke's mission and operations as they evolve over time.
- 3) How to recognize the existing operational needs of the Ford Proving Grounds and Northwest Regional Landfill today while also identifying re-development and/or reclamation plans of these facilities upon the conclusion of their intended lifespan.
- 4) Arterial and collector level-roadway circulation planning that recognizes land use and mobility connections pre and post White Tanks Freeway construction while also preserving the continuity of city-wide wildlife linkage corridors and off-street trail connections within existing wash corridors.
- 5) Provide guidance in prioritizing infrastructure investment choices for City officials to proactively support and promote the growth of value-added, high wage jobs in the LCD.
- 6) Evaluate a closer examination of how to mitigate neighborhood character communities in proximity to the 65 DNL line within the LCD north of Grand Avenue (US 60).

Transit Oriented Development

The Transit Oriented Development area (TOD) designation denotes roadways and adjacent development areas where existing or planned high capacity vehicular multi-modal, and transit corridors provide regionally significant connections to and from Surprise. The TOD is designated for the following transportation

Land Use Element



facilities:

- 1) US 60 (Grand Avenue)
- 2) SR 74 (Carefree Highway)
- 3) Loop 303
- 4) Sun Valley Parkway
- 5) Bell Road

The intent of the TOD is to recognize the unique connection between the character of the adjoining land uses together with the motorized, non-motorized and potential transit operations of each corridor by developing individual corridor plans. Developments proposed within these corridors will have expanded design and policy guidance on incorporating safe and convenient walking and biking connections to current and future planned transit operations. Transit operations could be commuter rail planned along Grand Avenue or perhaps expanded bus route opportunities on all corridors. In either case, the Transit Oriented Development areas promote a higher intensification of residential and non-residential uses near existing and planned transit stops to ensure that motorized and non-motorized mobility in proximity to transit stops is efficient and effective in design.

Aggregate Resource Areas

In accordance with Arizona Revised Statutes Section 9-461.05, the Land Use Element and Map identifies known sources of aggregates and policies to preserve currently identified aggregate sites and to avoid incompatible land uses. These locations are derived from maps that are available from state agencies indicating existing permitted locations and aggregate deposits sufficient for future development.

Within the Surprise Municipal Planning Area, there are five (5) known aggregate resource areas and one Aggregate District that possess known or potential extractable resources in commercial quantities. All five aggregate resource areas are all located north of State Route 74 in the northern portions of Surprise's Municipal Planning Area. Four of the locations

are on BLM or ASLD managed lands and one permit is situated upon privately held property near US 60 in the northwest corner of Surprise's Municipal Planning Area.

Portions of the Surprise Municipal Planning area along the Agua Fria River are included in an Aggregate District under the jurisdiction of Maricopa County. This Aggregate District extends along a broader reach of the Agua Fria River, extending to the north and south of Surprise's Municipal Planning Area. Aggregate activities occur within the Surprise planning area, but the permit locations are located outside of Surprise.

With appropriate design and performance standards, land uses such as agriculture, open space and some industrial uses are compatible with mineral extraction and processing while other uses such residential uses are not.

Land Use Element



CHARACTER AREA COMPATIBILITY

Both the physical development and existing entitlements of surrounding properties will be used to evaluate future development proposals and the determination of appropriate Development Types.

<div><div></div> Encouraged</div> <div><div></div> Discouraged</div>				Adjacent Use											
				Neighborhood Character Area			Commerce & Office Character Area				Employment Character Area		Open Space Character Area	Community Commercial Development Type	Public Facility Development Type
				Dev. Type			Dev. Type				Dev. Type				
				Rural	Suburban	Urban	Mixed Use: Residential	Mixed Use: Commercial	Regional Commercial	Commercial Office	Business Park	Industrial			
Proposed Use	Neighborhood Character Area		Dev. Type	Rural											
				Suburban											
				Urban											
	Commerce & Office Character Area		Dev. Type	Mixed Use: Residential											
				Mixed Use: Commercial											
				Regional Commercial											
				Commercial Office											
	Employment Character Area		Dev. Type	Business Park											
				Industrial											
	Open Space Character Area														
Community Commercial Development Type															
Public Facility Development Type															

Land Use Element



CHARACTER AREA AND ZONING COMPATILITY

<div><div></div> Permitted</div>		Proposed Use												
		Neighborhood Character Area			Commerce & Office Character Area				Employment Character Area		Open Space Character Area	Community Commercial Development Type	Public Facility Development Type	
		Dev. Type			Dev. Type				Dev. Type					
		Rural	Suburban	Urban	Mixed Use: Residential	Mixed Use: Commercial	Regional Commercial	Commercial Office	Business Park	Industrial				
Zoning Districts	RR	<div></div>									<div></div>			
	RE	<div></div>												
	RL-2	<div></div>												
	RL-3		<div></div>											
	RL-4		<div></div>											
	RL-5		<div></div>											
	RM-6		<div></div>											
	RM-9			<div></div>										
	RM-12			<div></div>	<div></div>									
	RH-15			<div></div>	<div></div>	<div></div>								
	RH-18			<div></div>	<div></div>	<div></div>								
	RH-21			<div></div>	<div></div>	<div></div>								
	RH-X			<div></div>	<div></div>	<div></div>								
	RC	<div></div>	<div></div>											
	CS	<div></div>												
	MU			<div></div>	<div></div>	<div></div>								
	CN	<div></div>	<div></div>									<div></div>		
	CC		<div></div>	<div></div>					<div></div>			<div></div>		
	CR				<div></div>	<div></div>	<div></div>	<div></div>						
	C-RS			<div></div>		<div></div>	<div></div>							
	BP							<div></div>	<div></div>					
	IP								<div></div>	<div></div>				
	IG									<div></div>				
	ILM									<div></div>				
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	OS	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>	<div></div>

Economic Vitality Element

INTRODUCTION

Over the decade of 2000 to 2010, Surprise had an astounding population growth rate of 281%, making it the 6th fastest growing city in Arizona over that time frame. Affordable housing, an abundance of parks and open spaces, quality schools, quality, sustainable employment opportunities, connected transportation systems, sense of community pride, and a low crime rate are just a few reasons that contribute to a superior quality of life that draw incoming residents to Surprise.

The Economic Vitality Element policy offers necessary guidance to provide for the City's regional competitiveness and long-term economic and fiscal stability by capitalizing on Surprise's strengths and overcoming our challenges. Based on analysis of recognized business trends and a strong understanding of the needs and variety of Surprise's business industries, this policy framework aims to ensure economic decision making builds on traditional economies and explores new economies to build a healthy, diversified economy.

This Economic Vitality Element recognizes, draws from and is consistent with the recently updated City of Surprise Economic Development *Strategic Action Plan*. The *Strategic Action Plan* details tactics that Surprise can utilize to increase visibility, build awareness, and establish the City as an attractive investment destination for its targeted industries.

ECONOMIC VISION

The City of Surprise recognizes that an economic development plan should be guided by a clear vision, long range plan and continuous commitment to the implementation of the goals and policies of the plan. The vision recognizes that City leaders must be committed to working with local business owners to facilitate the retention and expansion of existing businesses and extend networks and regional collaborations beyond the city to attract new business investment into Surprise. The vision also recognizes the need for flexible land use policies that promote a mixture of uses and densities to promote a diversity of jobs and housing choices for residents, a commitment to infrastructure investment to promote job growth and close partnership with local schools to ensure quality education to cultivate a strong and well-trained labor force.

THE ECONOMY OF SURPRISE: TODAY AND TOMORROW

The explosive population growth has relied heavily on the construction industry as a key contributor to Surprise's employment base to cater to the construction of houses and services. The City of Surprise is a dynamic city that has and will continue to experience moderate to rapid population growth. The City Council has been pro-active in its desire to establish business-friendly policies while still promoting quality growth - initiative and innovation are core values of Council. The future of Surprise is tied to its ability to continue to secure and maintain a stable and diverse employment base. Without self-sustaining and growing economic activity, cities lose their essence and stagnate.

Like the majority of fast growing cities on the fringe of a major metropolitan area, Surprise has its challenges with achieving a jobs to housing balance to ensure a sustainable growth model

Economic Vitality Element



into the future. Surprise residents, elected officials and employers equally desire to reduce the current trend of residents commuting elsewhere for higher paying, professional wage jobs. The majority of jobs within the city of Surprise primarily are included in the health services, retail, education and public administration areas.

Surprise has made great strides in overcoming the image of a “bedroom” community, consisting of primarily residential neighborhoods and very little commercial activity. Surprise currently has a population of approximately 125,000 with over 4.3 million square feet of occupied retail commercial space to serve the population and provide a robust sales tax base for the City. Regional employment projections are also optimistic for Surprise and the General Plan Element Update process will maintain a sharp focus on helping Surprise achieve a sustainable and diverse balance of job types that Surprise desires.

In order to keep moving forward, Surprise must continue to diversify and strengthen a variety of employment sectors, encourage the growth and education of its labor force, and build and maintain a high quality of life for its residents. Future employment growth projections for Surprise are bright. In fact, the projected annual employment growth rate in Surprise of 4%, will outpace that of Maricopa County as a whole.

As previously noted, Surprise has an occupational mix that is similar to that of Maricopa County, but has a larger proportion of existing jobs found in the healthcare, public administration, retail and education sectors. Surprise lags the Maricopa County average for jobs in the professional, scientific and technical services and manufacturing sectors.

The Maricopa Association of Governments projects the following:

Table 1: City of Surprise Employment Projections

	2020	2030	2040
Retail	11,808	20,671	28,530
Office	5,418	13,827	22,676
Industrial	2,758	6,331	10,475
Public	5,243	7,998	10,382
Other	9,947	15,735	20,126
TOTAL	35,174	64,562	92,189

Source: MAG

THE CITY'S COMPETITIVE ADVANTAGE

Much like the population, the labor force in Surprise has shown positive growth over the last 13 years, as shown in Table 2. Labor force growth outpaced the growth of Maricopa County and the state of Arizona by more than 4 percent.

Table 2: Labor Force Participation Rates, 2000-2013

	2005	2010	2013	CAGR
Surprise	27,220	44,517	43,930	4.7%
Maricopa County	1,840,207	1,934,701	1,903,174	0.3%
Arizona	2,858,656	3,105,648	3,012,476	0.4%

Source: Arizona Workforce Informer, February 2015

Employment by Industry

There are 43,941 people over the age of 16 living in Surprise that are employed either within the city limits of Surprise or elsewhere. As Table 3 illustrates, their employment is highly concentrated in educational, health and social services (25%), followed by retail trade (13%). Professional services combined with finance, insurance and real estate represents nearly 15 percent of all jobs.

Table 3: Employment by Industry, Surprise and Maricopa County, 2013

INDUSTRY	Surprise	Percent	Maricopa County	Percent
Civilian employed population 16 years and over	43,941	100%	1,734,641	100%
Agriculture, forestry, fishing and hunting, and mining	239	0.5%	10,746	0.6%
Construction	2,289	5.2%	116,069	6.7%
Manufacturing	2,195	5.0%	139,514	8.0%
Wholesale trade	1,162	2.6%	47,134	2.7%
Retail trade	5,864	13.3%	211,807	12.2%
Transportation and warehousing, and utilities	2,258	5.1%	88,809	5.1%
Information	771	1.8%	34,154	2.0%
Finance and insurance	3,227	7.3%	119,763	6.9%
Real estate & rental & leasing	1,346	3.1%	45,412	2.6%
Professional, scientific, and technical services	2,019	4.6%	117,044	6.7%
Management of companies and enterprises	10	0.0%	1,018	0.1%
Admin & support & waste management services	2,342	5.3%	104,772	6.0%
Educational services	4,153	9.5%	152,089	8.8%
Health care and social assistance	6,651	15.1%	215,622	12.4%
Arts, entertainment, and recreation	800	1.8%	37,972	2.2%
Accommodation and food services	2,489	5.7%	132,942	7.7%
Other services, except public administration	2,771	6.3%	83,247	4.8%
Public administration	3,355	7.6%	76,527	4.4%

Source: ACS 2009-2013

When comparing the mix of employment to Maricopa County, Surprise has a competitive advantage in retail trade, educational services, healthcare and social assistance and public administration. The City has a strong desire to expand the job base in the professional, scientific and technical services as well as the advanced manufacturing sectors.

Economic Vitality Element

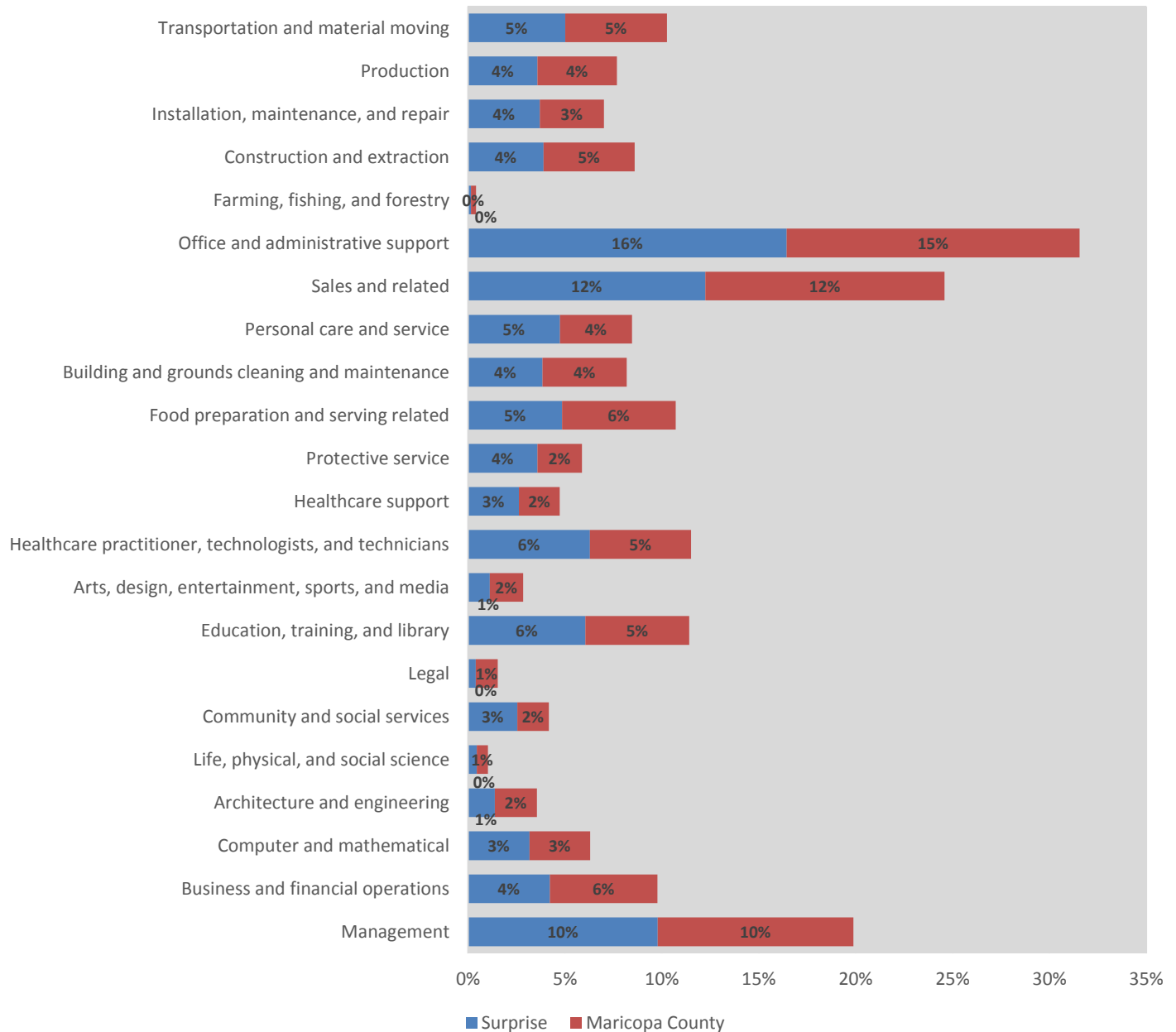


Figure 1: Employment by Occupation

Source: ACS 2009-13

Employment by Occupation

Figure 1 shows that Surprise has an occupational structure that is nearly identical to Maricopa County. The notable differences are in office, healthcare, education and community services in which Surprise has a greater percentage than that of Maricopa County.

CULTIVATING AND ATTRACTING A SKILLED, EDUCATED AND WELL- TRAINED WORKFORCE

The development of a highly skilled and trained workforce is a medium to long term proposition – it takes a collaboration of commitment between the City, local school districts, businesses and others to invest the time and

Surprise General Plan 2035: Foundation for the Future

resources to train workers that will attract employers to invest in Surprise. The City will continue to take an active role by encouraging job training, apprenticeship programs, workforce development and life-long learning.

Educational Attainment & Income

The City of Surprise has an educated population, which is reflected in the number of high school and college graduates. As Table 5 illustrates, greater than 92 percent of the population in Surprise has a high school diploma or higher, compared to the county overall at 86 percent. The City, however, slightly lags Maricopa County in the population earning a Bachelor's Degree or higher with 28 percent compared to the county at nearly 30 percent. When examining the breakdown between males and females a greater percentage of males have a bachelor's degree or higher than females.

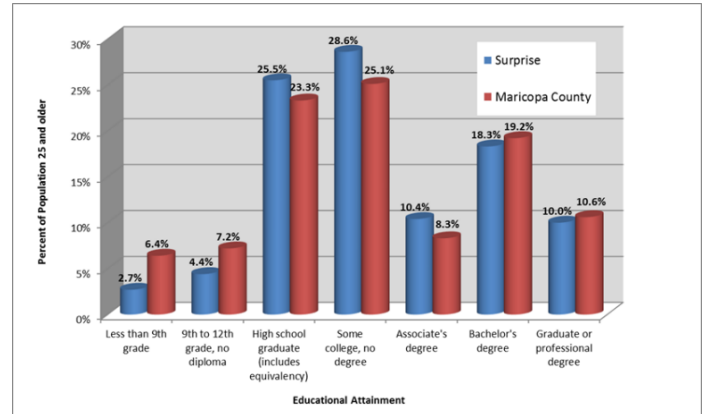


Table 5: Educational Attainment & Income

Residents of Surprise have a median household income of \$58,455, which is slightly higher than Maricopa County as a whole, as shown in Table 4. Surprise's income distribution is greater for earners between \$50,000 and \$149,999 than the County (55% compared to 44%) but there is a smaller percentage of Surprise residents with incomes greater than \$150,000 compared to the County (4% to 9%).

Table 4: Median Household Income, Surprise and Maricopa County

Income and Benefits	Surprise		Maricopa County	
	Households	Percent	Households	Percent
Less than \$10,000	1,591	3.7%	95,990	6.8%
\$10,000 to \$14,999	1,157	2.7%	64,115	4.5%
\$15,000 to \$24,999	3,368	7.8%	144,974	10.3%
\$25,000 to \$34,999	4,537	10.5%	150,256	10.6%
\$35,000 to \$49,999	6,713	15.6%	203,272	14.4%
\$50,000 to \$74,999	10,578	24.6%	260,943	18.5%
\$75,000 to \$99,999	7,155	16.6%	175,620	12.4%
\$100,000 to \$149,999	6,099	14.2%	188,605	13.4%
\$150,000 to \$199,999	1,424	3.3%	66,447	4.7%
\$200,000 or more	457	1.1%	61,505	4.4%
Median household income	\$58,455		\$53,596	

Source: ACS 2009-13

Worker Inflow/Outflow

Economic Vitality Element



Surprise experiences a significant amount of daily worker out migration to jobs in other cities throughout the region. A 2008 labor market study identified 84% of the city's working population leaving the community to work in other locales. This is a trend that Surprise would like to reverse by increasing and diversifying the job base within the City of Surprise to keep more workers within the city and reduce commutes which together increases the tax base and quality of life for these workers.

In 2011 Surprise had a workforce of 42,440 people¹, of which 38,734 of the residents commuted outside of Surprise to work, which is depicted in Figure 2. There are 10,148 people working in Surprise that live elsewhere, and 3,706 people that both live and work in Surprise, for a combined total of 13,854 people that work in Surprise.

THINK GLOBALLY, PLAN REGIONALLY, ACT LOCALLY

Cities generally operate in a marketplace that is in a continuous state of flux. Local market conditions are often influenced by the competitive forces of adjacent municipalities and the regional, national and international marketplaces are constantly changing. In today's world of increased technology and communications, it is important for Surprise to have a strategic and balanced economic development strategy that recognizes competition and change locally and abroad.

Surprise continues to be recognized as one of the top "North American Cities of the Year" by Foreign Direct Investment (fDi) magazine. The City of Surprise is a proud partner with the very successful international networking program and business resource called "BIEN." ConnectBIEN.com uses an online platform to

connect individual businesses and improve cross-border freight and trade opportunities.

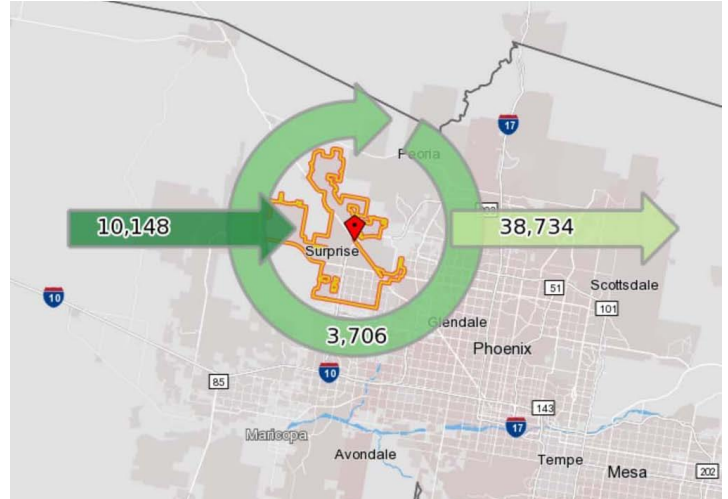


Figure 2: Surprise Worker Inflow-Outflow

The Phoenix Valley's strategic location has contributed to its emergence as the 13th largest metropolitan area in the country in terms of population and 13th largest in terms of economic activity. Key connections between the Phoenix metro-area and the Southwest U.S. include:

- Proximity to major centers of culture, capital, and trade including Los Angeles – the ninth largest global megacity, second only in the U.S. to New York and the gateway to trade with Asia.
- Proximity to the Pacific coast and its unique economic, natural, and cultural assets.
- Major natural features that impact development form and economic foundations, including the Great Drainage Basin, Colorado River, Continental Divide, Mojave and Sonoran Deserts, and Pacific Ocean.
- Access to trade connections with South America, Central America, and Mexico.
- International airports, connecting the region to the globe.
- Transcontinental shipping and passenger rail.

¹ This figure comes from US Census LEHD Origin-Destination Employment Statistics, which will not match the figure provided in the US Census 2013 Employment by Industry data.

Surprise General Plan 2035: Foundation for the Future

- Highway passenger and shipping connections, including the CANAMEX corridor.

As a City, Surprise has a broad assortment of assets that form the foundation for Surprise to develop into a full-service community with a nationally-recognized identity and economy. Some of these assets include:

- High concentration of retirees and retirement communities.
- Extensive and expanding health care facilities.
- Increasing presence of families and educated and skilled workers.
- Growing presence of retiring Boomers.
- Access to business expertise and available investment capital.
- Expanding transportation infrastructure including the Loop 303, US 60 and SR 74.
- Increased educational and training offerings at ASU-West campus.
- Access to general aviation.
- Natural border of outstanding recreational assets including the White Tanks Mountain Regional Park, Tonto National Forest, Lake Pleasant State Park, and Hells Canyon Wilderness Area.
- Significant growth potential within the 302 square mile municipal planning area boundary.

SURPRISE'S BUSINESS CLIMATE & EMPLOYMENT CENTERS

Emerging. Innovative. Sustainable. Global. World-class. These are just some of the characteristics that describe the business climate that Surprise currently embraces and strives to achieve.

Business retention, attraction and development are important to a healthy and thriving business climate and creating a diversified employment base. Expanding and diversifying the types of businesses in the City increases employment opportunities, generates additional tax revenues, and directly and indirectly enhances

the quality of life for Surprise residents. The ability to draw investment in the community must also be supported by quality pre and post-secondary education, shopping, dining and entertainment opportunities as employers consider these

Surprise originated as a “bedroom community” whereby growth was primarily driven by affordable land and home prices. Today, Surprise is a safe, family-oriented community of 125,000 people with an infrastructure foundation and assets that will support expanded job growth that continue to outpace the overall job growth in Maricopa County.

Strategic Employment Centers

As the City of Surprise continues to grow its population base, it is important the City maintain a pro-business environment in order to successfully attract employers that offer above average wages. An expansion of diverse job types also serves as a catalyst and complement to yielding a broad spectrum of housing choices and diversity of services offered to the residents and employees in Surprise. With a municipal planning area of 302 square miles, there is ample land to support multiple employment centers throughout the City. The primary existing employment centers in Surprise today include:

Southwest Railplex

The Southwest Railplex is an advanced manufacturing hub consisting of two square miles generally located between Waddell Rd and Peoria Avenue and Litchfield Road to Dysart Road. This area is served by excellent infrastructure including a BNSF rail spur, two APS power substations, city water treatment facility and arterial roadway access with proximate connections to US 60 and Loop 303. The area is home to four corporate headquarters including Rio Glass and Gestamp Solar.

Economic Vitality Element



Surprise Center

The Surprise Center District is approximately one square mile area that is home to City of Surprise Recreation Campus, Surprise Stadium, Tennis Complex, Community Park, Aquatic Center, Northwest Regional Library, City Hall and Civic Complex, and the West Point master planned community. The Surprise Center District area is generally bounded by Bell Road to the north, Greenway Road to the south, Dysart Road to the east and Parkview Place to the west.

The Surprise Center District area has been the recipient of considerable financial investment over the years and is supported by strong vehicular access from all four directions. This area currently serves as the recreation and tourism hub of the community by drawing visitors to its world class recreation center and Kansas City Royals/Texas Rangers spring training facilities. Restaurants, hotels and shopping opportunities are in close proximity to support the recreation and tourism destinations. Communiversity @ Surprise is home to five colleges and universities that offer a variety of degrees that range from business management to healthcare.

While this area is currently the recreation, tourism, and government services hub of the community, Surprise has long envisioned this area to ultimately be a vibrant downtown – an essential cornerstone element to the growth and vibrancy in creating “One Surprise”. An infusion of mixed use developments, medical offices, higher density residential, hotels, a four year university, restaurants, shops, and entertainment uses are desired to complement and build upon existing uses to create a more economically sustaining and robust downtown destination.

Loop 303/Prasada

With the ability to leverage its proximity and

access to the Loop 303 freeway and nearby existing and planned residential communities, the Loop 303/Prasada area consists of approximately 1,800 acres of proposed commerce and office related land uses. This area is planned to serve as a regional retail and office hub that already is home to Auto Show at Prasada which is one of the best performing car dealerships in the United States. This area also has a planned regional mall, regional hospital/medical campus and a regional professional office center that collectively could employ as many as 20,000 jobs in this area.

AZ TechCelerator

The AZ TechCelerator, a four-building campus, totaling nearly 60,000 square feet is designed to “incubate” new, start-up innovation business ventures by providing affordable space, tools and resources to grow new businesses. The City offers access to experienced mentors and partnerships with area businesses such as University of Advancing Technologies (UAT), the Arizona Small Business Development Center (AZ SBDC) and Service Corps. of Retired Executives (SCORE).

Located in the Original Town Site (OTS), the AZ TechCelerator is a city-owned building that has recently undertaken a \$500,000 renovation. The center is currently home to 12 tenant businesses including Google, Inc. and MD24 House Call.

Luke AFB Compatibility District

The Luke Compatibility District (LCD) represents a large swath of Employment-designated land uses intended primarily for industrial and business park-oriented operations that promote and support the continued mission of Luke Air Force Base and Auxiliary Field #1. The LCD will be the largest concentration of planned employment-related land uses in Surprise, but currently does not possess the needed transportation and utility infrastructure to

Surprise General Plan 2035: Foundation for the Future

adequately service the entire LCD area. Land absorption in the LCD area will occur over the long term as the other key employment geographies within the municipal planning area typically have more favorable access to roadways and utility infrastructure. The LCD boundaries are derived from its proximity to the noise contour lines of Luke Aux #1 and thus generates a large mass on employment generating businesses that yields land supplies that may or may not be entirely absorbed in the buildout condition.

To that end, the Ford Proving Grounds and Northwest Regional Landfill are the primary employers within the Luke Compatibility District - two user types that selected their sites based on its remoteness to urbanization. The planned White Tanks Freeway bifurcates the LCD just north of the Jomax Road alignment. As this facility is constructed in the future, it will serve as a transportation and logistical catalyst for industrial and commerce park employment growth opportunities in this area.

JOBS TO HOUSING BALANCE

The analysis of the number of jobs compared to housing units is one of several techniques to measure the balance that exists between employment and residential uses in the Surprise Planning Area. This is an important measure to locate a job base in the community that not only fosters economic prosperity and sustainability, but diminishes the typical out/in migration of vehicle commuters, which diminishes air quality and quality of life.

A low jobs/housing ratio (below 1.0 job to dwelling unit) indicates a community that exhibits a substantial amount of population with a lower level of jobs. A jobs/housing ratio (above 1.0) indicates a substantial employment base. In a balanced community, the theory is that most residents have the ability to work relatively close to home. Even though many residents would still commute out of the area by choice or necessity, research indicates that in areas where jobs and housing are in balance, people on average

commute shorter distances and spend less time in their cars, reducing transportation related environmental impacts and providing an improved quality of life.

At the present time, Surprise exhibits an existing jobs/housing ratio of 0.42. By comparison, Peoria (0.68), Chandler (1.25), and Maricopa County (1.21) all exhibit ratios higher than Surprise. At buildout, the City has the ability to achieve a ratio of 1.00.

GOALS AND POLICIES

Goal 1: Sustainable Business

Strengthen Surprise as a center for sustainable business and commerce.

Policies

1. Encourage and promote partnerships between research institutions and businesses in emerging industries, technologies, and incubators.
2. Facilitate and enhance collaboration among the Surprise business community and City government.
3. Attract and retain businesses that provide high-paying jobs to strengthen the economic base of Surprise.
4. City of Surprise will promote future development plans that provide opportunities for residents to engage in public activities locally through neighborhood-scale retail and housing developments; enhanced greenspace and recreation opportunities; enhanced transportation options for the community, including improved pedestrian and bicycle infrastructure; and the connection of the city through streetscape corridors.
5. Develop and utilize innovative economic development techniques to retain and expand diverse businesses of all sizes.
6. Consider using public resources and initiatives to encourage the revitalization and redevelopment of underutilized properties.

Economic Vitality Element



7. Identify the infrastructure that is needed within the targeted employment centers, establish priorities, and determine ways to fund/finance the infrastructure, in order to be competitive.
8. Research the feasibility of siting a university backed technology park in one of the City's employment centers.
9. Conduct research to determine the feasibility of establishing a Military Reuse Zone in proximity to Aux 1.
10. Support small business enterprise with access to professional resources that will assist in all stages of a business life cycle.

Goal 2: Southwest Center

Make Surprise a center for business and commerce in southwest United States.

Policies

1. Target specific economic sectors for expansion in, or relocation to, Surprise that will provide a positive economic impact.
2. In collaboration with WESTMARC, promote the Greater Maricopa Foreign Trade Zone (GMFTZ) to expand economic development opportunities in Surprise.
3. Collaborate with the land owners and developers of Loop303/Prasada to identify business opportunities, attract investment and foster job creation.
4. Where needed, consider the creation of public/private partnerships to strategically advance the city's economic development agenda.
5. Continue to promote the attraction of investment in Surprise City Center, including higher education, spec office space, medical facilities, hotel, and additional dining and retail offerings.
6. Market the AZ TechCelerator to home based technology businesses and other startup companies that match the vision of the AZ TechCelerator.

7. Consider utilizing a portion of AZ TechCelerator as "co-working" space to foster collaboration, idea generation, and business development.
8. Determine the feasibility of attracting family oriented entertainment venues and identify fully serviced sites within the city to accommodate this use.
9. Consider the establishment of an entertainment overlay district.
10. Utilize GPLET for selected projects within targeted areas.
11. Promote Foreign Trade Zones to expand economic development opportunities in Surprise.

Goal 3: Economic Relationships

Promote strong regional, statewide, national, and global partnerships and economic relationships.

Policies

1. Partner with other jurisdictions, organizations, and the business community to leverage Surprise's resources in areas including, But not limited to, national and international marketing, regional economic issues and opportunities, workforce development, industry cluster development, and establishing emerging industries.
2. Partner with the state and other jurisdictions to implement techniques and programs that enhance the City's ability to compete nationally and internationally for economic growth.
3. Utilize the research services that GPEC and MAG have to offer and participate in domestic and international marketing missions that support the City's quest for strategic industry targets.
4. Collaborate more closely with the Regional Chamber of Commerce on job creation.

Goal 4: Education Alternatives

Broaden the range of education alternatives for all age groups.

Policies

1. Support accessible and effective education to help the community meet the challenges of a changing economy.
2. Strengthen the community's public and private relationships with educational institutions to promote incubator activities, research, and entrepreneurial partnerships and opportunities.
3. Provide educational opportunities that support workforce attraction and retention in Surprise.
4. Attract new educational opportunities and retain existing.
5. Attract a higher education institution(s) that will enhance educational and cultural opportunities for Surprise residents.