



STRATEGIC INITIATIVES

2008/09

- **ECONOMIC DEVELOPMENT** that is innovative and business-friendly and that includes a variety of strategic tools, re-development of older and vacant areas, and a focus on the downtown.
- **COMMUNITY ENGAGEMENT** to build pride in our city and to encourage a wide range of civic leadership. This includes the involvement of neighborhoods, non-profit and faith-based organizations, and direct communication with citizens.
- **QUALITY OF LIFE** for citizens of Mesa that includes safe and clean neighborhoods and parks, cultural and arts amenities, and excellent educational opportunities. All of which should be sustainable and environmentally responsible.
- **REGIONAL LEADERSHIP** that addresses challenges that require regional cooperation, such as transportation and water. Regional leadership that is innovative, that focuses on sustainability, and that includes partnerships with educational institutions.
- **FINANCIAL STABILITY** that provides proactive leadership and considers all financial factors, such as revenues, expenditures, taxes, budgeting, and efficiency.



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Mesa City Council

HIGH PRIORITY OBJECTIVES

2008/09

1. Reconvene the Financing the Future committee and review its mission. Implement a citizen review board for examining and supporting professional efforts for efficiencies throughout all city departments. This will encourage community confidence in our efforts.
2. Complete the zoning ordinance re-write with emphasis on a form-based code, with a transportation overlay district for light rail. Codes should emphasize infill development, redevelopment, and special character areas of the city. (For example, let Lehi be Lehi. Let Fiesta be Fiesta.) Use form-based and Euclidian zoning or a mix as appropriate throughout the city to facility the right densities and mix of uses in the right places. Use Light Rail development along West Main St. as a place for experimentation and incubation of ideas.
3. Complete the tool box that will more effectively promote a business friendly approach, including federal 108 funds to encourage/jump start economic growth. Explore ways of making building safety and permitting processes more user friendly.
4. Develop a plan to promote new dense housing development in downtown which leverages our land for the right type of development and that creates downtown not only as a destination but as a cohesive neighborhood. We will probably need a minimum of 2000 new units.
5. Create special economic zones in West Mesa, etc. that allow for flexibility in zoning and applying fees and costs to redevelopment activities.
6. Promote community events such as Mesa Days, parades, etc. that bring excitement and pride to Mesa. Reinstigate city support for community events/festivals.
7. Reduce our impact on resources through a city wide initiative to reduce, recycle, reuse, repair, or do without. Begin an effort to reduce paper, develop solar and wind energy, and have new city buildings LEED certified. Compact development forms should be encouraged; carpooling; natural gas in our fleet; electric utility look at solar as a generation source in partnership with new development within our service areas.
8. Improve communication and interaction with the public, including redesign of city's web site to make it more user friendly and community oriented rather than government oriented.
9. Implement Community Facilities Districts in SE Mesa to pay for needed infrastructure on MPG; implement a policy for Community Improvement Districts to help existing neighborhoods upgrade and pay for infrastructure such as fire hydrants and sewers.

Schools, BAPS Hindu Temple, Korean Cultural Center. Family Resource Center, Free Church of Tonga.

- **CDBG/Non-Profit Partnerships** –City has formed partnerships with local non-profits to manage project activities previously done by the City itself, including housing, streets, parks and sidewalk improvements, street lighting, and public facilities such as youth and neighborhood centers.
- **Public Information and Mesa Channel 11**—Promote the clear understanding of City policies, issues and activities to enhance public confidence in, and knowledge of, City government (media & special events, print and electronic publications, website, Mesa Channel 11, podcasts, blogs, Twitter, video production, public presentations, utility staffers.

QUALITY OF LIFE

- **Crime Prevention** -- Neighborhood Watch, G.A.I.N., Auto Theft crime prevention, Make Every Study Accountable (MESA), Alley abandonment, Crime Free Program (multi-housing, hotel/motel, mobile housing, mini storage), Crime Prevention Through Environmental Design.
- **Libraries**—One Main Library and two branch locations offering a variety of electronic and written resources, Internet access, children's and youth programming and limited research assistance.
- **Arts & Culture** – Mesa Arts Center, AZ Museum of Natural History and AZ Museum for Youth.
- **Festivals and Events**-- MACFest, Storytelling Festival, Day of the Dead, Holiday Arts, Out to Lunch Concerts, Movie nights at pools/gyms, MLK/Veteran's Day Parades, Community Center special events.
- **Recycling** – Blue Barrel, Green Barrel, Household Hazardous Waste, Recycling for Reading.

REGIONAL LEADERSHIP

- **Lower Colorado River Multi-Species Conservation Plan**—A 50-year environmental mitigation program between federal government and states of AZ, CA and NV to ensure survival of 27 species by restoring wildlife along lower Colorado River. Mesa is a charter participant.
- **Renewable Electric Energy Resources** – Mesa working to elevate our role in environmental leadership and stewardship. City working with SolFocus to expand testing and engage in applications to include solar power generation at MEU. Discussions also underway with ASU to develop new research, and the City has begun installing Solar Photovoltaic panels to provide lighting of bus shelters.
- **Water-Use-It-Wisely** – Mesa (working with a marketing agency) developed this campaign and has brought 20 regional partners together to create a regional approach to the program. Working to expand this program nationally. Mesa part of steering committee leadership group to seek new partnerships, non-profit status and other funding grants/sponsorships.
- **Particulate Pollution Ordinance** – In 07/08, Mesa stabilized more than 75 miles of unpaved shoulders, a key contributor to regional dust emissions. Mesa was the first city to adopt a dedicated particular pollution ordinance.
- **Light Rail Transit** – Metro Light Rail provides Mesa with regional connectivity, increased mobility choices, fosters economic development and is a sustainable public transit model.



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STRATEGIC INITIATIVES EXISTING PROGRAM EXAMPLES

ECONOMIC DEVELOPMENT

- **ED Tool Box**— Mesa Enterprise Zone, Foreign Trade Zone, Military Reuse Zone, Job Training, Trade Adjustment Assistance, R&D Tax Credits, GPLET, Accelerated Depreciation, Tax Credits (Angel, Solar Energy, Motion Picture, Pollution Control), CDBG and Section 108 loans, expedited reviews, impact fee deferrals.
- **Business Retention/Expansion and Attraction/Recruitment**—Approx. 80 percent of Mesa's growth stems from existing business base. City works with existing businesses to help facilitate growth. City creating sales/marketing strategic plan and economic development strategic plan for business attraction and recruitment.
- **Falcon Field Fly Friendly Program**—Partnering with tenants and neighbors to find reasonable ways to minimize airport impacts to adjacent neighborhoods and to ensure Falcon's long-term sustainability.
- **Zoning Code Update**—Form-based zoning, consistent with 2002 General Plan, neighborhood character, promote infill, mixed-use and transit-oriented development, streamlining project reviews, user-friendly.
- **Regional Partnerships**-- Greater Phoenix Economic Council, Mesa Chamber of Commerce, East Valley Partnership, Arizona Administrators in Economic Development, Arizona Department of Commerce.

COMMUNITY ENGAGEMENT

- **A.C.T.I.O.N. Team** – Comprehensive, cross-departmental and long-term approach to addressing neighborhood crime and deterioration. Assistance provided citywide with particular focus area near Reed Park.
- **Building Stronger Neighborhoods and Neighborhood Ambassadors**—Six neighborhoods targeted every year. City surveys and works with neighbors to identify, prioritize and create action teams to address key challenges for their neighborhood. Neighborhood Ambassador volunteers work within this program and other neighborhood initiatives.
- **Intentional Outreach to Diverse Communities**-- Currently working with broad range of faith-based organizations, including Sudanese American Center of AZ, Crypto-Jewish Mediation Center, Jesus is Lord Filipino Church, Church of Grace, Southern Indian Community, Calvary Korean Church, Islamic Social Women's Services Assoc., Haitian Church, Mesa Public

Issue B

Animals per Acre Ratio

Present Requirements

- ⊙ 2 head livestock per one "full" acre. (43,560 sf)
- ⊙ Another head may be added for each addition ½-acre land area.
- ⊙ Does not distinguish - Large or Small animals
- ⊙ Higher Livestock Ratios may be requested through Special Use Permit process

Issue B

Animals per Acre Ratio

Adjacent Cities

- Phoenix: 1 per 10k sf (4.3 per acre)
- Scottsdale: Not Regulated
- Tempe: None on first ½-acre, Then
1-large or 2-small animals/6k sf
- Chandler: 2.5 per acre (6.2 per acre in AG)
- Gilbert: Large - 4.3/Ac; Small - 8.7/Ac

Issue B

Animals per Acre Ratio

⊙ **CNSC Recommendation:**

- Keep the Existing Ratio: 2 head/ac
- Keep SUP Option for Higher Ratios
- Introduce "Point System" for Large & Small
Animals

Issue B

Animals per Acre Ratio

Point System Summary:

Land Points - Based on Ratio: Points per Acre
 (proposed 4 points per acre)

Animal Points - Point Total Based on Chart Values
 (proposed points below)

- ⊙ Very Small (Ducks, Chickens): 0.05 pts ea.
- ⊙ Small (Goats, Sheep): 1 pt ea.
- ⊙ Large (Cattle, Horses): 2 pts ea.

Calculate - Compare Point Totals

Land Points Required to Equal or Exceed Animals Points

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Issue B

Animals per Acre Ratio

Point System Example:

2.7 acre site; 4 horses, 2 sheep, 3 ducks

PRESENT ORDINANCE

- ⊙ 1 head per ½-acre
- ⊙ 2.7 acres allows
5-head maximum
- ⊙ 6-head livestock requested
- ⊙ Calculate Fowl Separately

PROPOSED REVISION

- ⊙ $4 \text{ pts/ac} \times 2.7 \text{ ac} = 10.8 \text{ land pts}$
- ⊙ $4 \text{ horses} \times 2 \text{ pts} = 8 \text{ animal pts}$
- ⊙ $2 \text{ sheep} \times 1 \text{ pt} = 2 \text{ animal pts}$
- ⊙ $3 \text{ ducks} \times .05 \text{ pt} = 0.15 \text{ pts}$
10.15 animal pts

Not Allowed in Entirety

10.8 land points exceeds
10.15 animal points

Proposal Allowed

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Issue C
Minimum Lot Threshold

Options:

- Lower Area Threshold Citywide
From 43,560 to 35,000 sf
- Keep SUP Option for 35,000 sf Lots
- Develop Equestrian Overlay District
 - Example: Lehi Area Only

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Issue C
Minimum Lot Threshold

Recommendation:

- ⊙ Reduce Lot Threshold from “full” to “net”
acre (43,560 sf to 35,000 sf)
 - Matches County minimum lot area requirement
 - Facilitates Annexation of Livestock Properties
 - Automatically Reinstates Livestock Privilege to
Net Acre Subdivisions Annexed from County
 - Significant Increase to Number of Livestock
Eligible Properties

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Philosophical Distinctions

Euclidean & Performance

- ⊙ Regulates Land Use First
- ⊙ Building Form is Secondary
- ⊙ Assumes Different Types of Uses Need to be Separated
- ⊙ Spaces Between are an "Afterthought"
- ⊙ Tend to be technically worded & some think are difficult to understand

Philosophical Distinctions

Form Based (Neo-Traditional) Code

- ⊙ Primary - Regulates Building Form
- ⊙ Secondary - Considers "Spaces Between"
- ⊙ Tertiary - Land Use
- ⊙ Encourages Mixture of Land Uses
- ⊙ Considers Use of Structure "Through Time"
- ⊙ Use diagrams and less technical language

Philosophical Distinctions

Form Based Codes

Prescriptive

"Provides Direction"

Regulates by
explaining what you
can do

Euclidean Codes

Proscriptive

"Provides Limits or
Restrictions"

Regulates by
explaining what you
cannot do

Implementing a FBC

◎ Establishing Standards

(Part of Zoning Code Update)

- Overview/Administration/Definitions
- Establishing Form /Transect or “District” Standards
- Develop Land Use Matrix

Implementing a FBC

◎ Applying FBC Transects or “Districts” (Future Regulating Plans)

- Study Existing Conditions
- Develop Vision, Goals & Objectives
- Develop Regulating Plan for Specific Geographic Area - Context

◎ Site Plan Review

- Often a Staff -driven Process because of Previous Planning