



## **AGENDA**

### **Strategic Planning Session Queen Creek Town Council**

Community Chambers, 20727 E. Civic Parkway

February 25, 2022 | 3:00 p.m. - 8:30 p.m.

February 26, 2022 | 7:30 a.m. - 4:00 p.m.

*Pursuant to A.R.S. §§ 38-431.02 & 38-431.03, notice is hereby given to the members of the Town Council and to the general public that, at this Strategic Planning Session, the Town Council may vote at any time during the meeting to go into Executive Session, which will not be open to the public, for legal advice and discussion with the Town Attorney(s) for legal advice on any item listed on the following agenda, pursuant to A.R.S. § 38-431-03(A)(3).*

*Times for specific agenda items are approximate. The Mayor and Council may adjust the order of the agenda items at the meeting.*

#### **Friday, February 25, 2022**

1. Presentation on Queen Creek Development and Economic Conditions.
2. Update on Queen Creek Police Department Start Up, Transition, First 30 Days and Future Initiatives.
3. Discussion and Consideration of possible changes to the Town Council Policies and Procedures or Town Code:
  - A. Discussion regarding Town Council Policies and Procedures.
  - B. Consideration and review of current policies and procedures with respect to communications of Council Members' positions on federally-related public policy issues.
  - C. Minimum Residency Requirement for Planning and Zoning Commissioners.

#### ***Dinner (5:30 p.m. to 6:00 p.m.)***

4. Discussion on Council Approved Town Design Guidelines, Intent, Implementation and Compliance/Enforcement Strategies.
5. Discussion on Town Roadway Aesthetics, Edge and Median Landscaping Standards.
6. Communication Training.
7. Discussion and Review of Saturday Agenda.
8. Adjourn.

**Saturday, February 26, 2022**

***Breakfast (7:30 a.m. to 8:00 a.m.)***

*Adjourn into Executive Session*

9. Discussion and consultation with the Town's attorney for legal advice and with the Town's attorney and Town's representatives regarding Emergency Transportation Services and the contract with American Medical Response (AMR). A.R.S. 38-431.03(A)(3), (4) & (9)

*Reconvene from Executive Session*

10. Discussion on Long Range Financial Planning Strategies and the FY22/23 Budget.
  - A. Long-Term Financial Planning.
  - B. FY 2022-23 Budget Overview.
11. Update/Overview of State Trust Lands, Utilities, Transportation and Public Safety and Parks Infrastructure.
12. Discussion and Update on Economic Development Strategies and Initiatives.
  - A. Discussion on the strategic positioning of the Town to ensure success and competitiveness within the region.
  - B. Strategies to consider relative to regional impacts, such as Bell Bank Park.

***Lunch (11:45 p.m. – 12:15 p.m.)***

13. Discussion and update on Multi-Family/Medium Density Residential Development in Queen Creek.
14. Discussion on Short Term Rentals.
15. Discussion on locations for 2023 Annual Strategic Planning Session.
16. Action Plan Review, Plus/Delta Discussion.
17. Adjourn.

Pursuant to ARS 38-431.02 notice is hereby given to the members of the Queen Creek Town Council and to general public that the Queen Creek Town Council will hold a meeting open to the public as set forth above.

I, Maria Gonzalez, do hereby certify that I caused to be posted the Agenda for the February 25, 2022 Regular and Possible Executive Session of the Queen Creek Town Council at Town Hall and on the Town's website at [www.QueenCreekAZ.gov](http://www.QueenCreekAZ.gov).

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Maria E. Gonzalez, CMC  
Town Clerk

The Town of Queen Creek encourages the participation of disabled individuals in the services, activities, and programs provided by the Town. Individuals with disabilities who require reasonable accommodations in order to participate should contact the Town Clerk's office at (480) 358-3000.



TOWN OF  
**QUEEN CREEK**  
ARIZONA

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS ICMA-CM, TOWN MANAGER**

**FROM: MISSY GUNTER**

**RE: PRESENTATION ON QUEEN CREEK DEVELOPMENT AND ECONOMIC  
CONDITIONS.&NBSP;**

**DATE: February 25, 2022**

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**Suggested Action:**

Presentation only.

**Discussion:**

Applied Economics prepared a presentation of economic, demographic and development conditions and trends for the Town of Queen Creek and its Municipal Planning Area (MPA), which will be discussed by Rick Brammer.

Applied Economics is an economic consulting firm based in Phoenix, Arizona. They specialize in economic and fiscal impact assessment, socioeconomic modeling, economic development, urban planning and custom software applications.

**Rick Brammer Bio**

Rick has over 30 years of experience applying economics and information technology to a wide variety of public policy and planning related issues. His past work experience includes socioeconomic estimates and projections, real estate market studies and economic and fiscal impact assessments in Arizona and the Southwest. Mr. Brammer specializes in performing small-area socioeconomic, housing, demographic, and enrollment analyses, having served the Maricopa Association of Governments, Central Arizona Association of Governments and some 50 Arizona school districts. Other public sector clients have included state and local government agencies, economic development corporations and transportation planning agencies.

In addition to his socioeconomic research and modeling, Rick has also created databases, analysis tools and marketing collateral materials in support of economic development activities. This has included marketing materials, economic and fiscal impact models and interactive operating cost comparison systems. He has extensive experience in utilizing study results in working group situations, as well as making formal public presentations.

Mr. Brammer's degree is in computer science and economics from the University of Oregon. He

began his professional career with Mountain West Research, a regional economic and real estate consulting company. Mr. Brammer continued to work as an economic consultant with Coopers & Lybrand, which acquired Mountain West, and later with Economic Strategies Group. He co-founded Applied Economics in 1995.

**Attachment(s):**

1. [Queen Creek Development and Economic Conditions.pdf](#)

# Queen Creek Development and Economic Conditions

February 25, 2022



APPLIED ECONOMICS

# Topic Areas

- Labor Force, Commuting, Jobs-Housing Balance
- Fiscal Sustainability
- Land Use and Development Activity
- Demographic Trends and Projections

# Labor Force and Employment

- Resident labor force in Queen Creek increased by over 50% from 2015 to 2020, increasing the capacity to support economic growth
- Metro Phoenix has made a full recovery from the pandemic in most sectors. As of December 2021, the unemployment rate is 2.43% for the metro area and 2.19% for Queen Creek

Labor Force and Employment Growth					
	2005	2010	2015	2020	2021
<b>Labor Force</b>					
Queen Creek	7,877	12,759	16,700	25,457	26,126
Average Annual change	71.2%	12.4%	6.2%	10.5%	2.6%
Metro Phoenix	1,929,529	2,077,707	2,191,537	2,522,702	2,578,594
Average Annual change	3.1%	1.5%	1.1%	3.0%	2.2%
<b>Employment</b>					
Queen Creek	7,558	12,093	16,037	23,907	25,050
Average Annual change	70.5%	12.0%	6.5%	9.8%	4.8%
Metro Phoenix	1,850,366	1,879,385	2,076,931	2,335,941	2,447,590
Average Annual change	2.9%	0.3%	2.1%	2.5%	4.8%

Source: Bureau of Labor Statistics, LAUS, data extracted Feb 2022.

# Commuting Patterns

- Only about 10 percent of Queen Creek residents work in the town based on 2020 MAG Trip Reduction data. An estimated 54% work in other East Valley cities (Mesa, Chandler, Gilbert), and 30% work in Phoenix or Tempe
- For residents that work in Queen Creek, a high percentage (61%) also live in the town

## Where Queen Creek Residents Work

Mesa	21.0%
Chandler	20.0%
Phoenix	17.0%
Gilbert	13.0%
Tempe	13.0%
Queen Creek	10.0%
Scottsdale	3.0%
Other Pinal County	2.0%
Other Maricopa County	1.0%

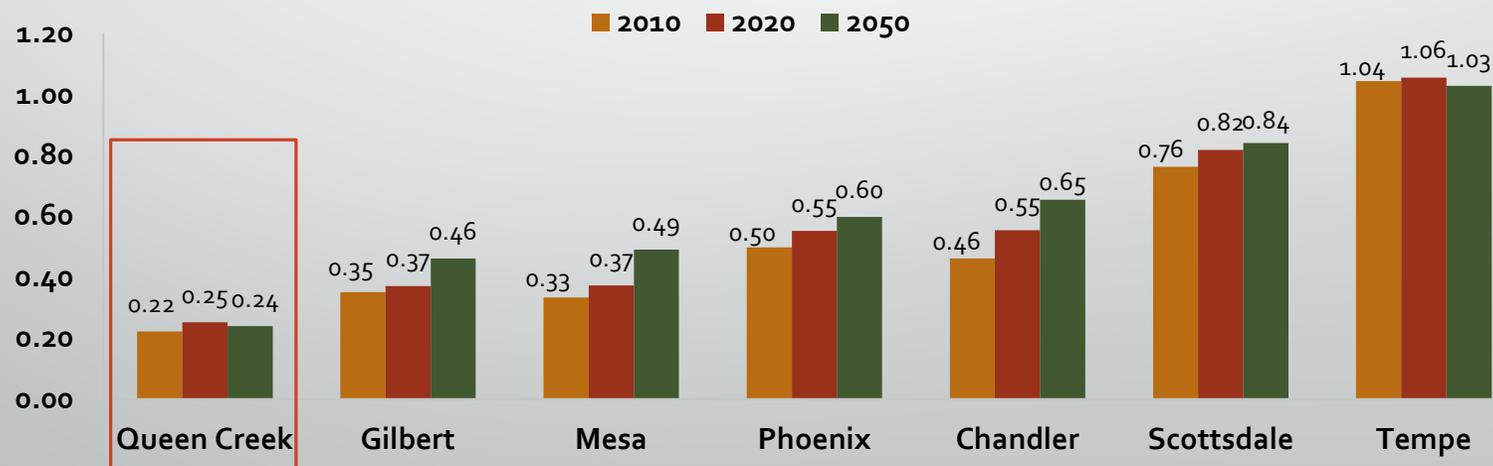
## Where Queen Creek's Workforce Lives

Queen Creek	61.0%
Gilbert	18.0%
Mesa	8.0%
Chandler	7.0%
Other Pinal County	2.0%
Tempe	1.0%
Apache Junction	1.0%
Phoenix	1.0%
Other Maricopa County	1.0%

# Jobs per Capita

- Measure of balance between residential and nonresidential development
- At a ratio of 0.25 in 2020, Queen Creek is more strongly residential than other East Valley cities like Gilbert, Mesa and Chandler
- Based on future land use, jobs per capita were not projected to increase, unlike other East Valley cities, but the Town's plans for additional employment uses will change this trajectory

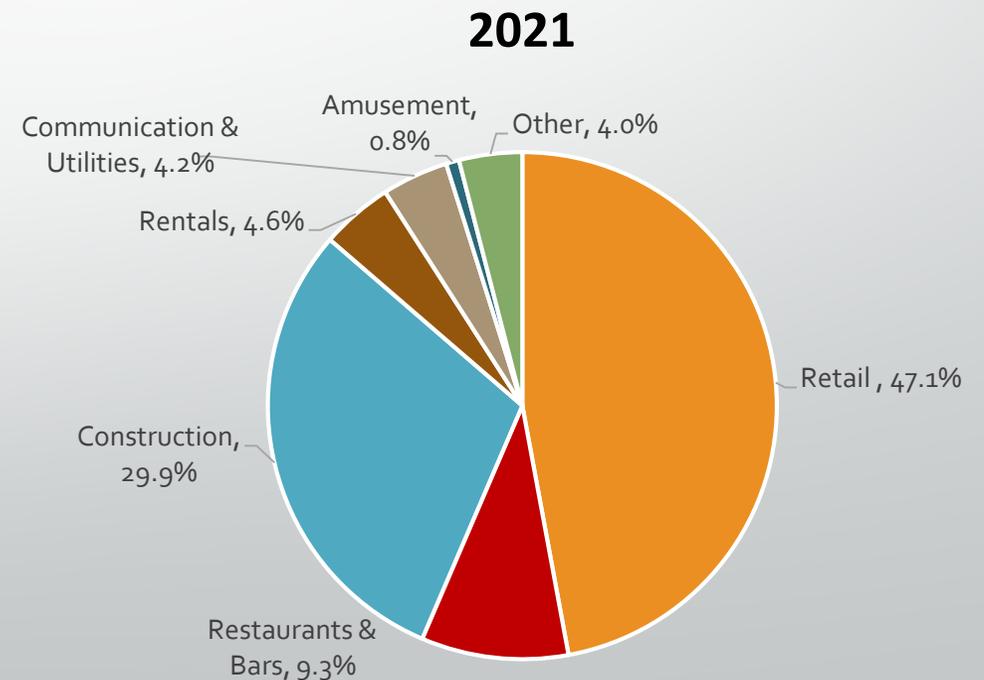
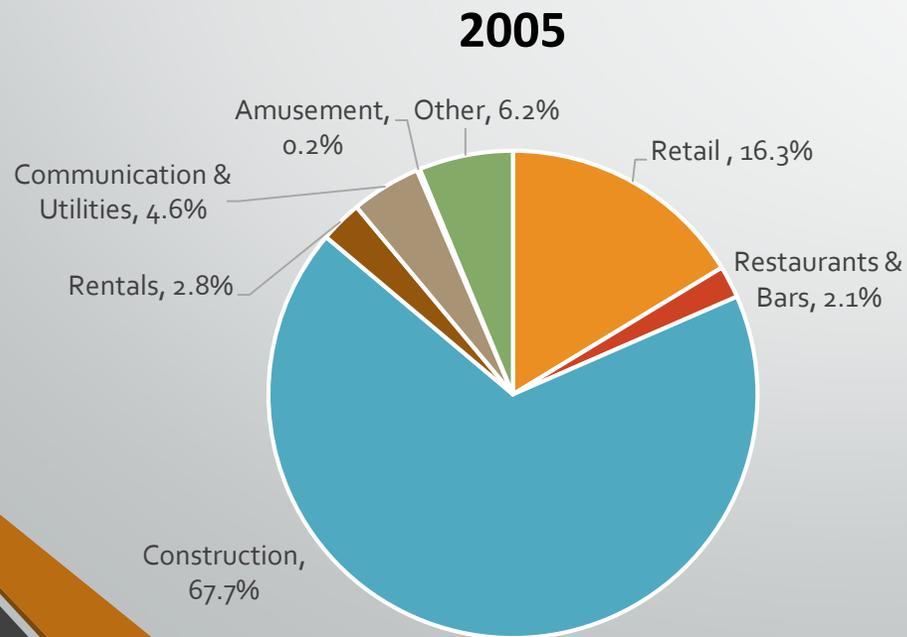
Jobs per Capita Ratio by MPA



Source: Maricopa Association of Governments, 2019 Socioeconomic Projections.

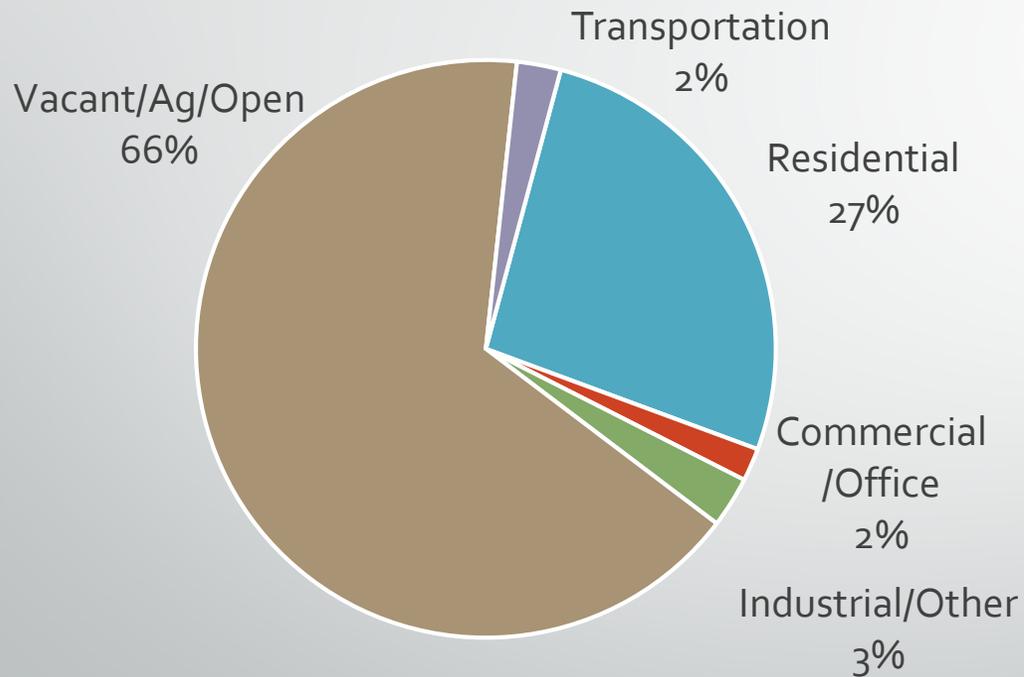
# Fiscal Sustainability - Sales Taxes

- Since 2010, per capita taxable sales in Queen Creek have grown from \$22,300 to \$32,900, adjusted for inflation, due to an increase in the number of retailers and restaurants in the town
- The mix of taxable sales by type has also changed dramatically with a much lower reliance on construction, and a greater reliance on retail

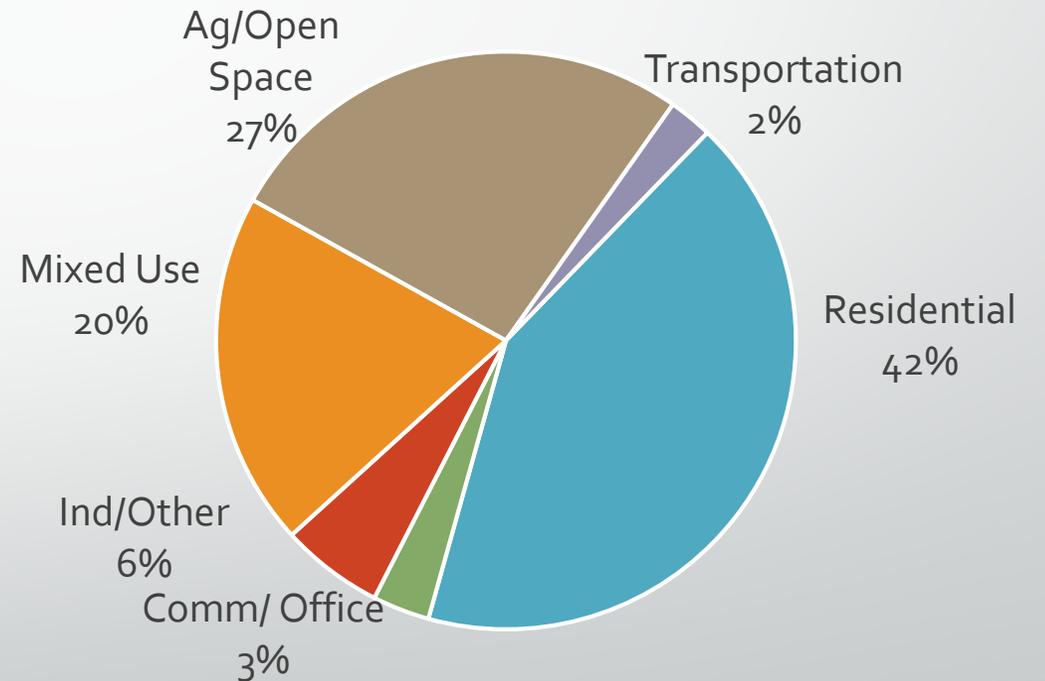


# Queen Creek MPA Land Use

## Existing Land Use



## Future Land Use



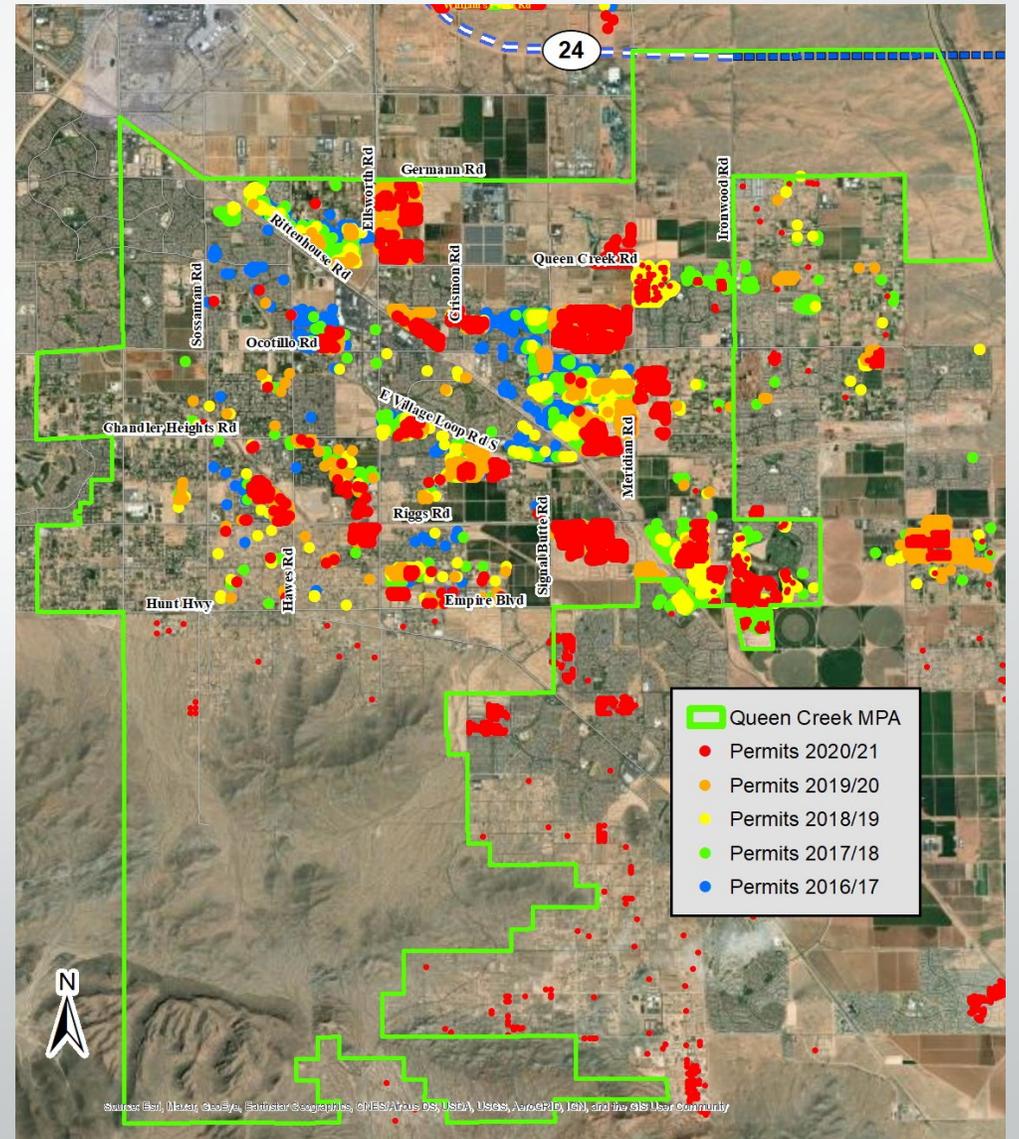
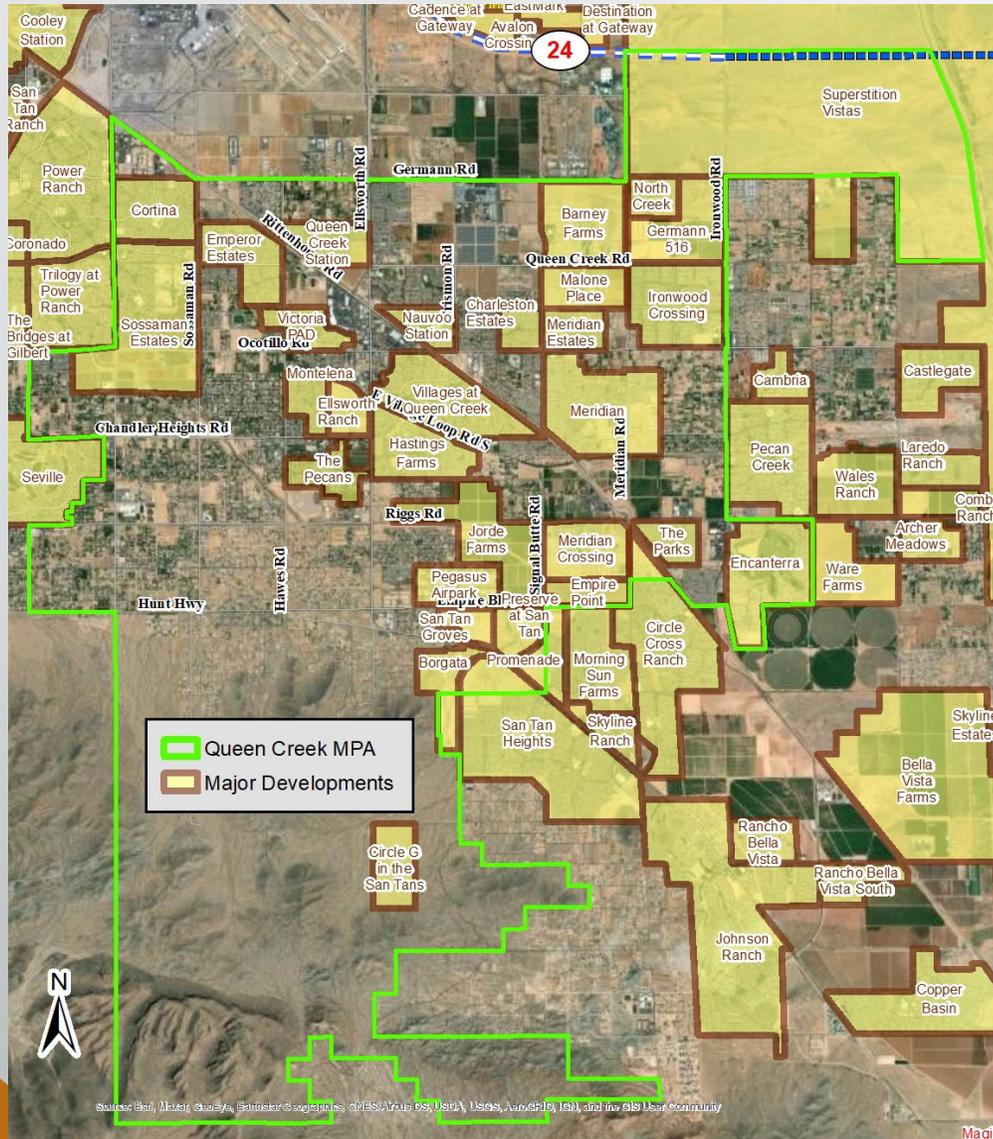
# Construction Activity

- An estimated 1.5 million square feet of nonresidential space has permitted in Queen Creek since 2017, along with about 8,500 housing units
- This amount of square feet could support an estimated 1,500 to 2,000 new jobs based on typical employment densities
- The number of residential units permitted in 2021 is more than double the level in 2018, which was already at levels similar to 2005

Value of Permits Issued for New Buildings



# Major Projects and Residential Permits



# Historic and Projected Population

- The population of the current MPA reached nearly 72,000 people in 2020, up 60,000 people in just 20 years.
- The population features higher than average household sizes and a significant share of persons under 18, but there are also signs of aging in the population.
- Vacancy rates have fallen significantly since 2010, with share of renter-occupied units expanding.

	2000	2010	2020	Change (2000-2010)**		Change (2010-2020)**	
	Census	Census	Census*	Total	Percent	Total	Percent
<b>Population</b>	9,920	34,886	71,640	24,966	13.4%	36,754	7.5%
<i>By Race &amp; Ethnicity:</i>							
White	69.4%	75.1%	75.6%	19,308	14.3%	27,991	7.5%
African American	0.8%	2.9%	3.2%	930	28.9%	1,260	8.4%
Native American	1.5%	0.6%	0.7%	67	3.9%	286	8.9%
Asian	0.4%	2.4%	2.5%	815	36.5%	935	7.7%
Hispanic	26.3%	18.8%	17.6%	3,965	9.7%	6,004	6.7%
Other	1.7%	0.1%	0.5%	-119	-12.0%	278	21.6%
<i>By Age:</i>							
Age 0-4	9.8%	9.7%	8.9%	2,409	13.3%	3,007	6.6%
Age 5-13	18.1%	19.2%	17.8%	4,911	14.1%	6,039	6.6%
Age 14-17	7.1%	7.1%	6.7%	1,773	13.5%	2,293	6.8%
Age 18-24	10.0%	7.1%	7.5%	1,482	9.5%	2,885	8.0%
Age 25-44	31.5%	30.6%	29.1%	7,563	13.1%	10,140	6.9%
Age 45-64	18.3%	20.5%	21.2%	5,333	14.7%	8,070	7.8%
Age 65 Up	5.2%	5.8%	7.3%	1,495	14.6%	3,235	10.1%
<b>Housing Units</b>	3,490	11,531	23,605	8,041	12.7%	12,074	7.4%
<i>Occupied</i>							
Owner	82.4%	89.8%	91.7%	7,476	13.7%	11,303	7.7%
Renter	66.2%	72.9%	69.2%	6,093	13.8%	7,939	6.9%
<i>Vacant</i>							
	16.2%	16.9%	22.5%	1,383	13.2%	3,364	10.6%
	17.6%	10.2%	8.3%	565	6.7%	771	5.2%
<b>Households</b>	2,875	10,351	21,654	7,476	13.7%	11,303	7.7%
<i>By Age of Householder:</i>							
15 to 24	5.2%	2.8%	2.1%	136	6.7%	162	4.6%
25 to 34	21.9%	19.4%	18.6%	1,382	12.3%	2,008	7.2%
35 to 44	31.3%	28.9%	27.1%	2,095	12.8%	2,864	6.9%
45 to 54	17.9%	21.8%	20.6%	1,744	16.0%	2,206	7.1%
55 to 64	12.6%	14.5%	16.4%	1,140	15.3%	2,049	9.0%
65 to 74	7.5%	10.0%	12.5%	823	17.1%	1,677	10.1%
Over 75	3.6%	2.5%	2.7%	155	9.6%	336	8.7%
Population Per	3.45	3.37	3.31	-0.08	-0.2%	-0.06	-0.2%

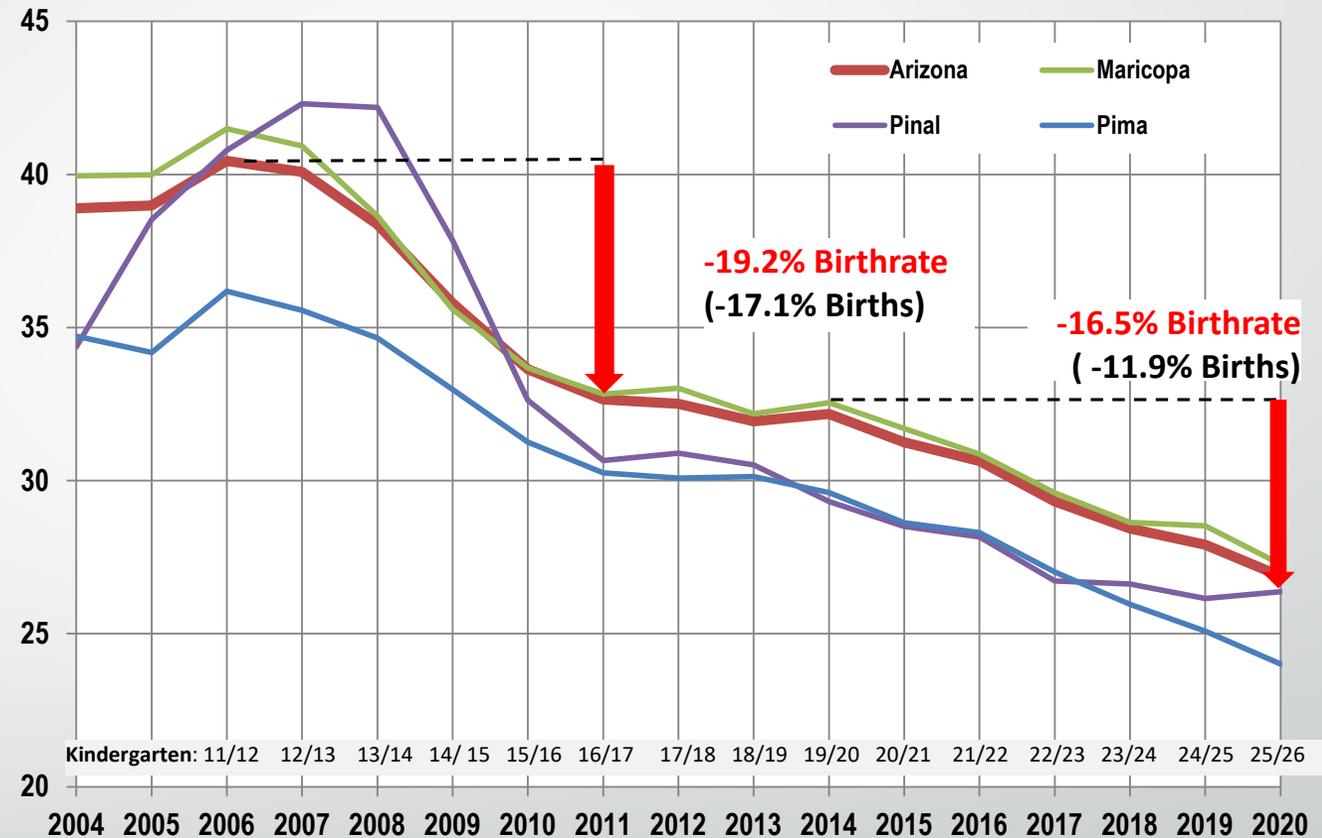
Sources: U.S. Bureau of the Census, 2000, 2010 and 2020; American Community Survey, 2020; Applied Economics.

\* Applies to total population, population by race and housing unit counts only.

\*\* Annual compound rate of change.

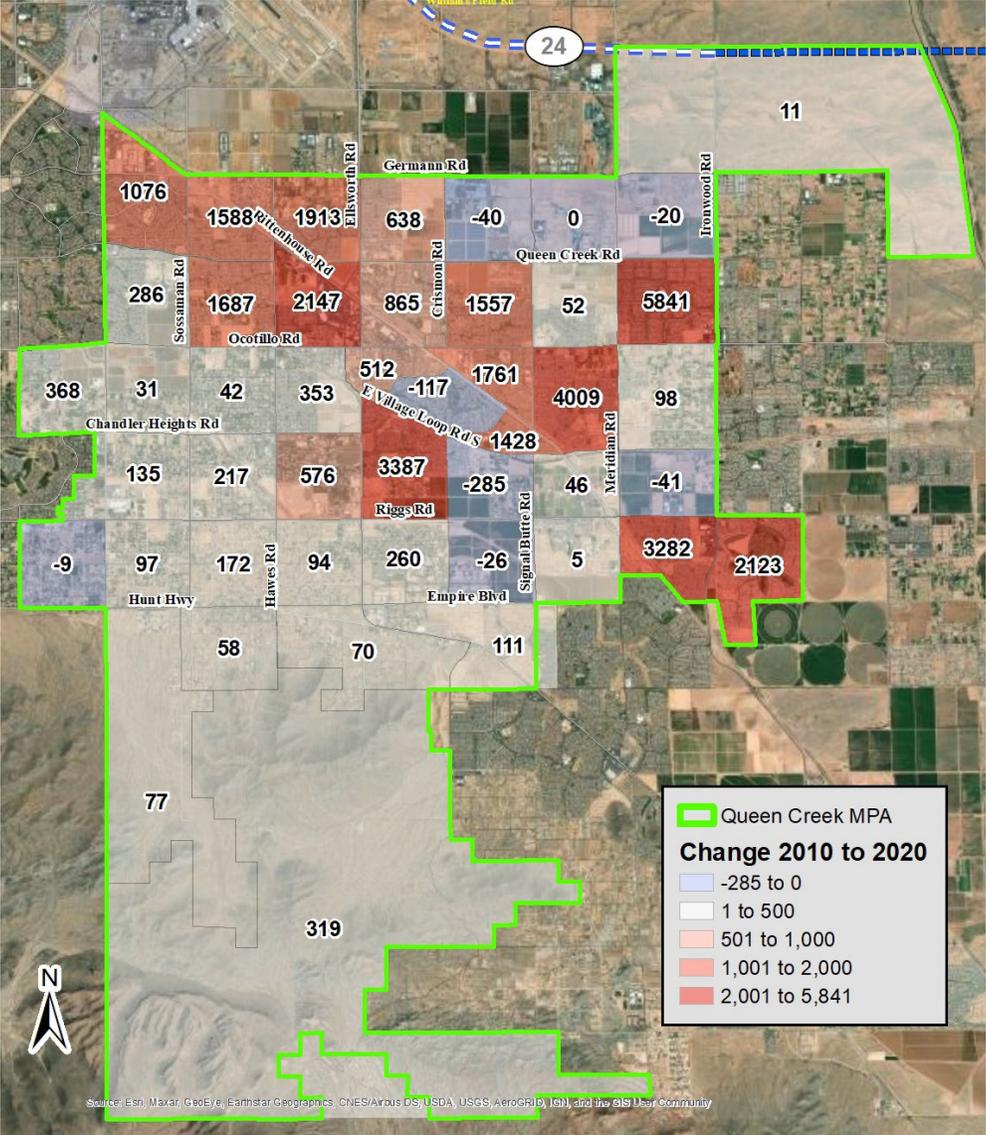
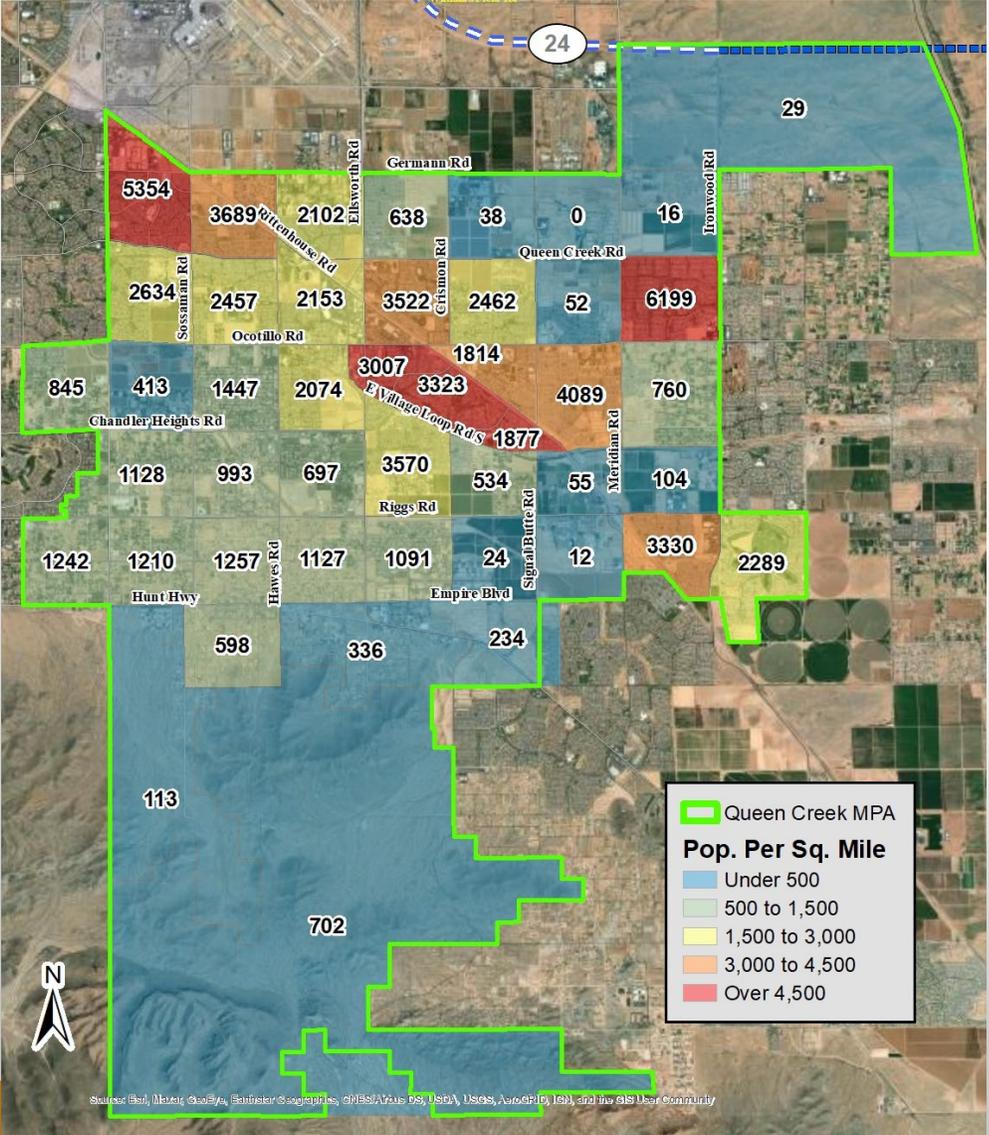
# Birthrate Trends

- Birth rates in Arizona plummeted over 19% during the Great Recession with the number of annual births falling by 17%.
- Following a brief leveling between 2011 and 2014, the rate declined again by 16.5% through 2020, with a corresponding 11.9% decrease in the number of births.
- This could result in there being no increase in the population under 18 in Arizona through about 2030.

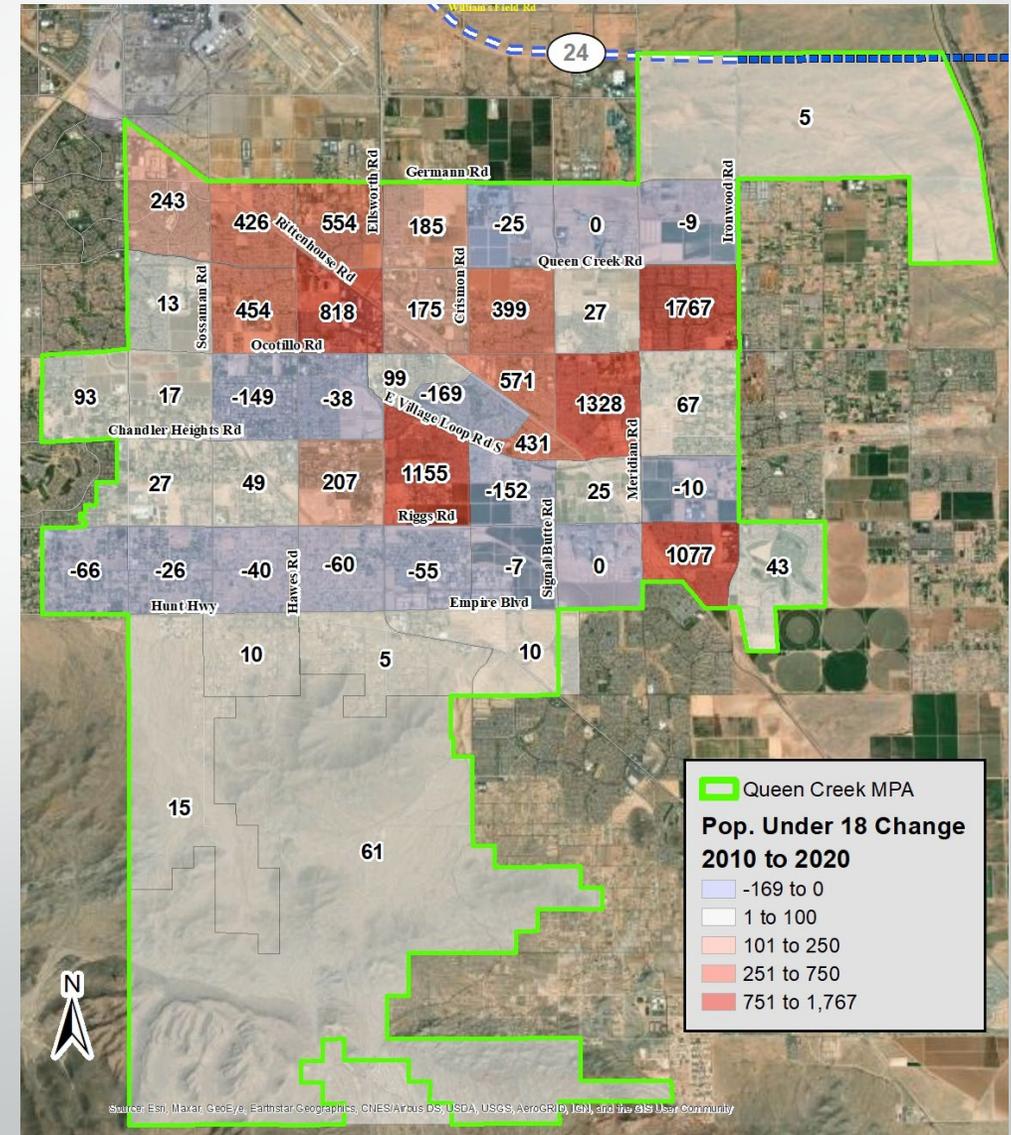
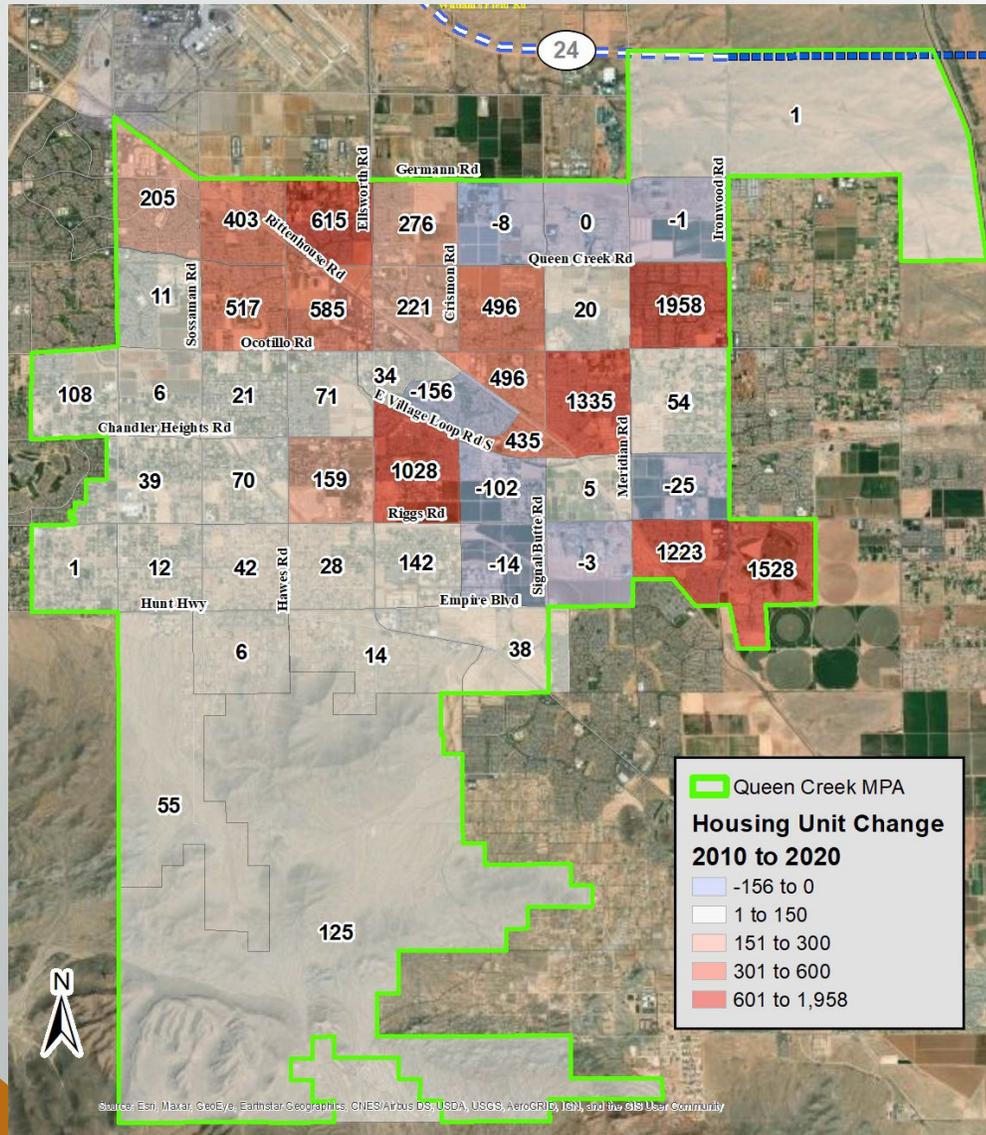


Sources: Arizona Department of Health Services; Applied Economics, 2020.

# Population Density and Change

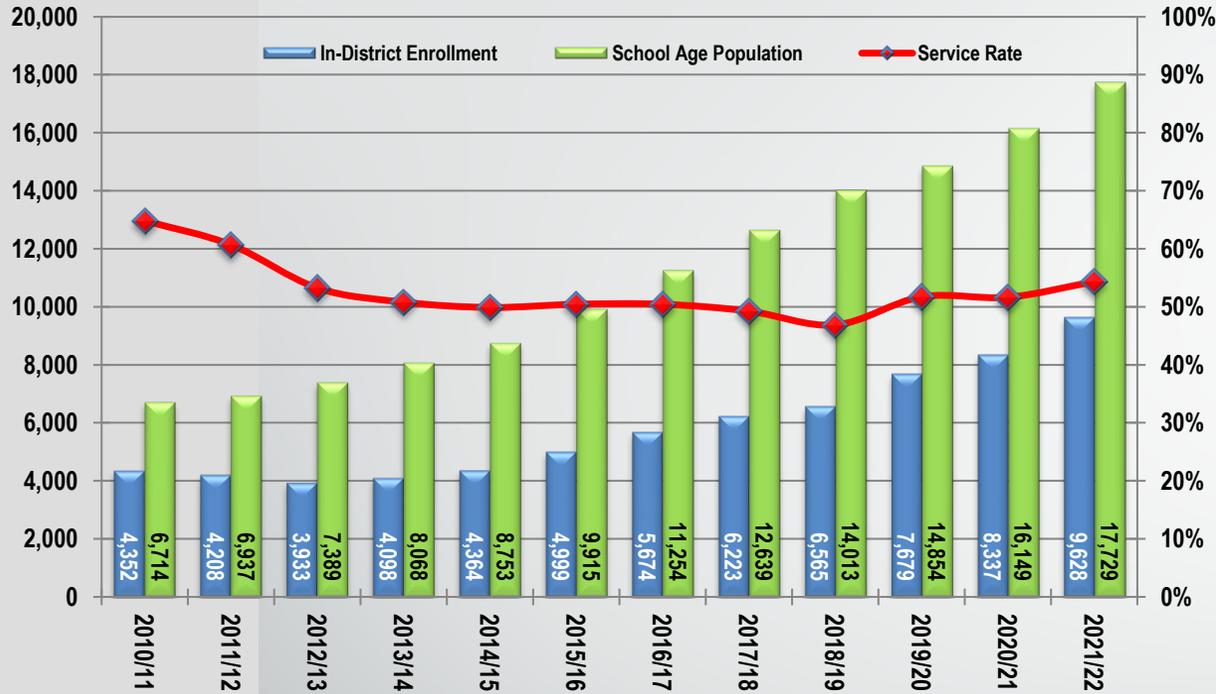


# Housing Unit and Population Under 18 Change

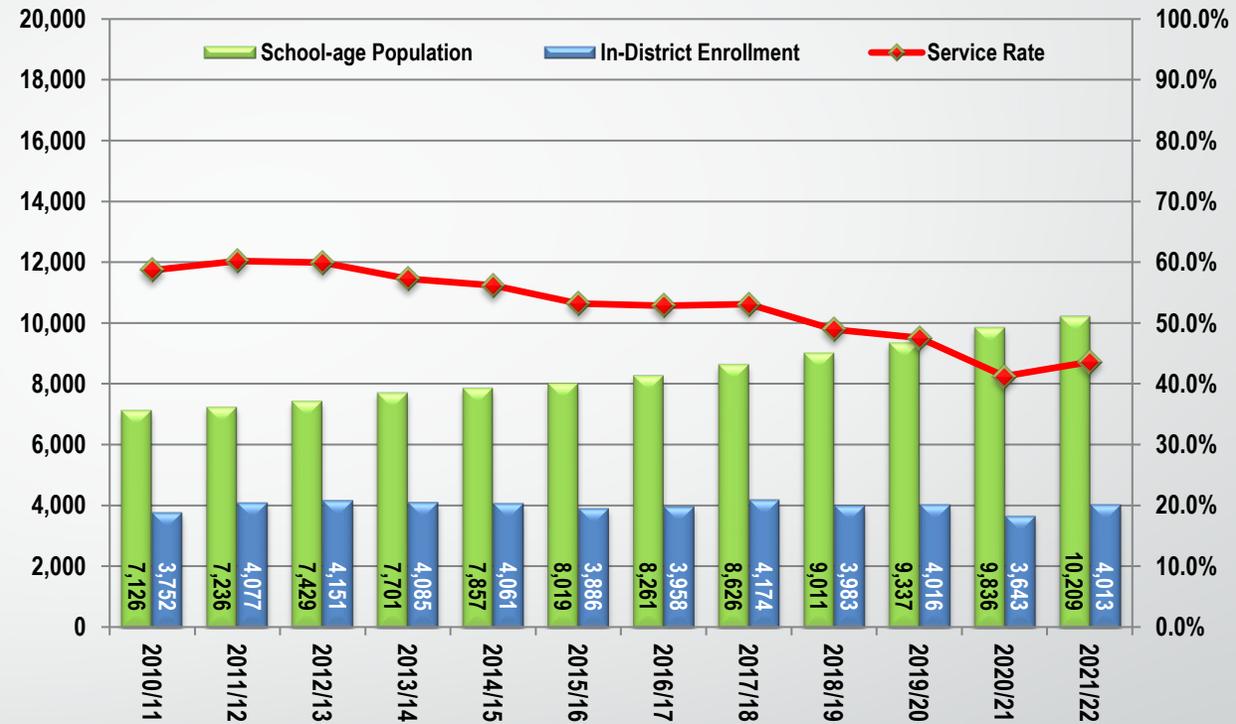


# District K-12 Enrollment

## Queen Creek Unified School District



## J.O. Combs Unified School District

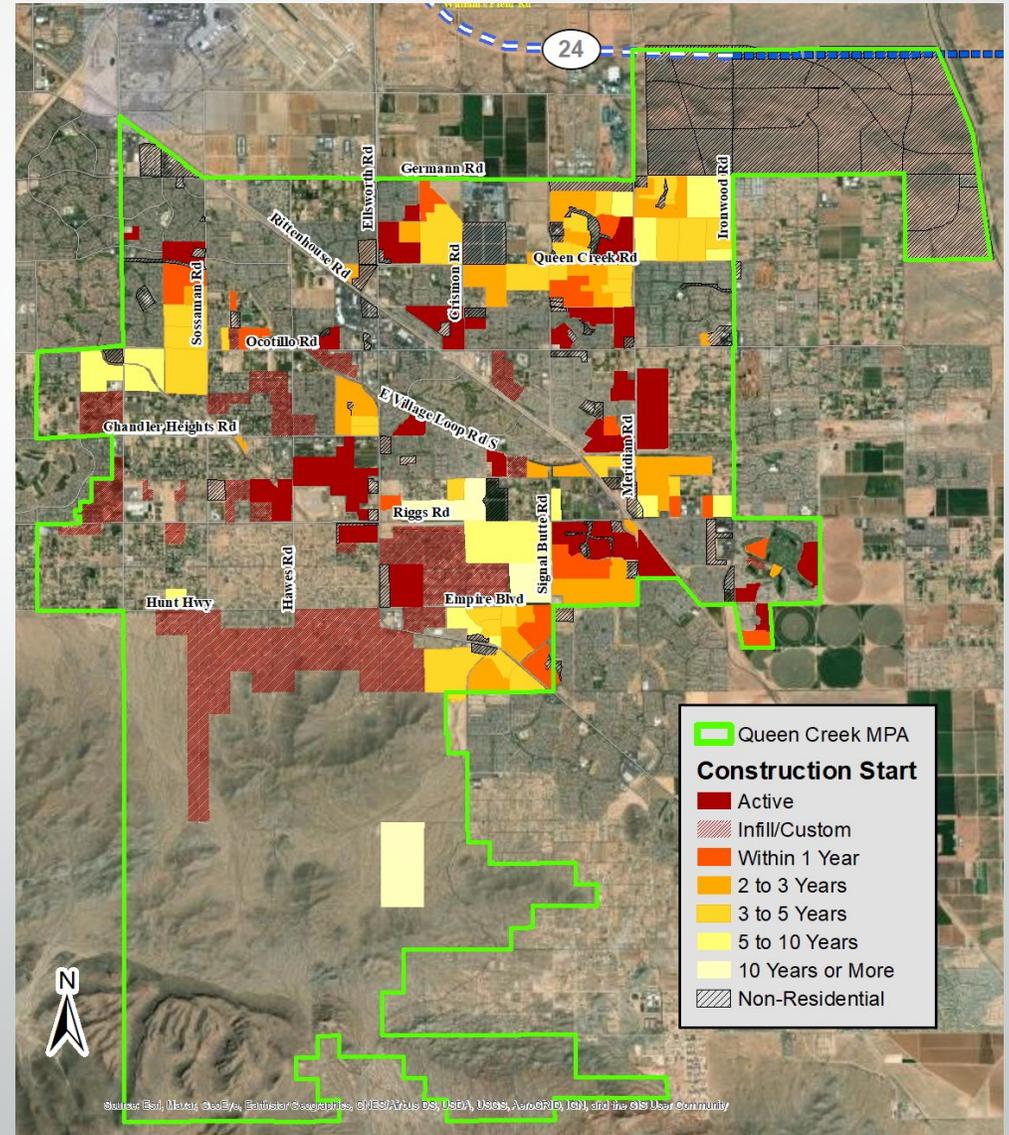
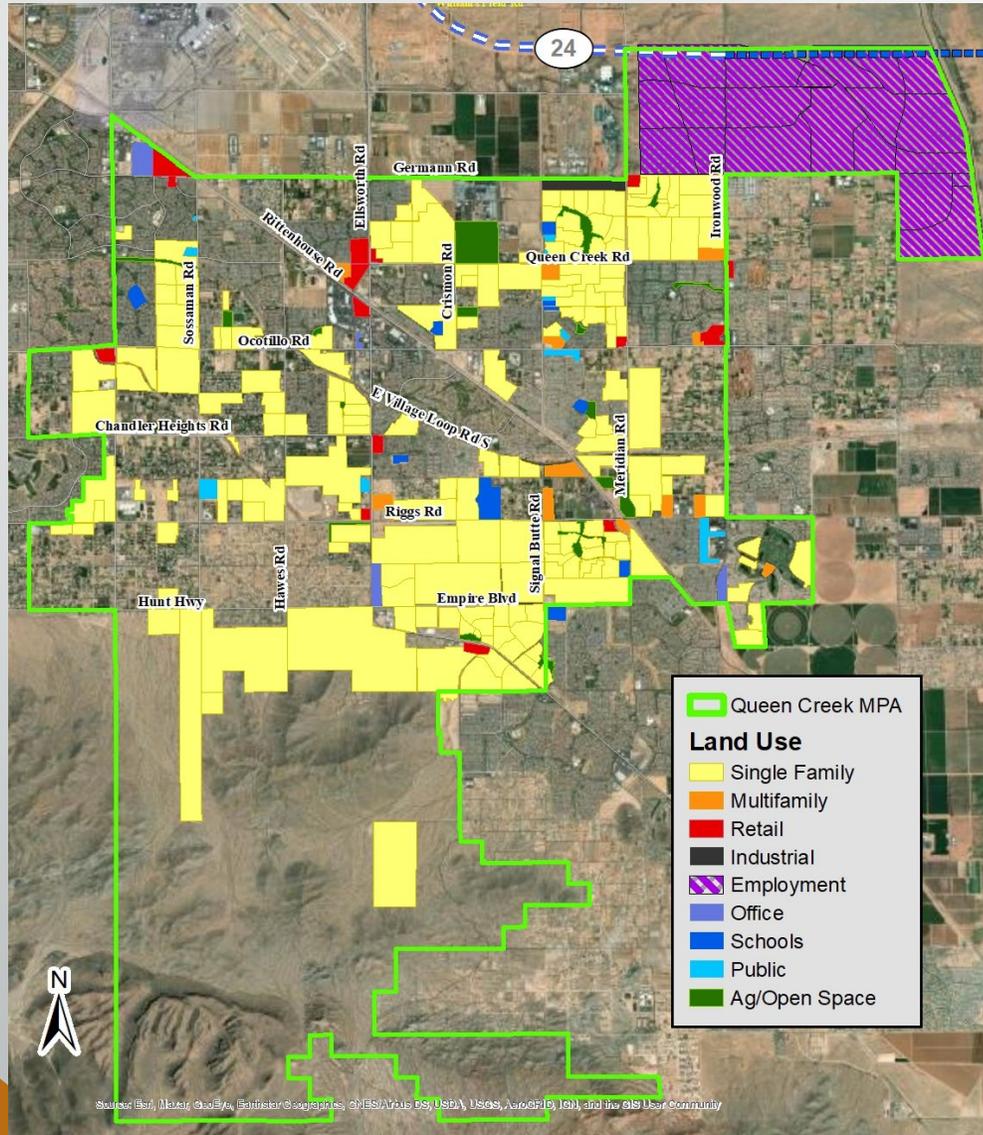


Sources: Queen Creek Unified School District; Applied Economics, 2021.

- Some 17,000 housing units were added in the Queen Creek and J.O. Combs school districts in the 2010's, resulting in an increase of about 11,600 "school-age" persons ages 5 to 17.
- K-12 enrollment in the two districts combined increased by about 4,000 students through 2020/21, or just 35 percent of the additional school-age population.



# Future Development Potential



# Socioeconomic Projections

	2020	2030	2040	2050	2020- 2030	2030- 2040	2040- 2050	2020- 2050
Population	69,547	95,753	114,783	127,214	26,206	19,030	12,431	57,667
Housing Units	23,036	32,532	39,092	44,506	9,496	6,560	5,414	21,470
Pop/DU	3.02	2.94	2.94	2.86	-0.08	-0.01	-0.08	-0.16
Employment	16,567	20,182	24,475	29,803	3,615	4,293	5,328	13,236
Jobs per Capita	0.25	0.21	0.21	0.23	0.14	0.23	0.43	0.24

Source: Maricopa Association of Governments, 2019; Applied Economics.

- The total number of additional housing units projected by MAG through 2050, about 21,500, is very consistent with AE's estimate of the housing unit potential however we would expect nearly all of it to be built by the late 2030's.
- Employment growth in the MAG projections does not reflect the designation of all the land in the 24 Freeway corridor (special district #3) to employment uses, nor did they anticipate the amount of industrial development that is now occurring throughout the Phoenix metropolitan area.



Questions?

# QUEEN CREEK POLICE DEPARTMENT



Start-Up,  
Transition,  
the first 30 Days,  
and the Future

SERVING WITH RESPECT, COMPASSION &  
TRUST.

# The Police Department



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Compassion,  
and Trust



QCPD's Future Patrol Vehicle

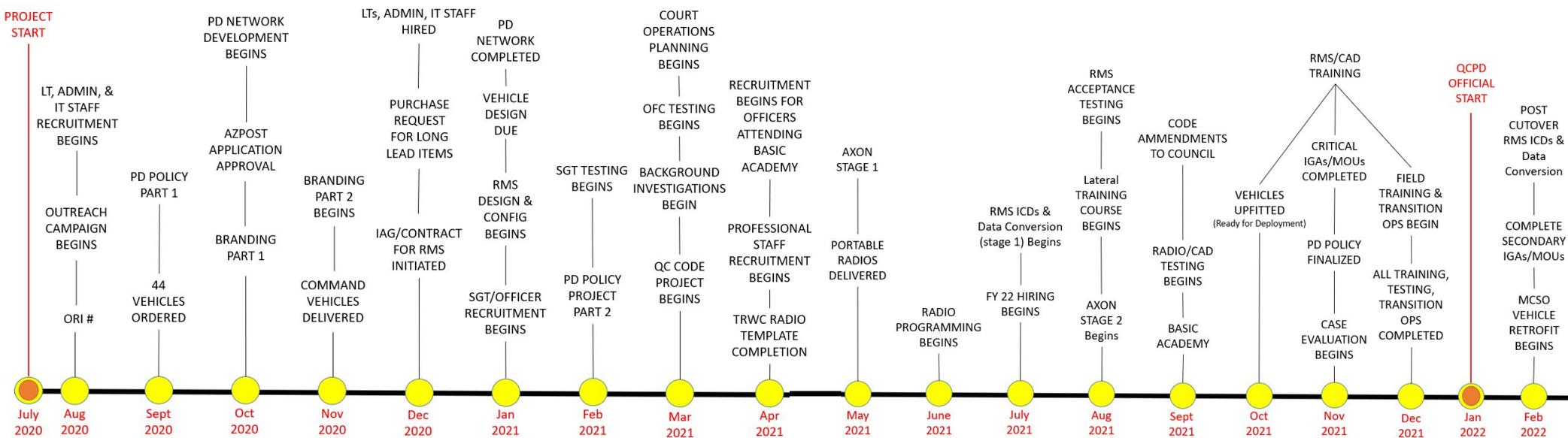


## July 20, 2020 The Journey Begins

# QCPD Focus and Direction



Serving with  
Respect,  
Compassion,  
and Trust





# The QCPD Team Launched January 11, 2022





Qcpd is more than just responding to calls...



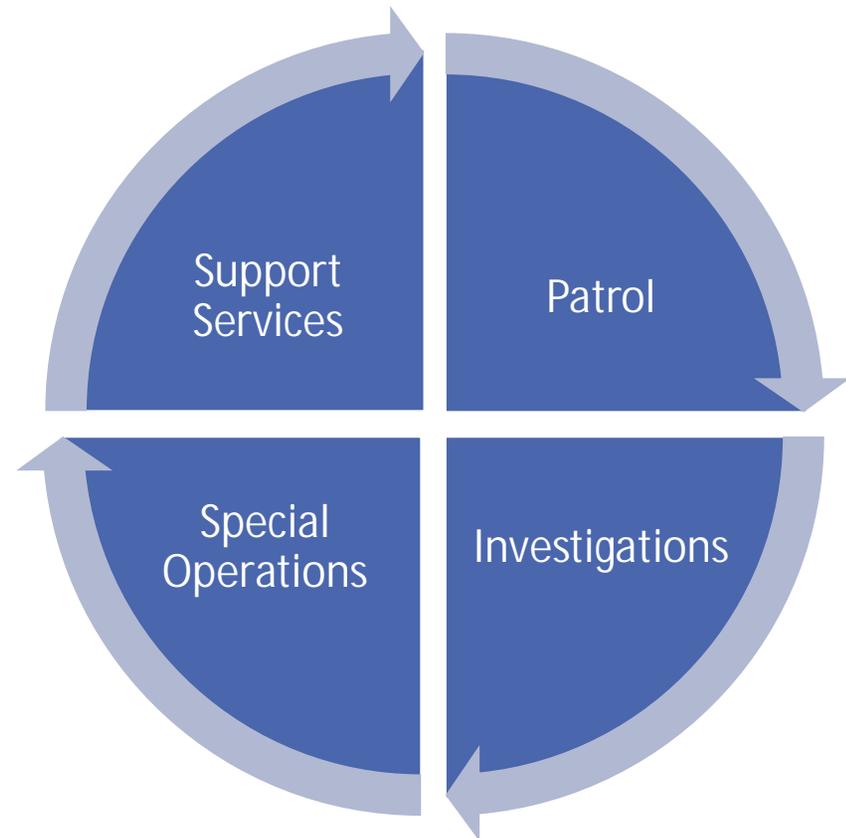
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and Trust

# Queen Creek Police Department



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and Trust

QCPD has 4 primary Functional Areas or Divisions with nearly 100 different services, task forces, contracts, regional teams, and programs.



## 1 Month Later...



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Compassion,  
and Trust

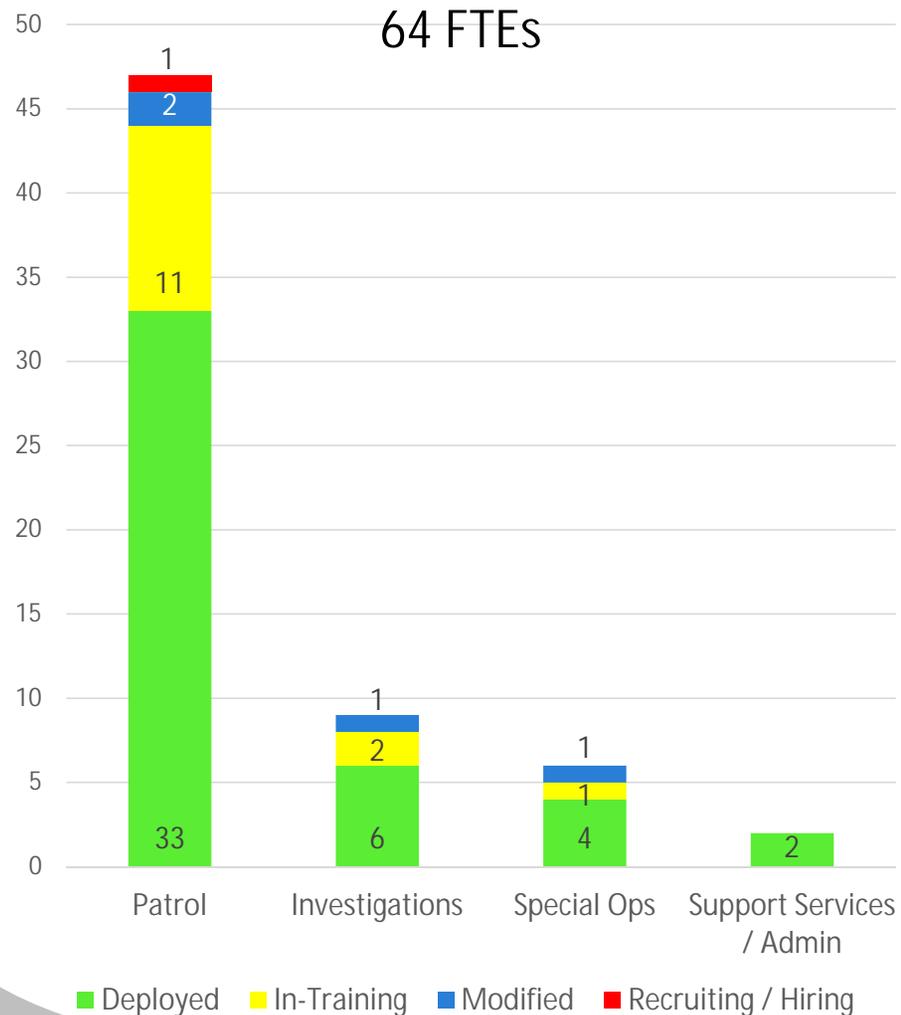


- Staffing
- Deployment
- Field Operations
- Workload
- Data Trends
- Programs &



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Compassion,  
and Trust

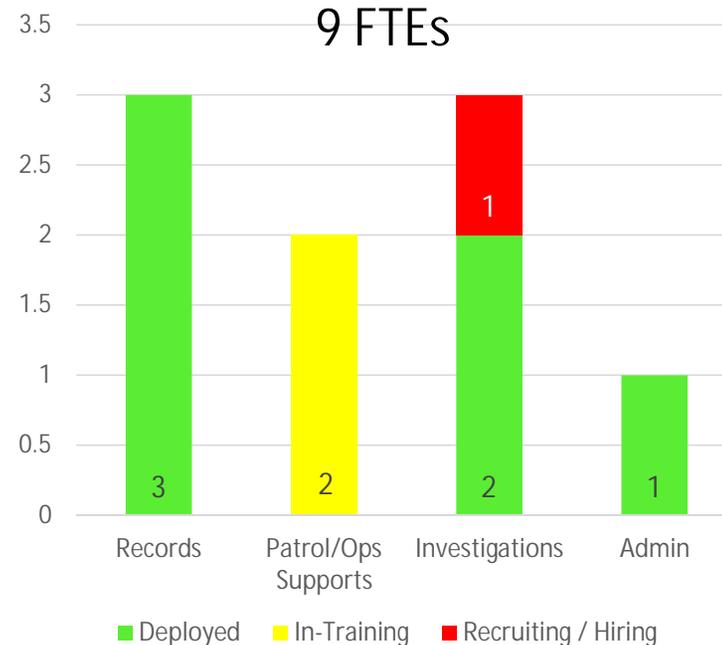
## Sworn Staff 64 FTEs



## Current Staffing Levels

73 Authorized FTEs (FY21-22)

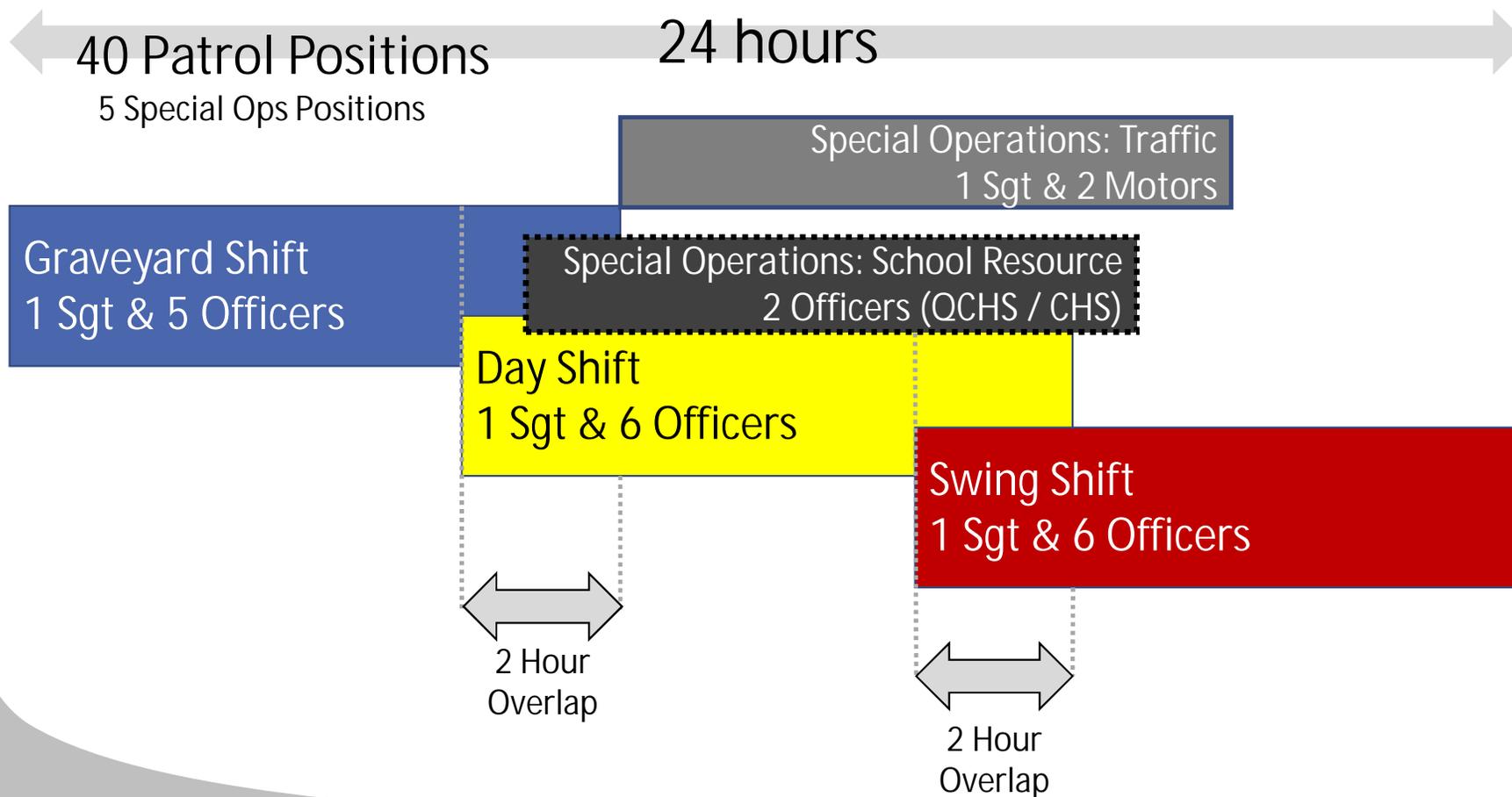
### Professional Staff 9 FTEs



# Field Operations: Deployment Methodology



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and Trust





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and Trust

# Field Operations: Beat Structure

## 6 - QC Beats

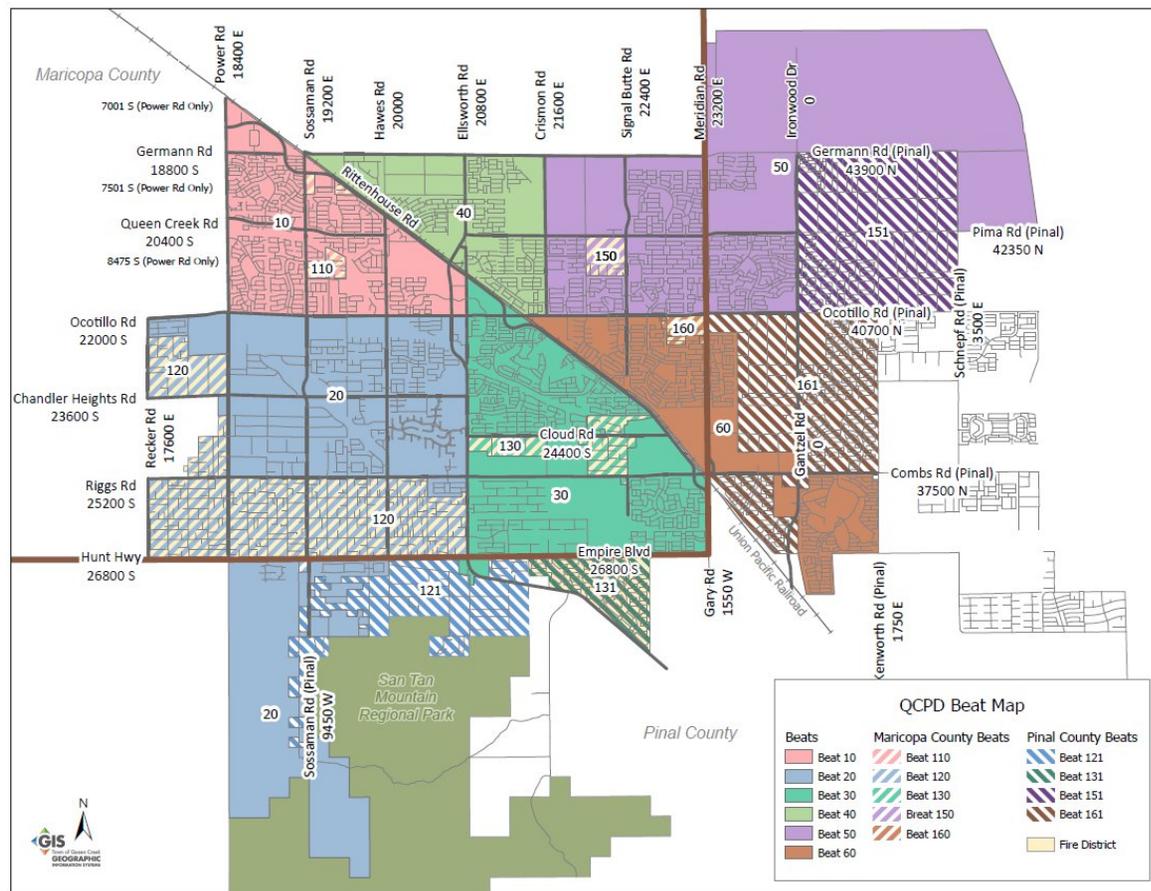
- 10
- 20
- 30
- 40
- 50
- 60

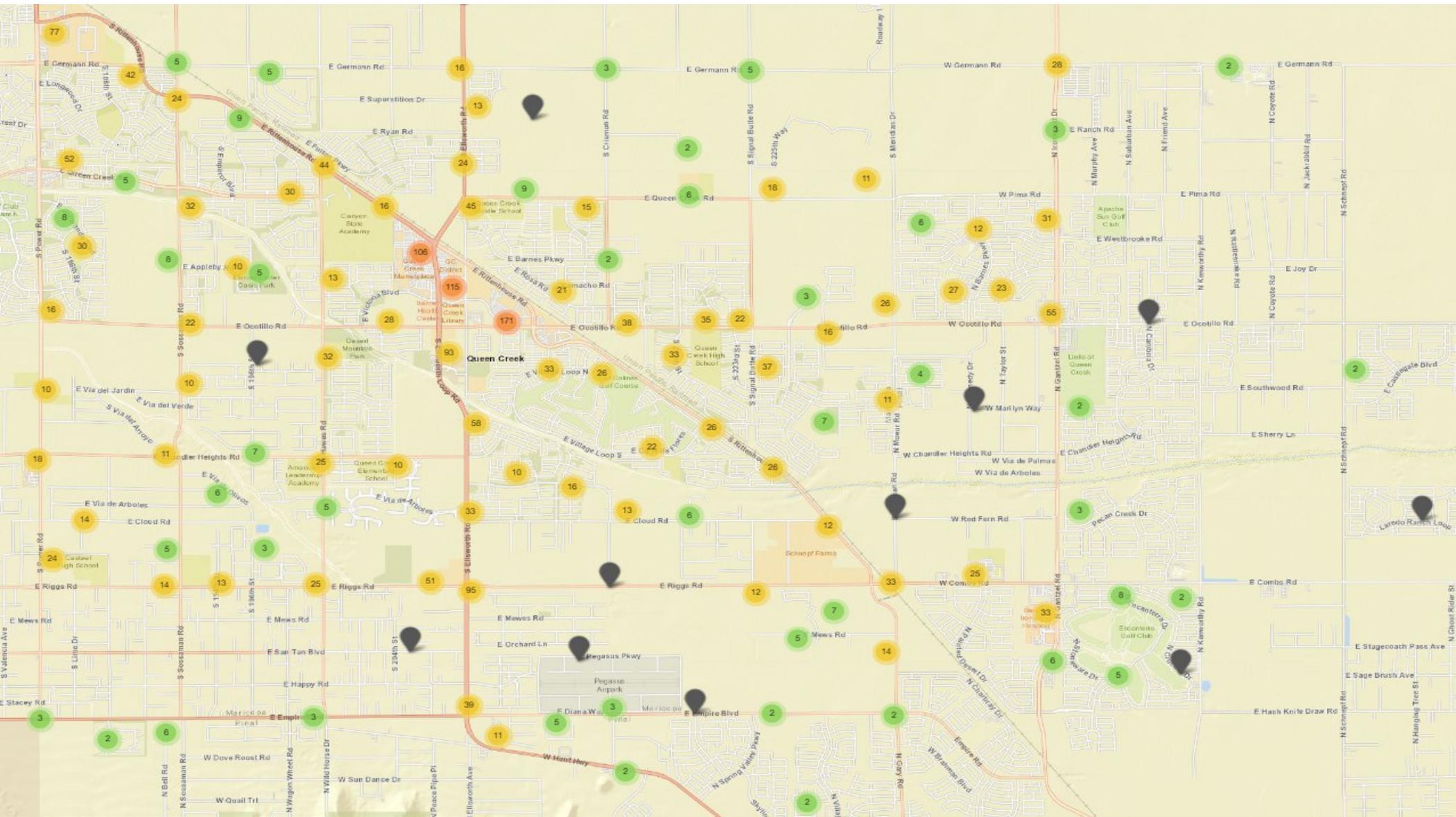
### Maricopa County Beats:

- 110-160

### Pinal County Beats:

- 121-161



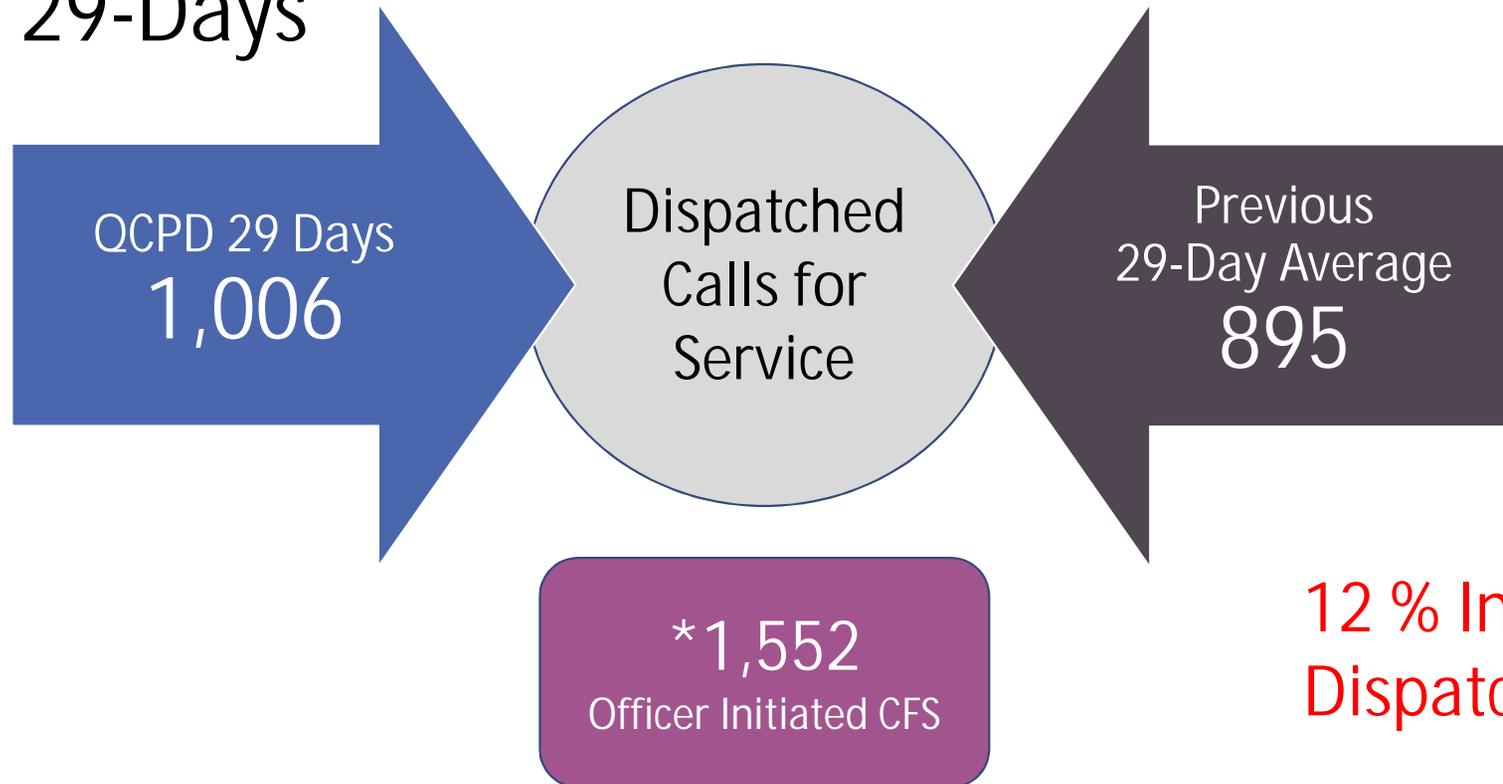


# Field Operations: Workload – Calls For Service



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and Trust

## QCPD 29-Days



\*QCPD was unable to capture about 10 days of directed patrol data due to some CAD configuration and policy issues

# Field Operations: Workload – Calls For Service



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## Response Times

QCPD 29-Days  
(Average Actuals)

Priority 1 00:05:50 / 10 CFS	Priority 1 (Emergency) GOAL - 00:05:30
Priority 2 00:07:06 / 517 CFS	Priority 2 (Urgent) GOAL - 00:07:00
Priority 3 00:30:15 / 113 CFS	Priority 3 (Minor) GOAL - 00:30:00
Priority 4 00:48:39 / 144 CFS	Priority 4 (Low) GOAL - 00:45:00
Priority 5+ 00:57:37 / 222 CFS	Priority 5+ (Routine or Report Only) GOAL - 00:60:00

# Field Operations: Data Trends – Traffic Enforcement



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## Traffic Enforcement Data QCPD 29-Days

Traffic Stops  
803

Warnings  
443

Citations  
199

DUI Stops/Arrests  
23

Traffic Complaints - 104

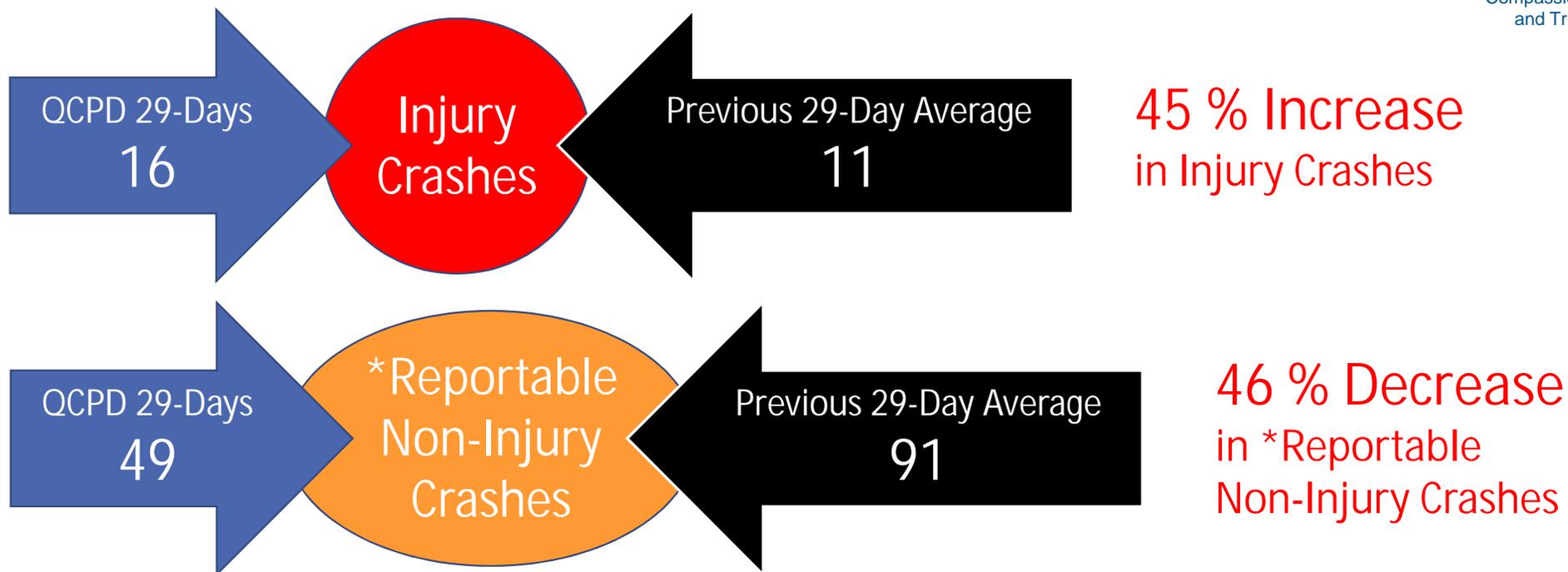


# Field Operations: Data Trends – Crash Reports



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## QCPD 29-Days



\*QCPD Responded to 41 additional non-reportable crash CFS (e.g. crashes on private property and/or non-injury crashes with less than \$2,000 in damage).

# Field Operations: Data Trends – Workload



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and Trust

## QCPD 29-Days



GO Reports  
421

FIs / NO Reports  
199

Property & Evidence Impounds  
103

Cases  
Assigned  
to CIU  
69

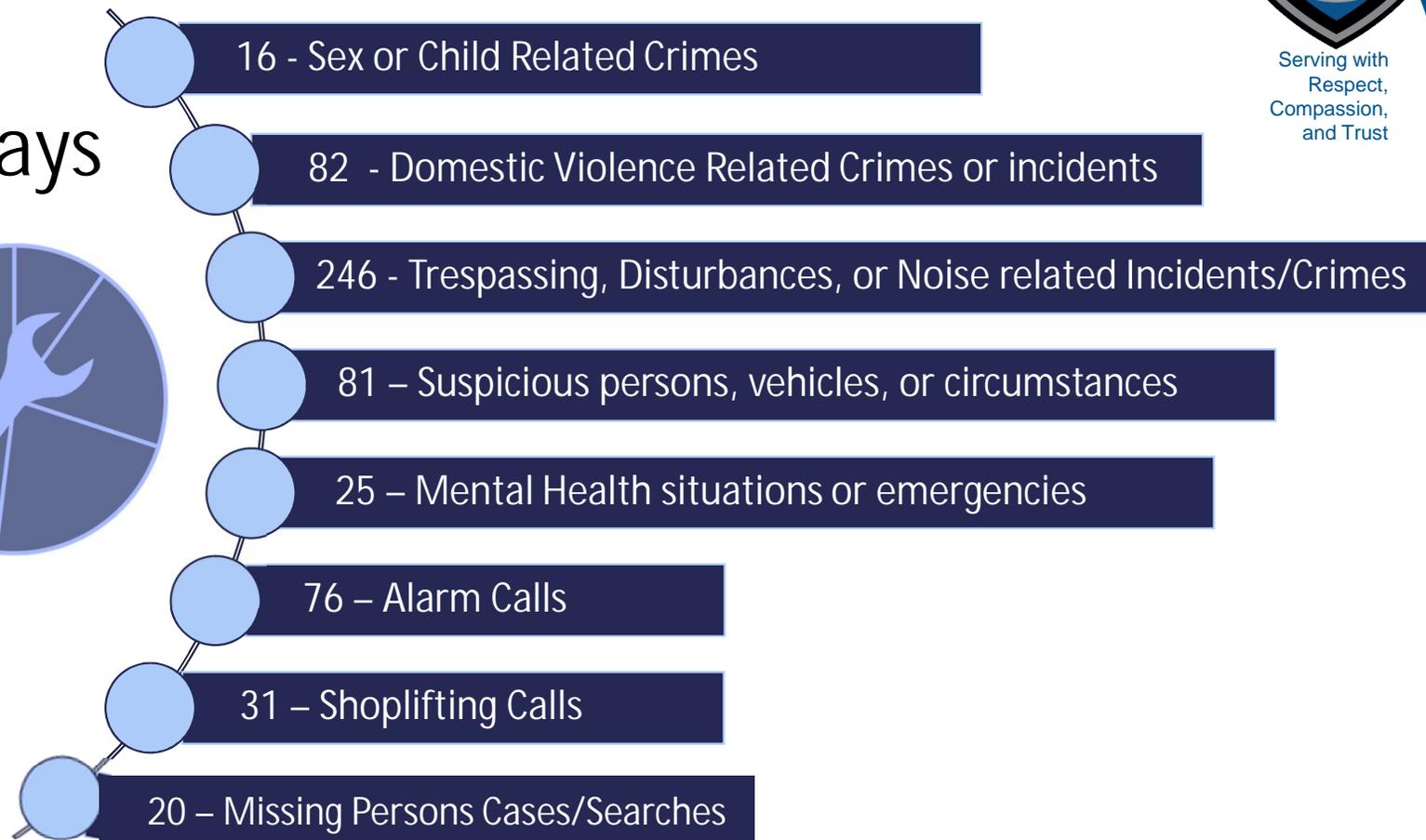
**620 Reports Written**

# Field Operations: Data Trends – Workload



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and Trust

## QCPD 29-Days



# Programs & Partnership: Current Highlights



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and Trust

- sUAV Program
- Directed Patrols / POP Areas
- SWAT/Tactical support
- Vehicular Crimes support
- Property & Evidence
- Crime Lab
- Digital Evidence tools and storage
- Community connections/leadership
- Forensic and technical support
- Basic & Advanced Training programs, locations, & support
- Advocacy Centers
- AFIS, NCIC/ACIC, & other critical data connections
- Intelligence & Investigative support/resources
- Language Services
- Emergency Notifications & Community Communication
- Mental Health support & facilities
- Critical Incidents Support

## So What's Next?



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and Trust



- “Parking Lot” Items
- Upcoming Programs
- Infrastructure
- Staffing

# “Parking Lot” Items: Specialized Patrol



Serving with  
Respect,  
Compassion,  
and Trust

## UTV / ATV Training & Deployment



## Bicycle Training & Deployment



# “Parking Lot” Items: Technology



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Respect,  
Compassion,  
and Trust



• Incident / Crime Self Reporting Tool



Transparency Hub



Policy Portal

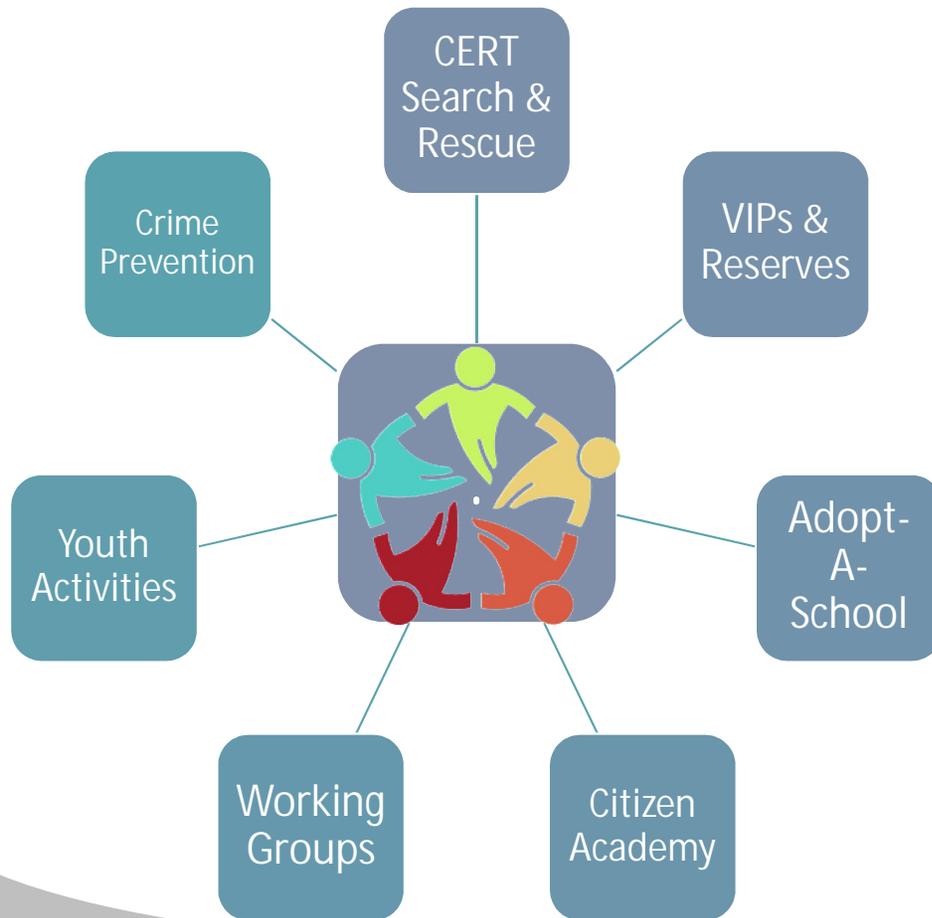


Community Crime Map

# Upcoming Programs: community Focus



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Respect,  
Compassion,  
and Trust



“We will  
Connect,  
Engage, and  
Succeed  
Together”

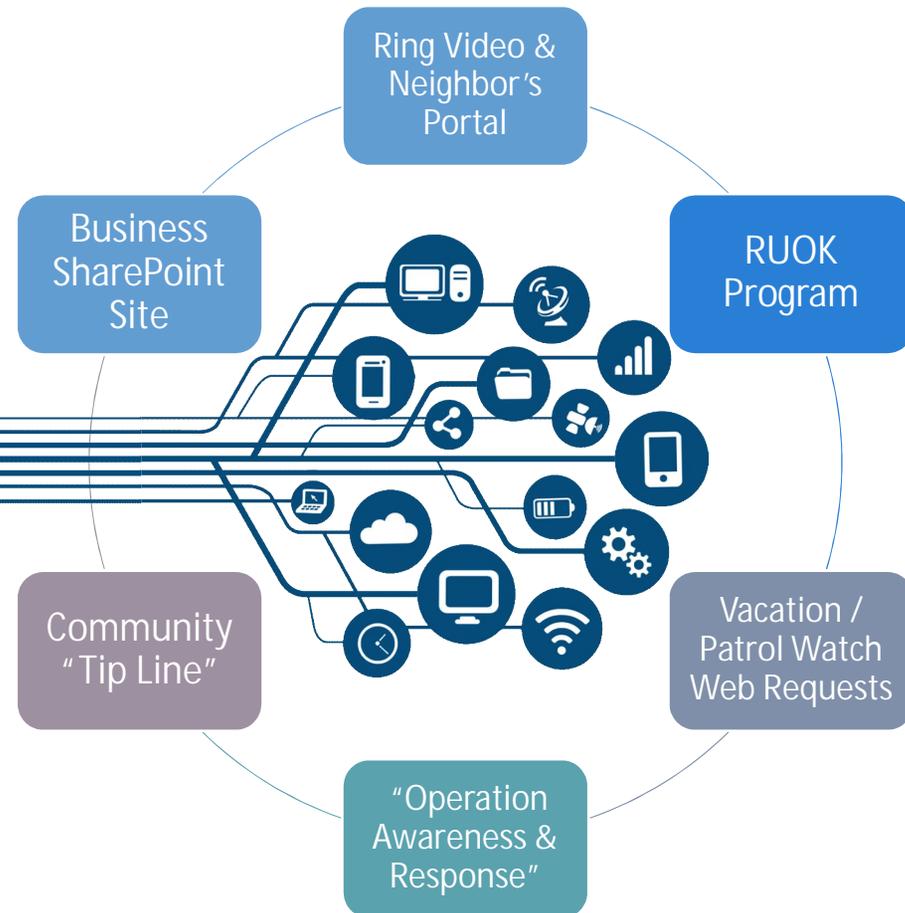
Some of these programs  
are staffing dependent

# Upcoming Programs: Technology



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Compassion,  
and Trust

## Blending Technology & Community Based Programs



Some of these programs  
are staffing dependent

# QCPD Infrastructure: strategic Planning



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Respect,  
Compassion,  
and Trust



## Critical Needs & Future Planning

- PSB Expansion
- Property & Evidence Facility
- Patrol Substation
- Vehicle, Equipment, & Supply Storage
- Radio Towers & Communication Infrastructure
- Court and Detention
- Training Resources/Locations
- Regionalized PSAP
- Regionalized Crime Lab
- Family Advocacy Center

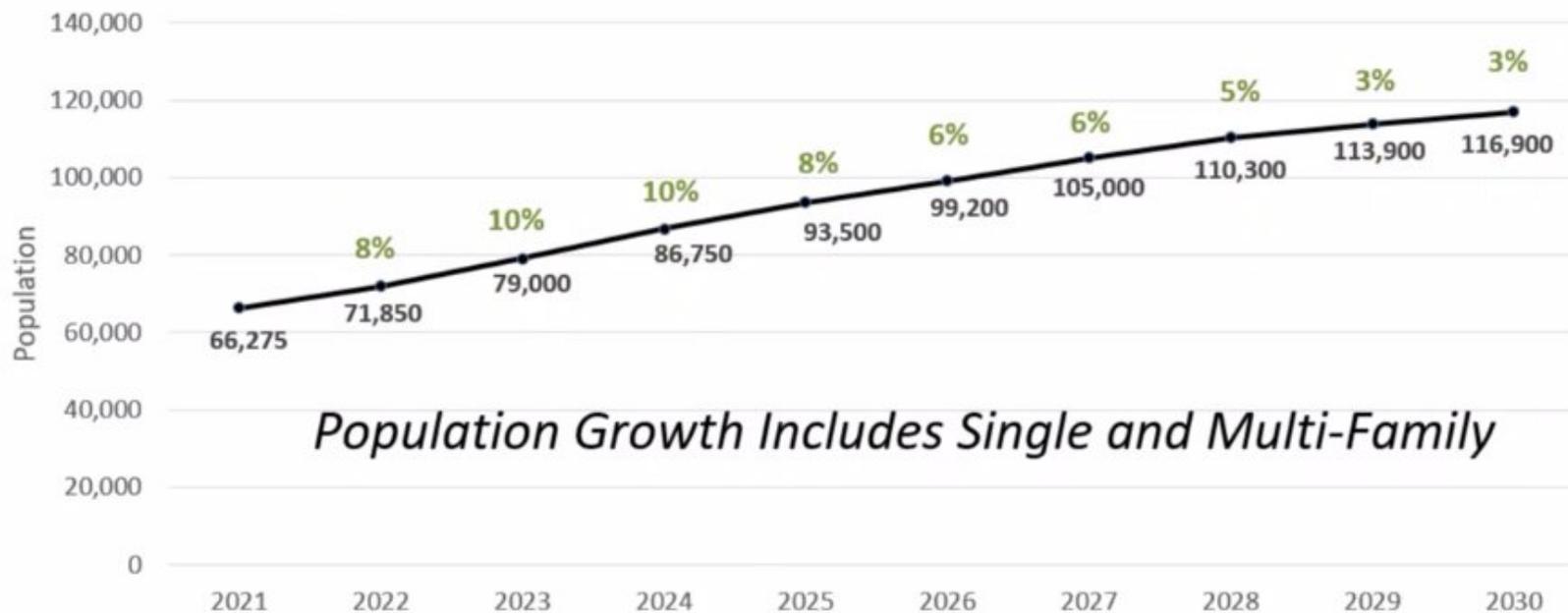
# QCPD Staffing: Population Projections



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and Trust

## 10-YEAR POPULATION PROJECTIONS

Buildout Population: ~150K

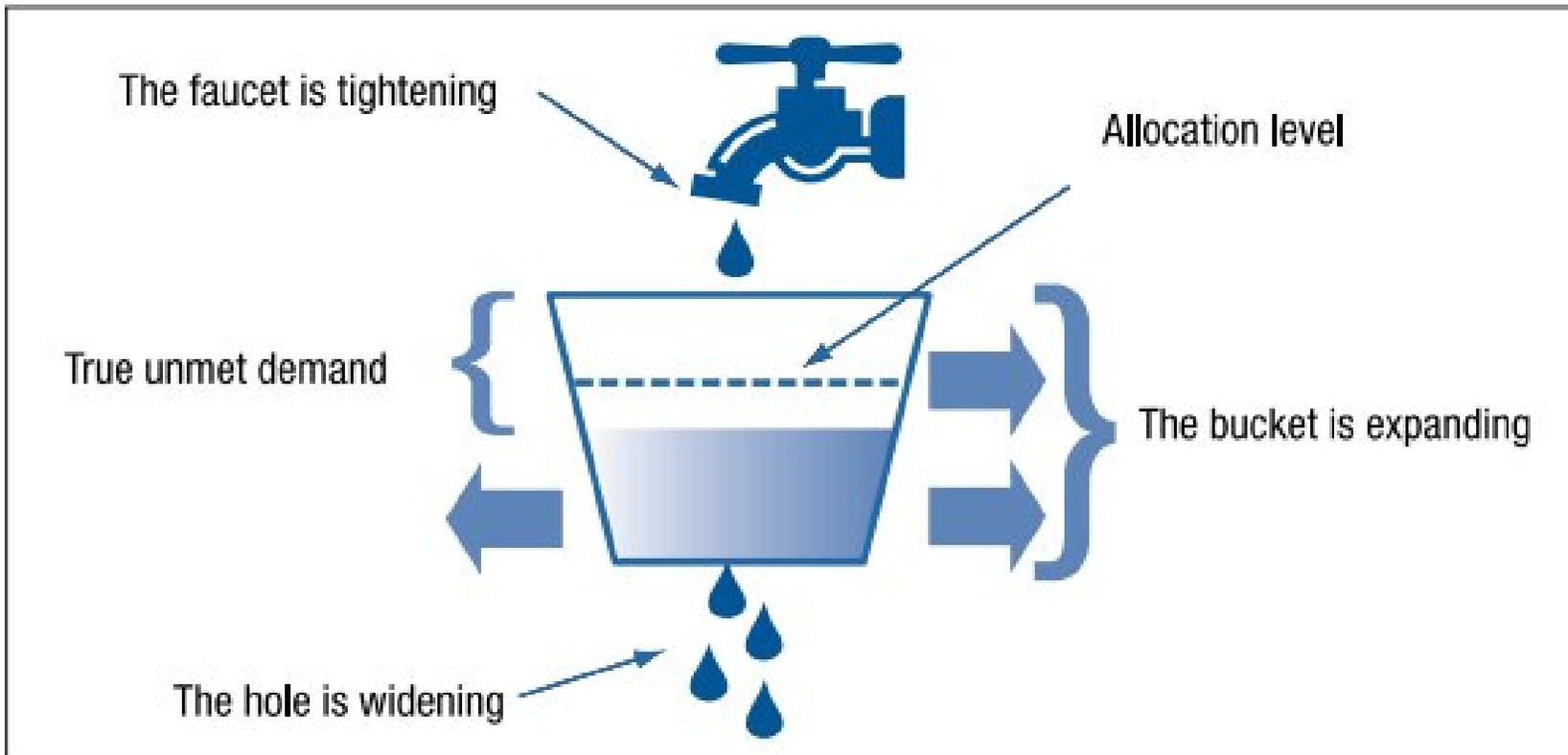


*Population Growth Includes Single and Multi-Family*

# QCPD Staffing: Recruitment & Retention



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and Trust

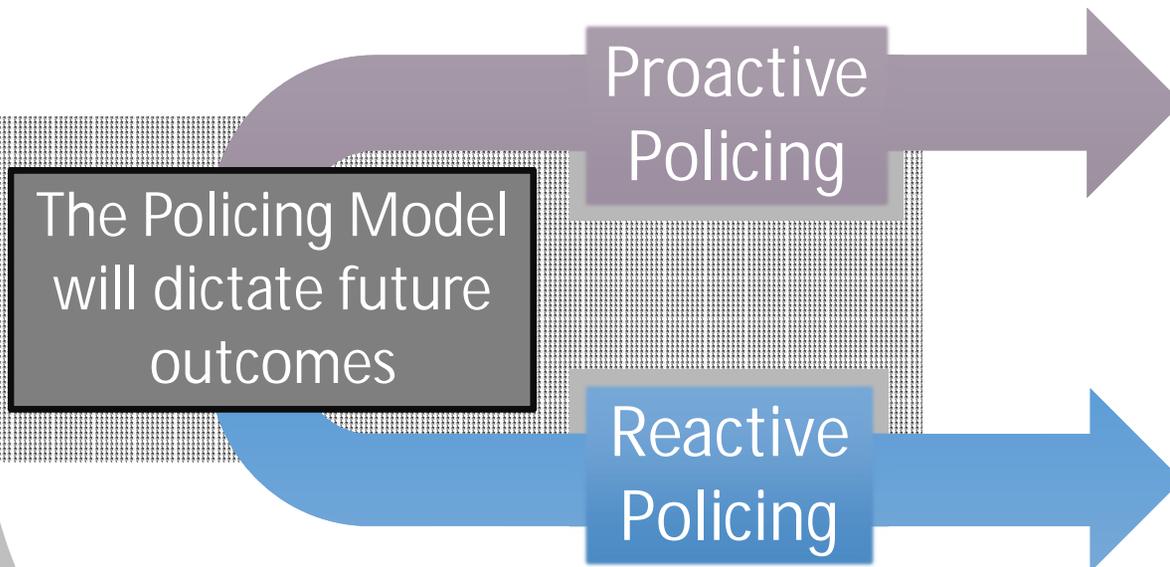


# QCPD Staffing: Program & Staffing Drivers



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Compassion,  
and Trust

What kind of Program do we want?



## What Drives Staffing Needs?

- Calls For Service
- Admin / Service Time
- Work Complexity
- Response Goals
- # of Officers Required for each call
- Expertise and Scope of Work
- Case Management
- Shift Relief / Appearance Factor
- Program Directives & Responsibilities
- Street Miles, Speed limits, & Roadway Conditions
- Area of Responsibility
- Regional Support, Partnerships, & Surrounding Communities
- Population & Density
- Business Density & Type
- Laws & Mandates

# Questions



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Respect,  
Compassion,  
and Trust





TOWN OF  
**QUEEN CREEK**  
 ARIZONA

**TO: HONORABLE MAYOR AND TOWN COUNCIL**

**THROUGH: JOHN KROSS ICMA-CM, TOWN MANAGER**

**FROM: SCOTT HOLCOMB TOWN ATTORNEY**

**RE: DISCUSSION REGARDING TOWN COUNCIL POLICIES AND PROCEDURES.**

**DATE: February 25, 2022**

---

**Suggested Action:**

There is no recommended action. Instead staff seeks to have a constructive discussion and obtain direction related to improving the Town Council Policies and Procedures (“TCPP”), focusing on the following as discussion point:

- The process for amendments;
- Use of Robert's Rules of Order; and
- Other suggested improvements.

**Relevant Council Goal(s):**

Effective Government

**Discussion:**

**I. CURRENT TOWN COUNCIL POLICIES AND PROCEDURES**

The Town originally adopted the TCPP on January 16, 2002, and it has been amended 10 times since, most recently on January 19, 2022. Most of those changes were focused on specific issues and/or technical changes. The TCPP has served the Town well, but have not been comprehensively reviewed or revised in the 20 years they have been in place. The TCPP serves the general purposes of providing clarity, continuity, structure to resolve conflict, and fairness.

The current TCPP addresses many issues related to the effective functioning of the Town Council and its interaction with staff and the public, in a mostly concise and effective manner. However, based upon experience, the TCPP could be better organized, more clear and effective in certain areas. For example, recent issues have arisen related to: (i) amendments to action items that come before the Council; and (ii) how Robert’s Rules of Order can be applied to Council meeting procedures.

This presentation to the Council and ensuing discussion are directed at answering questions concerning the current TCPP, obtaining input from the Council Members as to whether there is an interest in reviewing and/or modifying the TCPP in specific areas, comprehensively, or not at all.

Discussing the two issues noted above, amendments and Robert’s Rules of Order, will help in defining and focusing the discussion, and any resulting direction.

## **II. AMENDMENTS**

The TCPP contains 1 sentence dealing with amendments proposed by a Council Member during a Council meeting:

### **B. Motion Amendments**

When a motion is on the floor and an amendment is offered, the amendment shall be acted upon prior to acting on the main motion.

No other direction is provided. The requirement that an amendment be acted upon before the main motion is consistent with the prescribed parliamentary procedure under Robert's Rules of Order. However, there are other considerations involved, some of which may be in conflict. For example:

- Providing notice to the public, other Council Members and staff of proposed substantive actions to be taken by the Council – particularly on actions which require public hearings;
- Preserving flexibility for individual Council members, and the Council as a whole, to respond, adapt and seek consensus through amendment, based upon the information presented to them in the staff reports and at the meeting, including public comment (particularly on actions which require public hearings), as well as the Council discussion at the public meetings; and
- According Council members time to consider any substantive changes, and giving staff with the opportunity to provide information that may assist the Council in its deliberative process – that is one reason staff reports and presentations are provided the week before each meeting and Council briefings are provided by the Town Manager and staff before each meeting.

If the Council wants to provide further guidance in the TCPP, a possible approach could be to require that substantive amendments to agenda actions be provided to the Town Manager and Clerk in time to be published with the amended agenda before the meeting. Such a rule would probably require exceptions for specific actions, such as zoning, approval of plats, etc. and minor, non-substantive amendments. Other approaches may also be considered with the goal of avoid surprises, to the extent reasonably possible.

### **C. ROBERT'S RULES OF ORDER**

Roberts Rules of Order was originally written in 1876 by Henry Robert, an engineer and Army Brigadier General. It was based upon the rules then utilized in the U.S. House of Representative (Jefferson's Manual). It has been updated multiple times and the official version is Robert's Rules of Order Newly Revised ("RRON") - the latest edition (12th) was released 2020. As noted in Robert's Rules of Order Quick Study: "Robert's Rules of Order should be seen less as binding on an assembly and more of a set of strong guidelines an assembly can mold to its own needs." That statement is a recognition that RRON provides rules for all types of meetings and is over 600 pages long (the "in brief" version is almost 200 page long). RRON also do not take into account the requirements of statutes (such as Arizona's Open Meetings Laws) and codes (such as the Town Code). In fact, the Quick Study Guide notes that "Robert's Rules of Order does not delve into the parliamentary procedure of [elected] legislative bodies." See also Robert' Rules of Order Revised, 4th Edition, with up to date annotations: "These Rules are prepared to meet partially this want [to provide standard rules] in deliberative assemblies that are not legislative in their character (emphasis added)." <http://www.rulesonline.com/rror--04.htm#par>

RRON also sometime conflicts with the Council adopted rules and effective deliberation. For example,

RRON generally requires that a motion be made and seconded before discussion or debate can occur. However, under the Open Meeting Law and specifically the addenda notice requirements, all substantive matters to be considered are already set forth in the agenda. Thus, discussion and debate before a motion is made facilitates Council formulation of any changes or refinements to the already agenzized proposed action before the formal motion process starts. That is the norm and is, by practice, the most effective way to proceed. It also does not preclude further discussion and debate after a motion is made and seconded.

The TCPP does not mention Robert’s Rules of Order. Neighboring municipalities have taken different approaches to utilizing RRON. Here are some examples (collected by Maria Gonzalez):

Governed by RRON:

1. Phoenix
2. Paradise Valley
3. Peoria
4. Apache Junction (Webster’s New World Robert’s Rule of Order)

Refers to RRON as a guide:

1. Goodyear (looking into adopting Rosenberg's Rules of Order - less restrictive)
2. Gilbert
3. Surprise

Adopted their own procedures without reference to RRON:

1. Chandler
2. Tempe
3. Avondale
4. Scottsdale (by Resolution)
5. Mesa (Mayor decides parliamentary/Council procedure, which is final and non-appealable unless 5 Council Members approve a motion to overrule the Mayor)

It should be noted that many bodies that “adopt” RRON, use it as a secondary or final guide. For example, the City of Phoenix Rules of Council Proceedings provide:

**Rule 1 Applicability**

The proceedings of the Council of the City of Phoenix shall be governed by these Rules, resorting to the latest standard edition of Robert’s Rules of Order, if necessary. (Emphasis added).

In my experience, referring to RRON as a secondary guide (if at all), after application of the controlling statutes, Council adopted policies and codes, can be helpful, and provides both the flexibility and standards necessary for effective governance.

**D. REQUESTED DIRECTION**

Staff respectfully requests the Council discuss the use of, and ask questions concerning, the current TCPP, and provide direction as to whether there is an interest in reviewing and/or modifying the TCPP in specific areas, comprehensively, or not at all, so that the Staff can bring any requested action items back to the Council for consideration.

**Attachment(s):**

1. Town Council Policies & Procedures

2. Presentation



TOWN OF  
**QUEEN CREEK**  
ARIZONA

2022

# TOWN COUNCIL POLICIES & PROCEDURES



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## I. COUNCIL MEETINGS – DATES, TIMES, LOCATIONS

### A. Regular Meetings

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-1, the Council will hold one regular meeting each month on the first Wednesday at 5:30 p.m. at the Community Chambers, 20727 E Civic Parkway, Queen Creek. A second meeting may be scheduled for the third Wednesday of the month at the same time and location.

### B. Other Locations

The Council may, from time to time, elect to meet at other locations and upon such election, shall give public notice of the date, time and location of such meeting in accordance with all provisions of the Queen Creek Town Code and the Arizona Revised Statutes (“A.R.S.”).

### C. Location During Local Emergency

If, by reason of fire, flood or other emergency, it is unsafe to meet in the Town Hall, the meetings may be held for the duration of the emergency at such other place that may be designated by the Mayor, Vice Mayor or Town Manager.

### D. Cancelled Meetings

When the day for any regular meeting falls on a legal holiday, the regularly scheduled meeting shall be held at the same hour on a day other than the legal holiday as determined by the Mayor, Vice Mayor or Town Manager. Council meetings may, from time to time, with adequate notice pursuant to state statutes, be cancelled due to conflicts with other scheduled meetings, events or circumstances. An example of this circumstance is the annual conference of the Arizona League of Cities and Towns. Notice of cancelled meetings will be posted at least 24 hours in advance at the Queen Creek Town Hall, and on the Town’s website.

### E. Special Meetings and Emergency Meetings

Special meetings and emergency meetings of the Town Council may be called and held from time to time consistent with Town Code Chapter 2, Article 2-5, Section 2-5-2 and the Arizona Revised Statutes.

### F. Executive Sessions

Consistent with the Town Code Chapter 2, Article 2-5, Section 2-5-2 and A.R.S. §§ 38-431.02 and 38-431.03, upon a majority vote of the Town Council, the Council may meet in a closed executive session. The subject of the executive session must be noticed on the agenda.

## II. NOTICES OF MEETINGS

Consistent with the Town Code Chapter 2, Section 2-6-8 and A.R.S. § 38-431.01, at least 24 hours in advance of any Council meeting an Agenda or Notice of Meeting will be posted at the Queen Creek Town Hall and on the Town's website.

## III. QUORUM

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-4, a majority of the Council shall constitute a quorum for transacting business, but a lesser number may adjourn from time to time and compel the attendance of absent Town Council members. In a body of seven members, four members constitute a quorum.

## IV. DUTIES OF MAYOR

### A. Chair

Consistent with Town Code Chapter 2, Article 2-2, Section 2-2-4, and Article 2-5, Section 2-5-7, the Mayor shall be the chairperson of the Council and preside over its meetings. The Mayor may make and second motions and shall have a voice and vote in all its proceedings. The Mayor shall also have the authority to preserve order at all Council meetings, to remove any person from any meeting for disorderly conduct, to enforce the rules of the Council and to determine the order of business. The Mayor shall have the power to administer oaths and affirmations.

### B. Absence of Mayor

The Vice Mayor shall act as Mayor in absence or disability of the Mayor.

### C. Absence of Mayor and Vice Mayor

In the absence or disability of both the Mayor and Vice Mayor, the Council may designate another of its members to serve as acting Mayor who shall have all the powers, duties and responsibilities of the Mayor during such absence or disability.

### D. Attendance by the Public

Consistent with Town Code Chapter 2, Article 2-5, Section 2-5-3, and except as specifically provided by A.R.S. §§ 38-431 et seq. for executive sessions, all meetings of the Council shall be open to the public.

## V. MINUTES

### A. Summary Minutes

Pursuant to A.R.S. § 38-431.01(B), minutes of Council meetings will include the date, time, and place of the meeting, the members of the public body recorded as either present or absent, a general description of the matters considered, and an accurate description of all legal actions proposed, discussed or taken, including a record of how each member voted, the names of the members who propose each motion and the names of the persons, as given, who make statements or present material to the public body and a reference to the legal action about which they made statements or presented material.

### B. Council Minutes Approval

Minutes of meetings are generally submitted to the Council for approval at the next scheduled meeting.

### C. Recordings of Meetings

Work Study and Regular Session meetings are video-taped. These videos can be accessed on the Town's website for a minimum of twelve (12) months after the date of the meeting, in accordance with A.R.S. §38-431.01(J).

## VI. RULES OF CONDUCT

### A. Addressing Members of the Public and Staff

In general, when addressing members of the public or Town staff, Council members will direct questions or comments through the Mayor, or the Chair, if the Mayor is absent, and will generally refer to persons as Mr., Mrs., or Ms., followed by their surname.

### B. Council Deliberation and Order of Speakers

The Mayor has been delegated the responsibility to control the debate and order of speakers. Speakers are generally called upon in the order the Request to Speak cards are received.

1. With the concurrence of the Mayor, a Council member holding the floor may address a question to another Council member and that Council member may respond.
2. Council members will limit their comments to the subject matter, item or motion being currently considered by the Council.
3. Council members will govern themselves as to the length of their comments.

4. Any member of the Council wishing to speak must first obtain the floor by being recognized by the Mayor (Chair). The Council member who seeks the floor when appropriately entitled to do so must be recognized.

## VII. MOTIONS

Motions may be made by any member of the Council, including the Mayor. Any member of the Council, other than the person offering the motion, may second a motion.

### A. Procedures for Motion

The following is the general procedure for making motions:

1. Before a motion can be considered or debated, it must be seconded.
2. Once the motion has been properly made and seconded, the Mayor shall open the motion for discussion by any Council member.
3. Once the motion has been fully discussed and the Mayor calls for a vote, no further discussion will be allowed, except that Council members may be allowed to explain their vote.

### B. Motion Amendments

When a motion is on the floor and an amendment is offered, the amendment shall be acted upon prior to acting on the main motion.

### C. Motion of Direction

A Motion of Direction generally provides staff direction as to the Town Council's request for additional information, corrections/amendments to an Ordinance/Resolution or other such matters, to be presented at a future Council meeting.

### D. Ordinances

Motions offering approval of ordinances are deemed to include waiver of full reading and title of the ordinance unless the Council, by a majority vote, requires reading in full (Town Code Chapter 2, Article 2-6, Section 2-6-2).

### E. Voting

Any Council member at a meeting when a motion comes up for a vote shall vote for or against the measure unless he/she is disqualified from voting and abstains because of that disqualification. If the vote is a voice vote, the Mayor shall declare the result. Any member of the Council or the Town Clerk may request a roll call vote either before or after a non-roll call vote is taken. All votes will be recorded in the minutes of the meeting.

**F. Abstention**

If a Council member abstains because of a legal conflict, he/she is not counted as present for quorum purposes and is not deemed to be “voting” for purposes of determining whether there has been a “majority” vote of those members present and voting.

When a Council member abstains or excuses themselves from a portion of a Council meeting because of a legal conflict of interest, the Council member must briefly state the nature of the conflict to be included in the public record.

**G. Tie Votes**

A tie vote results in the motion failing. Under this circumstance, any member of the Council may offer a motion for reconsideration, pursuant to Section (H) below.

**H. Motions for Reconsideration**

1. Motions for reconsideration of a matter may be made at the next regular or special meeting following the Council action.
2. For tie votes, to allow for reconsideration of the matter at a future Council meeting, two Council members shall contact the Town Manager (one member who voted on each side of the issue).
3. A proposed motion for reconsideration at the next succeeding meeting must comply with all noticing requirements in A.R.S. §S 38-431 et seq.
4. Motions for reconsideration may only be made by a Council member that voted with the majority of the Town Council on the action proposed to be reconsidered by the Council.

**I. Suspension of the Rules**

Any rules may be waived by a majority vote of the Council members present when it is deemed that there is good cause to do so.

**VIII. OPEN MEETING LAW VIOLATIONS**

Meetings that at any one time involve only a portion of a legislative body, but eventually involve a quorum are in violation of Arizona’s Open Meeting Law. These meetings deprive the public the opportunity for meaningful contribution to the decision making process.

These meetings may occur when member A contacts member B, B contacts C, C contacts D, and so on, until a quorum of the Council is involved and shares the comments of other Council members in an attempt to reach consensus or

determine the direction on an item that may appear before the Council. An elected official has the right to confer with another elected official about public business, but if and when a “collective concurrence as to action to be taken” is reached, there is an Open Meeting Law violation.

Council members are encouraged to consider this possibility when discussing a matter within the Town’s jurisdiction with another elected official. If the Council member needs any clarification on a possible violation, he/she should contact the Town Attorney.

## IX. CONFLICT OF INTEREST

Pursuant to A.R.S. §38-503 (A) and (B), a conflict of interest may occur when:

1. Any public officer or employee of a public agency who has, or whose relative has, a substantial interest in any contract, sale, purchase or service to such public agency shall make known that interest in the official records of such public agency and shall refrain from voting upon or otherwise participating in any manner as an officer or employee in such contract, sale or purchase.
2. Any public officer or employee who has, or whose relative has, a substantial interest in any decision of a public agency shall make known such interest in the official records of such public agency and shall refrain from participating in any manner as an officer or employee in such decision.

As defined by A.R.S. § 38-502(9), a “relative” includes:

1. The spouse, child, child’s child, parent, grandparent, brother or sister of the whole or half blood and their spouses and the parent, brother, sister or child of a spouse.

The Town Attorney must be contacted prior to any meeting where a potential conflict of interest may occur.

## X. PUBLIC HEARINGS

Matters noticed for Public Hearing will be held in the order as posted and will continue until the Council has made a decision. Members of the public have a right to speak on all matters where a Public Hearing is required by state or federal law. These include, but are not limited to, zoning and rezoning of real property, budget approval and annexation hearings. Public Hearing items are marked as

such on all Council agendas. The Council procedure for the conduct of a Public Hearing is generally as follows:

1. Staff presents its report.
2. Council members may ask questions of staff.
3. The Mayor opens the Public Hearing.
4. The applicant has the opportunity to present comments, testimony or arguments to the Council.
5. The Mayor asks for public comment. Anyone wishing to speak must complete and present to staff a Request to Speak card.
6. The applicant is given an opportunity for rebuttal or concluding comments.
7. The Public Hearing is closed. No other public comment may be taken.
8. The Council deliberates on the issue and takes action.
9. The Mayor announces the final decision of the Council.

**A. Continuance of Public Hearings**

Any hearing being held or noticed to be held at a Council meeting, may be by motion or notice of continuance, be continued to a subsequent meeting.

**B. Public Discussion at Public Hearings**

When a matter for Public Hearing comes before the Council, the Mayor will open the Public Hearing. Before any motion is considered, the Mayor shall ask the public in attendance if there are any persons who wish to speak on the matter.

1. Any person desiring to speak shall make his/her presence known to the Mayor by completing a Request to Speak card. The Mayor will call each person to speak in the order that the requests were received. No person may speak without first being recognized by the Mayor. All comments must be relevant to the issue being considered.
2. To avoid repetitious remarks from a large group, a designation of a spokesperson is encouraged. Additional time may be permitted for the spokesperson to address the Council.
3. Members of the Council may ask questions of the speakers or of each other, but only after being recognized by the Mayor. Discussion or comments with the speaker shall be limited to a question or questions, rather than ongoing dialogue.

## XI. FINAL ACTION

Members of the public may address the Council on all items where the Council is taking action by approval of an ordinance or resolution, or by a motion made and seconded, and voted upon by the Council.

## XII. DISCUSSION OR DIRECTION

Public comment generally will not be taken on items that are placed on the agenda solely for Council discussion or for the purpose of obtaining direction to the staff, and which are not scheduled for Final Action. These items will be so noted on the agenda. No decisions or actions can be taken on these items until such time as they are posted for Public Hearing and/or Final Action.

Individuals or groups wishing to speak on an agenda item where public comment is not otherwise allowed should fill out a Request to Speak card and to specify on the card the matter they wish to discuss. The Mayor may in his/her sole discretion, ask the Council if it wishes to suspend the rules and allow the individual or group to speak. If a motion is made, seconded and approved by a majority of the Council present at the meeting to suspend the rules, the speaker will be allowed to address the Council.

### A. Written Materials for Public Record

All persons interested in a matter noticed for Public Hearing shall be entitled to submit written comments. The Town Clerk will include all written comments submitted to the Town in the record. Written comments or petitions will be noted, read aloud or summarized by the Mayor. A reading in full shall take place if requested by a Council member.

### B. Addressing the Town Council

All remarks should be addressed to the Council as a whole. Questions should be directed to the presiding officer who will determine whether or in what manner an answer will be provided.

## XIII. PUBLIC COMMENT

Pursuant to A.R.S. § 38-431.01(H), the Town Council may not discuss, deliberate or vote on any matter raised during the Public Comment. The Council may however, request that an item be put on a future agenda for discussion **and** consideration. A Town Council member may respond to a remark of criticism directed to that Town Council member.

1. Comments in writing are accepted and will be kept as part of the record. A copy of the written comment will be provided to each Town Council member if received prior to the meeting.
2. To avoid repetitious remarks for a large group, a designation of a spokesperson is encouraged. Additional time may be permitted for the spokesperson to address the Town Council.

These rules are not exclusive and do not limit the inherent power and legal authority of the Town Council, or its presiding officer to govern the Town Council meetings.

## XIV. COUNCIL MEETING AGENDA

### A. Order of Agenda

The business of the Town Council at its meetings will generally be conducted in the following order:

1. Call to Order
2. Roll Call
3. Pledge of Allegiance
4. Invocation/Moment of Silence
5. Ceremonial Matters
6. Committee Reports
7. Public Comments
8. Consent Agenda
9. Public Hearings Consent Agenda
10. Public Hearings
11. Items for Discussion
12. Final Action
13. Adjournment

### B. Ceremonial Matters

Special Awards, introductions and presentations are given at this time by the Town Council. Citizens may also make formal ceremonial presentations to the Town Council at this time.

Proclamations for presentation will be limited to the first Council meeting of the month, except when the first meeting is cancelled. Proclamations must be submitted via the Town's website at least 30-days in advance of the target Council meeting.

**C. Committee Reports**

This is the time that a Town Council member or Committee Chair will make reports on conferences, committee meetings, events or other items that the Town Council may submit.

**D. Public Comment**

Members of the public may address the Town Council on items not on the printed agenda during this time; however, these items must be within the Town Council's jurisdiction. There is a three-minute time limit.

**E. Consent Agenda and Public Hearing Consent Agenda**

Items on the Consent Agenda are considered routine and are enacted by one motion and one vote. If Town Council or staff removes an item from the Consent Agenda, discussion on that item will take place after the vote on the remaining items on the Consent Agenda.

A member of the public may ask that a Public Hearing item listed on the Public Hearing Consent Agenda be removed for comment. A motion and vote will be required on any item pulled from the Public Hearing Consent Agenda.

**F. Items for Public Hearing, Final Action or Discussion**

In accordance with the Arizona Open Meeting Law, the Town Council may not discuss or take action on any item not posted on the agenda 24 hours prior to the meeting.

**G. Adjournment**

After all items on the agenda are discussed and acted upon, the Mayor, or Chair, if the Mayor is absent, will adjourn the meeting.

**XV. AGENDA SETTING PROCESS**

1. The Mayor and two Town Council members may through the Town Manager request specific items/issues be placed on the agenda for discussion/action.
2. On the Tuesday one week prior to the week of the Town Council meeting, an agenda setting meeting is held for the purpose of placing items on the agenda. The Town Manager, Department Heads and Town Clerk attend this meeting. The Mayor may participate via the telephone or in person. The Town Attorney attends this meeting and reviews the agenda prior to the printing.

## XVI. COMMITTEES

Committees are formed on an as-needed basis and shall have a clearly defined purpose. The Town Council may appoint up to two members from the Town Council to serve as non-voting liaison members. A Chair and Vice Chair shall be selected from the voting members on the committee. The selection of Chair and Vice Chair shall be ratified by the Town Council.

Town committees shall have the following powers, duties, and responsibilities:

1. At the start of each new fiscal year, every Town committee shall receive annual approval of its 12-month work program by the Town Council. A copy of the 5-year capital improvement plan (CIP) budget associated with items in the work plan shall be attached to the work program.
2. Committees, boards and commissions involved with any capital project, shall receive direction concerning developing scopes of work for projects from the Council prior to engaging in any planning, prioritization and/or community outreach efforts.
3. Committees shall keep and submit meeting summaries or minutes to the Town Council for information following an official committee meeting. Meeting summaries must be included in the weekly packet.
4. Advise the Town Council on matters pertaining to the designated committee and work program approved by the Town Council.
5. Advise the Town Council on the status of its annual work program and achievement of various initiatives set forth by the Town Council for implementation.
6. Advise the Town Council on matters of public policy affecting the community at-large as it relates to the function and mission of the designated committee and its work program.
7. Advise the Town Manager on issues pertaining to operations and administration of the Town organization.
8. Committee members may only serve as a voting member on committee at a time, regardless of whether the committee is an internal or external committee. For example, a citizen may not serve as a Town Council-appointed member of a Town-created internal committee and a Town Council-appointed member/representative on a non-Town-created external committee at the same time.

9. The Town Council may, from time to time, appoint members of internal or external committees to serve on a task force based on their knowledge of the task force's specific objective. Serving on a task force does not preclude an individual from serving as a voting member of an internal or external committee.

When speaking or writing regarding a matter within the jurisdiction of a committee, members of the committee shall represent the official policies or positions of the board, commission or committee on which they serve to the best of their ability. When presenting their individual opinions and positions, committee members shall explicitly state that the opinions they are expressing are their own, do not represent the views or opinions of the Town of Queen Creek or a committee, board or commission of the Town, and shall not suggest that the opinion they are expressing is the opinion of the Town.

**A. Council Member Appointments and Assignments**

The Mayor appoints and the Town Council confirms Council member assignments to outside agencies, committees, task forces and liaison roles.

**B. Council Member Participation in Community Activities**

From time to time, Town Council members may choose to participate in community activities, committees, events and task forces. When a Town Council member participates in these types of activities, the Town Council member is acting as an interested party rather than acting on behalf of the Town Council. Acting or participating on behalf of the Town Council is limited to those instances when the Town Council has formally designated that Town Council member as its representative for the matter.

## **XVII. MAYOR TO ACT AS COUNCIL CEREMONIAL REPRESENTATIVE**

The Mayor has been delegated the responsibility to act as the Council's ceremonial representative at public events and functions. In the Mayor's absence, the Vice Mayor will assume this responsibility. In both the Mayor and Vice Mayor's absence, the Mayor will appoint another Town Council member to act as Council ceremonial representative.

## **XVIII. ADMINISTRATIVE SUPPORT FOR COUNCIL**

**A. Mail**

All mail addressed to Town Council members, whether business related or personal, is delivered to the Management Specialist in the Town Manager's Office and distributed to their mailbox.

All mail should be addressed to:

Honorable Mayor and/or Council Member(s)  
 c/o Town of Queen Creek  
 22358 S Ellsworth Road  
 Queen Creek, AZ 85142

**B. Mail Addressed to the Mayor**

All mail addressed to the Mayor, whether business related or personal, is delivered to the Management Specialist in the Town Manager's Office. All mail addressed to the Mayor will be distributed to the Mayor's mailbox.

**C. Council Correspondence**

All correspondence to other government agencies or political subdivisions from Town Council members written with Town resources (letterhead, staff support, postage, etc.) should reflect the position of the majority of the Town Council and not the individual Town Council member's position. All correspondence using Town resources shall be copied to the full Town Council and the Town Clerk for public records purposes. Personal recommendations or thank you notes do not need to be copied.

**D. Clerical Support**

The Town Manager's Office will coordinate any support requested by a Town Council member, including typing of correspondence or mailings. All correspondence prepared on behalf of Town Council members will be on Town letterhead and shall reflect the majority opinion and/or position of the Town Council, and shall be copied to the full Town Council.

**E. Personal Correspondence**

Correspondence reflecting personal positions shall be prepared on personal stationary and sent at the Town Council member's personal expense.

**F. Council Notification of Significant Incidents**

The Town Manager will coordinate the notification to the Town Council of major crime, fire, or other incidents in the Town. This may be accomplished by telephone, pager, fax or any other electronic means.

## **XIX. COUNCIL/STAFF RELATIONS**

**A. General**

1. There shall be mutual respect from both staff and Town Council members of their respective roles and responsibilities.

2. The Town Council acknowledges and supports the Town Council/Manager form of government. Town staff shall acknowledge the Town Council's role as policy makers and the Town Council shall acknowledge the Town Manager's role of administering the Town Council's policies.
3. If a Town Council member requests staff research on any issue requiring over eight hours of staff work, without first seeking approval of the entire Town Council at a public meeting, then the Town Council member shall be notified by the Town Manager.
4. No Town Council member shall request a written legal opinion from the Town Attorney without first seeking direction from the Town Council at a public meeting, which may include an executive session except requests for conflict of interest.
5. Information requested by a Town Council member will be shared with the entire Town Council.

#### B. Litigation

When a claim is made or a lawsuit is filed against the Town and/or an Town officer, official or employee, it is critically important that communications are conducted in a manner that protects the Town's interests and privileges and guards against inadvertent violations of applicable conflict of interest and/or open meeting law.

To that end, when a claim is made or a lawsuit is filed against the Town, individual Town Council members shall not communicate directly with any Town staff member regarding the litigation.

1. A Town Council member who wishes to obtain information concerning the status of the litigation is authorized to discuss the inquiry with the Town Attorney. The Town Attorney may request that the question or concern be submitted in writing. In regard to case status, the Town Attorney will obtain current information, either from defense counsel or from Town records and/or staff. The information will be provided, to all members of the Town Council.
2. A Town Council member who has questions about the handling of a claim or lawsuit, or the involvement of one or more staff members in the litigation, is similarly authorized to discuss the inquiry with the Town Attorney, who may request that the question or concern be submitted in writing. The Town Attorney will review the question or concern, and will recommend one of the following options to the Town Council:

- a) **That the Town Attorney undertakes an investigation of the matter. Such investigation may include, but shall not be limited to:**
    - (1) Review of documents relating to the matter;
    - (2) Conference(s) with the attorney(s) representing the Town in the matter;
    - (3) Interview(s) of employees who were involved in the matter that gave rise to the lawsuit, or who may be called upon to participate in the lawsuit, whether by deposition, direct testimony, or otherwise; and
    - (4) Such other steps as the Town Attorney deems reasonably necessary to carry out the investigation.
  - b) **That the Town Attorney refer the matter to an independent third party for investigation; or**
  - c) **The Town Attorney may respond directly to the inquiry.**
3. After determining which option is most appropriate under the specific circumstances, the Town Attorney will recommend that option to the Town Council in writing. Upon receiving direction from the Town Council, the Town Attorney will take the steps necessary to investigate or otherwise respond to the matter, and provide the Town Council with an approximate date by which the Town Council will be informed of the outcome of the investigation, if any.
  4. If any Town Council member is not satisfied with the action taken by the Town Attorney, the Town Council member may request that the Mayor schedule the matter for discussion by the Town Council. This discussion may occur in executive session, if necessary and appropriate.
  5. When the investigation, if any, has been concluded, a summary will be provided to the Town Council.

#### **C. Personnel Investigations by the Town Attorney**

From time to time questions may arise concerning whether certain procedural matters have been handled appropriately by Town staff. Because of the potential seriousness of such questions, the following process shall be followed when such questions or concerns arise:

1. In the event of a concern (or suspicion) that a Town employee has committed an act of misfeasance, malfeasance or nonfeasance (as further defined in this policy), or committed an illegal act, the concern or suspicion should be reported to the Town Attorney, who may request that the report be made in writing. All other personnel matters are subject to investigation and disciplinary action, where warranted, as provided in the Town's Employee Handbook.
2. After reviewing the allegation, suspicion or concern, the Town Attorney will recommend one of the following options to the Town Council:
  - a) **That the Town Attorney undertake an investigation of the allegation, suspicion or concern. Such an investigation might include, but not be limited to:**
    - (1) Interview(s) of the staff member suspected of mishandling a matter, as well as other staff members who are aware of the matter;
    - (2) Review of any documents relating to the allegation; and
    - (3) Such other steps as the Town Attorney deems reasonably necessary to carry out such an investigation.
  - b) **That the matter be referred to the Town Manager's Office for investigation by that office (for example, when the allegation concerns a non-managerial employee, it may be appropriate for the employee's director to undertake the investigation, at least in the first instance);**
  - c) **That the matter be referred to an independent third party for investigation; or**
  - d) **That the Town Attorney responds directly to the allegation (where investigation is required).**
3. After determining which option is most appropriate under the specific circumstances, the Town Attorney will recommend that option to the Town Council in writing. Upon receiving direction from the Town Council, the Town Attorney will take the steps necessary to investigate or otherwise respond to the matter, and provide Town Council with an approximate date by which the Town Council will be informed of the outcome of the investigation, if any.

4. If any Town Council member is not satisfied with the action taken by the Town Attorney, the Town Council member may request that the Mayor schedule the matter for discussion by the Town Council. This discussion may occur in executive session, if necessary and appropriate.
5. When the investigation, if any, concludes, a summary will be provided to the Town Council.

As used in this policy:

“Malfeasance” means wrongful conduct that the person has no legal right to do, and which affects, interrupts or interferes with performance of official duty.

“Misfeasance” means the improper performance of some act which the person may do, or obligated to do, lawfully.

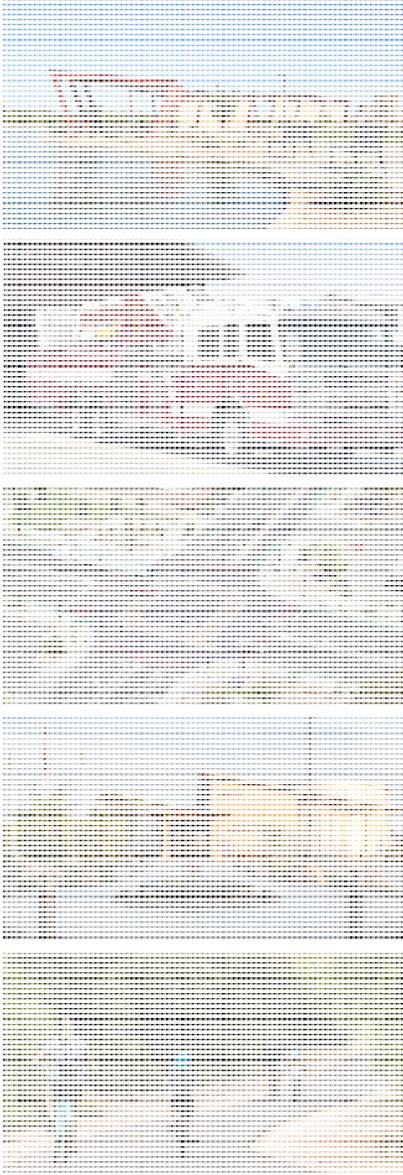
“Nonfeasance” means the knowing failure to perform an act which ought to be performed, omission to perform a required duty at all, or total neglect of duty which is required by law.

## XX. COUNCIL RELATIONS WITH OTHER COMMITTEES/GROUPS

1. Individual Town Council members shall have the right to attend commission or board meetings but shall not speak or become involved in the meeting discussion unless the Town Council member is the appointed liaison to that commission or board (meaning the Town Council member may not participate in the ongoing dialogue of the commission or board). Town Council members are allowed to address the commission or board as a citizen during public comment. If a Town Council member appears before a commission or board as a citizen, comments must be relative to the issue being discussed and may not refer to their position as a Town Council member in making comments.
2. If a member of the Town Council appears before another government agency or organization to give a statement on an issue affecting the Town, the Town Council member must first provide the majority position and opinion of the Town Council. Personal opinions and comments may be expressed only if the Town Council member clarifies that the statements do not represent the position of the Town Council.

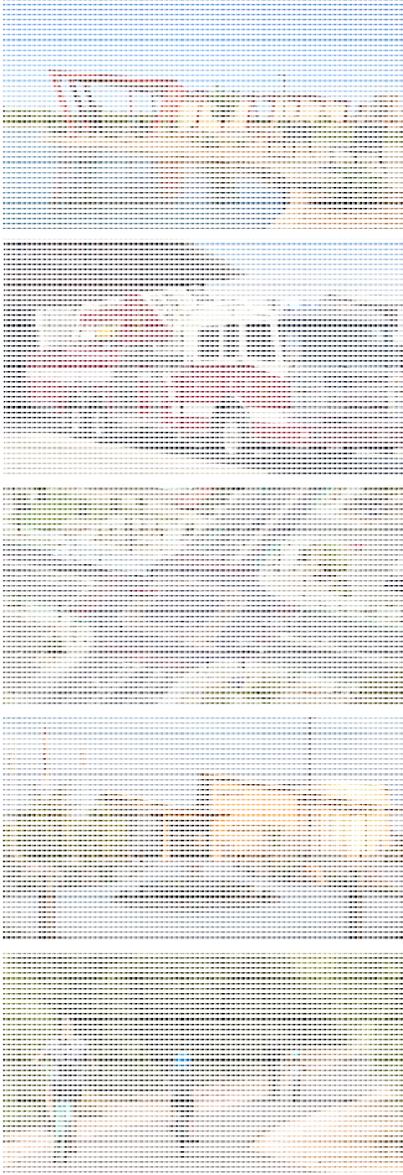
## Revision History

Resolution 270-02	01/16/2002	Adoption
Resolution 734-08	05/07/2008	Public Comment Committee Appointments
Resolution 816-09	12/16/2009	Various Amendments
Resolution 860-10	11/03/2010	Tie Votes
Resolution 938-13	04/17/2013	Committee Appointments
Resolution 971-13	12/04/2013	Committee Appointments
Resolution 1052-15	05/20/2015	Meeting Start Time Agenda Format
Resolution 1067-15	08/05/2015	Litigation
Resolution 1066-15	09/02/2015	Personnel Investigations
Resolution 1233-18	10/17/2018	Committees
Resolution 1441-22	02/02/2022	Various Amendments



# **DISCUSSION REGARDING TOWN COUNCIL POLICIES AND PROCEDURES**

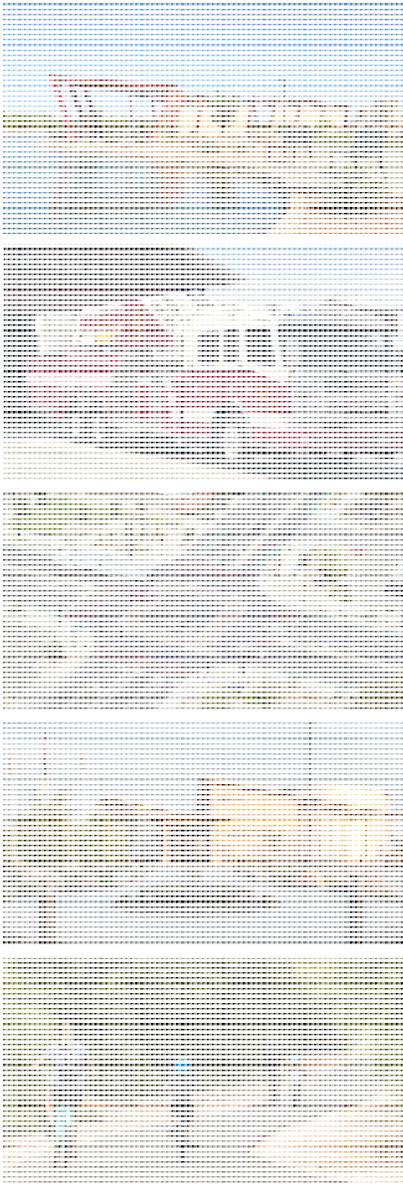
Queen Creek Town Council  
Strategic Planning Session  
February 25, 2022



# Purpose of Discussion

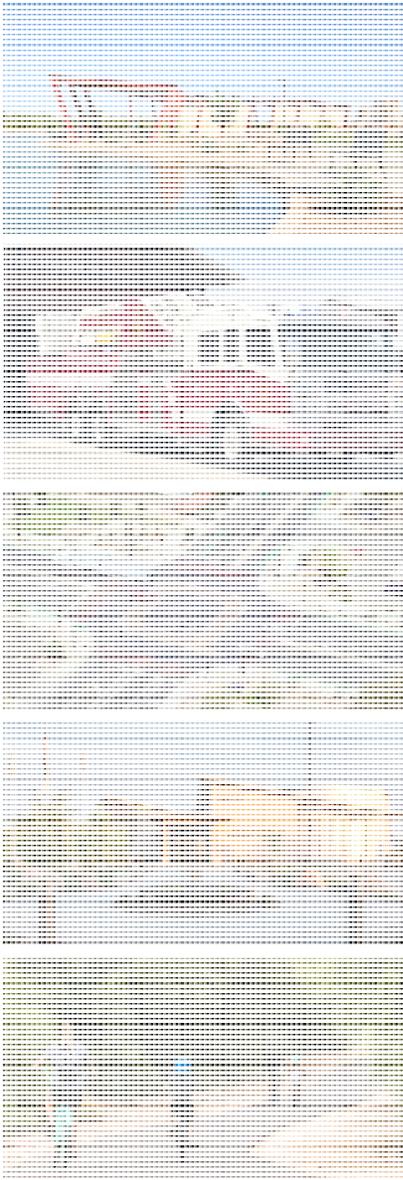
- Overview of Current Town Council Policies and Procedures (“TCPP”)
- Discuss Process for Amendments
- Discuss Use of Roberts Rules of Order
- Identify other Suggested Improvements

The Council discussion and input is most important



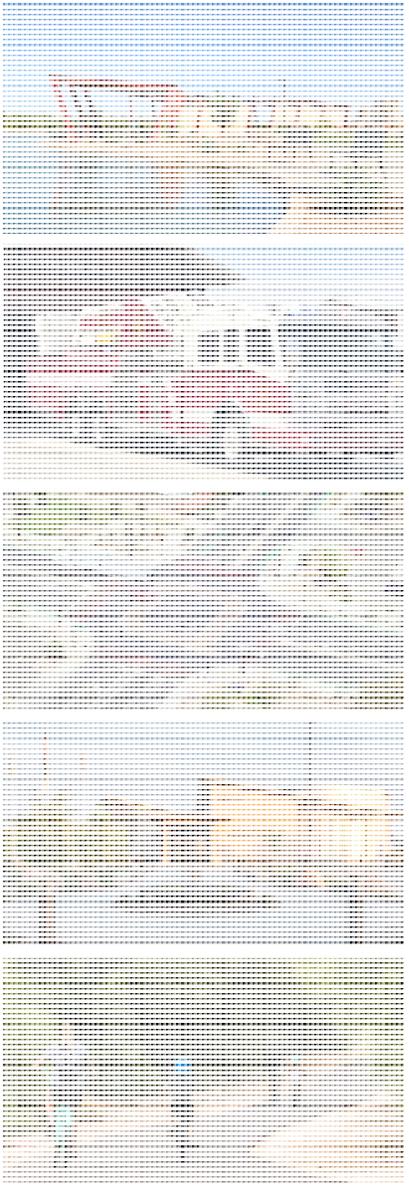
# Why have Council Policies and Procedures?

- The 3 “C’s”
  - Clarity
  - Continuity
  - Conflict
- Fairness
- Order



# What TCPP Covers

- Meeting Basics – Notice, Location, etc.
- Participation by Members and Public
- Duties of Mayor/Chair
- Agenda Setting and Structure
- Motions/Direction/Discussion
- Staff Support and Relations
- Council Relations with Committees and Groups



## History of the TCPP

- Adopted the TCPP on January 16, 2002
- Amended 10 times
- Most recently on January 19, 2022
- Mostly specific and minor changes
- Have generally worked well

# Recently Raised Issues

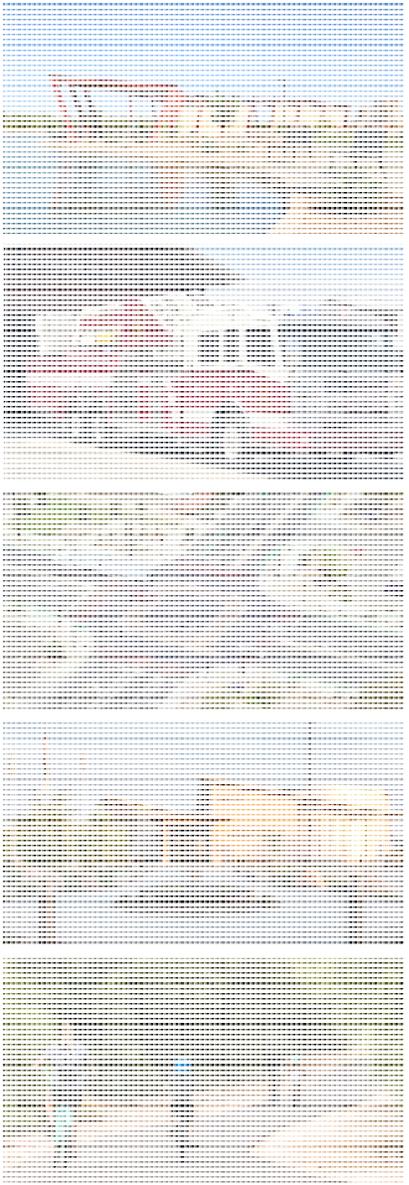
- Amendments
- Robert's Rules of Order

# Amendments

The TCPP contains 1 sentence dealing with amendments :

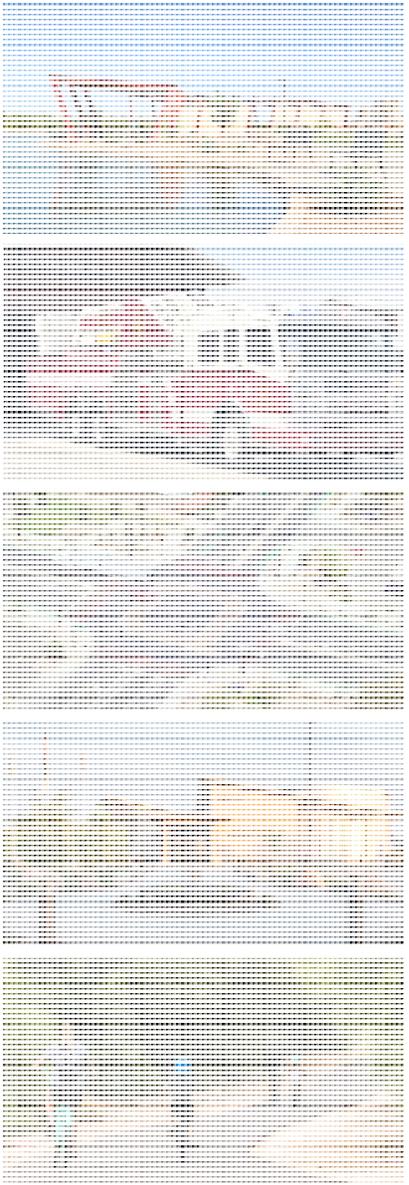
## **VII(B) Motion Amendments**

When a motion is on the floor and an amendment is offered, the amendment shall be acted upon prior to acting on the main motion.



# Potential Conflicting Issues

- Notice to the public, Council and staff of substantive amendments
- Flexibility at the meeting for the Council to respond, adapt and seek consensus through amendments based on discussion and information presented
- Giving Council members time to consider changes and giving staff with the opportunity to provide information

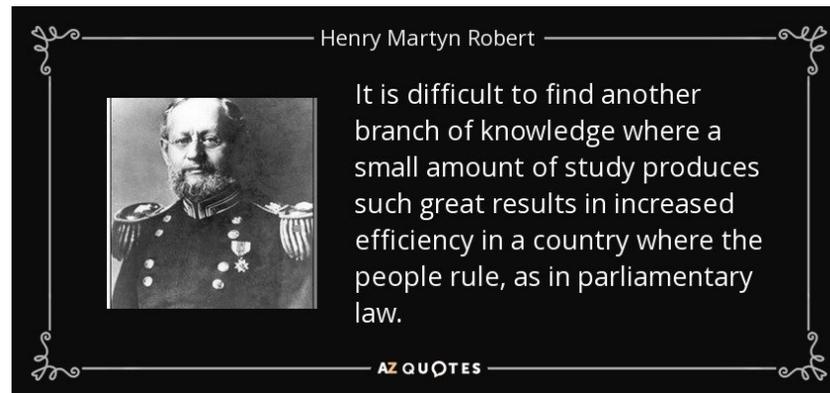


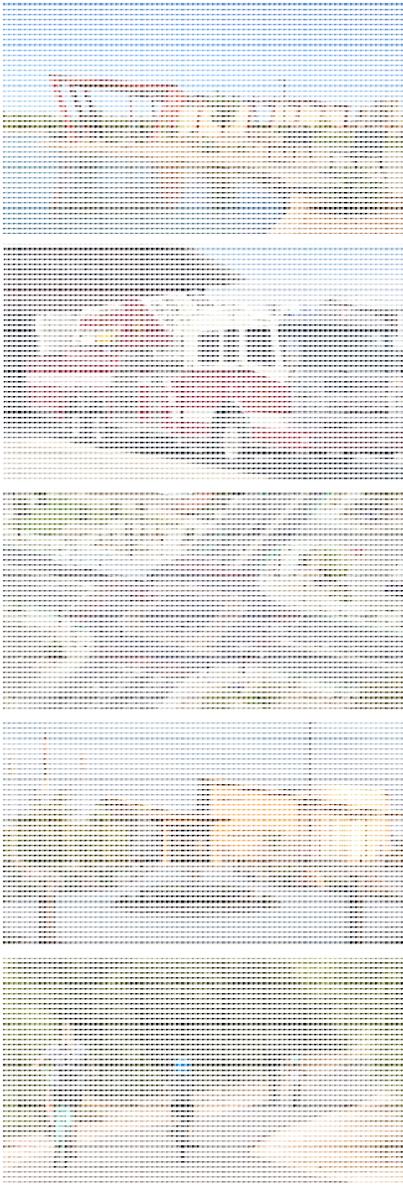
## One Possible Approach

- Require substantive amendments to be provided before amended agenda published
- Exception: specific actions, such as zoning, approval of plats, and minor, non-substantive amendments
- Other approaches? - Goal is to avoid surprises when possible

# Robert's Rules of Order (“RRON”)

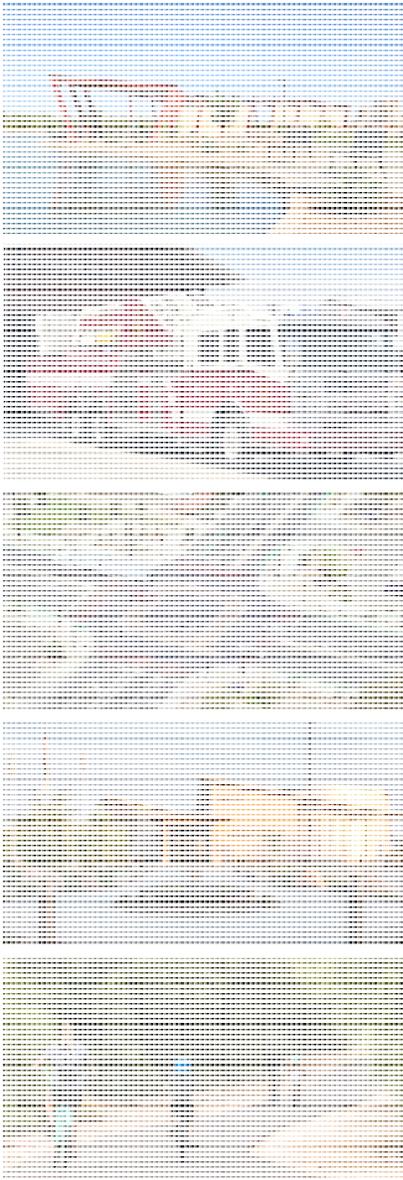
- Written in 1876 by an Army Brigadier General and Engineer
- Based on the “Jefferson Manual” used by the US House of Representatives
- In 12<sup>th</sup> Edition released in 2020





# Use of Robert's Rules

- Does not take into account the requirements of statutes (such as Arizona's Open Meetings Laws) and codes (such as the Town Code)
- Robert's Rules of Order Quick Study:  
"Robert's Rules of Order should be seen less as binding on an assembly and more of a set of strong guidelines an assembly can mold to its own needs."



# Use of Robert's Rules

- Sometime conflicts with the Council adopted rules and effective deliberation.
- Example:
  - RRON generally requires a motion and second before discussion or debate
  - Under Open Meeting Law and addenda notice requirements, all substantive matters to be considered are already in the agenda
  - Discussion before a motion facilitates Council changes or refinements to agendaized action before the formal motion process

# Municipal Use of Robert's Rules

Governed by RRON:

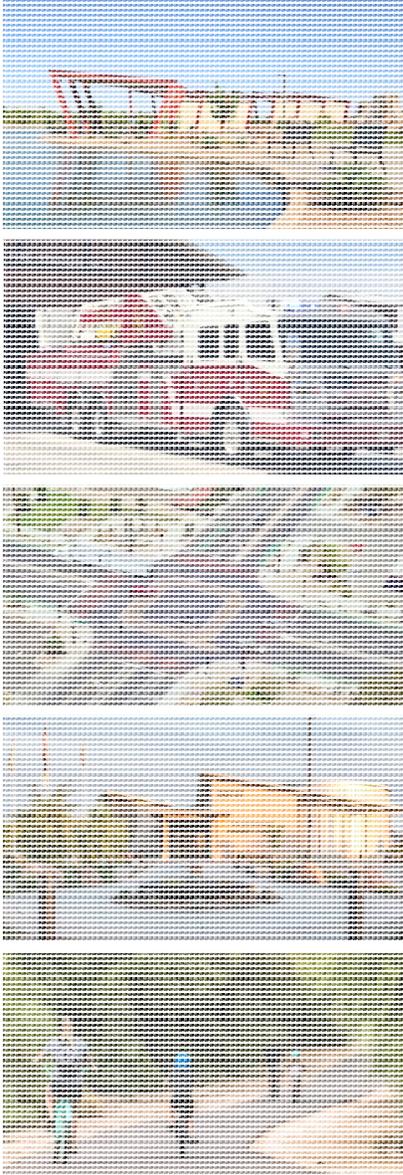
1. Phoenix
2. Paradise Valley
3. Peoria
4. Apache Junction (Webster's New World Robert's Rule of Order)

Refers to RRON as a guide:

1. Goodyear (looking at Rosenberg's Rules of Order - less restrictive)
2. Gilbert
3. Surprise

Adopted their own procedures without reference to RRON:

1. Chandler
2. Tempe
3. Avondale
4. Scottsdale
5. Mesa



# Municipal Use of Robert's Rules

- Many bodies that “adopt” RRON, use it as a secondary or final guide
- For example, the City of Phoenix Rules of Council Proceedings provide:

## **Rule 1      Applicability**

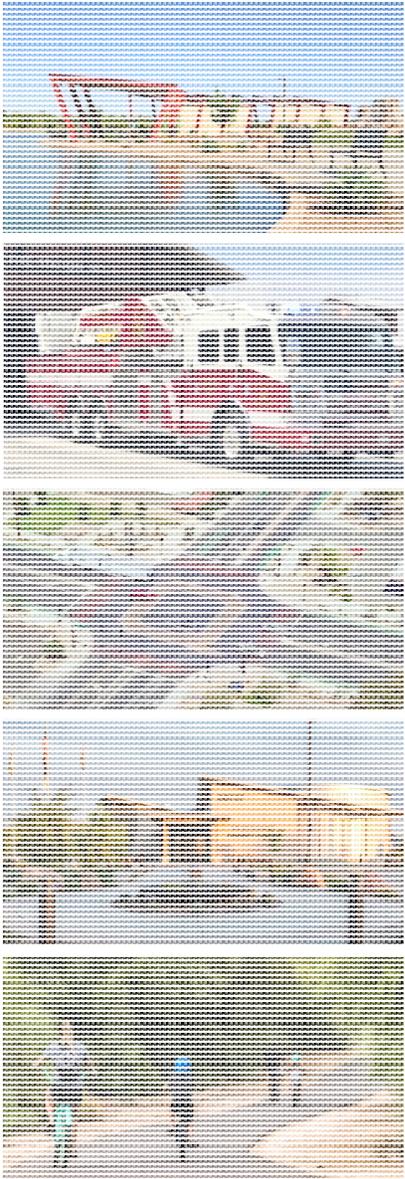
The proceedings of the Council of the City of Phoenix shall be governed by these Rules, resorting to the latest standard edition of Robert's Rules of Order, if necessary. (Emphasis added).

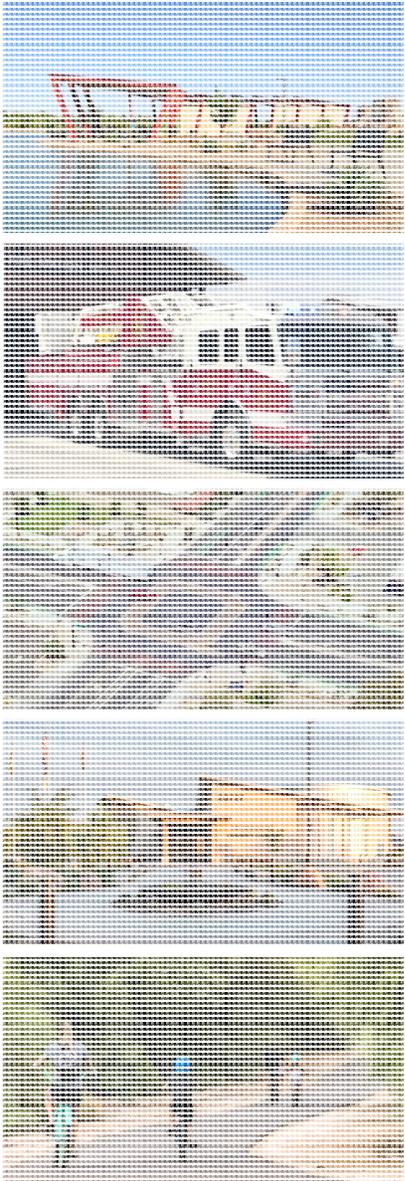
# Input Requested

- Council discuss the use of, and ask questions concerning, the current TCPP
- Provide direction as to whether there is an interest in reviewing and/or modifying the TCPP in specific areas, comprehensively, or not at all

So that:

- Staff can then bring any requested action items back to the Council for consideration





Discussion/Questions?



TOWN OF  
**QUEEN CREEK**  
 ARIZONA

**TO:** HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER

**FROM:** HEATHER WILKEY, INTERGOVERNMENTAL RELATIONS MANAGER

**RE:** CONSIDERATION AND REVIEW OF CURRENT POLICIES AND PROCEDURES WITH RESPECT TO COMMUNICATIONS OF COUNCIL MEMBERS' POSITIONS ON FEDERALLY-RELATED PUBLIC POLICY ISSUES.

**DATE:** February 25, 2022

---

**Suggested Action:**

Staff is requesting this item for discussion and possible direction to staff concerning review of current policies and procedures with respect to communications of Council Member's positions on federally-related public policy issues.

**Relevant Council Goal(s):**

Effective Government

**Discussion:**

The Town Council does not currently adopt legislative guiding principles for the federal government (as we do for the State), due to the fact that the Town has not seen a need in the past to engage in direct lobbying efforts with representatives of the federal government. Recently; however, members of the Town Council have been requested by external interests to take positions on federally-related public policy issues. The current version of the Town Council Policies and Procedures has three areas of applicability in this situation falling under Council relations with other committees/groups, Council correspondence and personal correspondence.

The Council relations portion of the policies and procedures Section XX requires an individual member of the Town Council to first include the majority position and opinion of the Town Council before expressing a personal opinion, which must be clarified if it does not represent the position of the Town Council. This portion of the procedures unfortunately does not address what a Councilmember may do in a time-sensitive environment in the event the Town Council has not had an opportunity to exercise an opinion on the matter.

The Council correspondence portion of the policies and procedures Section XVIII-C requires all correspondence to other government agencies from Town Council members written with Town resources (letterhead, staff support, postage, etc.) to reflect the position of the majority of the Town Council and not the individual Town Council member's position. This portion of the procedures is silent on whether individual Town Council members can use their official capacity as an elected

official to relay positions without the use of Town letterhead and staff support.

The Council personal correspondence portion of the policies and procedures Section XVIII-E states reflecting personal positions will be prepared on personal stationary and sent at the Town Council member's personal expense.

The Town Council may wish to amend the policies and procedures to allow Town Council members to relay their personal opinion as an elected official on federal public policy issues which the entire Town Council has not considered, as long as they do so in an individual capacity and through use of their own individually-created letterhead. If this option is exercised, the Council should decide if the use of staff support would be appropriate in this scenario.

Due to open meeting law, multiple Councilmembers should not sign letters or send the same individualized copy of a letter, unless it has been officially voted on by the entire Town Council and represents the majority position.

**Fiscal Impact:**

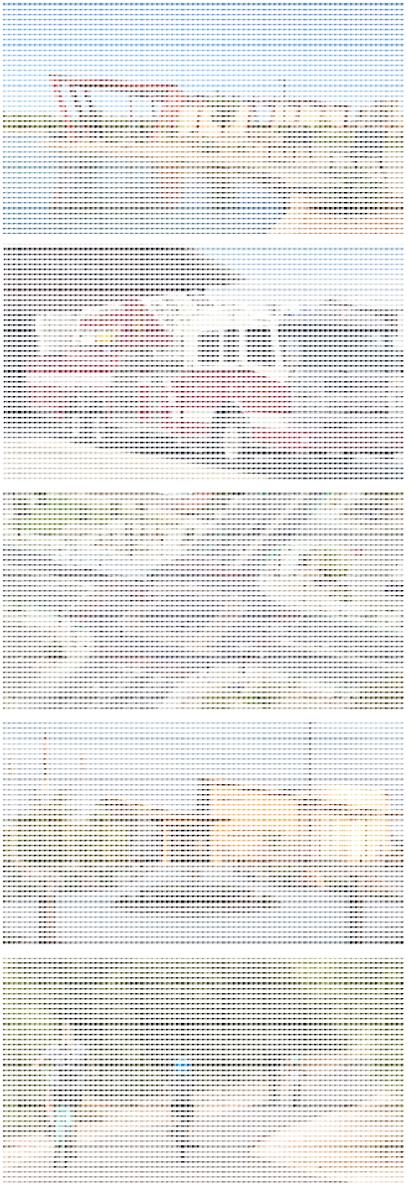
If the Town Council decided to create their own electronic letterhead, this could be designed for approximately \$1520, and would need to be updated immediately following the election or appointment of a new Mayor and/or member of the Town Council for a lesser cost.

**Alternatives:**

1. The Town Council may choose to leave the existing policy in place; requiring full Council consideration relative to any position on federally-related public policy issues to reflect the majority position to permit official correspondence and the use of staff support; or
2. The Town Council may choose to allow individual Councilmember letterhead; but without the use of staff support; or
3. The Town Council may choose to allow individual Councilmembers to use Town letterhead; but without the use of staff support.

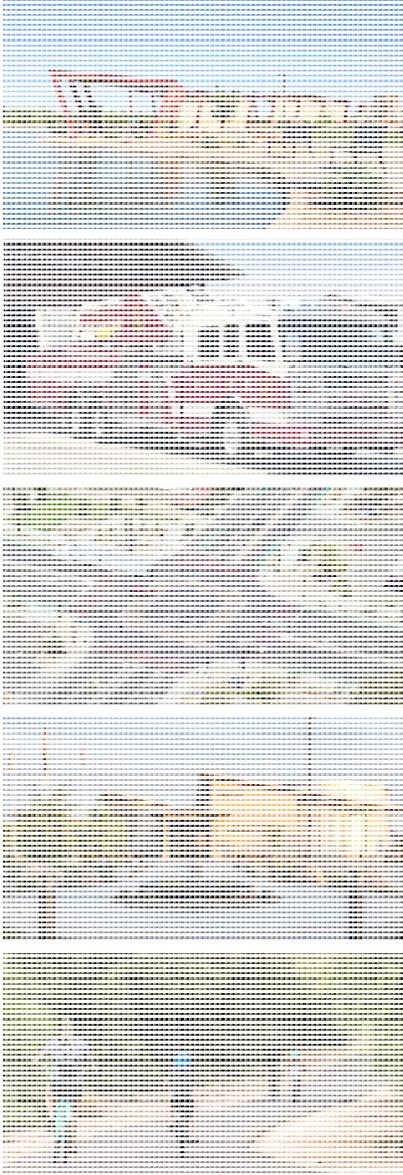
**Attachment(s):**

1. [Council Policies & Procedures Powerpoint- Federal Public Policy.pptx](#)
2. [Relevant Council Policies & Procedures.pdf](#)



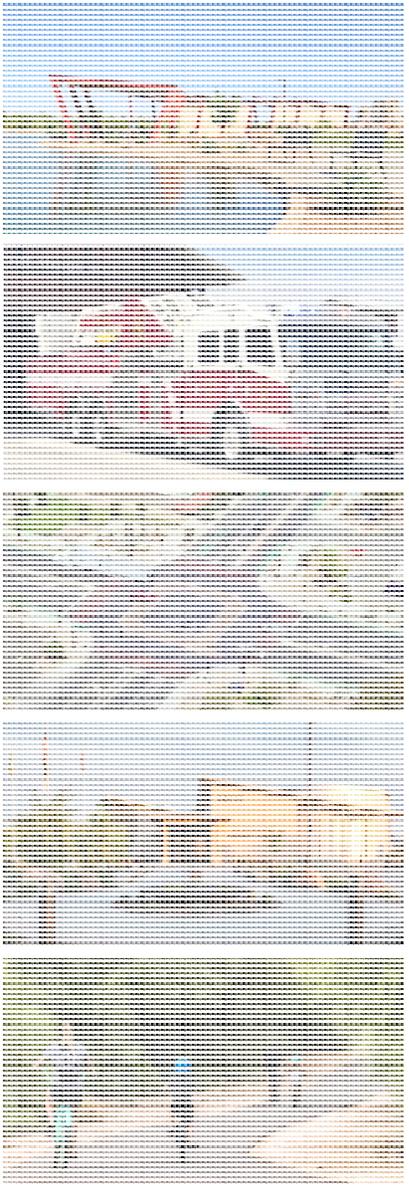
# Council Policies & Procedures with respect to Council Member Positions on Federally-Related Public Policy Issues

Town Council Strategic Planning Session  
Heather Wilkey, Intergovernmental Relations Manager  
February 25, 2022



## Council Relations with Other Committees/Groups

If a member of the Town Council appears before another government agency or organization to give a statement on an issue affecting the Town, the Town Council member should first include the majority position and opinion of the Town Council. Personal opinions and comments may be expressed only if the Town Council member clarifies that the statements do not represent the position of the Town Council.

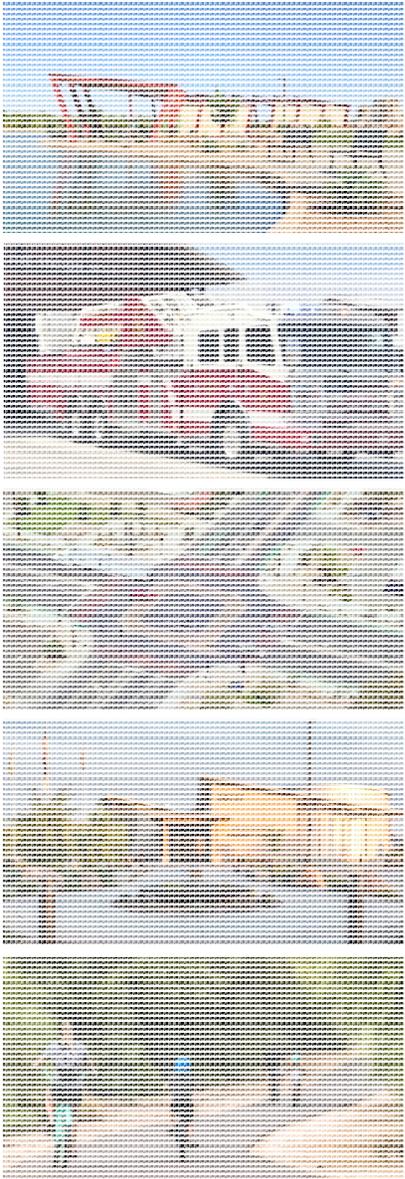


## Administrative Support- Council Correspondence

All correspondence to other government agencies or political subdivisions from Town Council members written with Town resources (letterhead, staff support, postage, etc.) should reflect the position of the majority of the Town Council and not the individual Town Council member's position. All correspondence using Town resources will be copied to the full Town Council and a copy will be made to the Town Clerk for records. Personal recommendations or thank you notes do not need to be copied.

## Administrative Support- Personal Correspondence

Reflecting personal positions will be prepared on personal stationary and sent at the Town Council member's personal expense.



# Options for Consideration

- The Town Council may choose to leave the existing policy in place; requiring full Council consideration relative to any position on federally-related public policy issues to reflect the majority position to permit official correspondence and the use of staff support; or
- The Town Council may choose to allow individual Councilmember letterhead; but without the use of staff support; or
- The Town Council may choose to allow individual Councilmembers to use Town letterhead; but without the use of staff support.

## Relevant Council Policies & Procedures Excerpts

### XX. COUNCIL RELATIONS WITH OTHER COMMITTEES/GROUPS

1. Individual Town Council members shall have the right to attend commission or board meetings but shall not speak or become involved in the meeting discussion unless the Town Council member is the appointed liaison to that commission or board (meaning the Town Council member may not participate in the ongoing dialogue of the commission or board). Town Council members are allowed to address the commission or board as a citizen during public comment. If a Town Council member appears before a commission or board as a citizen, comments made must be relative to the issue being discussed and may not use their position as a Town Council member in making comments.
2. If a member of the Town Council appears before another government agency or organization to give a statement on an issue affecting the Town, the Town Council member should first include the majority position and opinion of the Town Council. Personal opinions and comments may be expressed only if the Town Council member clarifies that the statements do not represent the position of the Town Council.

### XVIII. ADMINISTRATIVE SUPPORT FOR COUNCIL

#### A. Mail

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#### B. Mail Addressed to the Mayor

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All correspondence to other government agencies or political subdivisions from Town Council members written with Town resources (letterhead, staff support, postage, etc.) should reflect the position of the majority of the Town Council and not the individual Town Council member's position. All correspondence using Town resources will be copied to the full Town Council and a copy will be made to the Town Clerk for records. Personal recommendations or thank you notes do not need to be copied.

D. Clerical Support

The Town Manager's Office will coordinate any support requested by a Town Council member, including typing of correspondence or mailings. All correspondence prepared for Town Council members will be on Town letterhead and will reflect the majority of the Town Council, and will be copied to the full Town Council.

E. Personal Correspondence

Reflecting personal positions will be prepared on personal stationary and sent at the Town Council member's personal expense.



TOWN OF  
**QUEEN CREEK**  
 ARIZONA

**TO:** HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER

**FROM:** BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR, ERIK SWANSON,  
 PLANNING ADMINISTRATOR, SARAH CLARK SENIOR PLANNER/PROJECT  
 MANAGER

**RE:** MINIMUM RESIDENCY REQUIREMENT FOR PLANNING AND ZONING  
 COMMISSIONERS.

**DATE:** February 25, 2022

---

**Suggested Action:**

None.

**Relevant Council Goal(s):**

Effective Government

**Discussion:**

This staff report serves to provide an overview of the Town's Planning Commission appointment process, residency requirements for Commissioners, and an overview of the current Commission and their term limits. This report also provides an update on the proposed amendment to the Planning Commission minimum residency requirement currently being developed by Staff.

**Summary:**

The Planning Commission is made up of 7 Queen Creek residents who serve at the will of the Mayor and Town Council. The term for service on the Planning and Zoning Commission is three years, and members may be reappointed at the discretion of the Council. Appointments are reviewed by Staff on an annual basis, with recommendations provided to the Mayor, and ultimate appointment approved by the Council.

The current process for appointment to the Planning Commission is as follows:

- Residents may submit their application to serve on a Town committee or commission with a Notice of Interest form submitted through the Town Clerk's Office. In this application, the applicant provides information on their background, their residency, and indicates their level of interest in serving on the Planning Commission.
- Staff monitors the applications for individuals who may be qualified candidates to serve as a Commissioner.
- When a seat on the Commission is expected to become available, Staff conducts interviews of individuals who have identified interest in serving on the Planning Commission through their

Notice of Interest application. Staff may also interview existing members of other Town committees such as the Board of Adjustment or Transportation Advisory Committee, or individuals who have participated in the Town’s Citizen Leadership Institute.

- Following the interviews, Staff will discuss recommended candidates with the Mayor who will then place the individual’s recommended appointment to the Commission on the Town Council agenda for deliberation and possible approval.

While the Town Code requires Commissioners to be residents of the Town, it does not identify a minimum amount of time a person must be a resident of Queen Creek before they can be appointed to the Commission. Development Services Staff are currently working on a series of text amendments for Council consideration, including an amendment to this section of the Town Code and Zoning Ordinance to require a minimum 1-year residency. This would match the Town Council’s minimum 1-year residency requirement per Arizona’s Constitution. Additionally, an emergency clause will be provided that if in the event of an immediate vacancy, that a potential candidate may be appointed without the residency timeframe requirement being satisfied if in the best interest of the Commission and approved by the Town Council. Staff recognizes the importance of the role that the Planning Commission plays in the long-term growth and vision of the Town, and the very important function that they provide. While appointments to the Planning Commission have largely followed the minimum residency term being proposed, given the rapid population growth of the Town and the increased interest in politics throughout the nation, Staff is recommending the minimum residency requirement to ensure that future Planning Commission candidates have an established familiarity with the Town, it's past history, and its unique areas. If adopted, in the event a seat on the Commission becomes available, all potential candidates would be required to have lived in Queen Creek for at least one year. As part of the text amendment process, the Council could choose to propose a different minimum residency requirement or to maintain the current code with no residency requirement.

The list below provides an overview of the minimum residency requirements for other valley municipalities:

- Gilbert – no minimum residency requirement
- Phoenix – no minimum residency requirement
- Tempe – no minimum residency requirement
- Scottsdale – no minimum residency requirement
- Mesa – no minimum residency requirement
- Peoria – no minimum residency requirement
- Chandler – 1-year minimum residency requirement

The table below identifies the list of current Planning Commissioners and their term expiration date.

Commissioner	Term Expiration
Commissioner Matt McWilliams (submitted his resignation 02/09/2022)	Aug. 31, 2022
Commissioner Bill Smith	Aug. 31, 2022
Commissioner Alex Matheson	Aug. 31, 2023
Commissioner Troy Young	Aug. 31, 2023
Commissioner Lea Spall	Aug. 31, 2023
Commissioner David Gillette	Aug. 31, 2024
Commissioner Jeff Nielson	Aug. 31, 2024

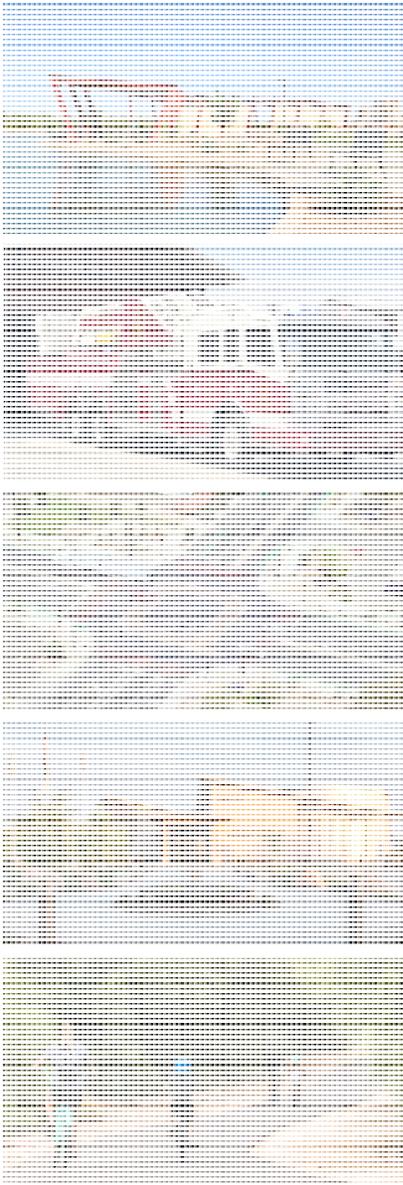
**Attachment(s):**

1. [PZ Minimum Residency Requirement.pptx](#)

# Planning Commission Minimum Residency Requirement

2022 Council Strategic Planning Session  
February 25-26, 2022





# Planning Commission Overview

- 7 QC residents
- Serve at will of the Mayor and Town Council
- Three, 3-year terms (9 years total)
- Appointment Process
  - Notice of Interest Forms
  - Monitoring for candidates
  - Interviews
  - Council consideration

# Proposed Minimum Residency Requirement

- No current minimum residency requirement
- Staff is working on 1-year minimum residency requirement text amendment to match Council 1-year minimum



# Minimum Residency Requirement of Other Valley Cities

- Gilbert – no minimum residency requirement
- Phoenix – no minimum residency requirement
- Tempe – no minimum residency requirement
- Scottsdale – no minimum residency requirement
- Mesa – no minimum residency requirement
- Peoria – no minimum residency requirement
- Chandler – 1-year minimum residency requirement

# Current Planning Commission

<u>COMMISSIONER</u>	<u>TERM EXPIRES</u>
COMMISSIONER – Matt McWilliams (submitted his resignation 02/09/2022)	Aug. 31, 2022
COMMISSIONER – Bill Smith	Aug. 31, 2022
COMMISSIONER – Alex Matheson	Aug. 31, 2023
COMMISSIONER – Troy Young	Aug. 31, 2023
COMMISSIONER – Lea Spall	Aug. 31, 2023
COMMISSIONER – David Gillette	Aug. 31, 2024
COMMISSIONER – Jeff Nielson	Aug. 31, 2024



TOWN OF  
**QUEEN CREEK**  
 ARIZONA

**TO:** HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER

**FROM:** BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR, ERIK SWANSON,  
 PLANNING ADMINISTRATOR

**RE:** DISCUSSION ON COUNCIL APPROVED DESIGN STANDARDS: INTENT,  
 IMPLEMENTATION AND COMPLIANCE STRATEGIES

**DATE:** February 25, 2022

---

**Suggested Action:**

None.

**Relevant Council Goal(s):**

Secure Future  
 Quality Lifestyle

**Discussion:**

This agenda item discusses the role that design standards play in the development of the community and how those standards are implemented. In 2018, Town Council approved the updated Zoning Ordinance of which the Design Standards are supplemental to and applied to developments the same as any zoning code requirement.

The information below will outline how the adopted Design Standards provide direction to the development community and staff alike to achieve a cohesive and attractive community with the overall intent of preserving and enhancing property values.

The below excerpt is found in the Introduction of the Design Standards providing guidance as to the purpose and role the standards perform:

*The purpose of the Town of Queen Creek Design Standards is to provide the development community with a consistent set of standards to guide the physical development and the visual quality of the community to be reviewed and approved with the site plan and preliminary plat process. These criteria are not to restrict imagination, innovation, or variety, but rather to assist in focusing design principles, which can result in creative solutions that will develop a satisfactory visual appearance within the town, preserve property values, and promote the public health, safety and general welfare, and the following:*

1. *To reflect, maintain, and enhance the friendly small town rural characteristics of*

*Queen Creek and its surroundings;*

2. *To create a distinctive, high quality environment;*
3. *To encourage the design of sustainable development;*
4. *To encourage traditional neighborhoods and residential developments that vary in density, lot sizes, housing type, architectural style, and provide open space;*
5. *To provide design direction to all the projects in the Town; and,*
6. *To foster a sense of place and pride in visiting, working and living in the Town of Queen Creek.*

It is important to note that design standards are a common tool found throughout Valley municipalities in an effort to direct and encourage development in a reasonable fashion. Design standards are applicable in a number of development scenarios ranging from design of individual residential units, commercial developments, residential subdivisions, and specially designated areas throughout a municipality such as a downtown or historic areas where attention to design further refines a development or architectural motif.

#### Implementation of Design Standards

Within the Town's Design Standards, direction is provided for the implementation of the standards. The Design Standards are categorized as "should, shall, and encouraged". As provided below, the categories are discussed so as to minimize confusion as to what is required versus recommended elements, and where flexibility in interpretation can be considered.

*Guidelines which employ the word "should" are intended to be applied as stated. However, an alternative measure may be considered upon the approval of the Planning Administrator if it meets or exceeds the purpose of the guidelines.*

1. *Guidelines using the words "shall" or "must" are mandatory and must be included in the project's design aspect. However, an alternative measure may be considered upon the application for Administrative relief as referred to in Article 2 of the Zoning Ordinance.*
2. *Guidelines using the word "encouraged" or "discouraged" or "promote" are desirable but not mandatory.*

The Standards are further refined to address architectural styles, general design concepts, single-family, multi-family, and non-residential developments. As provided above, design standards are meant to foster a creative solution that will develop a satisfactory visual appearance within the Town. The Standards provide guidelines that are "intended to provide the basis for design review and approval and are subject to interpretation by staff, the Planning Commission and Town Council. When a valid demonstration can be made for deviating from a design guideline in order to achieve a better overall design, such requests are encouraged and will be given consideration in accordance with this document." It is important to note that throughout the adopted Standards, language is provided for flexibility where alternative design methods may create a more attractive environment. The flexibility is an important factor in design guidelines as it allows the design of the community to change and be further refined as market conditions and design desires change.

#### Downtown Core Design Standards

As provided above, the adopted Design Standards apply to all development within the Town. With the 2018 adoption of the Downtown Core Rezoning, a separate category for the Downtown Core was developed. The focus of the Downtown Core Design Guidelines was to foster creative development

while recognizing and paying homage to the downtown area and agricultural history of the Town. Recently there was a concern expressed by the owner of a business in the Downtown Core, relating to brightly colored elements of the building. To this end, a number of additional elements were included, however two specifically related to the treatment of colors in the Downtown Core.

1. *Bright colors shall be avoided on buildings facades (paint or finishes), roofs, and windows.*
2. *Building facades, colors and material should be consistent with the Town's architectural standards, which includes the use of low reflectance, subtle, neutral, or earth tone colors.*

#### Downtown Core Design Guidelines Manual

In addition to the Town's Design Standards that applies to all development within the Town, a separate document entitled Downtown Core Design Guidelines Manual applies to development within the Downtown Core/Town Center area. The manual covers a variety of elements including public/private interaction along the right-of-way, building massing and urban block patterns, sidewalk design and street furnishing, addressing design from a "30,000 foot" approach. Within this document, design goals are distinguished between 'aspirational' versus 'prescriptive' where specific requirements are not dictated given the broad approach to downtown development recognizing that a 'one-size-fits-all' approach to building design/massing/layout will not work given the unique development features of the Downtown Core. While broad approaches were taken to foster creativity in the Downtown Core, design considerations in the core reiterate the same specific guidelines provided above.

#### Design Implementation and Staff Review

Through the process of development, Planning Staff routinely discusses design elements of a project with the development team. These topics may focus on site layout, building design, amenities provided, landscaping, and a variety of other elements. Staff is cognizant of the importance of a working partnership with the development team and will offer direction on design related elements. These interactions often present themselves in written comments, however Staff will routinely meet with development teams in-person or via video conferencing when additional discussion is requested. In situations where a specific standard is not met, Staff will frequently ask the designer how a particular element may or may not meet the intent of the design standard. It is Staff's approach to these discussions to not just "gain compliance" but in instances where the "spirit and intent" of a design is provided, will always work towards a "win-win" solution. Examples of this may include use of different materials, or colors, how a particular architectural style is provided, how to address building massing and wall planes. Recent successful developments that incorporate this approach include QC Commons (Fry's), Terravella, Pecan Plaza (staff recently approved minor amendments to the building design due to material shortages and unavailable materials).

#### Code Enforcement

While very uncommon, there are times when the Town's Code Enforcement Division gets involved in order to bring a development or design into compliance. While every effort is made to bring a non-compliance issue into compliance prior to Code Enforcement getting involved the division operates often as a "last ditch effort." This can occur when something has been constructed without permit, or installed incorrectly without remedy. Oftentimes staff is unaware of the issue until it is constructed on the property and in these instances staff operates in a reactive versus a proactive approach frequently receiving complaints prior to initiating communication where a violation has occurred. In

instances where a violation has occurred, both Planning Staff and Code Enforcement Staff operate in a manner to maintain flexibility and look for alternatives to an agreed upon solution.

**Attachment(s):**

1. [Design Standards](#)
2. [Downtown Core Design Guidelines Manual](#)
3. [Design Guidelines.pptx](#)



# DESIGN GUIDELINES

SEPTEMBER 2018

## TOWN OF QUEEN CREEK DOWNTOWN CORE

### DESIGN GUIDELINES + EXECUTIVE SUMMARY



## ACKNOWLEDGMENTS

### TOWN OF QUEEN CREEK COUNCIL

Mayor Gail Barney  
Vice Mayor Emilena Turley  
Council Member Robin Benning  
Council Member Jeff Brown  
Councilman Jake Hoffman  
Council Member Dawn Oliphant  
Council Member Julia Wheatley

### ECONOMIC DEVELOPMENT

Doreen Cott - Director, Economic Development  
Jennifer Lindley - Downtown Development Manager  
Marissa Garnett - Economic Development Coordinator

### PLANNING AND ZONING

Brett Burningham - Planning Administrator  
Kyle Barichello - Planner

### DESIGN GUIDELINES PREPARED BY:



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# 1 INTRODUCTION EXECUTIVE SUMMARY

1A. OVERVIEW

1B. REGULATORY PLAN

1C. DESIGN PRINCIPLES & OBJECTIVES

1D. DRAINAGE STRATEGY

1E. HOW TO USE THIS DOCUMENT - GOAL OF THE GUIDELINES

# 1A. OVERVIEW

## PURPOSE OF THE TOWN OF QUEEN CREEK DOWNTOWN CORE (DC) DESIGN GUIDELINES

The purpose of Queen Creek's Downtown Core Design Guidelines is to define the qualities of architecture, urban design, and public space that make for successful development within Downtown areas. This desired direction has been recently formalized in the 2017 Town Center Plan Update, which was endorsed and adopted by the Town Council. This Plan specifically identified the desire to create a special Downtown Core area within the Town Center that reinforces the unique character and quality of Queen Creek.

The Downtown Core Design Guidelines are intended to attract redevelopment of higher and better uses, to create a unique marquee destination, and in so doing increase property values. The guidelines were created to catalyze, inspire, and elevate the quality and innovation of development. This document is not intended to inadvertently create unbuildable, undevelopable future conditions. While not intended as a mandate, the greatest barrier to the implementation of the guidelines could be the inability to adapt.

Essential to this plan is the collaborative give and take between the Town and property owners. As market conditions evolve over time, the Design Guidelines must remain adaptable and have the ability to be adjusted in order to accommodate future development needs. The Design Guidelines are not meant to be a rigid, inflexible document but rather a way to encourage highest and best use while avoiding impasse. It is crucial to ensure this flexibility is provided in the Downtown Core to avoid creating regulations that are unachievable which may create a burdensome barrier to developers.

While the Town Center has been very successful and continues to serve the community, the Downtown Core is envisioned more as a unique, one-of-a-kind destination environment that celebrates the history and future of Queen Creek. These guidelines, along with new zoning for the Downtown Core, represent two key initiatives that will assist the Town and community in realizing its vision for this area.

By committing to essential infrastructure investment, innovation, and adaptability, this plan can become a true win-win, transforming the Queen Creek Downtown Core into one of the most dynamic and vibrant destinations of the future.

## MASTER PLAN

### Special Features

- 1 Fountain Plaza
- 2 Festival Parade
- 3 Street Performance
- 4 Playground
- 5 Sculpture
- 6 Local Theater
- 7 Concerts
- 8 Handcraft Market
- 9 Outdoor Dining Areas
- 10 Painting Walls
- 11 Urban Plaza
- 12 Art Displays
- 13 Food Trucks
- 14 Landscape
- 15 Shade
- 16 Exhibitions
- 17 Local Market Day
- 18 Bars & Restaurants
- 19 Family Gathering
- 20 Spaces To Relax
- 21 Offices and Workshop Spaces
- 22 The Farm
- 23 Bike Paths
- 24 Recreational Activities
- 25 East Ellsworth Facade Improvement Program
- 26 Horse Trails
- 27 The Orchards
- 28 Dog Park
- 29 The Barn
- 30 Surface Parking
- 31 Residential
- 32 Alleys and Arcades
- 33 Service Areas
- 34 Retention Basins



### Key Components

- A Ellsworth Road . Main Street
- B Civic / Municipal
- C Commercial Office
- D Mixed-Use Core
- E Residential
- F Agrarian Cornerstone
- G Gateway Crossing
- H Founders' Park
- I Ellsworth District Plaza

# Master Plan Perspective



San Tan Mountains

S Ellsworth Road

South Town Core Entrance

Queen Creek Wash

Family Entertainment Barn

Dog Park

Open Space For Public Events And Activities

Public Safety Building

U S Post Service

Bike Lanes along wash

Will Rogers Equestrian Ranch

Villages Offices Suites Condominium

Municipal Services

Active Recreation

Fire Station #411

Exhibits . Art

S Ellsworth Loop Road

Founders' Park

Town Hall

Bike Lanes

Sport . Leisure Activities

Public Parking

Multi-Generational Community Center

Old Ellsworth Plaza

Handcraft Flea Market

Attractions / Art / Water Feature

Quick Trip

Outdoor Dining Patios

OCOTILLO ROAD

Offices and Workshop Spaces

Wayfinding

Public Parking

Local Market

Queen Creek Office Park Condominium

Offices and Workshop Spaces

E Ocotillo Road

Sculpture Gardens

Pedestrian . Bikes Access

Public Art and Signage

Specialty Retail

Public Parking

S 208TH ST

Business Owners

Offices and Workshop Spaces

Portal Entrance

Outdoor Dining Terrace

S. ELLSWORTH RD.

Picket Post Square

Public Parking

Retail Activities

Outdoor Cafe / Restaurants / Commercial

Outdoor Dining Patios

Public Parking

## 1B. REGULATORY PLAN

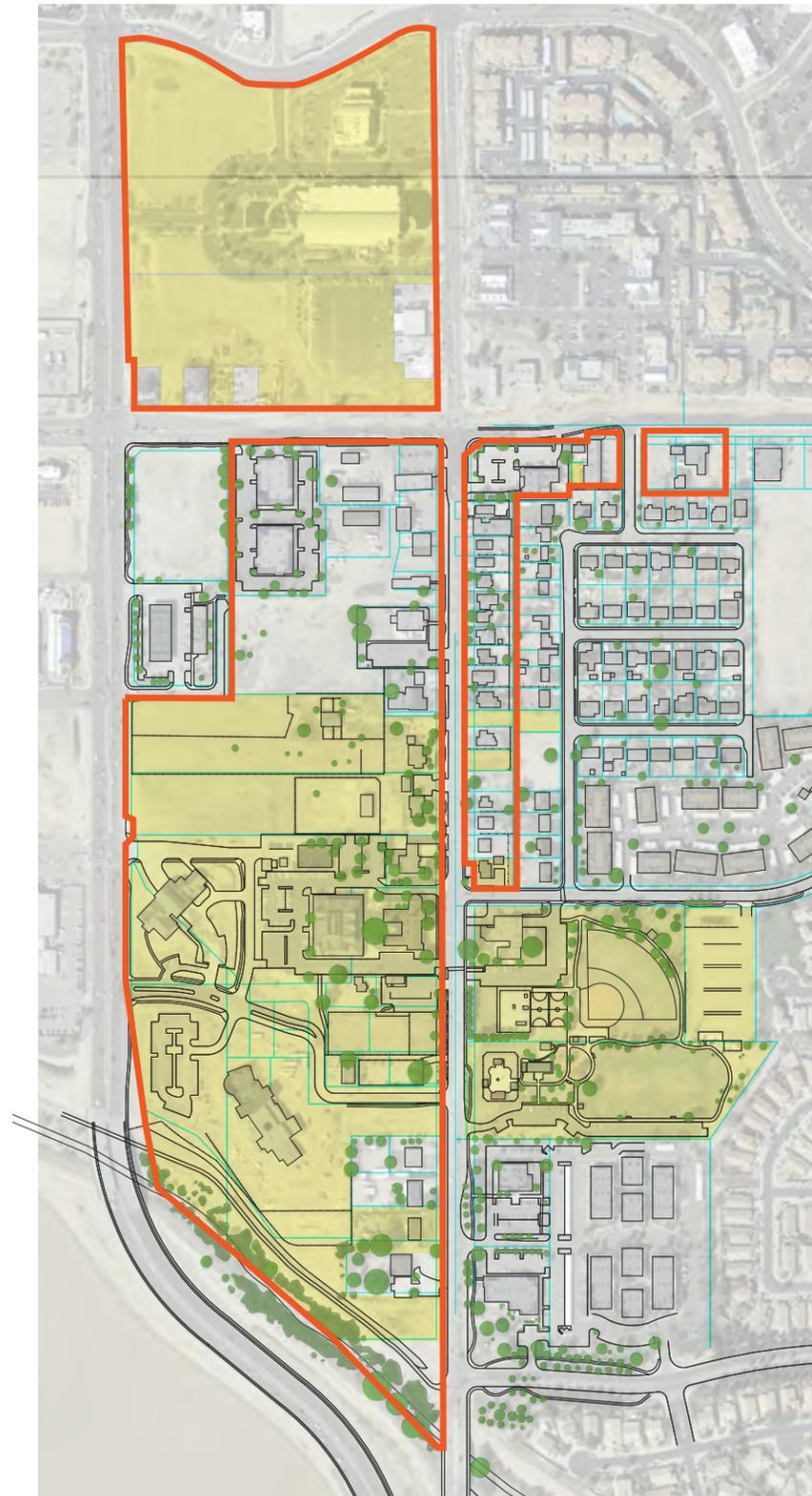
These design guidelines are intended to complement the new zoning for this Downtown Core area of the Town Center. The basis for all technical requirements associated with development in this area shall be governed by the zoning documents.

The summary information associated with the new zoning includes general Downtown Core description, allowed uses and prohibited uses. The design guidelines are intended to assist the Town and private development to establish overall design direction for the built environment.

Certain aspects of this plan, while visionary and aspirational today, may need to change over time due to future market conditions and the viability of development options. As developers seek to translate these ideas into a world that demands profitable development, stringent financing requirements, and market driven performance hurdles, it is critical for elected officials and Town Staff tasked with shepherding this plan to be open minded and flexible in working with property owners to adapt and make changes as necessary into the future. Essential to this vision becoming real is a willingness to adapt and pivot, to collaboratively and creatively find new ways forward if elements of this plan need to be updated.

It is important to note that much of the property within the Downtown Core is owned by the Town. The accompanying exhibits highlight in yellow the areas owned by the Town within the Downtown Core.

What makes these Design Guidelines work is the consolidation of infrastructure, drainage, parking, and circulation combined with innovative planning concepts that create a more concentrated, walkable, connected, activated, and exciting destination. By doing so, the Town in cooperation with individual property owners are making a commitment to a raised bar of expectation in the Downtown Core.



**Town Owned Properties**  
**Regulatory Plan DC Limit**

Private - public partnership opportunities.

Because the Town owns a significant amount of land within the regulatory plan limit, there is an opportunity to leverage this condition through strategic initiatives that would likely not exist if much of the property were privately held.



# 1C. DESIGN PRINCIPLES & OBJECTIVES

The following principles and objectives have been organized with the singular focus of creating a Downtown Core that has a physically distinct appearance and special charm. The principles established a design palette for all components that set the Downtown Core apart from the rest of the Town Center. The intent is not to be different for the sake of being different, but to be proactive in establishing a unique sense-of-place for the actual “center” of Town that reinforces all things Queen Creek.

---

## THE GOALS ASSOCIATED WITH THIS DESIRE TO BE “UNIQUE” ARE BASED ON THE FOLLOWING PRINCIPLES:

---

1. The Downtown Core should not be a typical commercial strip mall environment that is made up of “big-box” commercial chain stores and/or drive-thru restaurants.
2. The Downtown Core wants to complement and connect with the overall Town Center through continued initiatives including; adjacent land uses, multi-modal transportation strategies, signage, sidewalk treatment & connectivity and on-going joint marketing and public relations efforts. The intent of the new zoning and guidelines is not to disconnect from the Town Center, but rather, to add another layer of detail to the overall urban fabric.
3. The Downtown Core is envisioned to become a destination that focuses on pedestrian oriented, compact development that is integrated with more specialty uses related to retail, dining, entertainment, services, residences and recreation.

---

## IN ORDER TO ACHIEVE THESE ASPIRATIONS, THE FOLLOWING PRINCIPLES AND ASSOCIATED GOALS FOR THE DOWNTOWN HAVE BEEN ESTABLISHED.

---

### Core Principle #1:

Create a special environment that is so unique and inviting that people want to come back to experience it.

#### Associated Objectives:

- 1a. In all development initiatives, emphasize the character of the Queen Creek environment and the agrarian heritage through architecture and landscape treatments.
- 1b. Be committed to an urban tree program that can help address the issues associated with heat island effect. Shade trees will also provide a more comfortable and attractive setting.
- 1c. Celebrate the history of Queen Creek’s unique environment by incorporating historical architecture.
- 1d. Publicize sustainability-oriented programs and events and link these initiatives to the place-making strategies (i.e., compact, walkable environments are not only more attractive but are better for the environment and healthier).

### Core Principle #2:

Reinforce multiple aspects of Queen Creek’s culture so that the Downtown Core represents the citizenry through creative uses and design expression.

#### Associated Objectives:

- 2a. Elements of design (both architecture and landscape design) can incorporate historic elements in creative ways, creating interesting settings.
- 2b. Reinforce the culture destinations through signage and environmental art so residents and visitors can connect with the past.
- 2c. Develop an arts program that infuses whimsical features throughout the area. This effort should be done with very careful constraint so that it doesn’t overwhelm the area, but adds a certain flair.
- 2d. Cultural initiatives will be attractive to residents and visitors. The best places to visit are the ones that already work well for the people who call it home.

# 1C. DESIGN PRINCIPLES & OBJECTIVES

## Core Principle #3:

Emphasize opportunities for social engagement to provide a strong human scale and “outlook” to the Downtown Core. We want places and spaces that encourage neighbors and friends to gather both indoors and outdoors.

### Associated Objectives:

- 3a. Building and landscape design should be done in a manner to encourage opportunities for outdoor activities (i.e., outdoor dining).
- 3b. Promote uses that are multi-generational (both indoor and outdoor).
- 3c. Focus human mobility on great sidewalks and effective bike lanes. The automobile is still important, but the desire is to not have it as the dominant component within the urban setting.
- 3d. Provide opportunities for passive outdoor activity where people can connect back to nature (i.e. the proposed Village Green and connections to the Queen Creek trail system).

## Core Principle #4:

The Downtown Core must be developed with a robust economic strategy that ensures long-term financial sustainability and success. This must occur in unison with all PPP (public-private partnership) opportunities. Sustainable oriented initiatives are good for the environment as well as the pocketbook.

### Associated Objectives:

- 4a. All future development (from both the private and public sectors) should be considered in strategic phases that allow for short-term success as well as flexibility not to limit future expansion.
- 4b. Identify key opportunities for initial development projects that can act as a major catalyst for future, additional opportunities.
- 4c. Recognize the value of human capital and a broad range of development initiatives (both big and small) that can add to the overall quality and character of the area.
- 4d. While likely not an immediate need, high quality residential development (likely in a vertically integrated mixed-use setting) can add value to the environment as well as real estate value.

## KEY THEMES:

These formal principles and objectives will be supported by a series of key overarching themes that should help set the tone for the built environment within the Downtown Core. While not intended to be linked to specific prescriptive requirements, the themes help to reinforce the aspirations for the built environment.

### **A. ACHIEVING EXCELLENCE IN DESIGN:**

All future development should achieve design excellence. This includes quality building materials, construction methods and design integrity. All building design (big or small) should establish distinctive character that complements the overall area. Excellence in design doesn't translate to high development costs, but should lavish attention on the comprehensive anticipated outcome for the built form.

### **B. EXPRESS A HUMAN SCALE:**

All proposed development should take great care to convey a human scale for every proposed building project. This can be done in several ways including: thoughtful ground floor design treatments that consider the pedestrian experience; multi-story buildings that articulate a base, body and top of structure; and the integration of associated landscape and streetscape treatments that are unique and provide opportunities for indoor-outdoor spaces.

### **C. CONTEXTUAL ARCHITECTURE THAT CELEBRATES THE AGRARIAN HERITAGE OF QUEEN CREEK:**

The agrarian oriented design style is not meant to suggest a rural farmhouse or barn vernacular. The design expressions associated with the agrarian style are anticipated to include a broad and creative spectrum of vernacular. From traditional to contemporary designs, the agrarian themes associated with Queen Creek can be done with fresh ideas, creative uses and integration of materials, and the incorporation of new building technologies.

### **D. SUSTAINABILITY:**

All development proposals should provide a clear direction and path for the incorporation of sustainability initiatives. While building technology systems and building components can portray one level of commitment to sustainability, the ability to incorporate sustainability strategies that can impact how people behave is another level of importance. Thoughtful integrated and comprehensive sustainability components should be the norm.

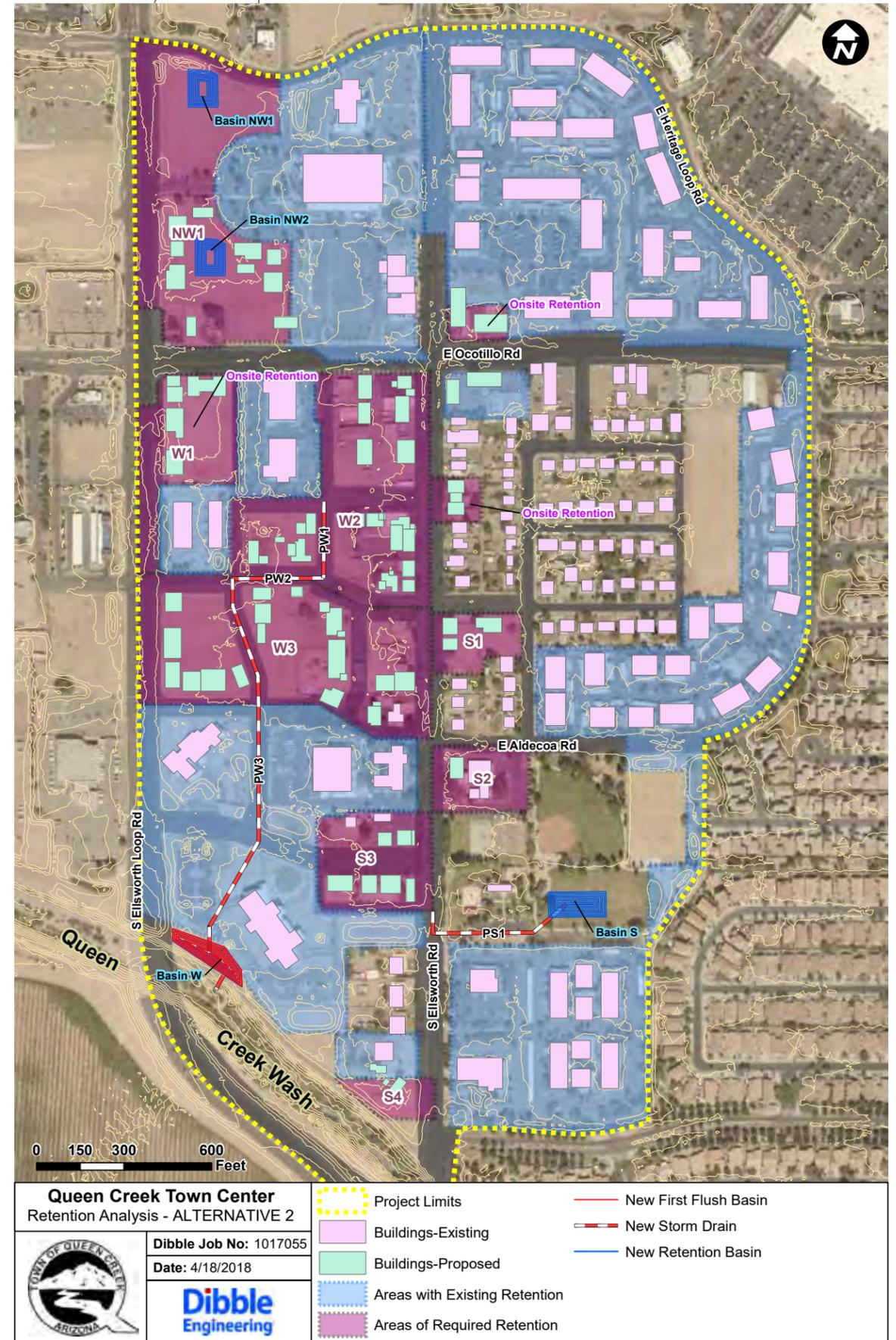
# 1D. DRAINAGE STRATEGY

As part of the Town's effort to bring a more coordinated effort to future development within the Downtown Core, a comprehensive drainage strategy has been developed for the area. The value of this undertaking will result in a greater degree of land area efficiency for the entire area compared to the typical suburban piecemeal model which requires individual drainage basins associated with each land parcel, block and new development.

The outcome will allow the Town to coordinate new development in a more connected way that is not hampered by detention basins that take away from the pedestrian oriented environment. The Town Center Plan Update, the new Downtown Core Zoning, the Design Guidelines and the Comprehensive Drainage Strategy will together allow for more creative, compact mixed-use development that is pedestrian oriented and encourages unique, one-of-a-kind places.

In order to achieve these aspirations, the Town is committed to working closely with private development to achieve the established vision for this special area of the Town Center.

Retention Analysis Concept



# 1E. HOW TO USE THIS DOCUMENT - GOAL OF THE GUIDELINES

## **PUBLIC VS. PRIVATE**

The following guidelines have been organized in two main parts: the public realm and the private realm. These two main categories are representative of the property boundaries associated with the following:

- a. Public Rights of Way (ROW) represented by the street treatment and adjacent improvements (sidewalks, planting/signage/ etc).
- b. Private Development Parcels- those areas beyond the right of way that make up the identified blocks as articulated in these guidelines.

It will be important that on-going collaboration occurs between the Town and applicants associated with new development proposals within the Downtown Core.

All future development should appear “seamless” and with no obvious line or separation between the public realm and the private.

Certain improvements in the public realm will be the responsibility of the Town, while likely the improvements within development blocks will be the responsibility of the private developer.

## **ASPIRATIONAL VS. PRESCRIPTIVE**

It will be critical that an overall collaborative and orchestrated effort is conducted to ensure the best outcome.

To that end, these guidelines have been organized and articulated in an aspirational and informational format.

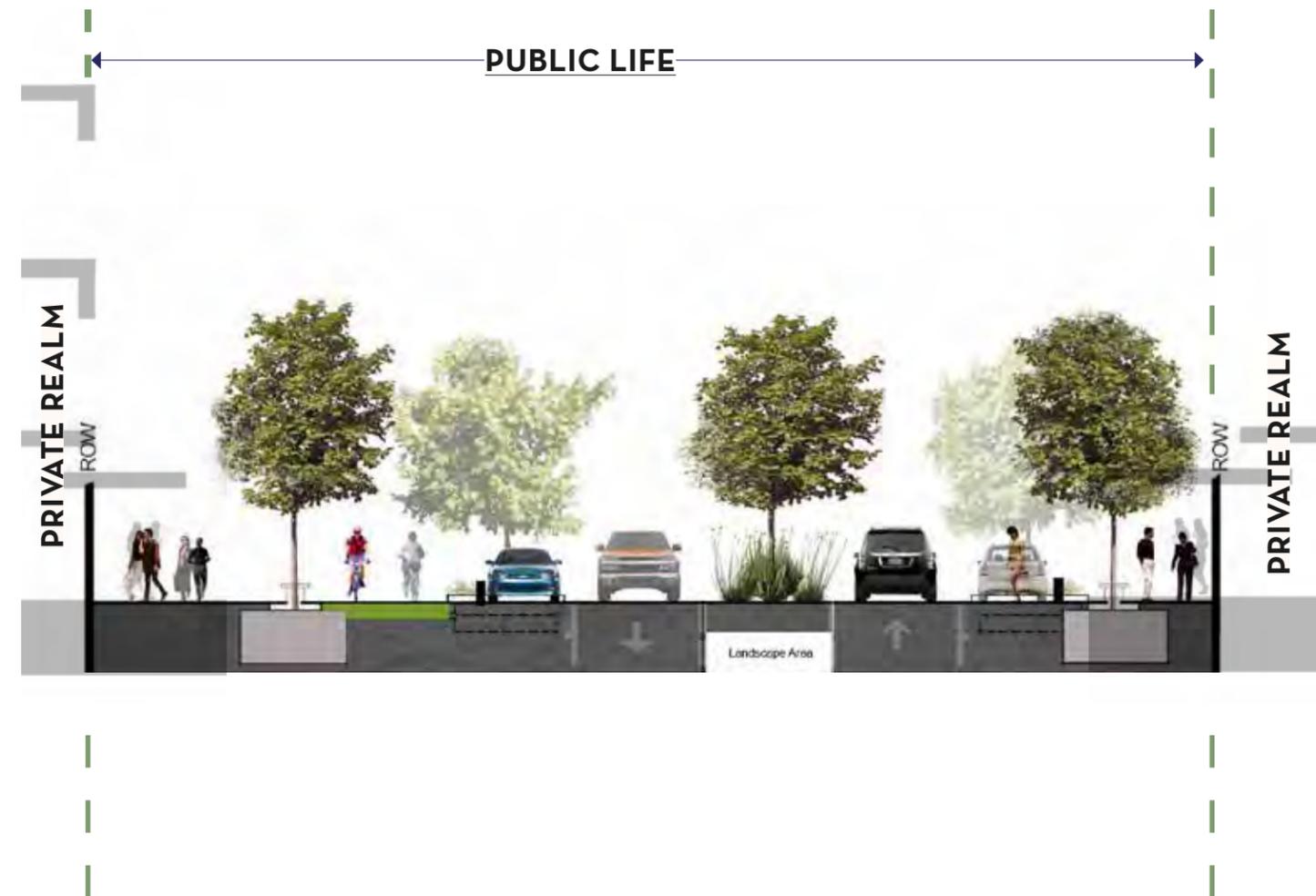
Rather than a prescriptive structure that relies on specific requirements (“do’s and don’ts”), these guidelines are intended to provide an overall design direction for the built environment based on aspirations and expectations as defined within this document.

The review and approval process associated with these guidelines (Chapter 4) define the requirements associated with submittal.

**THE GUIDELINES FOCUS ON THE INTERFACE BETWEEN PRIVATE PROPERTY AND PUBLIC AREAS.**

**PUBLIC AREAS INCLUDE STREETS, SIDEWALKS, PUBLIC PLAZA, PARKS, PROMENADE AND/ OR OTHERWISE THAT IS ACCESSIBLE TO THE PUBLIC AT LARGE.**

**PRIVATE AREAS REFERS TO ANY PLACE ON PRIVATE PROPERTY, INCLUDING BUILDING EDGES, SETBACK AREAS, PLAZAS OR OTHER FEATURES.**





# 2 PUBLIC AREAS

- 2A. URBAN BLOCK PATTERNS
- 2B. SIDEWALK PATTERNS & LIFE
- 2C. URBAN FURNISHING
- 2D. TREES & LANDSCAPE
- 2E. VILLAGE SQUARE & OPEN SPACE
- 2F. STREET LIGHTING
- 2G. WALLS, FENCING & SCREENING
- 2H. SIGNAGE & WAYFINDING
- 2I. PUBLIC ART
- 2J. STREETS & PUBLIC PARKING

## 2A. URBAN BLOCK PATTERNS

### OVERVIEW

The overarching urban form for the envisioned improvements will be established with the proposed layout of future roads and infrastructure. The blocks themselves will be a result of how the improved roadway system is physically organized and integrated with existing thoroughfares. Because of this, it is key that any new planned improvements consider both the short-term and long-term strategy for the vehicular connectivity desired for the Downtown Core area. These roads need to be considered in the context of the envisioned hierarchical system for vehicular circulation.

**Primary Roads** (Ellsworth Loop Road, Ocotillo Road and Ellsworth Road). These roads provide the opportunity to create better architecture frontage with the kinds of specialty destination uses included in the new zoning. While Ellsworth Road is planned for significant streetscape improvements, both Ocotillo and the Ellsworth Loop roadway systems will play an important role in reinforcing the refined identity for this area of the Town Center.

**Secondary Roads** (East-west connector roads from the Ellsworth Loop to Ellsworth Road). These planned roads (including those that have been partially completed as part of the new Town civic facilities) will provide critical connectivity to Ellsworth Road.

**Tertiary Roads** (Planned north-south link roads that provide connectivity to parking and service). These roads will provide important internal access to all of the planned blocks and provide convenience to parking areas.

Integrated together, the layout of these roads will provide the framework to create the “right-sized” urban blocks contemplated in the Town Center Plan Update.



### KEY CONSIDERATIONS:

1. Block patterns, sizes and configurations should follow the general layout portrayed in the Town Center Plan Update as a guide but, not a mandate.
2. Blocks do not necessarily need to be square. Proportions should make sense relative to street layout and connectivity (adjacent to curved or angled road alignments).
3. Blocks should be generally smaller in size than bigger suburban prototypes (like those throughout most of the Town Center).
4. Blocks should be formulated with the incorporation of a multiple street hierarchy (primary streets, secondary streets and tertiary streets).
5. Blocks and streets shall be carefully organized to emphasize a “front” side(s) of the development and a “back” side for functional service access.

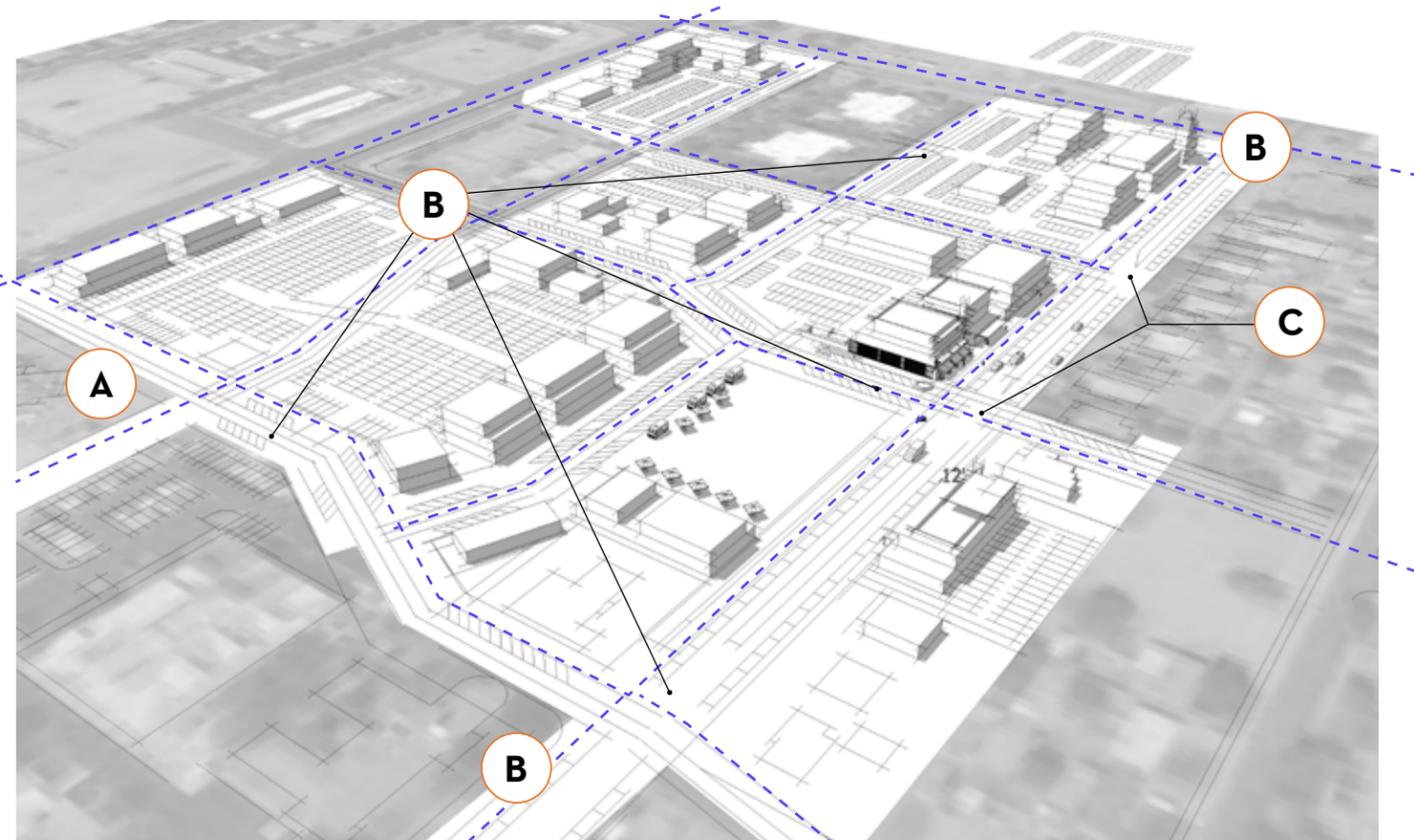


 Shorter blocks create a manageable, approachable walking environment and encourages movement within the Downtown Core and surrounding neighborhoods.

## 2A. URBAN BLOCK PATTERNS

### REQUISITES:

- A** Any single side block length shall be in the range of 300' to 450'. Total perimeter block length shall not exceed 1600' unless providing key added value to the overall urban fabric (any block dedicated to open space shall be the exception).
- B** Blocks shall be organized within at least two of the three proposed street sections from the Town Center Plan Update (primary, secondary and or tertiary).
- C** Where blocks meet in a three-way or four-way intersection, the resulting layout should be safe, functional and meet all Town engineering and site plan requirements.
- D** East- west connector roads should be utilized to establish north and south ends of blocks.



 Street intersections define block sizes and shape. Intersections should happen approximately every 400' to maintain circulation dynamics.



 Locating parking access, pedestrian access, pedestrian crossing, signage, vegetation enhancement in the middle of the blocks, can reduce traffic impacts, and enhance place-making opportunities.



 The design of the blocks and the buildings' configuration should maximize frontage on the main roads and open areas for variety of uses and connections.

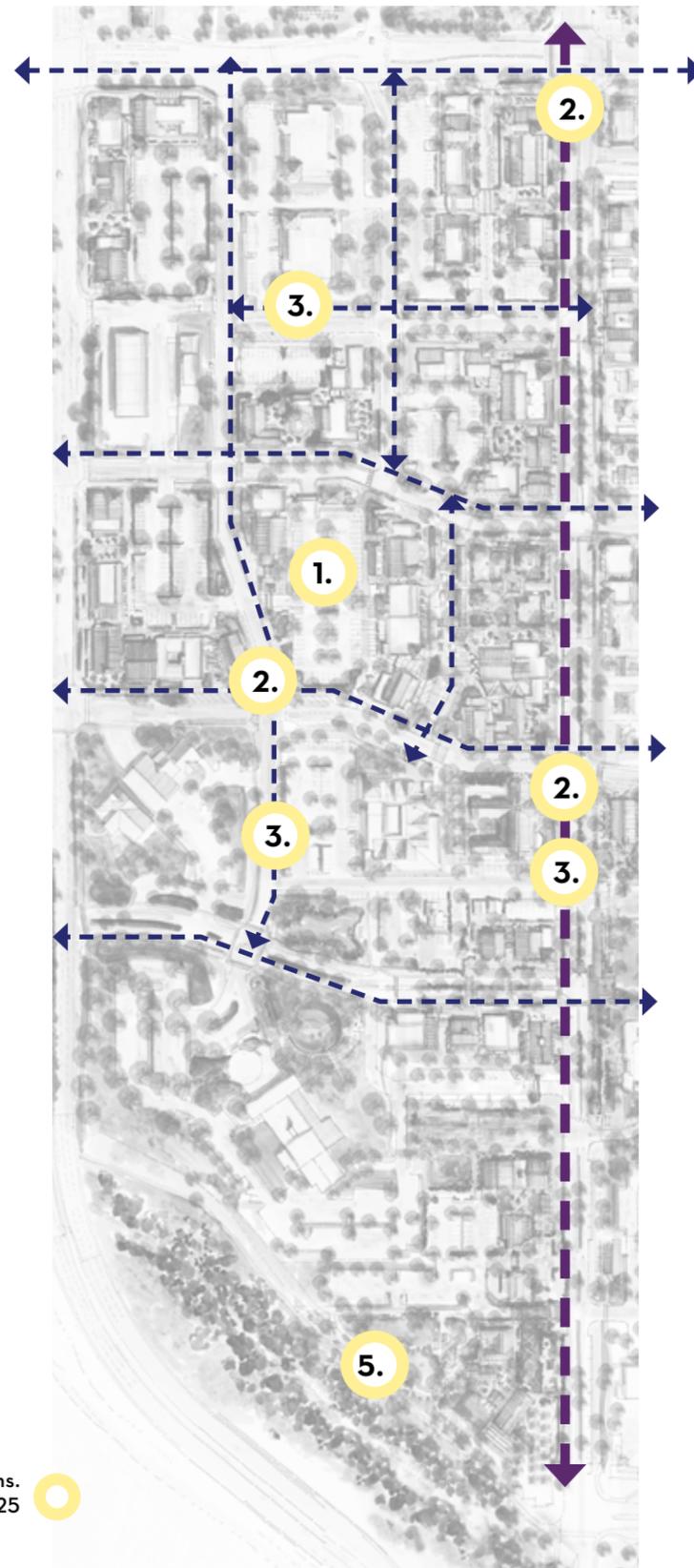
## 2B. SIDEWALK PATTERNS & LIFE

### OVERVIEW

The “right sized” blocks provide the basis for creating a more convenient setting for pedestrian-oriented environments.

The Town Center Plan Update provides the basis for the specific envisioned treatment of these roadways along with landscape and sidewalks.

The sidewalk patterns and associated connectivity will create the basis for safe, functional and attractive environments that encourage walking and strolling, rather than the alternative increased vehicle trips.



Symbols refer to Key Considerations.  
See page 25 

### KEY CONSIDERATIONS:

1. Sidewalk patterns should follow the configuration of the blocks and associated street system in order to provide connectivity from the public realm to the private realm.
2. Great care should be taken to ensure safe, functional and attractive crossing conditions at any intersection.
3. Any and all sidewalk treatments should reference the street sections highlighted in the Town Center Plan Update.
4. Sidewalk patterns should be considered within the context of creating “complete streets” and multi-modal travel options such as bike lanes and vehicular travel lanes.
5. Sidewalk patterns on the south end of the Downtown Core should transition to the Queen Creek trail system in a thoughtful and convenient manner.



 Sidewalks are the life of the Town. To accommodate functionality and use, vegetation, shade, furniture and access should be incorporated.



 Incorporating drainage systems into the landscape and seating areas is a great way to make the public realm a place where people want to walk and enjoy.



 Sidewalks design should peacefully transition between the private and public realm.

## 2B. SIDEWALK PATTERNS & LIFE

### REQUISITES:

- A** Sidewalks shall be a minimum of 8' clear along primary and secondary streets and 6' wide along tertiary streets (not including the designated landscape planting buffer separating the sidewalk from curb).
- B** Any proposed mid-block crossing shall utilize a HAWK (pedestrian mid-block signalized crossing system) or a like system approved by the Town.



**NOT THIS**



**NOT THIS** Bigger blocks with larger parking areas allows flexibility for development but does not encourage a pedestrian-friendly environment, but car-oriented dynamic.



**NOT THIS** Extremely long blocks with no variety in building mass and monotonous environment discourage people from congregating.



**NOT THIS** Pedestrian and private areas shall work together enforcing design aspects that will create a vibrant Downtown Core.

**THIS**



**THIS** Shorter blocks create a manageable, approachable walking environment and encourages movement within the Downtown Core and surrounding neighborhoods.



**THIS** Mid-block crossings shall be signalized. Enhanced vegetation and signage should be at the intersections.



**THIS** Blocks in the Downtown Core will be scaled to promote walkability and connectivity.

## 2B. SIDEWALKS PATTERNS & LIFE

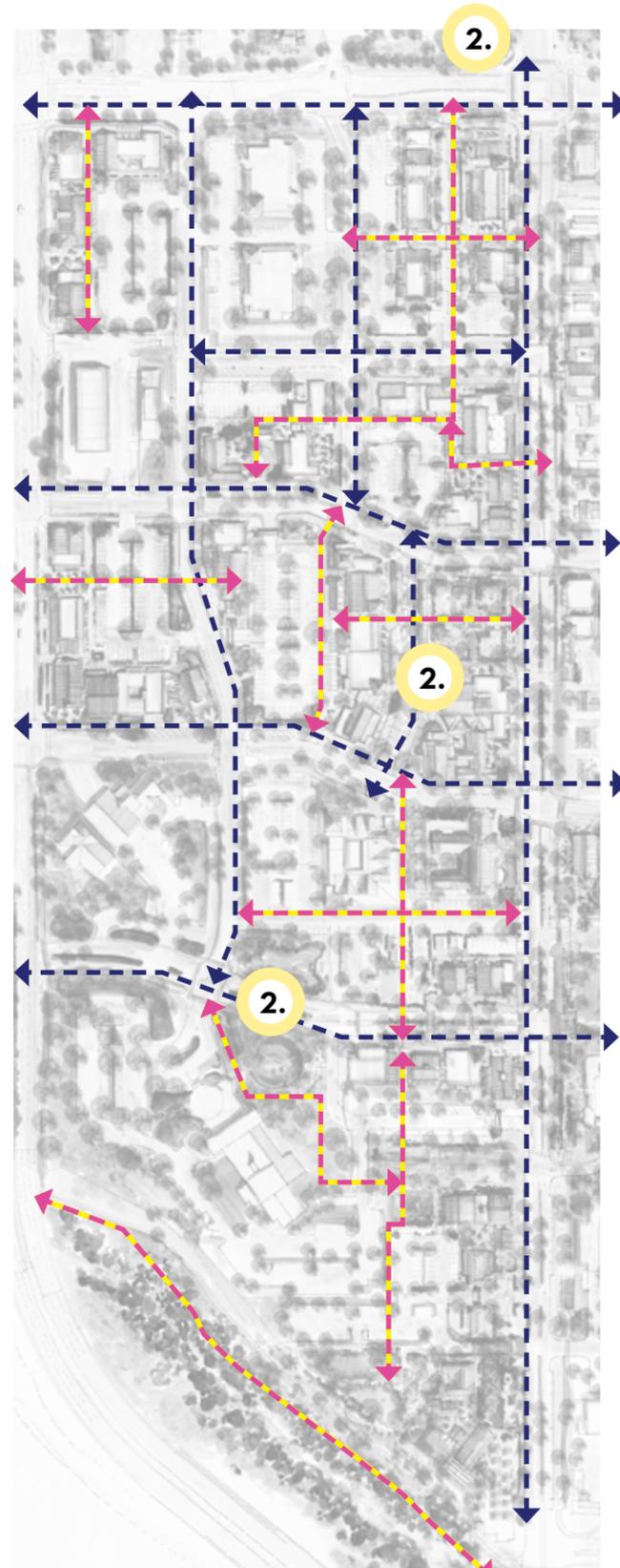
### OVERVIEW

While the overall urban patterns of sidewalk connectivity are necessary for successful development, the treatments, furnishings and design details of these sidewalks will reinforce the unique nature of the Downtown Core.

Beautiful, shaded and pedestrian friendly sidewalks will help to reinforce the culture and heritage of the community. Every aspect of the public right-of-way needs to be carefully orchestrated to set a high standard for all private development.

Benches, trash cans, utility boxes, bike racks, signage, planting islands, pots, and other site features should all be carefully choreographed for an entire street scene prior to making any final decisions on placement of location and quantity in any one area.

Patterns of variety should be studied in greater detail relative to street corners, key dimensions of interval placements and relationship to block lengths. These sidewalk areas should also carefully consider the range of options associated with pavement. While poured concrete is likely the dominant treatment, accents of unit pavers and other attractive finishes should be included.



Symbols refer to Key Considerations.  
See page 29

### KEY CONSIDERATIONS:

1. The “pedestrian life” should be considered beyond just the paved sidewalk and should carefully consider adjacent planting, bike lanes and on-street parking.
2. Art and signage should be carefully incorporated into the overall sidewalk life.
3. All utility equipments associated with infrastructure, including traffic signalization, should be incorporated in a detailed manner, rather than a haphazard afterthought.



Kiosks, lighting, art, signage and vegetation add life to sidewalks.



Streetscape area created by sidewalk planting zones, lighting and fixtures, and seating areas provide opportunities for enhanced experiences in the Downtown Core.

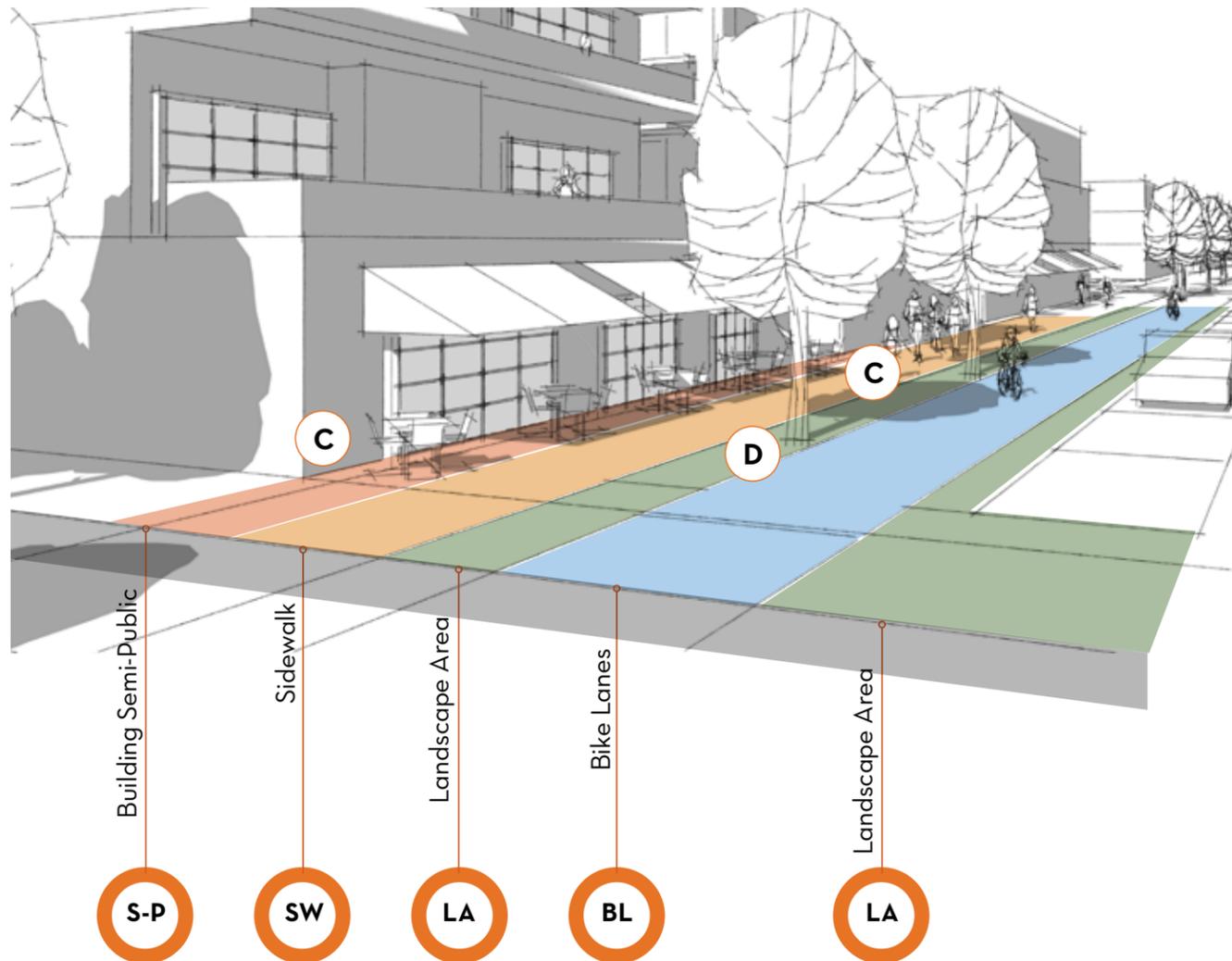


Maximize opportunities for an orchestrated urban life dynamic, where lighting, signage, materials, shade, store frontage openness, and uses revitalize the new Core.

## 2B. SIDEWALKS PATTERNS & LIFE

### REQUISITES:

- C** Sidewalks in the public realm shall have furnishings and features that are organized on the “curbside” of the street section in order to ensure flexibility for future integration on the adjoining private realm parcels.
- D** Sidewalk life shall not be limited to private sector realm improvements, but is made best by a careful integration of private and public-sector improvements.



**NOT THIS**



The sidewalk zone should accommodate a continuous path of travel along with buffer planting areas between sidewalk and street.

**THIS**



Properly located building transition activities provide spaces for both sidewalk eating areas / retail display and pedestrian travel.



Building transition areas that obstruct other areas within the pedestrian realm can be uncomfortable for pedestrians.



Downtown users will more likely love streets and sidewalks that provide multi-uses, and provide a spacious, comfortable pedestrian realm.



Objects in the middle of the sidewalk zone impede pedestrian flow creating barriers and unsafe circulation.



Properly scaled pedestrian areas can efficiently accommodate a high volume of pedestrian traffic.

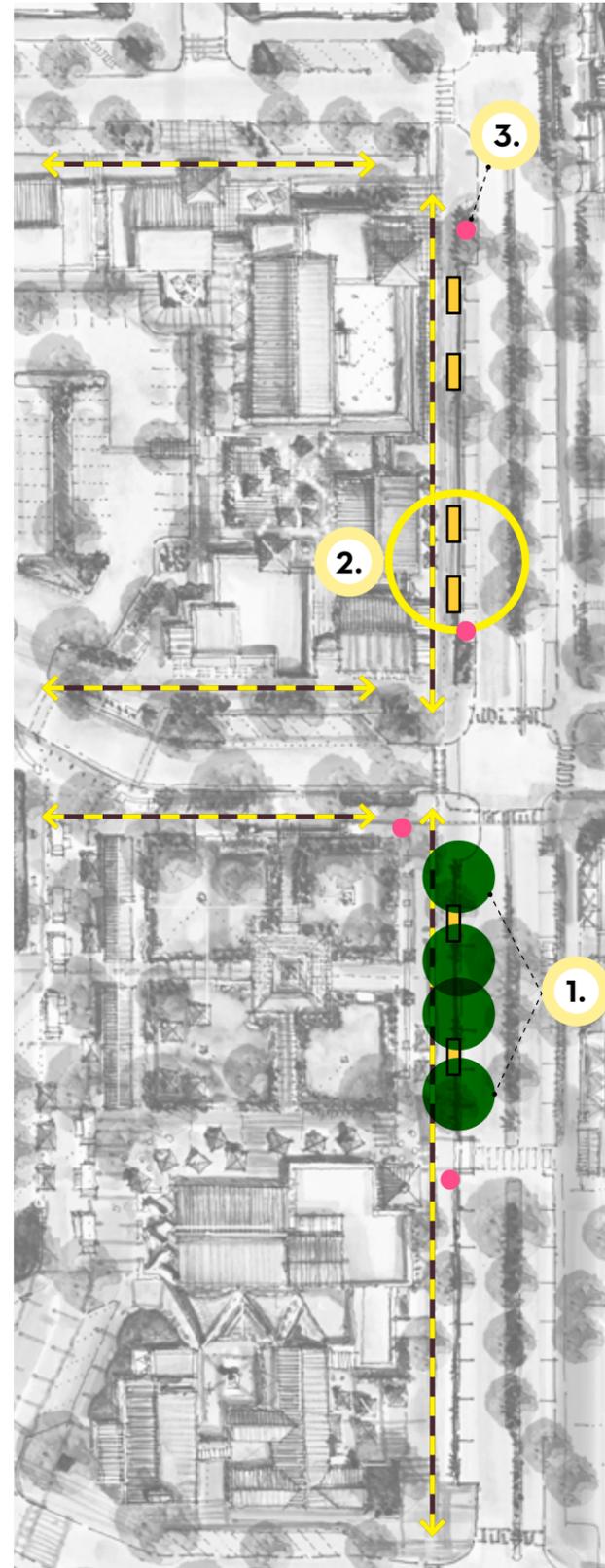
## 2C. URBAN FURNISHING

### OVERVIEW

It is important that the future improvements associated with the Downtown Core consider a detailed furnishings master plan that considers all future streetscape improvements within the context of the private realm improvements as well.

Range of potential furnishings may include:

- Benches (different lengths)
- Small tables and chairs
- Seatwalls
- Trash cans and recycling cans
- Information kiosks
- Planters/Pots
- Ornamental post and rail “fencing”
- Shade shelters



Symbols refer to Key Considerations.  
See page 33

### KEY CONSIDERATIONS:

1. Seating areas should be located adjacent to trees and under tree canopies to provide opportunities for shade.
2. Seating and furnishings should be organized in “pockets” and along the street side of the sidewalk to encourage social engagement.
3. Trash cans and recycling cans should be located in convenient locations that are “out of the way” of direct foot traffic.
4. While sidewalk furnishings should not all be the same design, an overall visual continuity should be created throughout the Downtown Core.
5. The Town should prepare an overall furnishings layout and master plan for street systems in order to ensure creative and effective implementation.
6. The use of wood for outdoor furniture is allowed however, it is encouraged the use of eco-friendly materials and the combination of low maintenance and environmentally friendly materials; for example, resin wicker (resistant to UV), recycled materials, cast aluminum (durable and does not get extremely hot), concrete, stone.



Seating areas organized in pockets will encourage people to gather and spend more time in comfortable areas.



Planters and seating areas incorporated in different ways in the Core area.

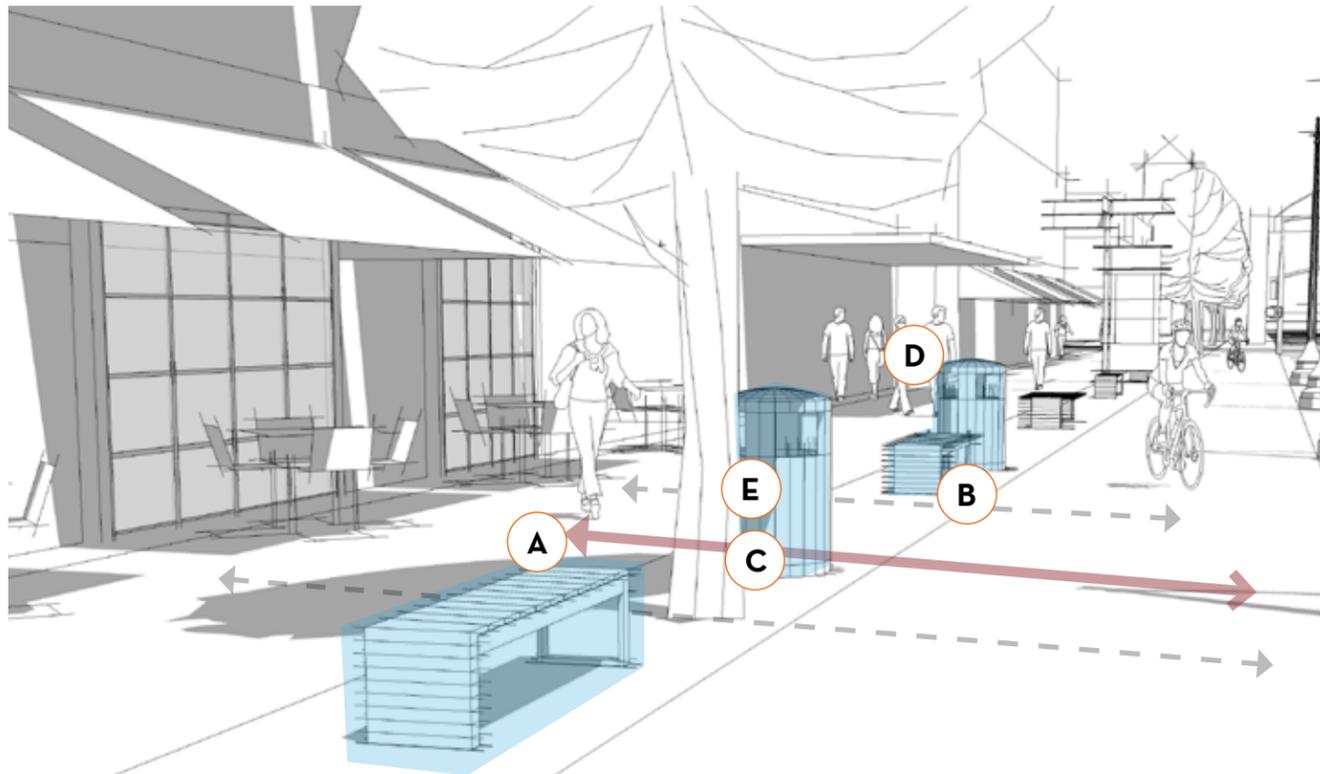


Benches and urban furniture should be placed in a manner that do not block circulation on sidewalks.

## 2C. URBAN FURNISHING

### REQUISITES:

- A** While all furnishings are not expected to be the same design or from the same manufacturer for every location, placement of adjacent benches, trash cans, recycling bins (i.e.; when paired together) shall be of the same design/product.
- B** No street furnishings shall be placed in or near an accessible curb ramp.
- C** All furnishings shall include a detail and or mechanism that allows the specific item to be secured to the pavement so that it cannot be removed (unless the Town provides movable furniture in areas such as the Village Green). In the case of trash and recycling cans, select a product that has internal bins that can be easily accessible by maintenance personnel.
- D** Urban furnishing materials should consist of quality, low maintenance materials that can withstand weather and use.
- E** Eco-friendly materials such as resin wicker, recycle materials, cast aluminum, and other environmentally materials may be considered.



**NOT THIS**



**NOT THIS** Avoid seating areas near trash cans. Seating areas should be located adjacent to trees and under tree canopies.

**THIS**



**THIS** Proximity of urban furniture to landscape areas create a comfortable environment to relax.



**NOT THIS** Durable materials, including stone, composite materials, and steel should be used to avoid deterioration.



**THIS** Combining planters and seating is functional, more economic, and creative.



**NOT THIS** Locating trash cans at street corners make them visible from all angles.



**THIS** Trash bins to be located along sidewalks or between buildings and in areas of easy accessibility for clean up and pick up.

## 2D. TREES & LANDSCAPE

### OVERVIEW

#### SHADE

Street trees in both medians and along curb edges should reinforce the linear nature of the street system and spacing should be fairly “tight” in order to create a continuous canopy of shade.

A variety of tree species and types should be incorporated to reinforce the unique character of the Downtown Core. Tree treatments should include:

- Street Trees (more linear growth habit). Used along street/ curb edge/ median and in parking lot islands.
- Specimen Trees (larger major trees carefully transplanted). Used at a few select strategic locations to provide dramatic statement.
- Shade Trees (arching canopy growth habit). Used in medians, select strategic locations and adjacent to parking lots.
- Accent Trees (small growth habit with flowering features). Used in medians and select strategic locations.

The sophisticated use of all these treatments can help to reinforce interesting and attractive patterns of planting. An overarching landscape master plan should be considered for the entire Downtown Core so as to inform each phase of implementation.

See Appendix 1. Page 106  
Plant Palette



### KEY CONSIDERATIONS:

1. The incorporation of shade trees should be a priority component of all streetscape improvements. The Town Center Plan highlighted tree planting and shade as a major theme.
2. Tree species should be selected that are best suited for the Downtown Core setting and feature a more upright growth habit.
3. Where possible, street trees should be incorporated in larger linear planting beds vs. smaller square tree pits.
4. Benches and sitting areas should be designed in unison with planter beds and planned location of street trees and shade trees.
5. Hardy ground covers and low shrubs should be incorporated into the overall landscape treatment of streets; including medians and planting beds.
6. The use of planters and landscape pots should include ground covers, small shrubs and seasonal perennials.
7. Where appropriate and possible, bio-swales and storm water collection and storage systems should be incorporated into the design.



4.



Bioretention planters store stormwater. Planters may be raised above ground or can be set flush with or below the ground surface.



5.

6.



Vegetated swales are stormwater runoff conveyance systems that provide an alternative to piped storm sewers.



1.

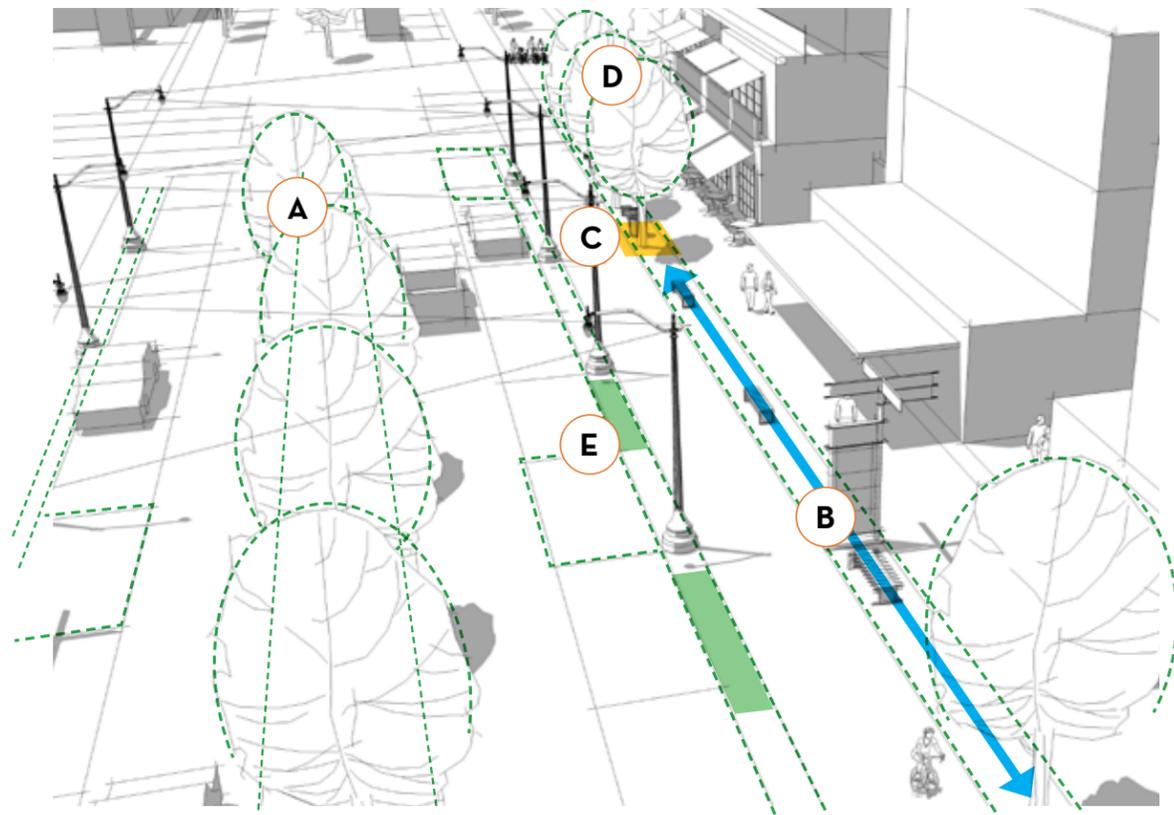


Stabilized aggregate used to footpaths and other accessible landscape areas, helping to eliminate runoff and allowing percolation.

## 2D. TREES & LANDSCAPE

### REQUISITES:

- A** Mesquite and Palo Verde tree species shall not be planted as street trees.
- B** All planting shall include drip irrigation water systems that are highly sensitive to low water use.
- C** If street trees are located in tree grates, planting soils shall be specially “prepared” to accommodate urban conditions, and tree pits should be connected below pavement with planting “trenches” that provide greater degrees of soils, oxygen, nutrients and irrigation for proper root growth.
- D** No monoculture landscape design and associated street trees planting shall be allowed.
- E** Artificial turf can be used in small and shaded areas only, and not in the Village Green (plaza / square).
- F** All tree planting should be complemented by generous areas of ground cover, small low shrubs and perennials. In addition, lawn areas may be utilized in medians and accent areas adjacent to and near sidewalks.



### NOT THIS



**NOT THIS** Sidewalks without planting areas, trees and seating areas, fail to create a vibrant useful street environment.



**NOT THIS** Tree grates with not sufficient space for growing trees, can become problem overtime.



**NOT THIS** Sidewalks with minimum shade and no seating areas are not inviting for the community to come visit and gather.

### THIS



**THIS** Above ground rainwater harvesting systems capture stormwater runoff, and stores the water for later use.



**THIS** Bio retentions are shallow depressions used in urban conditions where subsoils are porous and allow infiltration into the subgrade.



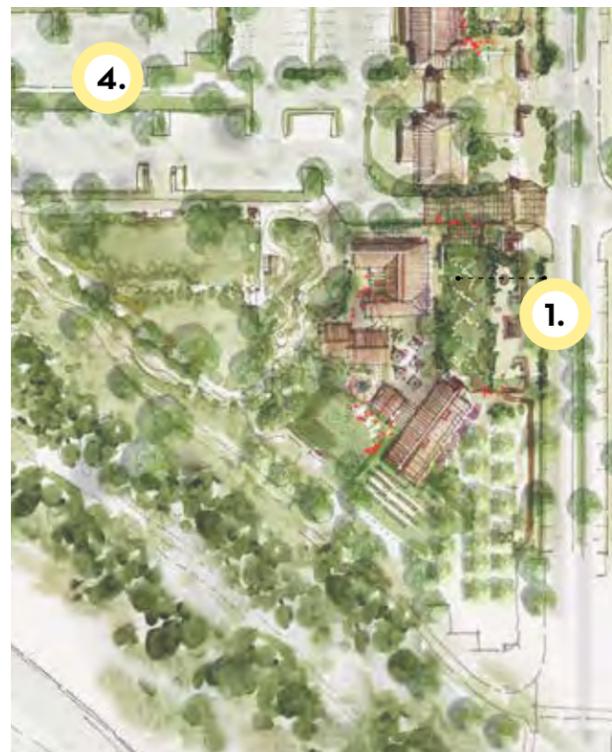
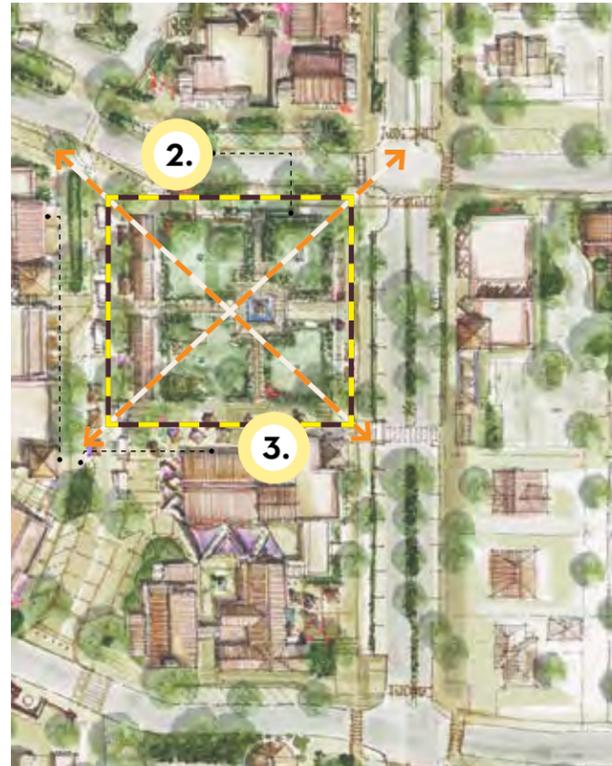
**THIS** Permeable paving allows water to infiltrate through large openings filled with aggregate stone, or topsoil and turf grass.

## 2E. VILLAGE GREEN & OPEN SPACE

### OVERVIEW

Its strategic location in the heart of the Downtown Core (on land owned by the Town) sets up an opportunity to create one-of-a-kind indoor/ outdoor spaces associated with shops, restaurants and specialty retail uses.

This envisioned piece of public urban open space will serve as a catalyst for the entire Downtown Core area and help to reinforce the heritage and character of Queen Creek.



### KEY CONSIDERATIONS:

1. Modest, small-scale open space should be big enough that it provides both visual interest as well as functional use (i.e.; a small sitting area for respite).
2. The Village Green should be designed to accommodate festivals and events. This should include the ability to accommodate vendor tents as well as food trucks.
3. The Village Green should be more passive in nature and emphasize open lawn areas, an abundance of shade trees, a simple path system, multiple seating areas and opportunities to accommodate special events such as small concerts.
4. Public parking lot(s) should be located in close proximity to the Village Green for convenient access on a daily basis and also to accommodate larger crowds.



 The Village Green square is in the heart of the Downtown Core and surrounded by different business creating diversity.



 Public events like concerts and special events gather people; it is a positive incentive for the economy and culture of the place.

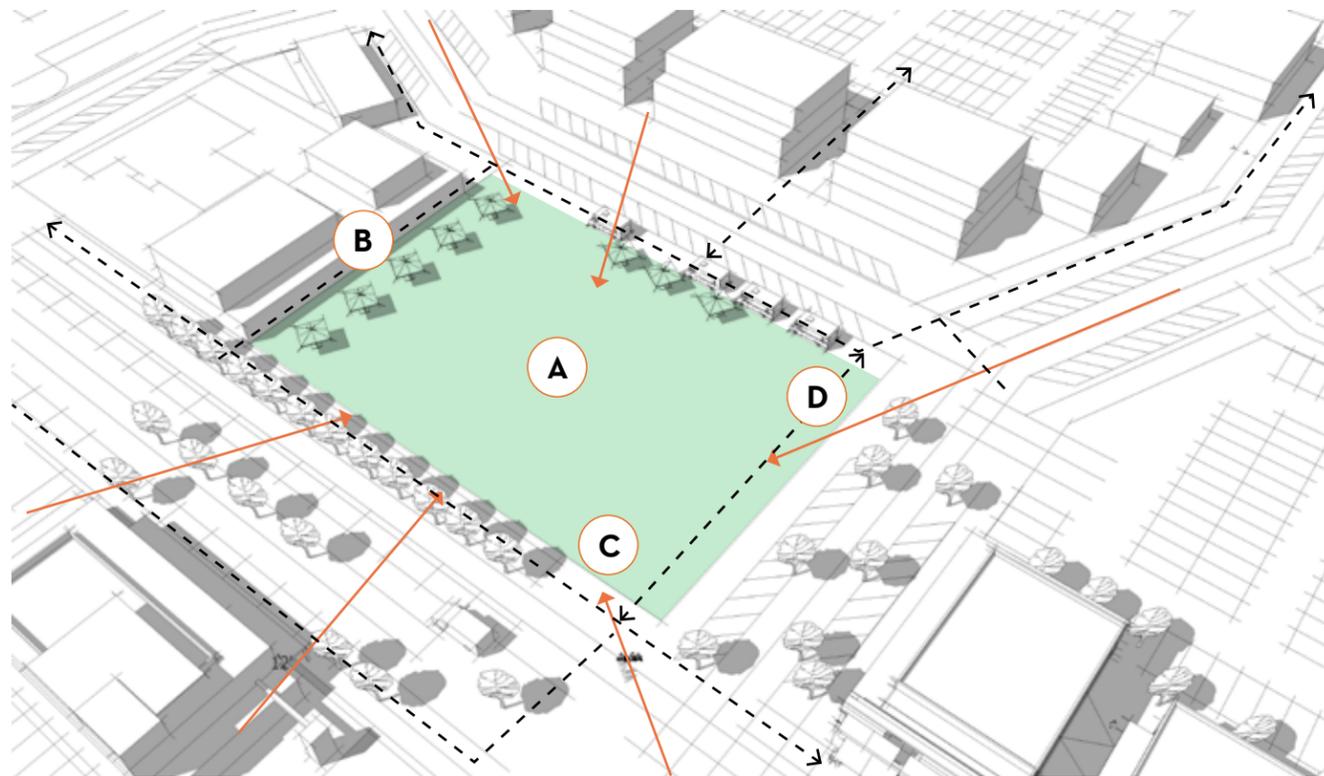


 Providing diagonal and perimeter sidewalks allows for easier access to the Village Green.

## 2E. VILLAGE GREEN & OPEN SPACE

### REQUISITES:

- A** The Village Green shall act as an early phase catalyst to help support future private sector capital investments.
- B** The minimum size for the Village Green should be around 35,000 square feet.
- C** The Village Green shall be located near the “center” of Downtown Core and face Ellsworth Road.
- D** The Village Green shall be generally square in form and be fronted by at least two streets (one being Ellsworth Road and the second being either a public or private streets).



 Centralized art or water fountains are areas that also serve as a meeting destination, wayfinding or reference.



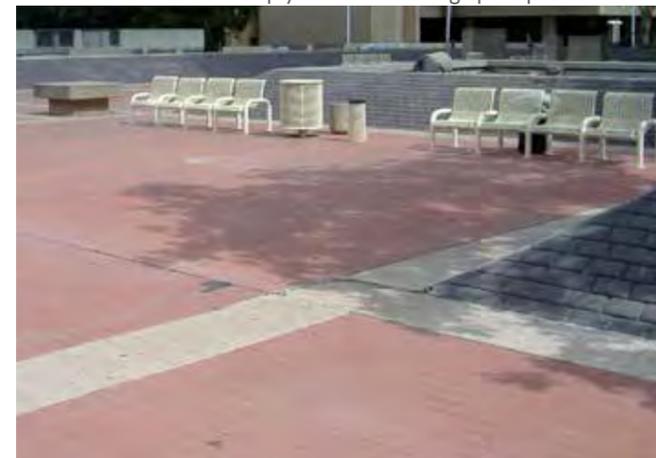
 Creative landscape and hardscape designs provide opportunities for educational purposes and gathering. Activities like this one can be incorporated near the creek.



 Landscape areas, seating areas, sidewalks, and places for multi activities should be designed in a integrated and holistic manner to avoid empty and not charming open spaces.



 Paths, landscape, lighting and signage create safe and memorable experiences.



 Open spaces with no purpose, no vegetation, no visual comfort, are undesirable and uninviting.



 Water can be displayed in small areas offering a fun and cool place for everyone to play.

## 2F. STREET LIGHTING

### OVERVIEW

Public realm lighting should be carefully incorporated into the overall design of streets and sidewalks.

The street and sidewalk lights should be unique in character but complement the existing lights in the Town Center area. The recently completed streetscape improvements on Ellsworth Road just north of Ocotillo Road provides a good precedent and starting point.

It is critical that all future implementations of lighting in the public realm include a lighting specialist who can assist in the desired outcome. Any and all proposed lighting should focus on safety, function and aesthetic impacts.

Range of street lights may include:

- Street lighting
- Sidewalk lighting
- Bollard lighting
- Accent lighting (for signage)
- Uplighting (for tree accent)
- Specialty lighting (bulb strings- connected from pole to pole)



### KEY CONSIDERATIONS:

1. Public areas, streets, and sidewalks should present a careful curation of ambient lighting, focal points and colorful accents.
2. Lighting design should first focus on safety and include unique design oriented results that enhance the environment in creative and attractive ways.
3. Street lighting at roadway intersections should be treated differently than street lighting along the thoroughfare.
4. Consider the use of multiple fixtures on a single pole if appropriate. Higher fixtures can focus light on the street while lower fixtures can focus light on adjacent sidewalks.



A tasteful street light display increases local morale, and attracts customers to downtown areas.

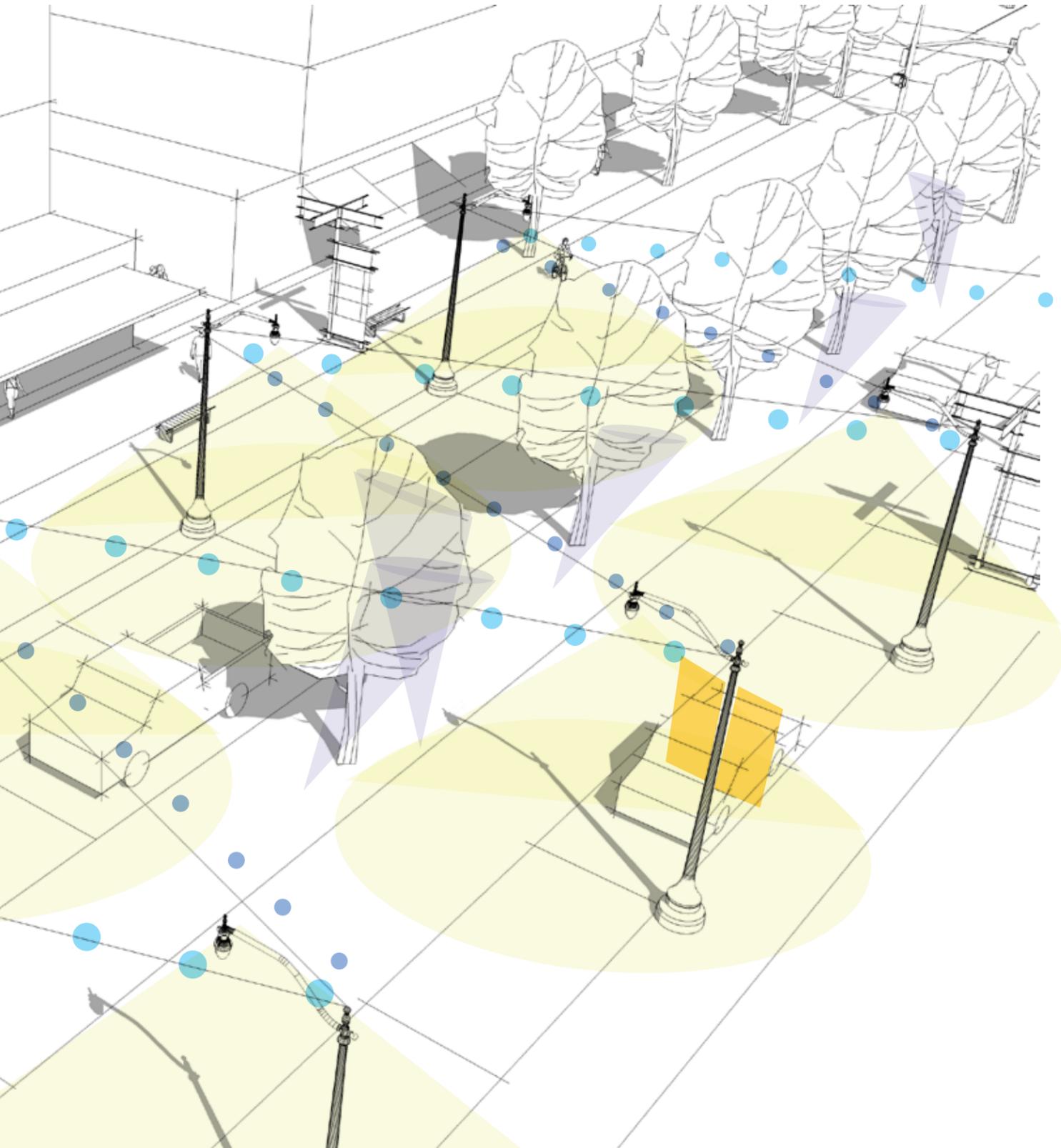


Double sided informational banners combined with light poles add a fun and creative way to make the streets creative and functional.



Urban lighting changes the way public lighting is integrated into the built environment.

## 2F. STREET LIGHTING



 Ambient light ensures visibility and accentuates specific aspects of the built environment.



 Banners add vibrancy to the streets.



 Lighting can play a part in introducing a beneficial cycle of growth and renewal to the Downtown Core.



 Accent lighting along planting areas allow for public space to be enjoyed at night.



 Great lighting design can enhance different aspects of the Downtown Core that makes it such a great place to live.



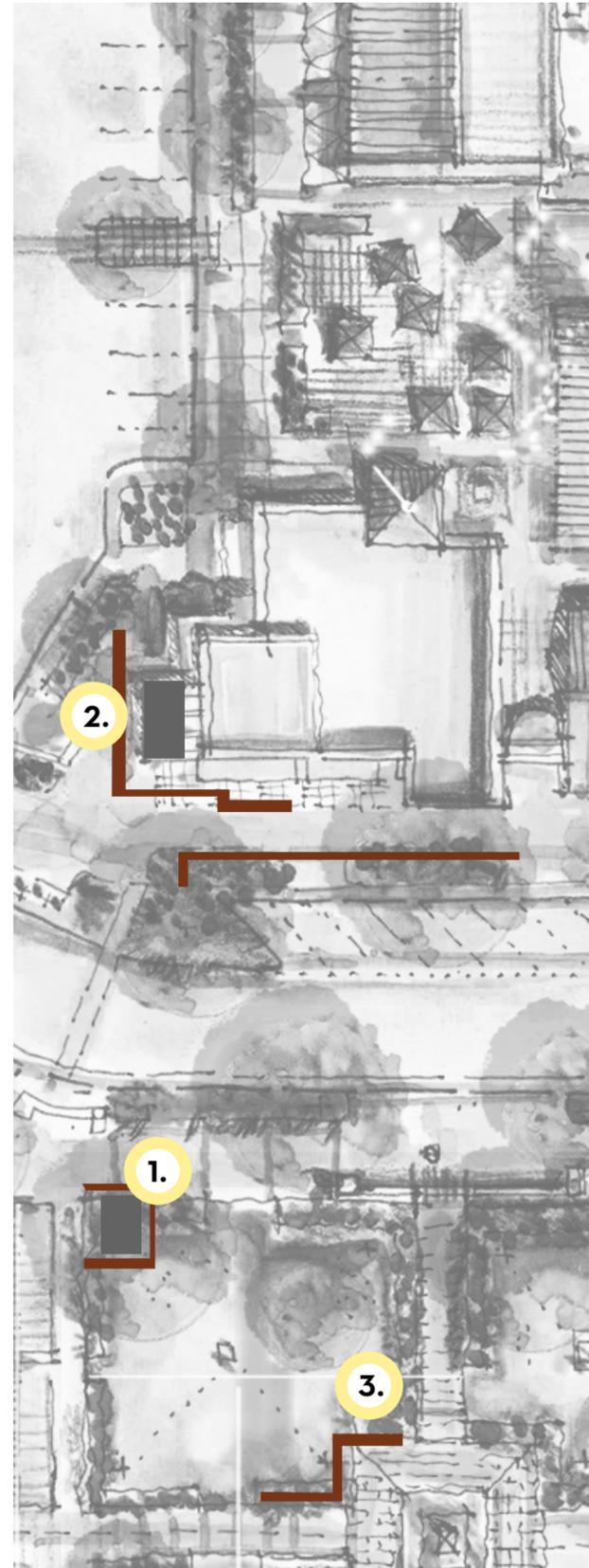
 Creating a meaningful and memorable nighttime experience involves accounting for physiological differences amongst users.

## 2G. WALLS, FENCING & SCREENING

### OVERVIEW

In some instances, there may be a desire to introduce walls, fences or some other method of screening. Such use should be done with great constraint and not result in “dark spots” or hidden edges out in the public realm.

The use of walls, fences or some other material used for screening should be low in nature and only set to a height to block a specific view.



### KEY CONSIDERATIONS:

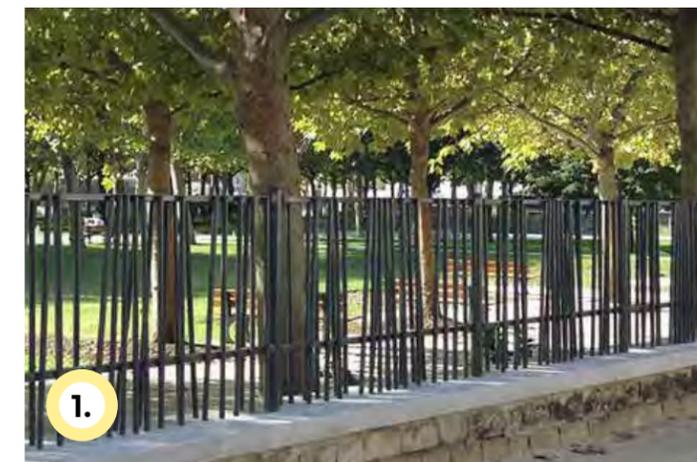
1. Screen walls and fences should be limited to the most extreme cases of visual nuisance.
2. Screen walls and fences should be limited in height to that which is being screened.
3. Screen walls that take on an artistic theme should be carefully integrated with the overall aesthetic of the area so as not to bring greater attention to that which is being screened in the first place.
4. Any screens or buffers of utility boxes, mechanical equipment (for example AC units) or the like should be limited to the approximate height of the mass being screened.
5. Walls and fences can also be used to help reinforce direction. Low landscape walls, seatwalls and post and rail fences can enhance the visual appearance of an area, provide functionality, serve as a transition between the public realm and the private realm, and keep visitors within desired locations.



Low walls help define landscape areas, spatial transitions, drainage, and integration of different uses.

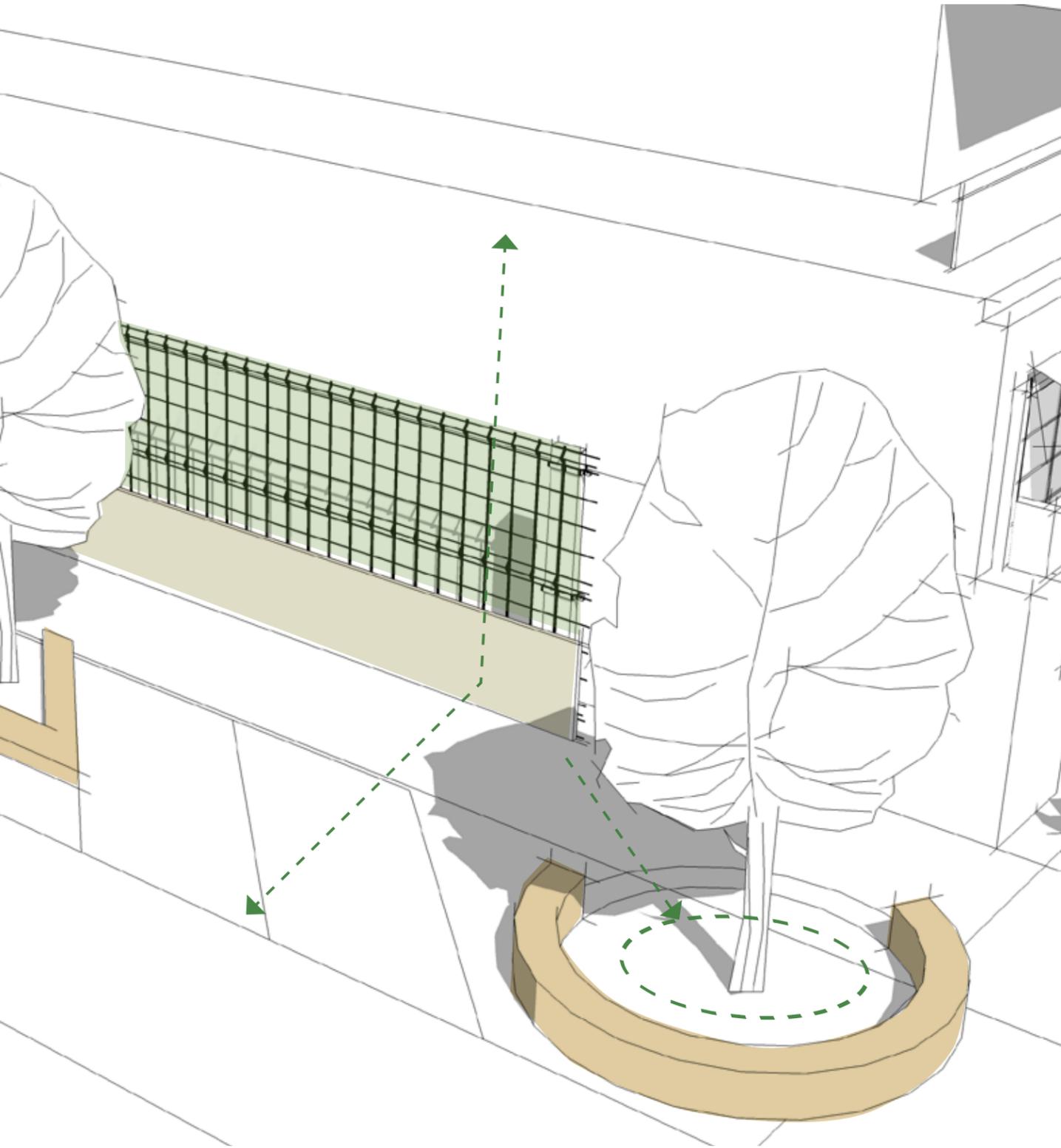


Walls and screens in public areas can be part of the art of the Downtown Core.



Screen and security fences in public areas need to be decorative and allow visibility.

## 2G. WALLS, FENCING & SCREENING



Utilities screens are effective making large boxes or transformers almost invisible.



Screening walls define circulation, destination and spaces while blocking views to utilities, dumpsters, etc.



Retention walls and screen walls can be used as planters and seating areas.



Green walls can help to screen utilities attached to the buildings and with climate control.



Strategically located seating walls along sidewalks are an invitation for people to relax and enjoy the setting.



Retention walls can be designed as seating areas in the public realm.

## 2H. SIGNAGE & WAYFINDING

### OVERVIEW

Signage shall play a key role in reinforcing the overall unique and special character associated with the Downtown Core. Signage established in and around the public realm shall set the stage for storefront signage associated with private sector development.

There are a range of signage treatments for the Downtown Core that are necessary to establish the right balance between information and between aesthetics. There needs to be a careful balance with highlighting helpful information for visitors versus creating visual clutter that can have a negative impact on the area. In order to establish the right “balance” of signage, the following types and associated treatments should be incorporated.

**GATEWAY SIGNAGE:** To be strategically located along the perimeter of the Downtown Core. The Gateway signage can take many forms including; monuments, pilasters, overhead street banners. As development occurs in this area and the Downtown Core takes on a refined physical form, careful considerations should be made to include land areas adjacent to the right-of-way for these gateway signs. The pilaster signs and overhead street banners should be easily compatible with typical right-of-way areas. The traditional monument signs may require more land areas. In addition, Town officials can collaborate with private sector developers to orchestrate building designs and treatment that reinforce these gateway themes (through the use of towers, turrets, etc.).

**KIOSK LOCATION SIGNAGE:** Two to three strategic locations should be identified in the Downtown Core for Kiosk Signs. These signs typically are graphically organized with a map of the entire area including key references to the many stores and features throughout.



Wayfinding activities to be displayed on main street, Village Green and corners.



Visible incorporated public parking signage.



Specialty signage on the pavement or tree grates will create a story and place for memories.

“You are here” references provide a point of orientation for easy understanding. Such signage can be located in a “kiosk” style format that would be vertical in nature, round or two sided (maybe one side for public/ private marketing opportunities) and a simple roof type structure to provide shade. Often times map holders and other information can be “dispensed” from the kiosk.

**WAYFINDING SIGNAGE:** Wayfinding signs are usually established as larger sign plates oriented along the roadside that reference upcoming locations, stores or special places within the area. Typically, these types of wayfinding signs identify places with an arrow that indicates either straight ahead, or left/right locations. Wayfinding signs are more oriented towards vehicular traffic and should be limited to only four or five listings so as not to confuse visitors. These signs should be placed mid-block so that drivers have time to make decisions relative to right, left or straight movements. It would be expected that no more than four or five locations would be required in the Downtown Core. Public components should mostly be emphasized with such signage (i.e.; public parking, Village Green, Founders Park, Town Hall, etc.).

**SPECIALTY SIGNAGE:** In addition to the more formal permanent signs, specialty signs should also be incorporated to help to promote and highlight special events. Typically, these can be done on smaller banners mounted to street light posts. In addition, temporary cross street overhead banners can also be utilized to promote festivals and/or celebrations. While only temporary, these specialty signs will complement the overall signage program by incorporating complementary colors, logos, text fonts and styles. Specialty signs may also take on a more permanent form related to special recognition of historical and community references. Often referred to as “environmental art”, such signs should be special and unique in a manner that reinforces their specific messaging.

**IDENTIFICATION SIGNAGE:** Identification signs should be used in unison with the wayfinding system and provide specific reference to an arrived location. While the wayfinding signage makes a reference as to which direction to find public parking, the identification signage highlights the parking location upon arrival. These identification signs should be utilized for key public facilities such as; public parking, Village Green, Founders’ Park, Town Hall, etc.

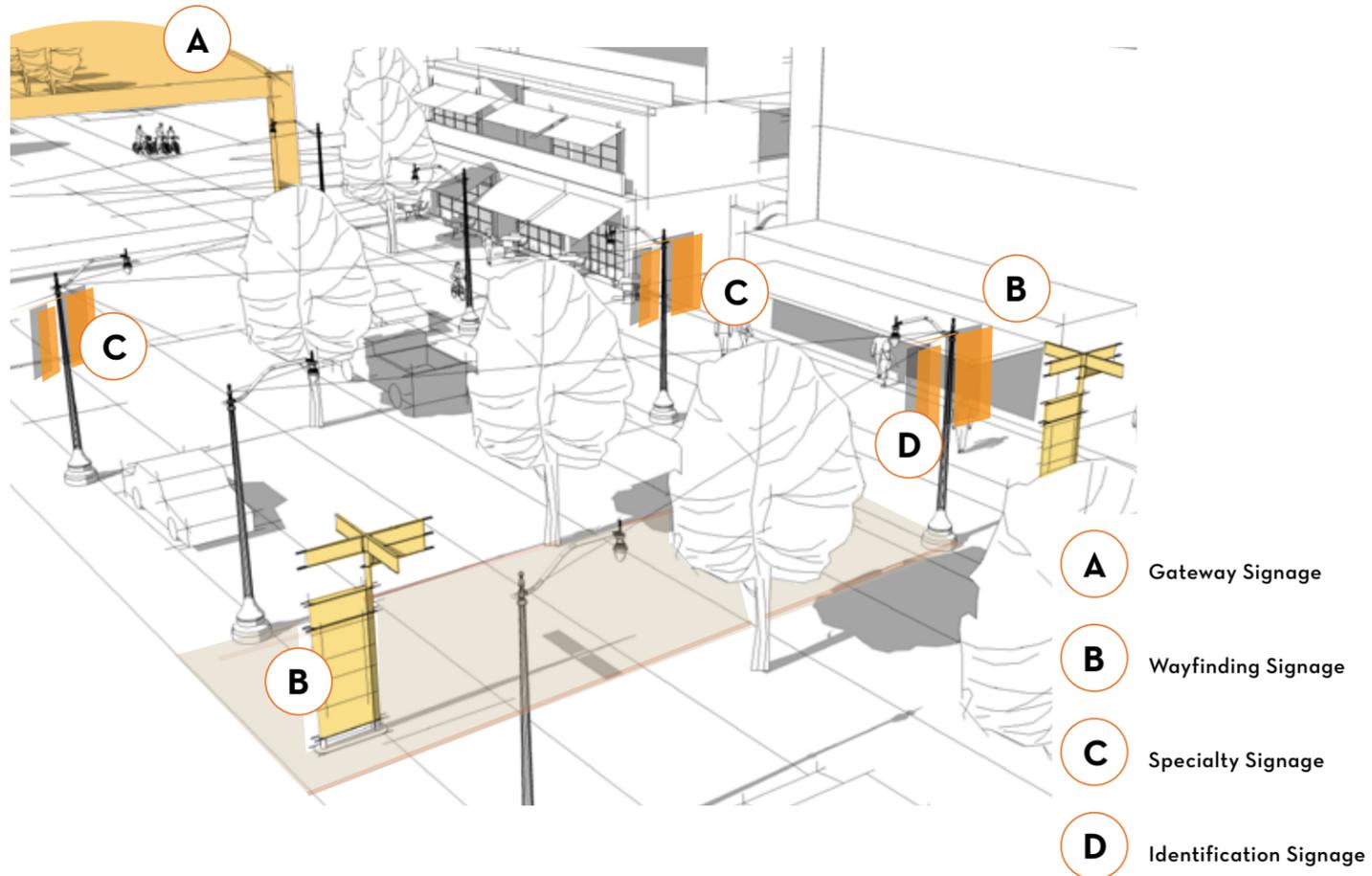
**STREET SIGNAGE:** Unique street signs can also help to reinforce the special nature of the Downtown Core. Colors, shapes and sizes of the name plate can add a special touch and character. A unique logo can also be incorporated into the sign plate. In addition to the place, interested sign fasteners are a nice added touch as well.

The Town’s signage program should establish an overall brand and theme for the area through the use of appropriate materials, colors and logos. This should be accomplished with a signage consultant and or a signage manufacturer who has significant experience in this arena. A tag line or series of tag lines may also be incorporated that help to reinforce the place-making.

## 2H. SIGNAGE & WAYFINDING



-  Permanent or temporary signs at main intersections and/or the Village Green can reinforce the identity of the community.
-  Along the Queen Creek park and trail signs with quotes and maps.



### KEY CONSIDERATIONS:

1. Key locations should be identified associated with Gateway signs along main “entrances” into the Downtown Core.
2. Key locations should be identified within the Downtown Core for positioning of wayfinding signs that assist visitors with their location and orientation within the area.
3. Specialty signs should be incorporated to highlight special events as well as important historical references.
4. Identification signs should be strategically located to highlight important aspects of the Downtown Core, such as access to public parking, the Village Green and Town Hall.
5. Street signs within the Downtown Core should be customized and designed to reinforce the special nature of the area.



-  Public Banners can be displayed throughout the year promoting local events in the area and invite visitors to participate.



-  Wayfinding signage helps to locate specific uses and events in the Downtown Core.



-  Gateway signage to designate the Downtown Core as a special destination and character.

## 21. PUBLIC ART

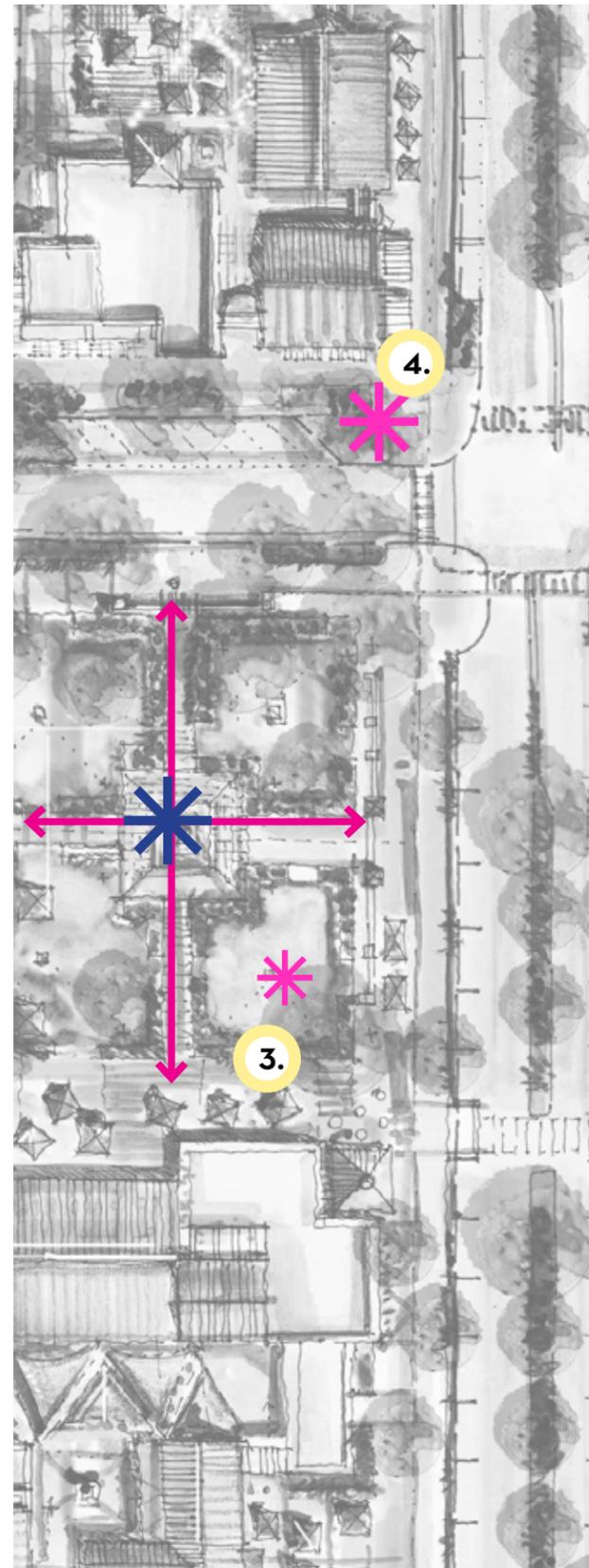
### OVERVIEW

Public art should represent the community's commitment to reinforcing culture as a key aspect of Queen Creek's identity.

Overall themes should be established that allow for a broad spectrum of design character, all within the context of highlighting community values and expressing Queen Creek's past, present and future.

Potential themes to highlight include:

- Agriculture
- Equestrian
- Passage of time (past, present and future)
- Important people, places, events and dates
- Social, geological and/or environmental
- Desert landscape



### KEY CONSIDERATIONS:

1. Art installations should vary in size, visual impact and "stature" within the Downtown Core. There should be a sense of proportionality within the framework of all installations. For example, a larger installation that might work well in the Village Green, would likely be too big near a street corner.
2. All potential public art installations should very carefully consider the exact context of the immediate surroundings so that the "piece" is "right-sized".
3. Public art may be incorporated into a range of elements in the Downtown Core including; benches, shade structure, signage, pavement, etc.
4. Temporary art installations should be considered and promoted as well.



 Imaginative urban design as a component of the Town's community development goals.



 Reflects the Town's diverse spectrum of cultural heritage and traditions and promote the integration of art with the Downtown Core's architecture and landscape design.



 Involve the community directly through participation in the public art process and through community outreach activities.

## 21. PUBLIC ART



 Implement public art projects and strong working relationships with private sector to create a holistic artful environment.



 Promote the economic vitality of the Town by using public art to brand the Downtown Core as a destination for regional tourism.



 Contribute to the quality of life of the citizens by increasing their access to visual arts and aesthetically pleasing urban environment.



 Enhance the Town's social, physical and economic environments by displaying art in public places.



 Invest in the local arts community and integrate the work of artists into public spaces .

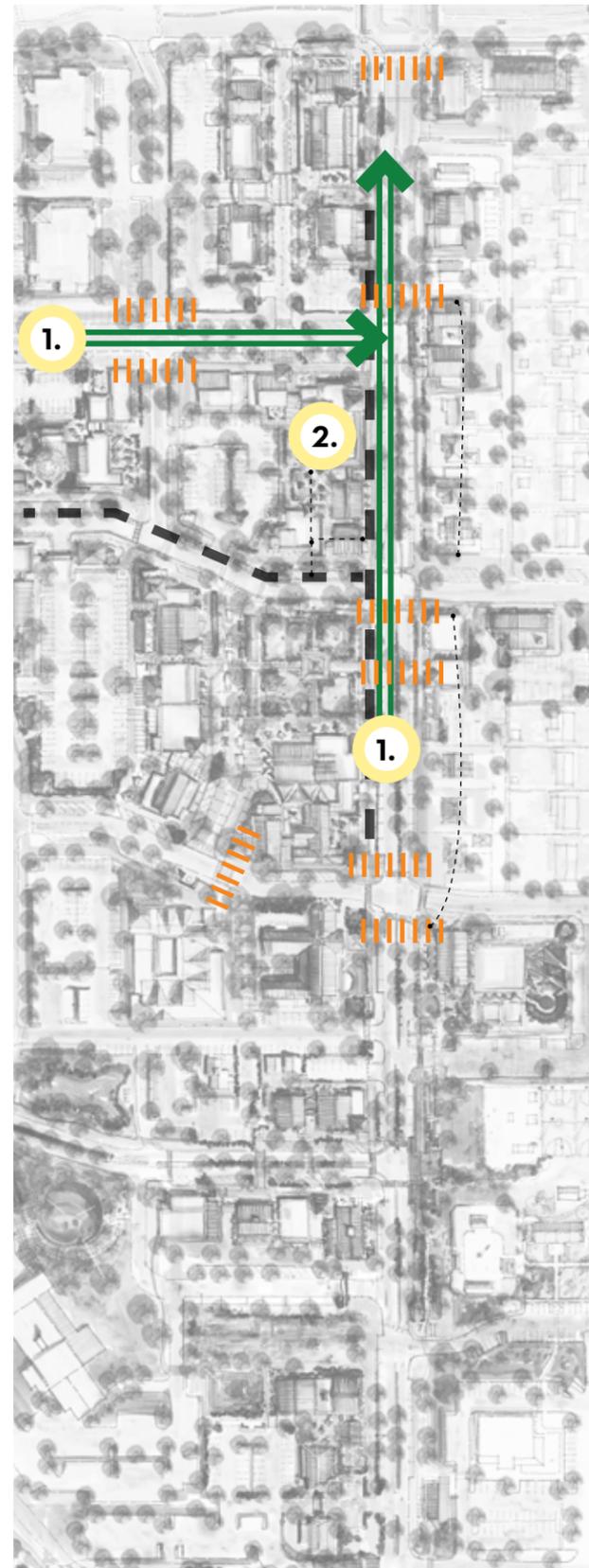
## 2J. STREETS & PUBLIC PARKING

### OVERVIEW

The street sections on the following pages (part of the adopted Town Center Plan Update) are the basis for future roadway design throughout the Downtown Core. As previously stated, these roadways will establish the framework for the preferred organization of blocks to be established.

The illustrative sections represent the intended complete street systems that provide multiple modes of adjacent transit within an orderly, safe, functional and attractive environment.

A major component of the street system is the strategy associated with public parking. Both Ellsworth Road and the East-West Collector roads have been designed to accommodate on-street parking. In addition, public surface parking lots have been identified to accommodate overall future demand.



### KEY CONSIDERATIONS:

1. Streets should be designed to accommodate pedestrians, bicycles, automobiles and shuttles.
2. On-street parking should be located in convenient locations and provide easy access from streets to sidewalks with minimal impediments.



 ADA (Americans with Disabilities Act) access and delineation on crossing areas and sidewalks.



 Convenient, secure bicycle parking is an important factor in encouraging and strengthening bicycle ridership and bicycle network.



 Visitors will select on-street parking spaces over off-street surface lots and garage parking. The on-street spaces usually experience the most use and the highest turnover.

# PUBLIC AREAS: REQUISITES SUMMARY

## 2A. URBAN BLOCK PATTERNS

- A. Any single side block length shall be in the range of 300' to 450'. Total perimeter block length shall not exceed 1600' unless providing key added value to the overall urban fabric (any block dedicated to open space shall be the exception).
- B. Blocks shall be organized within at least two of the three proposed street sections from the Town Center Plan Update (primary, secondary and or tertiary).
- C. Where blocks meet in a three-way or four way intersection, the resulting layout should be safe, functional and meet all Town engineering and site plan requirements.
- D. East-West connector roads should be utilized to establish north and south ends of blocks.

## 2B. SIDEWALK PATTERNS & LIFE

- A. Sidewalks shall be a minimum of 8' clear along primary and secondary streets and 6' wide along tertiary streets (not including the designated landscape planting buffer separating the sidewalk from curb).
- B. Any proposed mid-block crossing shall utilize a HAWK (pedestrian mid-block signalized crossing system) or a like system approved by the Town.
- C. Sidewalks in the public realm shall have furnishings and features that are organized on the "curbside" of the street section in order to ensure flexibility for future integration on the adjoining private realm parcels.
- D. Sidewalk life shall not be limited to private sector realm improvements, but is made best by a careful integration of private and public-sector improvements.

## 2C. URBAN FURNISHINGS

- A. While all furnishings are not expected to be the same design or from the same manufacturer for every location, placement of adjacent benches, trash cans, recycling bins (i.e.; when paired together) shall be of the same design/product.
- B. No street furnishings shall be placed in or near an accessible curb ramp.
- C. All furnishings shall include a detail and/or mechanism that allows the specific item to be secured to the pavement so it cannot be removed (unless the Town provides movable furniture in areas such as the Village Green). In the case of trash and recycling cans, select a product that has internal bins that can be easily accessible by maintenance personnel.
- D. Urban furnishing materials should consist of quality, low maintenance materials that can withstand weather and use.
- E. Environmentally eco-friendly materials such as resin wicker, recycle materials, cast aluminum, and other materials may be considered.

## 2D. TREES & LANDSCAPE

- A. Mesquite and Palo Verde tree species shall not be planted as street trees.
- B. All planting shall include drip irrigation water systems that are highly sensitive to low water use.
- C. If street trees are located in tree grates, planting soils shall be specially "prepared" to accommodate urban conditions, and; tree pits should be connected below pavement with planting "trenches" that provide greater degrees of soils, oxygen, nutrients and irrigation for proper root growth.
- D. No monoculture landscape design and associated street trees planting shall be allowed.
- E. Artificial turf can be used in small and shaded areas only, and not in the Village Green (plaza / square).
- F. All tree planting should be complemented by generous areas of ground cover, small low shrubs and perennials. In addition, lawn areas may be utilized in medians and accent areas adjacent to and near sidewalks.

## 2E. VILLAGE SQUARE & OPEN SPACE

- A. The Village Green shall act as an early phase catalyst to help support future private sector capital investments.
- B. The minimum size for the Village Green should be 35,000 square feet.
- C. The Village Green shall be located near the "center" of Downtown Core and face Ellsworth Road.
- D. The Village Green shall be generally square in form and be fronted by at least two streets (one being Old Ellsworth Road and the second being either a public or private street).

*Note: All proposed development shall also take into account the detailed information associated with each public/private area highlighted in this document and the specific key considerations highlighted as well as visual examples (i.e.; "thumbs-up and thumbs-down").*



# 3 PRIVATE AREAS

3A. URBAN BLOCK MASSING

3B. BUILDING FAÇADES & ENTRANCES

3C. OUTDOOR SPACES

3D. ARCHITECTURE CHARACTER & MATERIALS

3E. SIGNAGE

3F. LIGHTING

3G. PARKING LOTS

3H. EXISTING BUILDINGS

# 3A. URBAN BLOCK MASSING

## OVERVIEW

The new zoning for the Downtown Core encourages more appropriately scaled development that is oriented toward pedestrians. This can be achieved by orienting buildings along the street-front or the “build-to-line”.

The build-to-line is a reference to the desired front building façade that should be located right up against or near the right-of-way. This condition results in the opportunity to create an elaborate street scene with shops, restaurants and storefronts directly adjacent to the pedestrian environment.

The following illustrations show a visual comparison of the desired outcome vs. the typical suburban, car-oriented scenario.



## KEY CONSIDERATIONS:

1. Block building massing shall focus on front facing buildings that are pedestrian-oriented.
2. Block massing should be considered within the context of street hierarchy. Front facing buildings should be emphasized on all primary streets (Ellsworth Loop Road, Ocotillo Road and Old Ellsworth Road).
3. No building frontage is required on tertiary streets.
4. Building mass can also be created by vertical feature elements such as: towers, rotundas, cupolas, gable roof forms, etc.
5. Building mass along the street front should not be continuous from one end of the block to the next.
6. Block massing “cavities” (space between buildings) can be used for pedestrian connectivity as well as outdoor activities (i.e.; restaurant dining). For two-story space and greater, only the ground floor need be open for pedestrian connectivity.
7. Building façade lengths should be incorporated with height and mass variation to ensure visual variety.
8. Bring building storefronts to the face of sidewalk and solve parking convenience issues through inclusion of on-street parking and adjacent parking lots.
9. Gateway parcels (at main intersections) reinforce the intended character and quality of a new brand identity of the Downtown Core, creating more height and using special features and signage.



1. Locate uses and services frequently used by the public in visible or prominent areas, such as at entries or along the street front.



4. Emphasis on articulated ground floor façades, articulated roof lines and corner buildings.

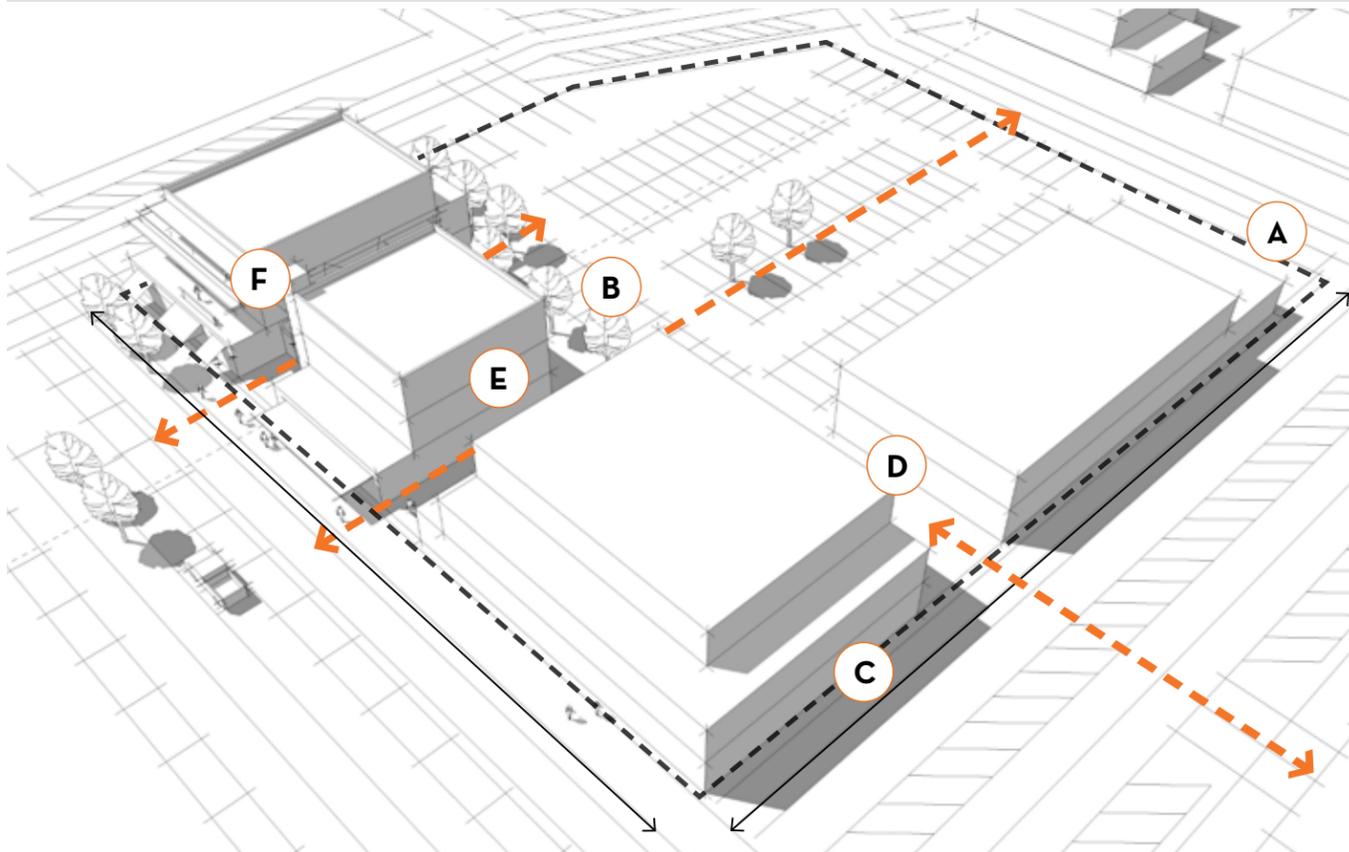


7. Consider creating indentations in the building mass, adding balconies, porches, canopies or other elements, and/or highlighting building entries.

# 3A. URBAN BLOCK MASSING

## REQUISITES:

- A** No parking lots shall be located in front of the façades adjacent to primary or secondary streets.
- B** Parking lots shall be strategically located behind most building masses and accessed primarily from secondary and tertiary streets.
- C** Build-to-lines, which may include patios, courtyards, and alternative designs that meet the intent of the Design Guidelines, shall be required for at least 75% along Ellsworth Road and a minimum of 40% on secondary roads.
- D** No single building mass longer than 100' shall be allowed without the incorporation of pedestrian links from parking to sidewalk (second story mass can be continuous).
- E** Alleyways (pedestrian connections between public sidewalks and linking private parcel parking lots) shall have a minimum width of 20'.
- F** Transparency and access between inside and out will mean that more people are aware of what is happening in alleys, creating greater safety. With improved safety, more pedestrians and cyclists will use alleys as secondary entrances, and businesses will be able to open within alleys, providing yet more eyes on the alley.



 NOT THIS



 No parking lots shall be located in front of the façades adjacent to primary or secondary streets.

 THIS



 Arrange the mass of the buildings, taking into consideration the characteristics of the proposed uses, open space and parking.



 Sharp transitions between adjacent buildings can lead to a lack of continuity in block massing.



 Adjacent buildings should be of similar height and architectural mass, thus enhancing diverse details, colors and materials.



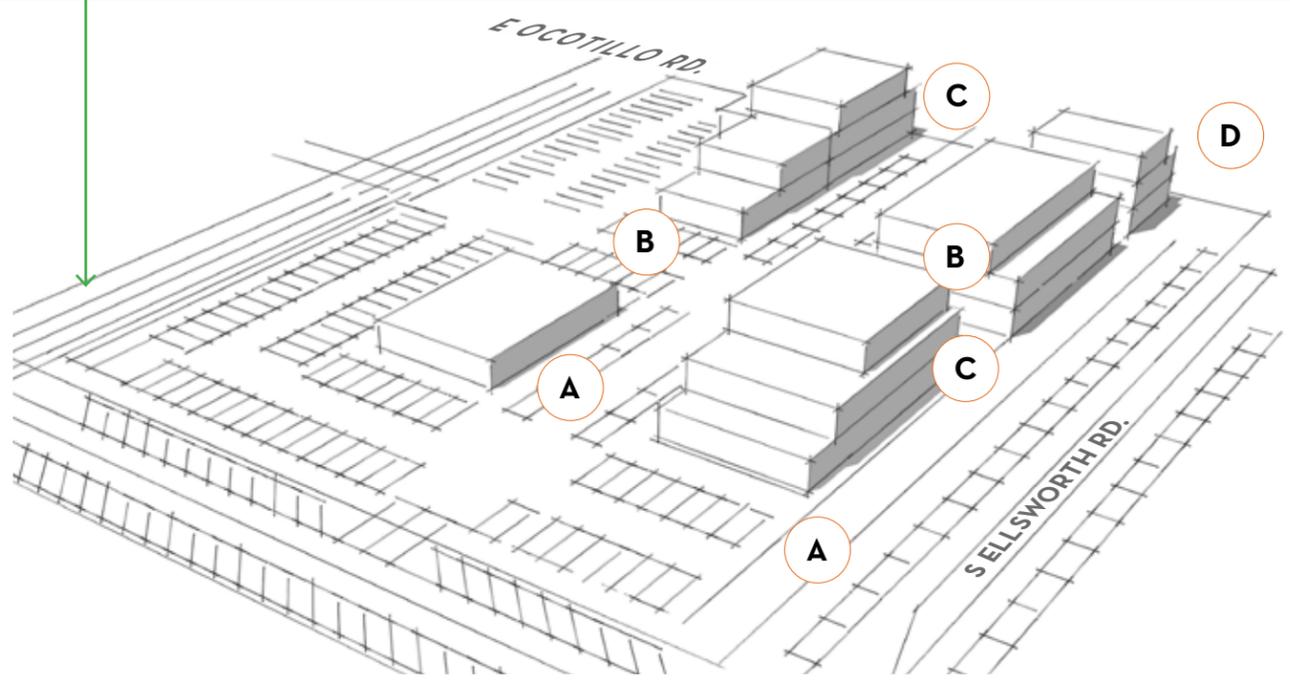
 Front facing buildings should be emphasized on all primary streets and provide inviting place for pedestrians and not only for automobiles.



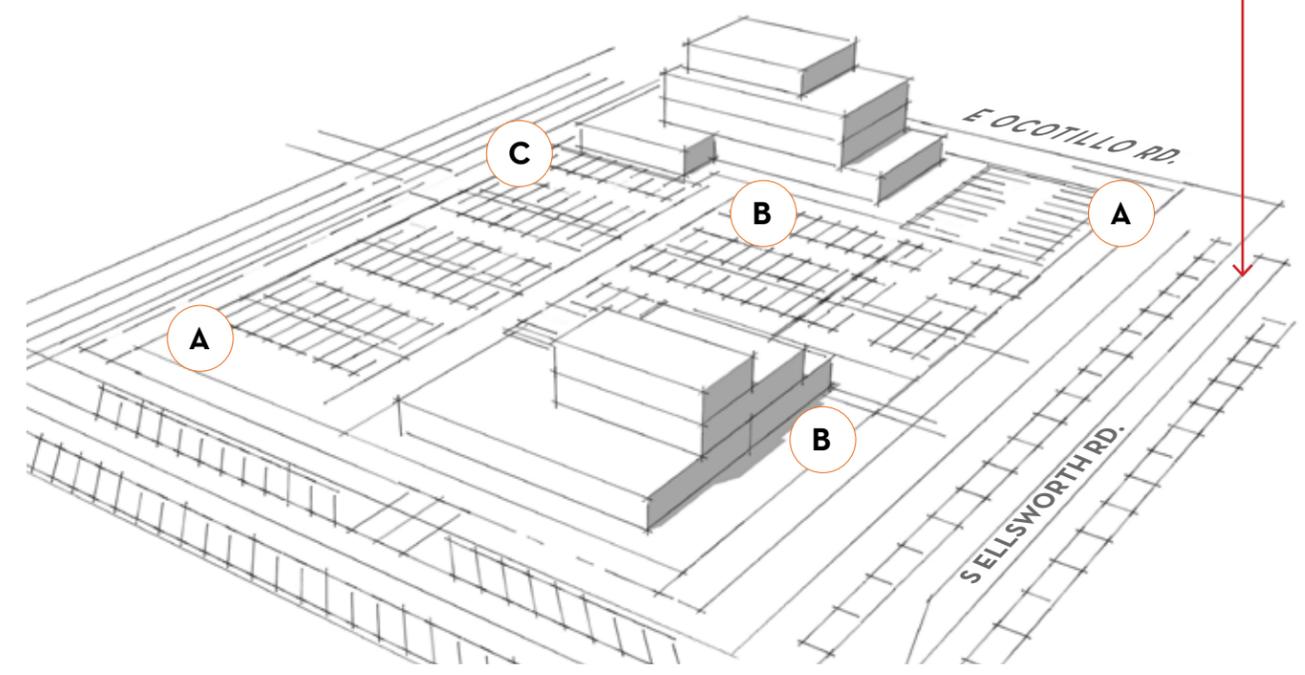
 Horizontal and vertical architectural and urban elements provide variety and visual appeal, creating a wonderful environment.

# 3A. URBAN BLOCK MASSING

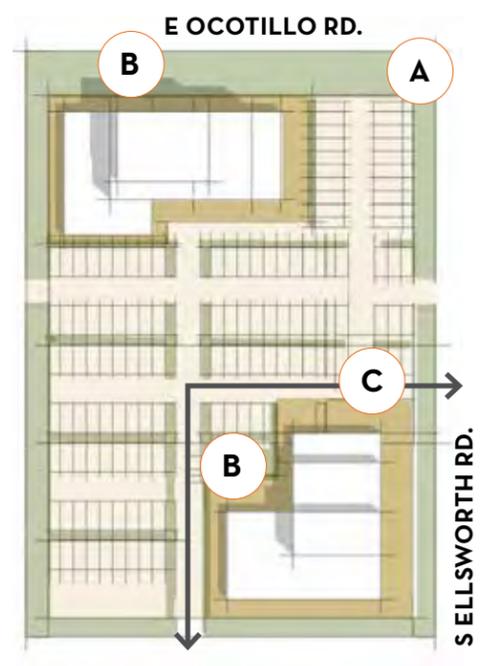
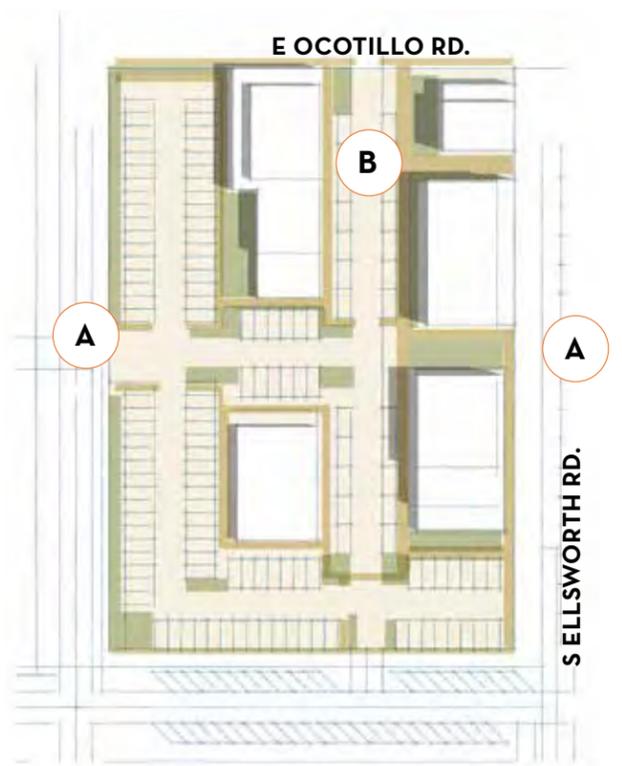
**THIS**  
PEDESTRIAN ORIENTED DESTINATION



**NOT THIS**  
SUBURBAN MODEL



- A** Focus on accommodating walkers, bikers, and other transit modes to attract more visitors to the Downtown Core.
- B** Create walkable environments for pedestrian connections in between buildings, parking lots, and sidewalks.



- A** Suburban development models allow for parking to occur in front of buildings creating separation between pedestrians and retail uses.
- B** In many cases, retail/commercial developments design unusable green spaces. Compact development attracts more people because uses are closer, more convenient and livable.
- C** Drive-thru stores require more roads and access for automobiles. This type of development will likely have no positive impact on the visual quality and destination setting as intended in the Vision Plan.

# 3B. BUILDING FAÇADES & ENTRANCES

## OVERVIEW

### Main Façades:

- All elevations visible from public view should reflect the overall design, colors and textures used on the front façade.
- Building entries should be spaced to provide visual continuity along a street.
- Building entrances provide a key visual connection between the public and private realm. All main entrances shall face pedestrian areas.
- A door should be easily recognizable and should provide a strong visual and physical connection.
- Recessed entries are encouraged with window display areas.
- Interior spaces should extend to the outdoor areas physically and visually when appropriate. Large glass areas and open windows will link the inside with the outside.
- Corner buildings should be designed with angled entrances at the corner.

### Primary Façades:

- For buildings that abut an alley, design the alley façade and its connection to the street carefully. At a minimum, consider wrapping the treatment of the street-facing façade around the alley corner of the building and provide one public entrance.
- For buildings butting two public streets, a total of 2 entrances may exist (minimum one on each façade).



## KEY CONSIDERATIONS:

1. Building entrances should be highlighted with special signage, awnings, and other design features that bring attention to the doorway.
2. Building entrances at or near corners should be designed with greater height and mass.
3. Outdoor dining should be “separated” from the public sidewalks with an ornamental fence, gate or other method that properly encloses the dining area (alcohol related sales per Town, County and State licenses and associated requirements).
4. Building design materials and features should be carefully integrated with the building’s signage, awnings, furnishings, etc.
5. Building façades will likely have one of three typical conditions:
  - Vertical floor to floor directly along the build-to-line
  - Vertical with set backs and balconies
  - Vertical with a ground floor recessed to incorporate an arcade (covered ground level walkway).
6. Window patterns along the streets should include the repetition of evenly spaced, similarly sized, upper story windows.
7. Awnings may be used for signage.



Doors should be easily readable and recognizable, but not overly large. Use vertically oriented doors and architectural elements to enhance the entry and provide consistent horizontal spacing between windows.



Corner entrances should be designed in a way that the entrance is enhanced from the rest of the building mass.

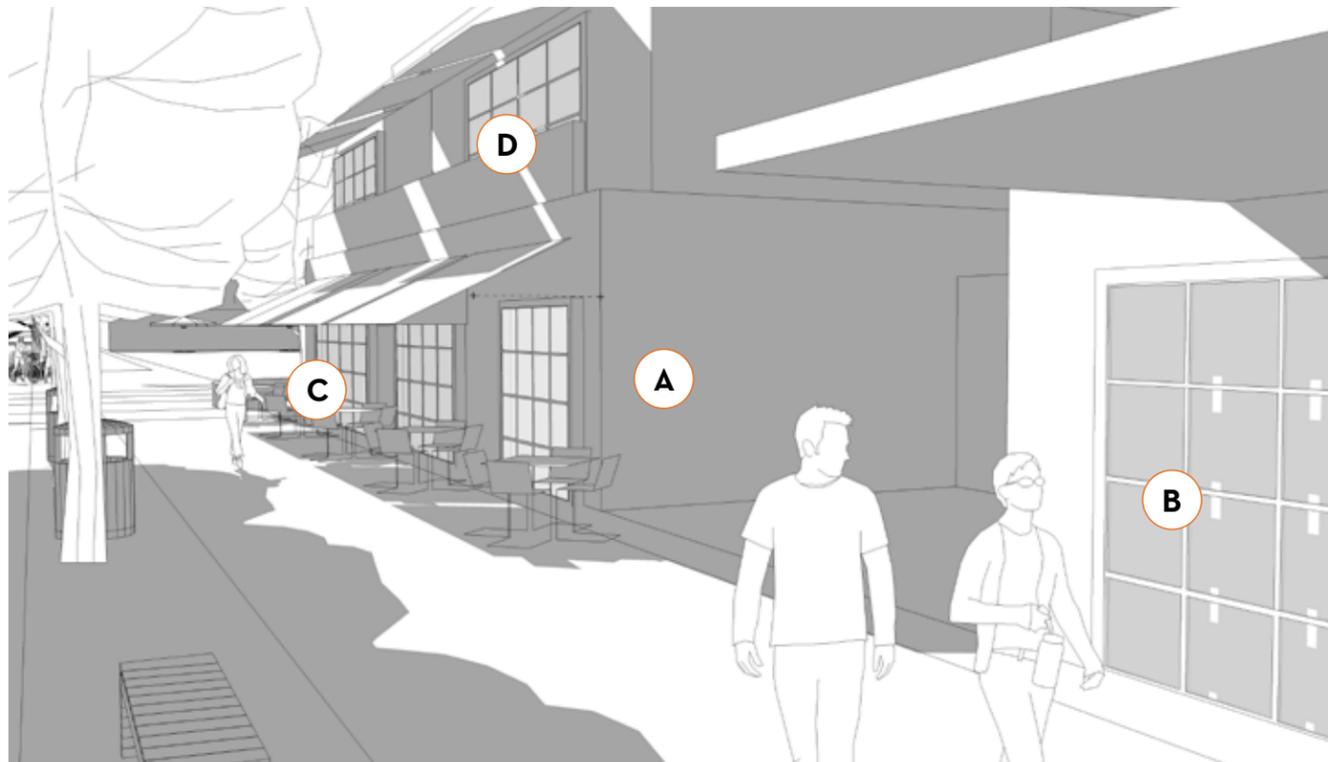


Restaurants and bars open to sidewalks should utilize the “build-to-line” creating the perfect combination for private and public areas activities.

# 3B. BUILDING FAÇADES & ENTRANCES

## REQUISITES:

- A** Blade signs shall be the preferred sign type along building entrances.
- B** Glass store fronts shall be used for promoting merchandise in an organized and attractive manner with only minimal secondary signage.
- C** Any outdoor merchandise sales shall be allowed per current Town requirements and not placed within the public sidewalk.
- D** Each principal building shall include at least 3 of the following features at the entrances:
  - Canopies or porticos;
  - Overhead or arcades;
  - Outdoor patios;
  - Display windows;
  - Raised parapets over entrance doors;
  - Architectural details such as tile work and/or moldings;
  - Integral planter or seating areas;
  - Other feature as approved by the Planning Administrator



### NOT THIS



Dark ground floor windows with no special features, landscape and signage discourage connections and charm.

### THIS



Restaurants and retail with windows and doors invite visitors to come inside, stay longer, and enjoy the urban setting.



Building entrances and signage should be harmoniously designed instead of disorganized and piecemeal looking.



Building entrances should be highlighted with special signage, awnings, landscape, lighting features and outdoor seating areas.



Corner buildings located on primary and secondary roads should be open and accessible from sidewalks. A 90 degree corner wall can only occur when adjacent to an open space or outdoor activity.



At all main corners, create attractive outdoor spaces and/or architectural elements well-suited to the uses.

# 3C. OUTDOOR SPACES

## OVERVIEW

Outdoor spaces can complement the overall building program by expanding the opportunity to emphasize indoor outdoor settings.

Private outdoor spaces should not impede the access to public areas and should not be detrimental to the intended course of pedestrian activity along the public realm.

All private outdoor spaces can be designed in a way that work to control daylight infiltration and natural building ventilation.

These spaces will enhance the experience and livability of the Downtown Core by providing locations for dining, lounging, and relaxing as a respite from the Town's public areas.



## KEY CONSIDERATIONS:

1. Outdoor, people-oriented spaces should provide visual connection to adjacent interior building space and/or adjacent public sidewalk.
2. Outdoor areas should be oriented on either a “side” of a building or at the “front” of the building; but not on the parking lot side.
3. Outdoor space should provide convenient connectivity from interior parking lots to public sidewalks.
4. Alleyways (areas between two adjacent buildings) should be improved with lighting, planting and furnishings to create a unique and active environment.
5. Alleyways can be highlighted with arched entry features adjacent to public sidewalks.
6. Awnings, table umbrellas, trellis structures and shed roofs can be utilized to help ensure shaded and comfortable settings.
7. Patios and courtyard are encouraged. They will complement and enhance the design of the buildings and invite visitors to relax and enjoy activities.



Private outdoor spaces will enhance the experience of Downtown by providing locations for fun and relaxation near public areas.



Private outdoor spaces visually connected to the building around.



Thoughtful transition from private to public realm.

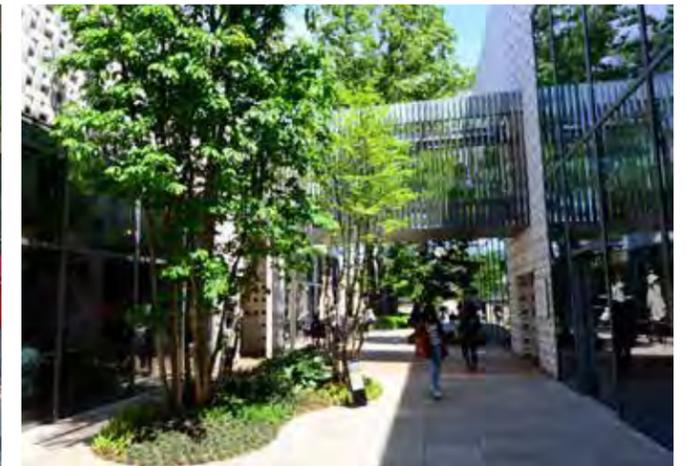
# 3C. OUTDOOR SPACES

## REQUISITES:

- A** Outdoor dining space located at the front of a building shall be carefully coordinated with the Town staff to ensure all permits and requirements are met (dining service with alcohol shall meet required codes including fence enclosures).
- B** Outdoor service oriented uses with dumpsters and/or recycling bins shall be screened.



Outdoor areas to be oriented at the front or side of buildings but not facing the parking lot areas.



Lighting, shaded areas, benches and planting come together to create a lively alley.



Alleys can be improved with seating areas, plants and different uses to create a unique and active environment.



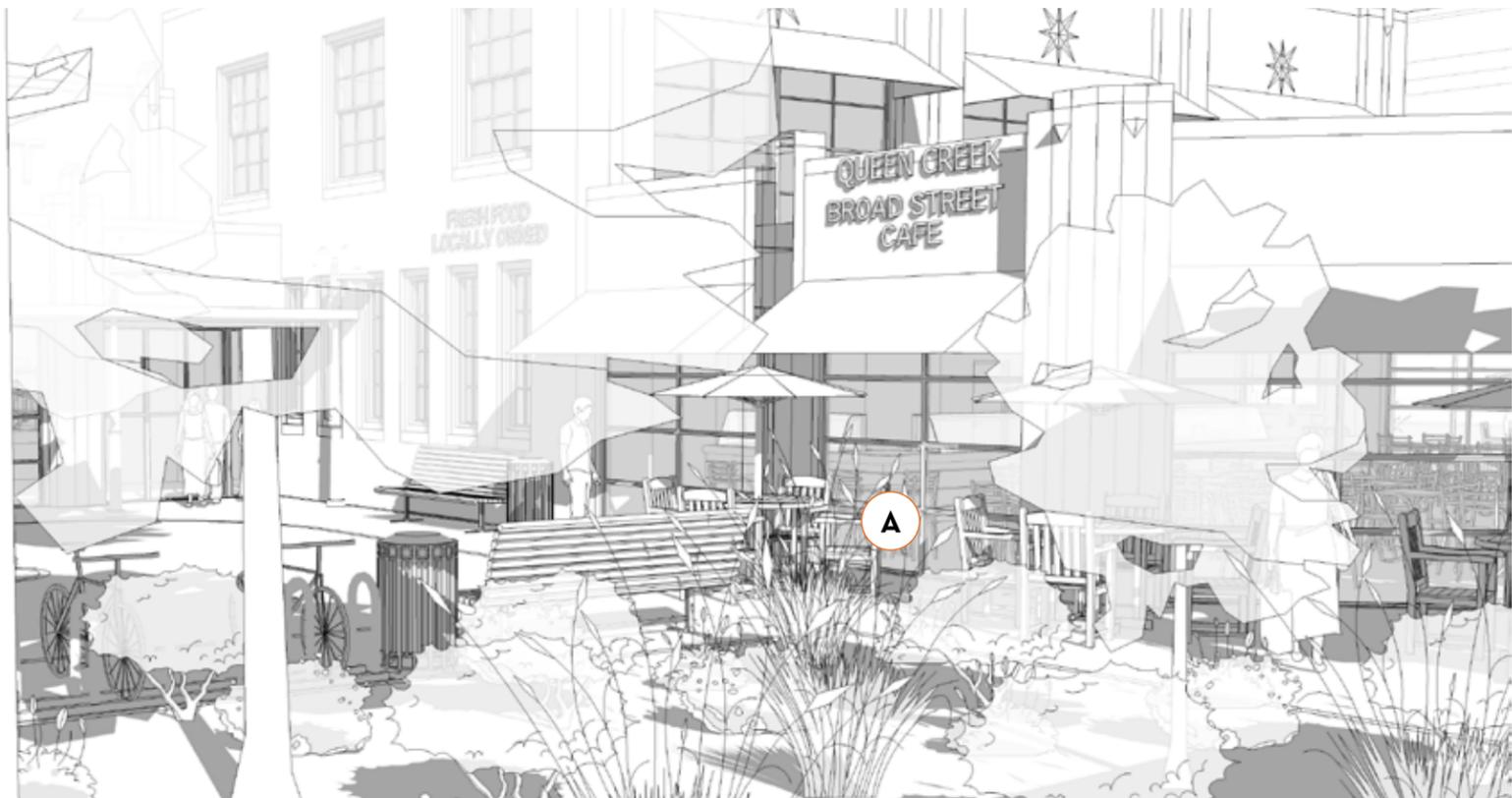
Screening utilities can also be a place for displaying art.



Utility boxes and dumpsters cannot be visible to the public and need to be appropriately screened and located in the rear of the building.



Outdoor service oriented uses with dumpsters and or recycling bins shall be screened from view.



# 3D. ARCHITECTURE CHARACTER & MATERIALS

## OVERVIEW

Building design and implementation will have the greatest visual impact on the Downtown Core. The goal for architectural character should not be to limit design expression with typical stylistic requirements, but to allow a variety of design treatments that can express the agrarian heritage of Queen Creek in authentic and creative ways.

Such design treatments can span from more literal, historic expressions of design through contemporary gestures and features. The goal is to allow for more variety rather than less.

Building renovations and expansions also have an opportunity to celebrate the very best aspect of Queen Creek's agrarian heritage through the use of design, materials and colors.



## KEY CONSIDERATIONS:

1. Primary entrances should be clearly identified.
2. Recessed entries should be incorporated to allow a thoughtful transition from the sidewalk.
3. Building awnings, arcades and gallery canopies are encouraged.
4. Two proposed styles are intended to complement Queen Creek's architectural heritage:

### 4a. Contemporary southwest with flat or shed roofs:

- Low pitch gable roof;
- Horizontal emphasis with brick or block along the bottom of front facade;
- Large surface of glass windows, glass sliding doors and clerestories;
- Architectural details, porch posts and materials variety;
- Combination of wood, brick or stone and also adobe, exposed timbers, rammed earth, metal and/or stucco.

### 4b. Agrarian style with pitched roofs:

- Rectangular gable roof form;
- Exposed wood, structural wood decorative detailing;
- Rafter, beams, rustic style;
- Front porch supported with square columns;
- Functional porches as a transitional space creating a much more informal and inviting exterior.
- Accentuated sheds;
- Metal/composite wood looking materials for pergolas.

5. Art, furniture, signs can have a variety of colors.
6. Awnings having patterns and colors that complement buildings and materials are preferred.



Transparent corner creates a dramatic accent feature that defines the edge of the building.



**4b.**  
**3.**

Primary entrance and corner buildings clearly identifies.



**4b.**

Agrarian style - picket fences are traditional architectural elements in the Town of Queen Creek.

# 3D. ARCHITECTURE CHARACTER & MATERIALS

## REQUISITES:

- A** No more than three main building elements (4a. or 4b. page 81) shall be utilized in the elevation (including painted stucco/ exterior insulation finishing system).
- B** Window treatments at the street level shall be the dominant element.
- C** No true ribbon windows shall be used on any floor.
- D** All building elevations facing a public street shall have at least one main entry.
- E** Bright colors should be avoided on buildings facades (paint or finishes), roofs, even windows.
- F** Building facades, colors and materials should be consistent with the Towns architectural standards which includes the use low reflectance, subtle, neutral, or earth tone colors.



Contemporary southwest architectural details, porch posts and materials variety.



Agrarian style - picket fences are traditional architectural elements in the Town of Queen Creek.



Window treatments at the street level should be the dominant element.



Awnings having patterns and colors that complement buildings and materials are preferred.



No more than three main building elements shall be utilized in the orchestration of the elevation.



Second story space and above should be carefully integrated into the overall elevation composition.

## 3E. SIGNAGE

### OVERVIEW

Signs should contribute to a cohesive character of the Downtown Core area, creating strong building identity when its well integrated with the design of the architecture.

Guidelines for building signage types are:

- a. Wall Signs: intended to identify a specific use by name. Limitations on sign copy, size, color, and placement are intended to reduce visual clutter.
- b. Glazed Area/Window Signs: intended to identify a business by name and may include additional information, such as hours of operation or a proprietor's name.
- c. Banner Signs: projecting signs that can be updated with specific community events, openings, etc.
- d. Flat Signs: these type of signs mounted to the wall can be in one piece or pinned with individual letters.
- e. Blade Signs: projecting sign graphics are encouraged in the Downtown Core area particularly where these hang beneath an arcade. These signs are intended to be small in size and are specifically oriented to pedestrians.
- f. Awning Signs: painted or affixed to the vertical face of an awning.



### KEY CONSIDERATIONS:

1. Design signs to be simple in character, creative and clearly legible.
2. Locate and design a sign to emphasize rather than overshadow building features.
3. Signage should be in proportion, meaning size, degree and other measurable characteristics should be properly related.
4. Permitted Signs: specific sign types allowed in Downtown Core area include: vertical blade, horizontal blade, flat sign, awning sign, window sign, temporary window sign, icon sign, banner, sandwich board (within the private area), and motion/marquee sign.
5. Discouraged Signs: specific sign types discouraged in Downtown Core area include: billboard, off-premise advertising, box sign, programmable electronic sign, waterfall awning, and freestanding sign.



Letters cut from solid material such as wood, metal, or plastic can be individually mounted and illuminated.



Signs to be simple and to be compatible with the architecture / colors and materials.

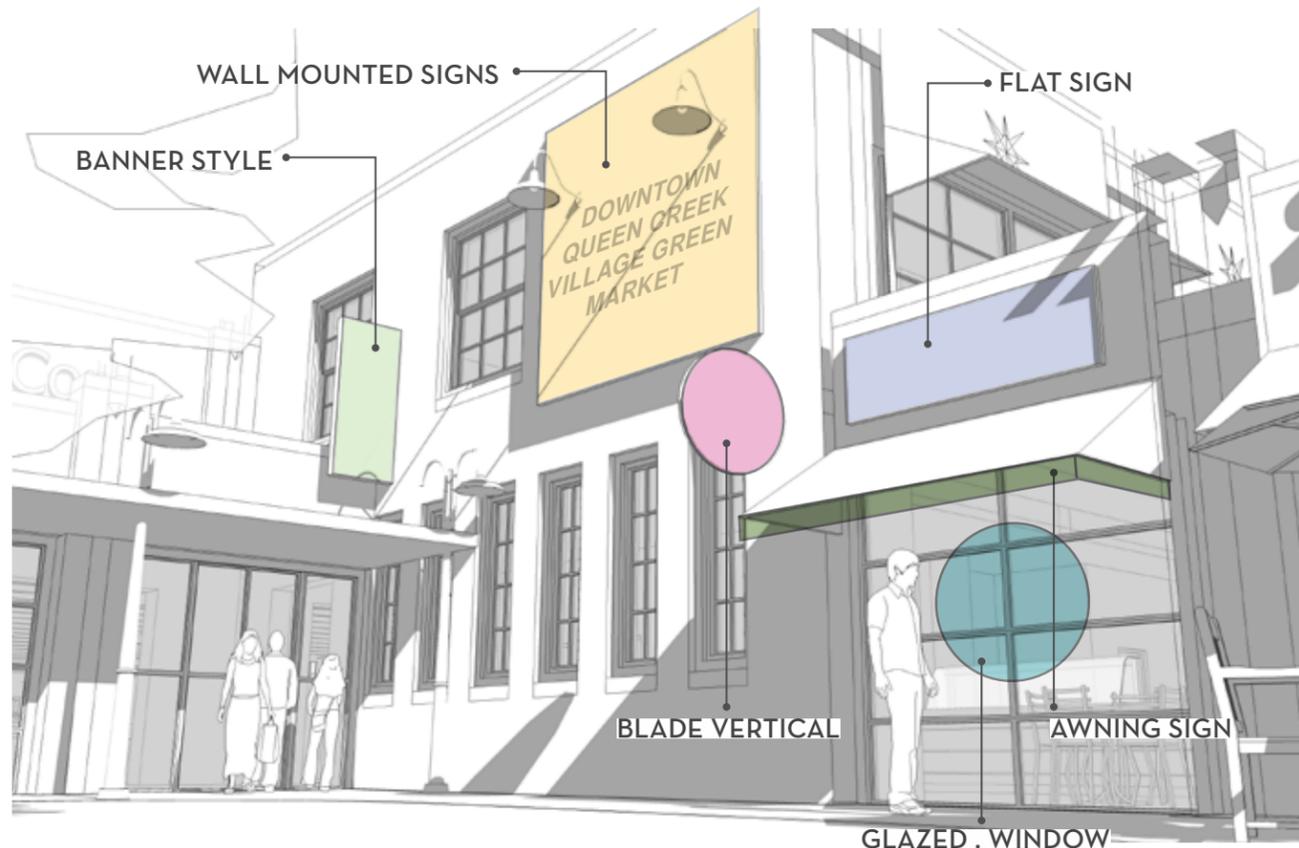


The horizontal blade is a short, wide sign that is oriented perpendicular to the building's face.

### 3E. SIGNAGE

#### REQUISITES:

- A** Total wall signage shall not exceed one hundred fifty (150) square feet;
- B** Flashing and sound signs are prohibited;
- C** All temporary signs are subject to the zoning ordinance's regulations and processes;
- D** Materials, colors and details shall be compatible with those used for the building;
- E** Banner or blade signs shall not be less than eight feet (8') from the base of the building;
- F** No sign shall project into the public right-of-way, except upon approval;
- G** Sandwich signs shall be allowed for use on the property.



THIS



The awning sign is a horizontal, projecting object. This category includes traditional awning forms as well as contemporary, flat projections.



Canvas awnings and blade signs create a beautiful combination if designed as part of the overall composition of the building architecture.



'Sandwich signs' will be allowed as long as they are located within the private areas, not blocking pedestrian circulation.



Window signs can be attached to the inside of a shop's window.

# 3F. LIGHTING

## OVERVIEW

Private realm lighting should be carefully incorporated into the overall design of the buildings and surrounding areas. These guidelines address the character and performance of architectural lighting.



## KEY CONSIDERATIONS:

1. Adding exterior lighting to retail/business creates visibility after hours highlights unique architectural features and increases safety for sidewalk traffic.
2. Select light fixtures and are compatible in style with the architecture direct light down towards the sidewalk or building face.
3. Avoid fixtures that spread a lot of light in all directions, this creates light pollution.
4. Each project should develop a system of lighting that contributes to the night-time experience, including façade uplighting, sign and display window illumination, landscape, and streetscape lighting.
5. Illuminate distinctive features of the building, including entries, signage, canopies, and areas of architectural detail and interest.



Lighting from private areas can be also incorporated into the public realm in cases when sidewalks are in between private business and seating or eating areas.



Combining architecture lighting with signage lights create a beautiful atmosphere of building balance.



Light fixtures from private buildings can be incorporated into benches and entrances.

# 3F. LIGHTING

## REQUISITES:

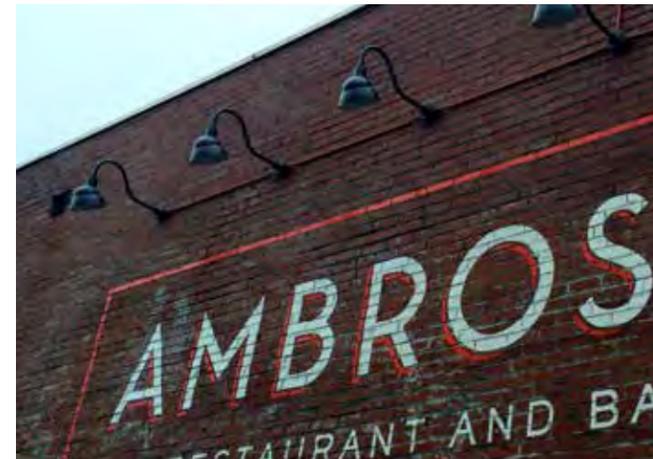
- A** Use lighting both to increase site safety in all locations used by pedestrians and to highlight architectural or landscape details and features such as entries, signs, canopies, plantings, and art.
- B** Each project and building shall incorporate a system of lighting that contributes to the night-time experience, including façade uplighting, sign and display window illumination, landscape, and streetscape lighting to be reviewed during the development process.
- C** Make sure the alley is clean and well lit. Doors and windows opening onto alleys are signs of use and safety for pedestrians. Stores and businesses bordering alleys become places of interest, drawing more pedestrians in.



 Light fixtures can be architecturally placed to enhance special building shapes.



 Patios, seating areas, restaurants can use a variety of soft lighting to create calm and fun places.



 Select light fixtures that are similar in style to buildings along and direct light down towards building face.



 Adding exterior lighting to businesses creates visibility after hours, highlights unique architectural features, deters crime, and increases safety for pedestrians,



 Lighting can also play an important role in generating different aspects of building shapes and patterns from daily to nightly times.

# 3G. PARKING LOTS

## OVERVIEW

All parking lots should restrict the amount of asphalt, buffer the views of parked cars visible from the street and allow for landscape areas that will work as infiltration of run-off.

Transparency and access between inside and out will mean that more people are aware of what is happening in alleys, creating greater safety. With improved safety, more pedestrians and cyclists will use alleys as secondary entrances, and businesses will be able to open within alleys, providing yet more eyes on the alley.



## KEY CONSIDERATIONS:

1. Pedestrian pathways should be integrated through parking lots and to adjacent developments to ensure that there is a clear movement for pedestrians from the parking lots to the buildings.
2. Each development should include at least one paved walkway connecting the sidewalk along the back of the buildings to the entrances of buildings.
3. Where the walkway crosses a parking lot, a color, paving pattern or “ladder” striping shall be used to differentiate it from driving surfaces.
4. Landscaping should be provided along one side of the walkway, except where it crosses a drive lane.



1. Parking lot drive aisle made to function more as a street.



2. Paved walkways link parking lots with businesses.

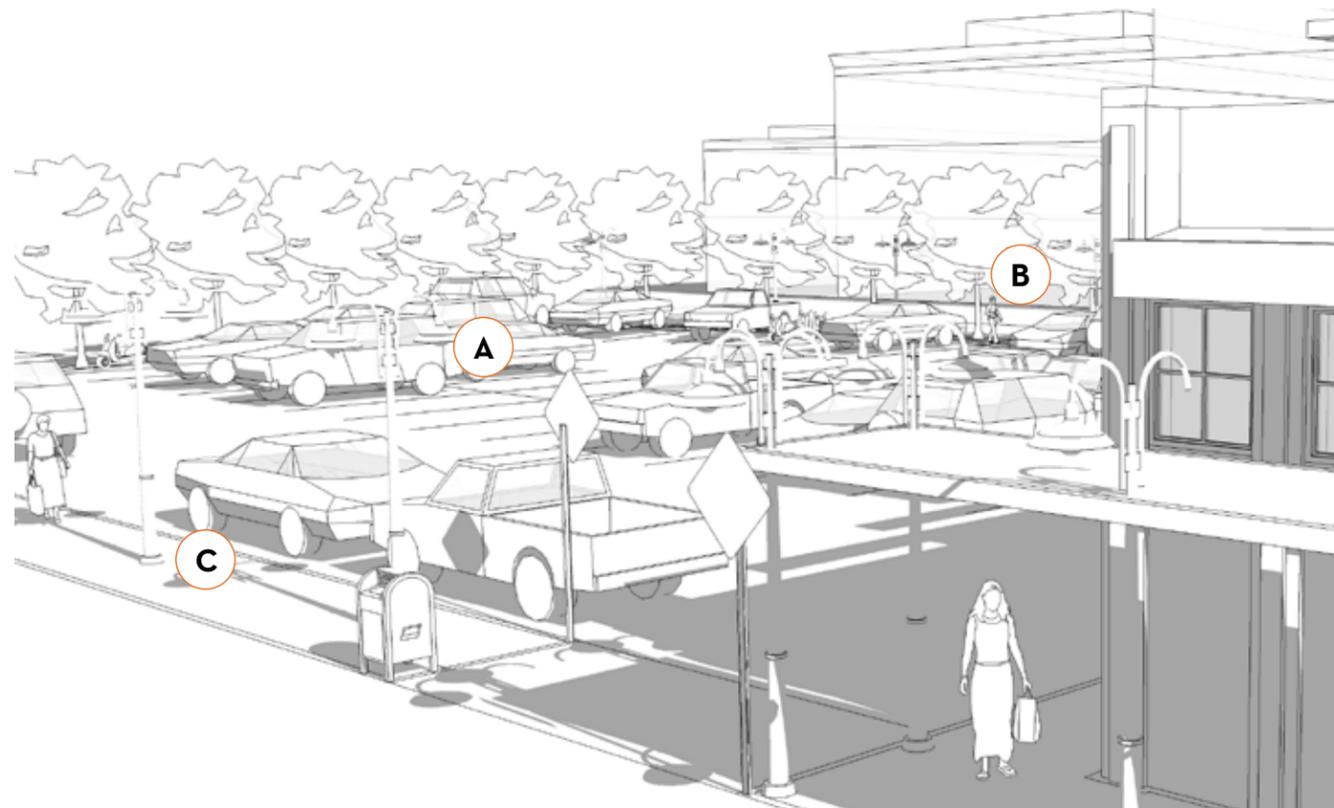


4. Planting strips between sidewalk and parking lot create a greener and more sustainable surface area helping with drainage, water absorption and reducing heat.

# 3G. PARKING LOTS

## REQUISITES:

- A** Parking lots shall integrate main drive aisles to appear more like streets, and shall include sidewalks, landscaping including trees, and pedestrian scaled lighting.
- B** Within any parking area located behind a building, there shall be at least one tree planted for every 10 to 12 stalls and sufficient coverage of shrubs and ground cover.
- C** Parking aisles shall be organized to create pedestrian pathways from parking lots to building entryways and sidewalks.
- D** Where the walkway crosses a parking lot, a color, paving pattern or “ladder” striping shall be used to differentiate it from driving surfaces.



 Pedestrian needs are accommodated with a protected walkway through the parking lot



 Provide solar panels over parking stalls when possible to create shade and sustainable surface.



 Poorly designed perimeter landscaping to screen cars from the public view creates hostile and uninviting environments.

# 3H. EXISTING BUILDINGS

## OVERVIEW

Eastern properties along S. Ellsworth Road, between E. Ocotillo Road and E. Aldecoa Road, are experiencing architectural and land use changes.

There is a mix of commercial buildings, single family detached residential, vacant lots and a few properties that have been converted from residential to offices that are part of the Facade Improvement Program.

Most of these structures are being remodeled and expanded to accommodate more square footage and new uses.

There are a few landmarks in the Downtown Core that represent the history, the present and the future of the Town, i.e. the building that currently serves as the Town Hall for Queen Creek, Founders' Park and the old fire station, and a couple of restored and repurposed homes from the early 1950's.



- A** Historic Town Hall.
- B** Remodeled houses from 1949 are currently used for commercial/educational purpose.
- C** Founders' Park and former Fire House.
- D** Residential homes from 1940's and 50's, some remodeled and repurposed and some are vacant lots.
- E** Queen Creek Fire Department #1
- F** Public Safety Building

## KEY CONSIDERATIONS:

1. Adaptation and/or reuse of existing buildings can create a vibrant and diverse Downtown.
2. Preserving architectural styles and materials will maintain the unique character of the Town with its agricultural elements important to the history and designs of the future.
3. The Town should identify the historic buildings and landmarks that cannot be demolished. Instead these buildings should be adapted and reused.
4. Additions to existing buildings should be compatible with the existing character of the buildings, architecture and scale.
5. Newer buildings in Downtown Core have been designed with a strong architectural style and should be respected and taken into consideration for future buildings styles, colors and materials.



- 2.
- 3.

Inspired in the agricultural farming style of the past and the present of the Town, a lot of buildings are designed with that character and flavor.



- 5.

New Contemporary designs respect the scale, colors, and style of the surroundings and the link to the past.



- 1.
- 4.

Example of a remodeled and adapted residence, now a business. The beauty of the materials and colors maintain the simplicity character of the neighborhood.

# 3H. EXISTING BUILDINGS

## REQUISITES:

- A** Property owners planning to remodel existing structures and change current uses shall conform with the Downtown Core Area zoning requirements.
- B** New construction and/or major remodel projects that remove the non-conforming use status in the Downtown Core shall follow the proposed Design Guidelines”



Reusing or adapting historically significant buildings preserves the cultural heritage and past of the Town.



If any additions or remodeling are made to existing landmarks, these should be distinctive and respectful of the original architectural character.



The process of reusing and adapting old residential buildings create a wonderful urban dynamic and story telling of how Downtown evolves over time.



Existing residential buildings east of S. Ellsworth Road have a beautiful character and scale from the 1940's.



# PRIVATE AREAS: REQUISITES SUMMARY

## 3A. URBAN BLOCK MASSING

- A. No parking lots shall be located in front of the façades adjacent to primary or secondary streets.
- B. Parking lots shall be strategically located behind most building masses and accessed primarily from secondary and tertiary streets.
- C. Build-to-lines, which may include patios, courtyards, and alternative designs that meet the intent of the Design Guidelines, shall be required for at least 75% along Ellsworth Road and a minimum of 40% on secondary roads.
- D. No single building mass longer than 100' shall be allowed without the incorporation of pedestrian links from parking to sidewalk (second story mass can be continuous).
- E. Alleyways (pedestrian connections between public sidewalks and linking private parcel parking lots) shall have a minimum width of 20'.
- F. Transparency and access between inside and out will mean that more people are aware of what is happening in alleys, creating greater safety. With improved safety, more pedestrians and cyclists will use alleys as secondary entrances, and businesses will be able to open within alleys, providing yet more eyes on the

## 3B. BUILDING FACADES & ENTRANCES

- A. Blade signs shall be the preferred sign type along building entrances.
- B. Glass storefronts shall be used for promoting merchandise in an organized and attractive manner with only minimal secondary signage.
- C. Any outdoor merchandise sales shall be allowed per current Town requirements and not placed within the public sidewalk.

- D. Each principal building shall include at least 3 of the following features at the entrances:

- Canopies or porticos;
- Overhead or arcades;
- Outdoor patios;
- Display windows;
- Raised parapets over entrance doors;
- Architectural details such as tile work and/or moldings;
- Integral planter or seating areas.
- Other feature as approved by the Planning Administrator

## 3C. OUTDOOR SPACES

- A. Outdoor dining space located at the front of a building shall be carefully coordinated with the Town staff to ensure continuity (dining service with alcohol shall meet required codes including fence enclosures).
- B. Outdoor service oriented uses with dumpsters and or recycling bins shall be screened from view.

## 3D. ARCHITECTURE CHARACTER & MATERIALS

- A. No more than three main building elements shall be utilized in the elevation (including painted stucco/EFIS).
- B. Window treatments at the street level shall be the dominant element.
- C. No true ribbon windows shall be used on any floor.
- D. All building elevations facing a public street shall have at least one main entry.
- E. Bright colors should be avoided on buildings facades (paint or finishes), roofs, even windows.

- F. Building facades, colors and materials should be consistent with the Towns architectural standards which includes the use low reflectance, subtle, neutral, or earth tone colors.

## 3E. SIGNAGE

- A. Total wall signage shall not exceed one hundred fifty (150) square feet;
- B. Flashing and sound signs are prohibited;
- C. All temporary signs are subject to the zoning ordinance's regulations and processes;
- D. Materials, colors and details shall be compatible with those used for the building.
- E. Banner or blade signs shall not be less than eight feet (8') from the base of the building;
- F. No sign shall project into the public right-of-way, except upon approval;
- G. Sandwich board signs shall be allowed for use on the property.

## 3F. LIGHTING

- A. Use lighting both to increase site safety in all locations used by pedestrians and to highlight architectural or landscape details and features such as entries, signs, canopies, plantings and art.

- B. Each project and building shall incorporate a system of lighting that contributes to the night-time experience, including façade uplighting, sign and display window illumination, landscape, and streetscape lighting to be reviewed during the development process.

- C. Make sure the alley is clean and well lit. Doors and windows opening onto alleys are signs of use and safety for pedestrians. Stores and businesses bordering alleys become places of interest, drawing more pedestrians in.

## 3G. PARKING LOTS

- A. Parking lots shall integrate main drive aisles to appear more like streets, and shall include sidewalks, landscaping including trees, and pedestrian scaled lighting.
- B. Within any parking area located behind a building, there shall be at least one tree planted every 10 to 12 stalls.
- C. Parking aisles shall be organized to create a central pedestrian access to building entries.
- D. Where the walkway crosses a parking lot, a color, paving pattern or "ladder" striping shall be used to differentiate it from driving surfaces.

## 3H. EXISTING BUILDINGS

- A. Property owners planning to remodel existing structures and change current uses shall conform with the Downtown Core Area zoning requirements.
- B. New construction and/or major remodel projects that remove the non-conforming use status in the Downtown Core shall follow the proposed Design Guidelines.

*Note: All proposed development shall also take into account the detailed information associated with each public/private area highlighted in this document and the specific key considerations highlighted as well as visual examples (i.e.; "thumbs-up and thumbs-down").*



# 4 CONCLUSION

4A. STEP-BY-STEP PROCESS

4B. PUBLIC PRIVATE PARTNERSHIP

4C. RAISING THE BAR FOR QUEEN CREEK

## 4A. STEP-BY-STEP PROCESS AND PROCEDURES

The design guidelines have been organized in an easy-to-use format that identifies design expectations for all aspects of the built environment. By carefully weaving together both public and private sector zones of development, the guidelines provide a detailed roadmap for improvements related to all facets of development including:

- public rights-of-way
- public open space
- public civic spaces
- all aspects of private sector parcels

The actual document format has been organized for both public and private areas. Within each, key design topics are identified and articulated relative to expectations. Each design topic includes an overview, key considerations (expectations and aspirations), requisites (requirements) and visual references that highlight both good and bad examples of execution.

The Town's intent for establishing these guidelines is to ensure that all future development within the Downtown Core is organized in a holistic manner that emphasizes high-quality development. This pro-active approach will help to ensure that private sector capital investment for high quality projects within the area will become the norm.

## 4B. PUBLIC PRIVATE PARTNERSHIP

One key for success for attaining the vision for the Downtown Core will be the need for careful collaboration between the Town and private developer partners.

The guidelines provide the basis for such a partnership with clear articulation of expectations and requirements. These requirements are not solely put on the side of the private developers. The Town will be committed to public sector improvements that will set a new bar for quality development of all spaces.

For the Town, this effort is not simply about one parcel or one street-scene, but more about an overarching development strategy for the entire Downtown Core that will result in a unique, special and authentic setting- one that becomes a destination environment for the community, guests and visitors.

## 4C. RAISING THE BAR FOR QUEEN CREEK

The Town Center build out to date is a wonderful asset and provides a full spectrum of services, shopping, dining and entertainment to the community. The Town Center is however, set up like a typical commercial shopping center with a plethora of national chain stores and restaurants.

While successful, convenient and user friendly, the Town Center development isn't representative of the special nature, character and quality of what makes Queen Creek a great place to live.

The new Downtown Core looks to capture a new identity and vibe for the Town that reinforces pedestrian oriented experiences, great outdoor environments and a range of shopping, dining and recreational experiences that help to reinforce the special nature and authenticity of what makes Queen Creek a great place to live.

The goal is to create a one-of-a-kind destination setting that can become the center of focus for the Town and the community.

A place so special in order to experience the unique nature and setting of the environment- you must come back to that very spot, Queen Creek's Downtown Core.

# APPENDIX 1

## PLANT PALETTE

The following plant list provides a landscape palette of trees, shrubs and ground covers that can be used in Downtown Core. Selected plants should be approved by the Town prior to installation.

### Trees:

	Botanical Name	Common Name	Size (H x W)	Street ROW			Landscape Setback/ Buffer	Parks	Open Space/ Detention Basin	
				Primary	Secondary	Tertiary				
Evergreen Trees	Acacia aneura	Mulga	15'x15'		X	X	X	X	X	
	Acacia farnesiana	Sweet Acacia	25' x 15'		X	X	X	X	X	
	Acacia salicina	Willow Acacia	40' x 20'	X	X		X	X	X	
	Acacia saligna	Coolibah/ Weeping Wattle	25' x 25'	X	X		X	X	X	
	Acacia stenophylla	Shoestring Acacia	40' x 30'	X	X		X	X	X	
	Caesalpinia cacalaco 'Smoothie'	Cascalote, Smoothie	18' x 18'		X	X	X	X		
	Dalbergia sissoo	Indian rosewood	50' x 50'				X	X	X	
	Ebenopsis ebano	Texas Ebony	30' x 20'		X	X	X	X		
	Eucalyptus microtheca 'Blue Ghost'	Coolibah Tree 'Blue Ghost'	40' x 30'				X	X	X	
	Eucalyptus papuana 'Ghost Gum'	Coolibah Tree, 'Ghost Gum'	40' x 25'				X	X	X	
	Olea europeaea 'Swan Hill'	Olive Tree, Swan Hill (Fruitless)	35' x 25'		X	X	X	X		
	Olea europeaea 'Wilsonii'	Olive Tree, Wilson's (Fruitless)	30' x 25'		X	X	X	X		
	Olneya tesota	Ironwood	35' x 30'		X	X	X	X	X	
	Pinus eldarica	Afghan Pine	50' x 20'				X	X	X	
	Pinus halepensis	Aleppo Pine	50' x 20'				X	X	X	
	Quercus virginiana 'Cathedral'	Southern Live Oak	50' x 50'	X	X		X	X		
	Quercus virginiana 'Heritage'	Southern Live Oak, Heritage	50' x 50'	X	X		X	X		
	Sophora secundiflora	Texas Mountain Laurel	25' x 15'		X	X	X	X		
Deciduous Trees	x Chitalpa tashkentensis	Chitalpa Tree	30' x 30'		X	X	X	X	X	
	Chilopsis linearis 'Art's Seedless'	Desert Willow, Seedless	25' x 25'		X	X	X	X	X	
	Fraxinus p. lanceolata. x Fraxinus v. glabra 'Fan-West'	Fan West Ash	35' x 35'	X	X		X	X		
	Fraxinus velutina "Fan tex"	Fan Tex Ash	35' x 35'		X	X	X	X		
	Parkinsonia microphylla	Foothills Palo Verde	30' x 30'		X	X	X	X		
	Parkinsonia praecox	Palo Brea	30' x 30'		X	X	X	X	X	
	Parkinsonia florida	Blue Palo Verde	30' x 30'		X	X	X	X	X	
	Parkinsonia x 'Desert Museum'	Palo Verde 'Desert Museum'	30' x 30'		X	X	X	X		
	Parkinsonia x 'Sonoran Emerald'	Palo Verde 'Sonoran Emerald'	30' x 30'		X	X	X	X		
	Pistacia x 'Red Push'	Red Push Pistache	40' x 40'	X	X		X	X		
	Prosopis chilensis	Chilean Mesquite	40' x 40'		X	X	X	X	X	
	Prosopis glandulosa 'AZT'	Mesquite, AZT Podless Hybrid	40' x 40'		X	X	X	X	X	
	Prosopis x hybrid "Thornless"	Thornless Mesquite	30' x 30'		X	X	X	X	X	
	Prunus cerasifera	Flowering Plum, Purple Leaf	20' x 20'		X	X	X	X		
	Ulmus parvifolia spp.	Chinese Elm	40' x 40'	X	X		X	X		
	Vitex agnus-castus	Chaste Tree	20' x 20'		X	X	X	X		
	Palms	Arecastrom romanzoffianum	Pindo Palm	30' x 20'				X	X	
		Bismarckia nobilis	Bismark Palm	40'x 20'				X	X	
Brahea armata		Mexican Palm	30' x 20'				X	X		
Phoenix canariensis		Canary Island Date Palm	60' x 40'	X			X	X		
Phoenix dactylifera		Date Palm	50' x 30'	X			X	X		
Washingtonia robusta	Mexican Fan Palm	100' x 15'				X	X			

### Shrubs:

	Botanical Name	Common Name	Size (H x W)
Semi-Evergreen Shrubs	Caesalpinia gilliesii	Yellow Bird of Paradise	6' x 5'
	Calliandra californica	Baja Fairy Duster	5' x 5'
	Calliandra eriophylla	Fairy Duster	3' x 4'
	Cordia parvifolia	Little Leaf Cordia	6' x 6'
	Dalea frutescens	Black Indigo Bush	3' x 4'
	Hamelia patens	Firecracker Bush	4' x 4'
	Justicia californica	Chuparosa	4' x 4'
	Tecoma stans	Yellow Bells	10' x 8'
Evergreen Shrubs	Baccharis x 'Starn' Thompson	Desert Broom, Starn	3' x 4'
	Bougainvillea spp	Bougainvillea	8'x8'
	Callistemon citrinus 'Little John'	Little John Bottlebrush	3' x 5'
	Cordia boissieri	Texas Olive	10' x 10'
	Dalea pulchra	Indigo Bush	4' x 5'
	Dodonaea viscosa	Hopseed Bush	10' x 8'
	Dodonaea viscosa 'Purpurea'	Purple Hopseed Bush	12' x 6'
	Duranta erecta	Golden Dewdrop	6' x 10'
	Duranta repens	Skyflower	8' x 10'
	Eremophila hygrophana 'Blue Bells'	Blue Bells Emu Bush	3' x 3'
	Eremophila glabra 'Kalgoorlie'	Emu bush	4' x 5'
	Eremophila racemosa	Easter Egg Emu Bush	6' x 6'
	Hibiscus	Hibiscus	5-8' x 4-5'
	Justicia spicigera	Firecracker Plant	3-4' x 5-6'
	Lantana camara	Bush Lantana	3' x 3'
	Lantana x 'New Gold'	New Gold Lantana	3' x 3'
	Larrea tridentata	Creosote Bush	6' x 6'
	Leucophyllum candidum	Violet Silver Leaf Sage	5' x 5'
	Leucophyllum candidum 'Silver Cloud'	Silver Cloud Sage	4' x 4'
	Leucophyllum frutescens	Texas Ranger	8' x 8'
	Leucophyllum frutescens ' Compacta'	Texas Ranger, Compact variety	5' x 5'
	Leucophyllum laevigatum	Chihuahuan Sage	5' x 6'
	Leucophyllum x 'Heavenly Cloud'	Heavenly Cloud Sage	6'-8' x 6'
	Leucophyllum zygophyllum 'Cimarron'	Cimarron or Blue Ranger Sage	3' x 3'
	Myrtus communis 'Compacta'	Dwarf Myrtle	5' x 4'
	Nerium oleander 'Petite Pink"	Dwarf Pink Oleander	6' x 4'
	Rosa spp.	Rose Shrubs	4' x 2-3'
	Rosmarinus officinalis	Upright Rosemary	4' x 3'
	Ruellia brittoniana	Purple Ruellia or Mexican Petunia	3-6' x 3-6'
	Ruellia peninsularis	Desert Ruellia/Baja Ruellia	4' x 4'
Russelia equisetiformis	Coral Fountain Grass	4' x 4' - 6'	
Senna artemisioides	Silver Cassia	6' x 6'	
Simmondsia chinensis	Jojoba	10' x 10'	
Sophora secundiflora	Texas Mountain Laurel	20' x 15'	
Tecoma spp.	Yellow Bells	10'x 10'	
Tecomaria capensis	Cape Honeysuckle	6' x 5'	
Teucrium fruticans	Bush or Shrubby Germander	4' x 5'	



## Ground Covers and Vines:

Ground Covers	Botanical Name	Common Name	Size (H x W)
	Acacia redolens	Desert Carpet	2' x 10'
	Convolvulus cneorum	Bush Morning Glory	2' x 3'
	Convolvulus mauritanicus	Ground Morning Glory	1' x 3'
	Dalea greggii	Trailing Indigo Bush	2' x 6'
	Delosperma cooperi	Purple Trailing Ice Plant	3" x 2'
	Eremophila glabra 'Mingenev Gold'	Outback Sunrise Emu Bush	1' x 6-10'
	Gazania rigens	Trailing Gazania	8" x 1.5'
	Lantana montevidensis	Purple Trailing Lantana	1' x 4'
	Malephora crocea	Gray Ice Plant/Copper Ice Plant	6" x 6'
	Malephora luteola	Yellow Ice Plant	6" x 4'
	Oenothera caespitosa	Tufted Evening Primrose	1' x 2'
	Rosmarinus officinalis 'Huntington Carpet'	Huntington Carpet Rosemary	2' x 8'
	Rosmarinus officinalis 'Prostratus'	Trailing Rosemary	3' x 6'
Ruellia brittoniana 'Katie'	Katie Ruellia	1' x 1.5'	
Teucrium chamaedrys 'Prostratum'	Creeping Germander	6" x 3'	
Wedelia trilobata	Yellow Dot	1.5' x 6'	

Vines	Botanical Name	Common Name	Size (H x W)
	Antigonon leptopus	Queen's Wreath	15' x 15'
	Bougainvillea spp	Bougainvillea	15' x 15'
	Campsis radicans	Trumpet Creeper	5' x 20'
	Hardenbergia violacea	Australian Lilac Vine	15' x 10'
	Jasminum mesnyi	Primrose Jasmine see also 'Gold Tip'	10' x 6'
	Pandorea jasminoides	Bower Vine	20' x 20'
	Passiflora foetida v. longipedunculata	Baja Passion Vine	10' x 10'
	Passiflora incarnata	Purple Passion Vine	20' x 25'
	Podranea ricasoliana	Pink Trumpet Vine	20' x 10'
	Rosa banksiae	Lady Banks Rose	20' x 15'
	Solanum jasminoides	Climbing Potato Vine	20' x 10'
	Trachelospermum jasminoides	Star Jasmine	6' x 20'



## Cacti and Succulents:

Cacti and Succulents	Botanical Name	Common Name	Size (H x W)
	Agave americana varieties	Century Plant	3' x 5'
	Agave desmettiana	Smooth Agave	3' x 4'
	Agave geminiflora	Twin-flowered Agave	1' x 3'
	Agave parryi huachucensis	Parry's Agave	2' x 3'
	Agave victoriae-reginae	Queen Victoria Agave	1' x 2'
	Agave vilmoriniana	Octopus Agave	4' x 5'
	Agave weberii	Weber's Agave	5' x 6'
	Aloe 'Blue Elf'	Blue Elf Aloe	1' x 2'
	Asclepias subulata	Desert Milkweed	4' x 4'
	Cereus hildmanianus	Hildmann's Cereus	10' x 4'
	Dasylium acrotrichum or texanum	Desert Spoon (Green Foliage)	4' x 4'
	Dasylium wheeleri	Desert Spoon (Silver Foliage)	5' x 5'
	Echinocactus grusonii	Golden Barrel	1' x 1'
	Euphorbia antisiphilitica	Candelilla	3' x 2'
	Euphorbia rigida	Gopher Plant	3' x 4'
	Euphorbia tirucalli	Firesticks	5' x 4'
	Ferocactus spp.	Barrel Cactus species	3' x 1'
	Hesperaloe funifera	Giant Hesperaloe	5' x 5'
	Hesperaloe parviflora 'brakelight'	Brakelight Red Yucca	2' x 4'
	Nolina microcarpa	Bear Grass	2' x 2'
	Opuntia baillaris	Beavertail Prickly Pear	6' x 4'
	Opuntia ficus-indica	Indian Fig	5' x 6'
	Opuntia santa-rita	Purple Prickly Pear / Santa Rita Prick	4' x 6'
Pachycereus marginatus	Mexican Fencepost	1' x 12'	
Pachycereus schottii f. monstrosus	Totem Pole	3' x 3'	
Pedilanthus macrocarpus	Lady Slipper	3' x 3'	
Yucca baccata	Banana Yucca	4' x 5'	
Yucca elata	Soaptree Yucca	10' x 10'	
Yucca gloriosa	Spanish Dagger	3' x 3'	
Yucca pallida	Paleleaf Yucca	2' x 3'	
Yucca rigida	Blue Yucca	6' x 6'	





2018

DESIGN GUIDELINES  
TOWN OF QUEEN CREEK  
**DOWNTOWN CORE**



# Queen Creek

## Design Standards





# Queen Creek

## Design Standards



GAMMAGE  
&  
BURNHAM  
Attorneys at Law

## DS.0 Design Standards

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### DS.1 Introduction

A. *Purpose.* The purpose of the Town of Queen Creek Design Standards is to provide the development community with a consistent set of standards to guide the physical development and the visual quality of the community to be reviewed and approved with the site plan and preliminary plat process. These criteria are not to restrict imagination, innovation, or variety, but rather to assist in focusing design principles, which can result in creative solutions that will develop a satisfactory visual appearance within the town, preserve property values, and promote the public health, safety and general welfare, and the following:

1. To reflect, maintain, and enhance the friendly small town rural characteristics of Queen Creek and its surroundings;
2. To create a distinctive, high quality environment;
3. To encourage the design of sustainable development;
4. To encourage traditional neighborhoods and residential developments that vary in density, lot sizes, housing type, architectural style, and provide open space;
5. To provide design direction to all the projects in the Town; and,
6. To foster a sense of place and pride in visiting, working and living in the Town of Queen Creek.

#### B. *Applicability.*

1. These design standards are intended to enhance and maintain the quality of Queen Creek’s community by providing guidance for the design of new single-family residences, multi-family residences, commercial, and industrial zoning districts in the Town of Queen Creek. The Standards are composed of design guidelines. Design guidelines are policies intended to provide the basis for design review and approval and are subject to interpretation by staff, the Planning Commission and Town Council. When a valid demonstration can be made for deviating from a design guideline in order to achieve a better overall design, such requests are encouraged and will be given consideration in accordance with this document.
2. All site plan, subdivision and design review processing and approval procedures covered by this document shall be governed by the Town of Queen Creek Zoning Ordinance and or Subdivision Regulations.
3. All development in the Downtown Core (DC) district should be in general conformance with the DC Design Guidelines and the standards covered in this Chapter. Alternative standards that meet the intent of the Zoning Ordinance and Design Standards may be considered by the Planning Administrator. Where a conflict arises between the applicability of the Zoning Ordinance and Design Guidelines in the DC district, the Planning Administrator shall make the final determination.

#### C. *Interpretation.*

1. Guidelines which employ the word “should” are intended to be applied as stated. However, an alternative measure may be considered upon the approval of the Planning Administrator if it meets or exceeds the purpose of the guidelines.

2. Guidelines using the words “shall” or “must” are mandatory and must be included in the project’s design aspect. However, an alternative measure may be considered upon the application for Administrative relief as referred to in Article 2 of the Zoning Ordinance.
3. Guidelines using the word “encouraged” or “discouraged” or “promote” are desirable but not mandatory.
4. Refer to the Town of Queen Creek Zoning Ordinance for quantitative parking, landscaping, fence, wall, and lighting requirements.

D. *How to use this document.*

1. This document includes photographs for the purpose of illustration and simplification. The images used to illustrate the compliance or non-compliance with the standards should be reviewed in context to the specific guidelines with which the image is associated and not necessarily with all the guidelines of this document. To the extent that there is any inconsistency between the text of this Ordinance and any such photograph the text shall control

## DS.2 Architectural Styles

- A. *Purpose.* In order to preserve the small-town characteristics of Queen Creek, the following architectural styles shall serve as a guide. Architectural interpretation is encouraged. Evaluation of the appearance of a project shall be based on the quality of design, consistency with adopted architectural styles and its relationship to surroundings. The defining characteristics that are associated with each style provide a guide as to the appropriate height, massing, roof form, materials, windows, and details. In order for new designs to portray the same character as traditional architecture, it is important to maintain the integrity by following the defining characteristic of a specific style and not incorporating inconsistent element. Contemporary or modern interpretations of the architectural styles may be allowed.

- B. *Applicability.* These architectural styles are applicable to any new developments in the Town of Queen Creek. *Modern interpretations of architectural styles shall be permitted.*

- C. *Descriptions and Renderings.* The Town of Queen Creek has two major architectural characters: “Agricultural/Small Town” in the historic farm areas and “Desert Foothills” in the areas at the base of the San Tan Mountains (typically south of Hunt Highway).

1. *Agricultural/Small Town.* Architectural character is inspired by the agrarian buildings and sheds of the East Valley, the historic turn of the century neighborhoods of Downtown Phoenix and Tucson (Encanto, F.Q. Story, Roosevelt). The Small Town part of this character is composed of small scale buildings, with simple massing and hand crafted details. The designs are often modified to be appropriate to the desert climate with deep recessed windows, shade awnings, and limited use of wood. The agricultural parts of this character are composed of rustic buildings with simple shed forms, and historic use of shed roofs, wooden timber structures, and board formed concrete walls. In both parts, buildings are typically gathered around a formal open space like a town square or organized into compounds, separated or surrounded by open space.



2. *Desert Foothills.* Architecture character is inspired by the desert architecture of the foothills of the San Tan Mountains.

This character is dominated by the natural desert landscape. Its colors, materials, massing and forms take their cue from the landscape of the Sonoran Desert. This character typically is a mix of old world Spanish, Tuscan and arid region architecture with contemporary and mid-century modern architecture. Buildings are often isolated in the landscape surrounded by natural, undisturbed desert. Building forms often follow the terrain or step down hillsides with accents being provided in important civic or social settings.



## DS.3 General Design Concepts

A. *Introduction.* The following general concepts shall be incorporated into all new development along with the corresponding design guidelines found in DS.3 – DS.5. These concepts are key components to enhance the visual interest, community character, and pedestrian activity.

B. *Shade.*

1. Developments should provide shaded areas for their use and benefits.



2. Developments shall provide landscaping along arterial and collector streets for the comfort of pedestrian and bicycle users and street scene.

C. *Connecting Places.*

1. Site design shall include sidewalk, trail, or path connections within and adjacent to the development, when applicable.



2. The provision of secure bike storage through lockers, cages, or storage areas is encouraged to promote alternative transportation.

D. *Water and Turf Features.*

1. Turf shall be utilized within active open space and is discouraged in areas of passive open space.



2. Development should reduce potable water use for building sewage conveyance by 50% through the use of water-conserving fixtures (water closets, urinals) or non-potable water

# TOWN OF QUEEN CREEK DESIGN STANDARDS

(captured rainwater, recycled greywater, and on-site or municipally treated wastewater).

## E. *Gathering Places.*

1. Pocket parks, areas between developments, and transitional areas should provide shade, potted plants, water features, artwork, or seating.



## F. *Public art.*

1. When required, art shall be placed in a location that is accessible at the pedestrian level.



2. Art should incorporate the surrounding area and reflect the values of the Town.

## G. *Entering and Inviting Features.*

1. Site-level development. Site development should consider distinguishing features and coordinated thematic elements to enhance project entry visibility from street right-of-way.

2. Building-level development. Building development should consider pedestrian-scale features that draw visual interest to main building entrances.

## H. *Pedestrian Connectivity.*

1. Walkways shall connect to any trails or paths adjacent to the site to maintain connectivity in the Town.



2. All developments should be accessible by walking, bicycle, or vehicular travel through the use of sidewalks, bicycle lanes, and streets.

## I. *Pedestrian and Bicycle Wayfinding.*

1. Wayfinding signs shall not be placed within the pedestrian or bicyclist area that would cause an obstruction
2. Wayfinding signs should be a clear and concise functioning system that provides directional support for pedestrian and or bicycle users.



- J. *Community Mailboxes (Cluster Box Units).* Cluster box units (CBU) are free-standing,

pedestal-mounted clustered mailboxes located in various locations throughout a residential community containing multiple individually locked mailboxes and parcel compartments. All CBU's shall be designed to include a decorative enclosure on five sides that is constructed of a combination of decorative stone veneer, stucco, brick/block materials, etc. to complement the architectural design theme, monumentation and walls of the neighborhood.



## DS.4 Single-Family Residential Standards

A. *Purpose.* The purpose of this Section is to guide architectural integrity in order to assure that these neighborhoods are sustainable and continue to make a positive contribution to the community in the years to come. Neighborhoods designed according to these principles increase in value as they mature, rather than requiring ongoing public reinvestment that is often needed in poorly designed neighborhoods where there is little pride of ownership and lack of property maintenance. The purposes of these provisions are:

1. To supplement the zoning regulations applied to site built, modular and manufactured homes with additional standards and procedures which will promote a satisfactory living environment for residents of single family homes, and encourage a mix of homes and other types of housing within the Town;
2. To permit greater diversity in the types of housing communities; and,
3. To ensure that all new single family dwellings are compatible with other forms of housing.
4. To create attractive, enduring and sustainable neighborhoods.

### B. *Applicability.*

1. These Standards apply to all new single-family structures on individual lots, including new subdivisions, custom homes and master planned communities. These Standards do not apply to subdivisions or master planned communities with approved development agreements, the conditions of which would preclude the ability to fully comply with these guidelines. These Standards are provided for the use of homeowners, builders, contractors, designers, Town staff and Town decision makers.

2. Small-scale development may propose alternative design standards to the Planning Administrator. Alternative design standards may include design character and features from previously approved developments adjacent to proposed small-scale development.

### C. *Residential Design Review Application/Approval Process.*

1. Prior to submitting an application for Design Review approval the applicant shall attend a Pre-Application Meeting with a representative of the Development Services Department.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

2. Applications for Design Review shall be filed with the Development Services Department on form(s) provided and shall include all of the information identified in the application form(s), Design Regulations, and any other data that may be required by the Planning Administrator that is needed for review of the application.
3. Applications shall be signed by the property owner(s) or an authorized agent of the property owner(s) and all applicable fees shall be paid when applications are submitted.
4. The Planning Administrator shall review the application submittal for compliance with all applicable guidelines within this ordinance. The approval of said application shall be in accordance with Article 3, Section 3.3.C and 3.3.D.2 of the Town Zoning Ordinance.
5. In the event of a denial, no development activities shall be authorized until a new application for Design Review approval has been submitted and approved.
6. The approval date of the Design Review approval shall be the date on which the application was approved by the Planning Commission. Design Review approvals are tied to other development approvals (i.e. Building Permit, Standard Plan Building Permit Review), which will be identified in the notification of Design Review approval.
7. *Amendments to previously approved Design Review Applications.* Up to two (2) additional production home plans may be approved by the Planning Administrator if the proposed plans are in substantial conformance with the initial submittal. No more than two (2) additional plans shall be approved per calendar year.

## D. *Design Guidelines.*

1. *Neighborhood Character.* Each neighborhood type (Rural/Estate, Suburban and Urban) has a unique character based on the existing landscape, topography, lot size and development pattern. Guidelines are

provided to communicate the three primary types of neighborhood character found in Queen Creek. The balance between manmade and landscape elements will also help to reinforce each type of character.

- a) In Rural and Estate Neighborhoods (A-1, R1-190, R1-145, R1-108, R1-54, R1-43), the balance between the buildings and landscaping should substantially favor the landscaping. In general, open space and vegetation dominate; architectural and man-made elements are apparent, but secondary. Rural uses, such as horses and view fencing, hedgerows along property boundaries and generous setbacks from the street will visually contribute to the rural and estate character.



- b) In Suburban Neighborhoods (R1-35, R1-18, R-15, R1-12), the man-made and open space elements of the community should be balanced. Internal open space and external transitioning shall be maximized to provide the necessary balance with the man-made elements. Setbacks for and between buildings and along public ways become more pronounced. Solid fencing or walls should be partially limited, with the area adjacent to the community open space in a partial-view style of fencing.
- c) In Urban Neighborhoods (R1-9, R1-7, R1-5, and R1-4), architecture and the man-made elements are the predominant features and thus must be carefully crafted to avoid becoming generic and stale in form. Setbacks for and between buildings are reduced

proportionately to the size of the lots. Front yards may be reduced and street presence becomes more prominent for porches and architectural elements if the garage/auto area is proportionately recessed from the street. Privacy is generally obtained in the interior spaces of small walled courtyards or fenced yards. Sufficient open space shall be provided between or within developments for effective contrast and balance to the buildings and the land.



2. *Streetscape.* It is the street that defines the character of the neighborhood. Therefore guidelines have been created to introduce sufficient variety to create interest without becoming excessive to the point of creating a chaotic street scene. It is also important to create a clear transition from the public space of the street to the private space of the home. Clearly identifying paths for people to move through this sequence creates space that enhances community while maintaining privacy. The following streetscape guidelines shall apply:

- a) A customized entrance should be provided at the entry street intersecting the arterial or major collector which should include architectural features such as, water feature, sculpture, monument signage, special landscaping, specialty pavement, enhanced fence wall details or a boulevard median.
- b) Production home builders are required to provide landscaping in all planted areas within the front yards of single-family detached home lots prior to a certificate of occupancy.

c) For model home complexes, production home builders are required to:

- 1) Offer at least three (3) significantly different front yard landscape options per plan, one of which shall be a low-water usage xeriscape option.
- 2) The use of drought-tolerant trees, shrubs and groundcovers is required.
- 3) The predominant use of grass is prohibited. Limit turf areas (including artificial turf) to a maximum of 30 percent of the total lot. Where turf is provided, the grass area should be large enough to be useable and watered efficiently.
- 4) Model home complex parking lots shall contain trees and landscaping consistent with the landscape design of the lots that contain the model homes. Landscaping should be used to screen and soften the parking areas and long expanses of privacy walls.

d) Repetitious elevations shall be avoided. The same elevations shall not be utilized across from or adjacent to each other. A sufficient number of plans to create variety and diversity shall be provided. All tract home subdivisions shall have a minimum of four (4) floor plans with three (3) unique elevations per floor plan. Unique elevations shall be structurally different with different roof types facing the street as described in subsection DS.4.C.2.e below.

e) Monotonous, uniform roof forms shall be avoided. Roof forms shall be varied by incorporating different building heights and / or ridgeline orientation.



# TOWN OF QUEEN CREEK DESIGN STANDARDS

- f) The front elevation shall feature a pedestrian scaled entry which is clearly visible when standing at the front property line. Pedestrian scaled entry may include gates, arbors, portal, and similar features with courtyard forward plans.
- g) Color in new subdivision development:
  - 1) The primary exterior body colors should be neutral earthy colors. No bright, bold or primary colors shall be used for primary body colors. The trim and accent colors should complement the primary body color.
  - 2) A minimum of seven (7) distinct combinations of colors and roof materials shall be provided to further promote visual interest. There shall not be a predominant singular color. Less color combinations may be considered in smaller subdivisions.



- h) Open gable roofs emphasizing the lack of detail should be avoided. The home shall have a pitched roof with a slope of not less than 3:12 pitch. The exception to the roof pitch requirements is for Santa Fe/Pueblo or other flat roof dominant architectural styles. The roof overhang shall not be less than one (1) foot measured from the vertical side of the dwelling unit. When carports, garages, porches or similar structures are attached as an integral part of the dwelling unit, the Planning Administrator may waive the eave requirement.
- i) Development should provide visual interest through the use of accent materials (such as stone or brick

vener) such that the application replicates the authentic means of construction (for example, all visible sides of an architectural element are covered as if the entire element was constructed of masonry). When continuing the material around a corner from a front to side elevation, it should be terminated by an architectural element such as an offset, column, intersecting wall or fence.

- j) All on-lot fencing facing a public street should be designed to match the standard plan's materials and primary color or that of the subdivision theme wall.
- k) Driveways for three-car or larger forward-facing garages shall incorporate alternative paving design elements stamped concrete, concrete engraving, intricately sawed or grooved patterns, concrete pavers, and colored concrete to soften the appearance of large impervious surfaces.
- l) Alley loaded garages are encouraged, especially for small lot subdivisions.



### 3. *Building Design.*

- a) All residential buildings shall have a permanent foundation and a garage to store a minimum of two (2) vehicles. Interior dimensions of a garage shall be a minimum of twenty (20) feet wide by twenty (20) feet deep.
- b) The dwelling unit shall have a garage with roofing and siding complimentary to the primary structure.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

- c) The dwelling shall be covered by an exterior material of a color, material, and appearance that is compatible with those of existing single-family dwellings including, but not limited to, the following:
  - 1) Residential cementation lap siding; brick, stone or masonry veneer;
  - 2) Frame or block stucco siding; skip trowel preferred;
  - 3) Other siding materials which are determined by the Planning Administrator to be compatible with the above-referenced materials;
  - 4) The building materials of a project shall be durable, require low maintenance, and be of a substantial quality. Organic wood products for decorative architectural elements and / or siding should be discouraged; and,
  - 5) Flat or corrugated sheet metal shall not be used for exterior siding material.
- d) All street side elevations of a structure shall provide visual interest by incorporating overhanging eaves, recessed windows, or other building details.



- e) The building materials of a project shall be durable and require low maintenance.
- f) Windows should be balanced, equally-spaced and equally-proportioned in the building mass. All windows on a home shall comply with at least one of the two requirements below:

- 1) Windows shall be recessed a minimum of 2" from the face of the adjacent wall plane; or,
- 2) Windows shall have style-appropriate trim detail at the sill, head, and jambs. Windows with no recess or no trim are not allowed.
- g) Window treatments shall have an Architectural theme that is carried through on all sides of the structure.
- h) An all-weather, hard surfaced, covered outdoor rear patio area of not less than five (5) percent of the home square footage for any single-family detached home on a lot eighteen thousand (18,000) square feet or less. The rear patio shall not be less than six (6) feet in depth and shall be designed to be integrated with the architecture of the home, including the primary structure material, colors and roof design, and be appropriately related to open areas of the lot for the purpose of providing suitable outdoor living space to supplement the limited interior spaces.
- i) Canopies and awnings should be attached to any home and patios can be enclosed and used for recreation or sun room purposes. When enclosed for living purposes, such shall be considered as part of the home and a permit required, issued by the Planning Administrator, before such enclosure can be used for living purposes.
- j) Windows and doors should be in proportion to one another, and aligned on each elevation to bring a sense of order.



# TOWN OF QUEEN CREEK DESIGN STANDARDS

k) A durable, low-maintenance roof consisting of non-reflective materials customarily used for residential construction shall be provided, and if following a traditional architectural style, in accordance with the defining characteristic as shown in Section DS.2 of this document.

l) *Garage Frontage and Location.*

- 1) Front loaded garages shall be recessed a minimum of five feet (5') from the livable, side turned garage, or covered front porch area of the building to provide interest and relief from the street.
- 2) Significantly recessed garages, detached garages, and side entry garages are encouraged.
- 3) A minimum of three (3) distinctly different garage door designs shall be provided as a standard feature for all plans of production homes.
- 4) In the R1-5 and R1-7 zoning districts, the garages should be varied in order to reduce repetition and prevent monotony. Variations may include orientation, change in garage plane, and / or alternative architectural and material treatments.
- 5) The garage shall match the architectural style, roof type, and material palette of the primary structure.
- 6) Vehicular access to rear yards with sufficient space to store cars, small boats and recreational vehicles should be provided wherever possible. Storage areas shall be completely screened through the use of masonry fence walls, solid gates and landscaping.
- 7) RV garages and oversize garage doors should be set back at least ten (10) feet from the primary structure.

m) *Garage Dominance.* Homes and buildings in Queen Creek should have a timeless look to their architecture, and

should not be dominated by large garage doors on the front of the home or building. Garages have become a desirable element of modern homes and are used for both parking and storage. Because garages often are accessed by a single door sixteen feet (16') wide or wider, their appearance can easily dominate the entire façade of a home especially on smaller, narrower homes or buildings. While a home or building need not go to extraordinary measures to hide a garage door, the use of the following techniques are recommended to minimize their appearance.

- 1) The front elevation shall prominently feature an entrance for persons rather than automobiles through superior design. Garage doors shall be de-emphasized and not be the most prominent architectural feature of the house.
- 2) Front loaded garages shall be recessed by a minimum of five feet (5') from the livable, side turned garage or covered front porch area of the building in order to provide interest and relief for the streetscape.
- 3) Provide engaging architecture on the rest of home (covered porch, large recessed picture window with brick sill or tile surround, stone or brick veneer).
- 4) Avoid ornate detailing (such as a Mission parapet) on the garage mass. Remove decorative detail (brick or stone wainscot) from the garage mass and add it on the livable mass of the home.



- 5) Provide one and a half or two story massing so that the garage is a smaller part of the overall front façade of the home.
- 6) When style appropriate provide balcony or deck on the second level to provide interest over the garage.



- 7) Avoid large gables over the garage. Use hip roofs, shed roofs or flat roofs instead to minimize the garage massing.
- 8) Turn the garage ninety degrees to the street and make the front façade appear as a livable portion of the home.



- 9) When possible accentuate it with massing (tower), color, lighting and architectural detail.
- 10) Provide coach house details to the garage door so that it appears to be wooden or style appropriately divided into smaller elements. Avoid a single large blank element.
- 11) Provide a pergola (trellis, lattice, or arbor) above the garage door to vary the shade and shadowing on the door.



- 12) Deeply recess the door twelve to twenty-four inches (12" - 24") with an appropriate sized beam or structural element to hold up the home or roof over the large opening in historic building techniques.
- 13) Use two single car garage doors rather than one two-car garage door to create smaller massing.
- 14) Use pavers or decorative paving to break up or reduce the visual impact and glare from a typical concrete driveway.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

- 15) Make the door color match or darker than the body color of the home so that it recedes visually. Do not use accent colors on the garage door.

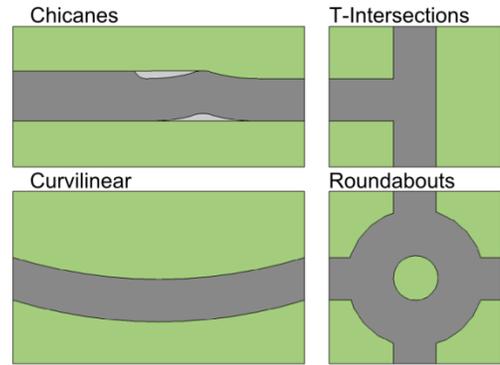
## 4. *Open Space.*

- a) Turf shall be utilized for active open space within a neighborhood.
- b) The use of turf is discouraged in areas of passive open space and along streets.
- c) Refer to Section 5.5 of the Zoning Ordinance for Open Space Requirements.
- d) Tot Lots or playground equipment shall be centrally located for ease of accessibility for the neighborhood and be covered by shade structures or mature landscaping.



## 5. *Access and Circulation.*

- a) T-type intersections are encouraged on local streets.
- b) Pedestrian connectivity should not be impeded if cul-de-sac streets are utilized
- c) Local streets shall be curvilinear if exceeding over one-thousand (1,000) feet in length or shall utilize traffic calming measures such as chicanes, chokers, and roundabouts.



- d) Flag lots in residential subdivisions may be permitted so long as sufficient fire safety access is provided, subject to review and approval by the Planning Administrator.

## E. *Manufactured / Modular Homes.*

1. Any manufactured or modular home on an individual lot shall conform to the same building setback standards, side and rear yard requirements, standards for enclosures, access, vehicle parking, and square footage standards and requirements to which a conventional single-family residential dwelling on the same lot would be subject.
2. The dwelling shall be attached to a permanent foundation system in compliance the International Conference of Building Officials "Guidelines for Manufactured Housing Installation," as may be amended, and the following requirements:
  - a) All wheels, hitches, axles, transporting lights and removable towing apparatus shall be permanently removed prior to installation of the dwelling unit;
  - b) The foundation shall be excavated and shall have continuous skirting or backfill leaving no uncovered open areas excepting vents and crawl spaces. The foundation shall be exposed no more than twelve (12) inches above grade;
  - c) For homes which are narrower than sixteen (16) feet in width, the unit shall be oriented on the lot so that its long axis is parallel to the street.

## DS.5 Multi-Family Residential Standards

A. *Purpose.* The purpose of these standards is to provide design guidelines to improve the appearance of design and functionality of multi-family development, to recognize the importance of design in the economic success of the urban areas of the Town, and to ensure the adequate protection of the surrounding area. These guidelines define the character of the areas which serve as transitional land in close proximity to shopping, employment, and residential.

B. *Applicability.* Within an R-2, R-3, R-4, and permissible non-residential zoning district(s), the following standards shall apply to multi-family dwelling units:

### C. *Design Guidelines.*

#### 1. *Site Layout.*

- a) Multi-family buildings shall be separated by a minimum of fifteen (15) feet.
- b) The site design shall incorporate natural amenities and features into the development plan such as prominent view corridors, washes and significant vegetation to enhance the character of the development.
- c) The transition between multi-family residential and existing single family residential areas shall be enhanced to achieve maximum compatibility through screening and buffer setbacks (see Section 5.3).



#### d) *Entry and Character.*

- 1) Wherever applicable, a combination of ornamental landscaping, landscaped medians, water features, architectural monuments, signs, decorative walls and paving should be incorporated into the themed entry and shall reflect the overall architectural identity and character of the development,
- 2) The primary entry into the development shall be distinguished with hardscape materials such as paver, street prints, and / or color blocks.

#### 2. *Streetscape.*

- 1) For safe and comfortable pedestrian environments, amenities such as ramadas, benches, tot lots, and water features should be provided within the development.
- 2) For pedestrian and bicycle friendly environment, amenities, such as trails, bike lanes, and sidewalks, should be provided to encourage walking and bicycling.
- 3) Wherever applicable a combination of one or more of the following: landscaping, berming and screen walls should be used to screen views of parked cars adjacent to the streetscape.

#### 3. *Building Design.*

##### a) *Materials and Colors.*

- 1) The color palette and materials shall be appropriate to the context.
- 2) Flat or corrugated sheet metal shall not be used for exterior siding material.
- 3) The building materials of a project shall be durable and require low maintenance

##### b) *Building Massing.*

- 1) The use of projecting private balconies, building wall recesses,

# TOWN OF QUEEN CREEK DESIGN STANDARDS

building pop-outs, varied wall planes, arched dormers, decorative window treatment, brick or stone veneers, and other architectural elements is encouraged so as to provide visual interest.

- 2) The visual impact of large monolithic structures should be minimized by creating a cluster of small buildings.
- 3) The use of landscaping as a design element is encouraged to reduce building mass.
- 4) Multiple architectural features shall be integrated into the building to provide visual interest and variation.



## c) *Windows.*

- 1) Windows should be balanced, equally-spaced and equally-proportioned in the building mass
- 2) Windows shall employ design details as appropriate to the architecture style.
- 3) Unifying architectural elements shall be used to carry a window pattern across a façade.
- 4) Window and door type, material, shape and proportion shall complete the architectural style of the building.

## d) *Roof Line.*

- 1) Avoid massive straight rooflines with flat appearances.
- 2) Minimize the bulk and massive appearance of large structures

through the use of sloping varied rooflines, consisting of varying roof heights using variations in the height, directions, and shapes of the roofline to visually break up a large structure.

- 3) Incorporate varied building heights at the street.

## 4. *Open Space.*

- a) The multifamily development should include active recreation amenities for residents such as pools, tennis courts or playgrounds and gathering spaces.



- b) Active open space should be located in centralized locations which is accessible by the entire community.

- c) A minimum of four hundred (400) square feet of usable common open space shall be provided for each multifamily dwelling unit for active recreational needs of residents. Usable open space excludes parking areas, required landscape areas, land within a floodway, water bodies, and land with greater than fifteen percent (15%) slope. Open space provided, pursuant to this requirement, shall be accessible to all residents of the development and shall measure at least thirty feet (30') across at its narrowest dimension.



d) The Planning Administrator may waive up to fifty percent (50%) of the open space requirement if the development satisfies one of the following criteria:

- 1) All units are located within one thousand feet (1,000') of a public park as measured along a public sidewalk, trail or bikeway; and,
- 2) The development includes, on-site, a portion of the Town's trail system; or,
- 3) Another situation subject to review and approval by the Planning Administrator.

## 5. Access and Circulation.

- a) The development shall provide pedestrian access within the development and to adjacent non-residential areas by incorporating wall and landscape penetrations into the pedestrian circulation.
- b) The development shall provide a continuous walkway internally and shall separate the walkway from vehicular traffic movements except where drive aisle crossing are necessary.
- c) The on-site pedestrian circulation system shall link the various site amenities, such as play area, club house, pools, adjacent streets, trails, and bus stops.
- d) Pedestrian walkway shall be distinguished from the vehicle driveway using different hardscape materials or by providing a landscape buffer.

## 6. Parking Canopies.

- a) The color of any metal parking canopies shall fit with the color palette of the development.
- b) Parking canopies should have a fascia around the perimeter to provide some visual dimension to the metal parking canopy.
- c) Any lighting used with a metal parking canopy shall include fully-shielded light fixtures.

## 7. Utility and Mechanical Equipment.

- a) Mechanical equipment, electrical meter and service components, and similar utility devices whether ground level, wall mounted, or roof mounted, shall be screened and designed to appear as an integral part of the building.

## DS.6 Non-Residential Standards

A. *Purpose.* The purpose of these guidelines is:

1. To ensure successful integration of the safe, well-designed and attractive non-residential development into the community;
2. To protect the character of existing nearby neighborhoods;
3. To promote compatibility between non-residential development and adjacent residential uses;
4. To enhance the quality of nonresidential development in the Town;
5. Encourage long-term business success; and,
6. Ensure walkability within the project and connections to adjacent developments.

B. *Applicability.* These guidelines are applicable to all new nonresidential development in the Town, alteration to the exterior façade of the existing building and reconstruction of the existing structures.

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## C. Design Guidelines.

1. *Site Layout.* Architecture and the man-made element is the predominant feature and thus must be carefully designed to create a small town appearance and to be pedestrian friendly. In the Town Center area, street presence is should be emphasized with the buildings located at the street and vehicular parking is on-street or in joint use parking lots located to the side or rear of the buildings.

- a) All building elevations which face a public street or are adjacent to residential uses or residential zoning districts shall not use metal or corrugated metal as a primary material.
- b) All buildings shall incorporate a variety of massing and building heights, and stepping roof lines.
- c) Commercial projects adjacent to existing and proposed residential uses should consider setbacks, heights, and scale.



- d) Buildings on pads should be located close to arterial streets to create a strong sense of place.
- e) Drive-through uses should not be adjacent to residential uses. Speaker box, menu boards, pneumatic tube systems, automatic or manual car washes shall be located away from such uses to mitigate sound and light emissions.
- f) An incorporation of shade trees, trellis structures, and canopies should be used in large projects over five (5)

acres throughout all pedestrian walkways.

- g) A reduction of the "heat island" effect should be mitigated by increasing shaded areas throughout parking lots.



- h) Office, technical and corporate employment facilities should be scaled (built in proportion relative to size and lot coverage) to the surrounding area.
- i) For a mixed-use that includes areas of Employment A land uses, a campus-type employment site should be provided.
- j) Entry Character.
  - 1) The main vehicular entrance should be aligned with the anchor tenant of the site.
  - 2) Alternative paving, mature landscaping, or public art should be incorporated as a focal point for the site.



- k) *Relationship of Building and Site to Adjoining Area.*
  - 1) Adjacent building of different architectural styles shall be made

# TOWN OF QUEEN CREEK DESIGN STANDARDS

compatible by such means as screens, sight breaks, and materials.

- 2) Landscape transition to adjoining properties shall be provided.
- 3) Harmony in texture, lines and masses is required. Monotony shall be avoided.

## 2. Streetscape.

- a) *Street Furniture.* Street furniture such as benches, waste containers, bicycle racks, and bollards should be design and style appropriate to ensure compatibility with the architecture of surrounding buildings and the general area.



- b) *Lighting Requirements.* Provide safe vehicular, bicycle, and pedestrian travel within the development through utilization of bollards, main entry lighting, and parking lot lighting when applicable.

- c) *Pedestrian Amenities/Public Space.*

- 1) Pedestrian and customer entrances shall provide shade and protection from the weather by utilizing arcades, awnings, or colonnades.



- 2) All main entrances shall be accessible by walkway and walkways should connect throughout the site.
- 3) Areas between buildings and breezeways should provide potted plants, water features, artwork, or seating.
- 4) Site design should include an element of architectural features that incorporate a gathering area.
- 5) Site design should incorporate pedestrian and bicycle accessibility to all adjacent streets by providing sidewalks, bicycle lanes, or trails.
- 6) Best efforts shall be made to mitigate any vehicular and pedestrian interference through site layout and clearly identified lanes and paths.
- 7) Bicycle parking should be provided in close proximity to the main entrance and shall not impede pedestrian travel by providing extended curbing or landscaping.
- 8) All pedestrian walkways shall provide functional shade when adjacent to buildings through arcades, eaves, or tree planting.



- d) *Building Design.* Materials in Town Center are encouraged to be predominantly brick versus stucco. All buildings shall be constructed of reinforced masonry, concrete, wood, or metal frame. The use of metal buildings, such as, but not limited to corrugated steel, are prohibited. Use of ornamental metal as an architectural design/accent feature may be permitted.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

e) Building colors shall follow the following guidelines:

- 1) Large areas of white or black color shall be avoided.
- 2) The color palette chosen for new structures should be compatible with the colors of adjacent structures. An exception is where the colors of adjacent structures strongly diverge from these guidelines.
- 3) Wherever possible, the number of colors appearing on the structure's exterior shall be minimized. Small commercial structures should use not more than three (3) colors.



- 4) Bold primary colors shall only be used on accent elements, such as door and window frames and architectural details. Bold colors shall not be used as bands, stripes, wainscots or parapet caps.
- 5) All colors and or surfaces shall not exceed a light reflectance value (LRV) of 60%, unless otherwise approved by the Planning Director.
- 6) Architectural detailing should be painted to complement the facade and tie in with adjacent structures.

f) *Building Massing.* Building mass of adjacent buildings shall not vary more than fifteen percent (15%). Building mass is the volumetric shape of a

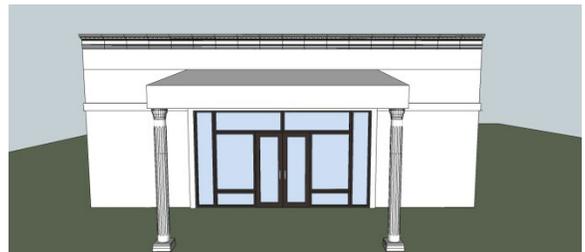
structure including sides, and roofs, and the size of the base, or footprint.

g) *Windows.*

- 1) Windows and doors shall include visually prominent framing and other character elements. Materials, colors, shape and proportions shall complement the architectural style of the building.
- 2) Commercial developments in excess of 50,000 square feet shall provide twenty-five percent (25%) of the entry façade in windows. Industrial developments shall provide fifteen percent (15%) of the entry façade in windows.
- 3) Windows shall employ design details appropriate to the architecture such as arched windows, shutters, awnings and canopies to break the scale of the façade into smaller components.

h) *Building Façades.*

- 1) All streetside elevations of a structure and elevations where pedestrian access is provided shall provide visual interest and design themes. Sides of buildings that extend more than thirty (30) feet in length shall provide a pitch roof element, windows, porch or other design feature to break up the long, continuous and otherwise uninterrupted blank wall. Flat roof buildings shall have an articulated base course and cornice, or similar architectural treatment for all sides visibly exposed.



- 2) The base course shall align with either kick plate or sill level of the first story. The cornice shall terminate or cap the top of a building wall, may project horizontally from the vertical wall

# TOWN OF QUEEN CREEK DESIGN STANDARDS

plane, and may be ornamented with moldings, brackets, vigas, tile or other details.

- 3) Scuppers and/or downspouts are not allowed on any elevation of a building that faces a street or pedestrian arrival.

## i) *Roof Types and Materials.*

- 1) Roof materials shall be consistent with the architectural styles set forth in Section DS.2 of this document. Gable roofs no flatter than a 9/12 pitch shall be used to the extent possible in the Town Center area. Where hipped roofs are used, the pitch shall be no flatter than a 6/12 ratio.
- 2) Both gable and hipped roofs shall provide overhang eaves on all sides that extend a minimum of one foot beyond the building wall.
- 3) Flat roofs may be used with the Pueblo architectural design. Mansard roofs are prohibited.
- 4) Architectural elements that add visual interest to roofs, such as dormers, belvederes, masonry or brick chimneys, cupolas, clock towers and other similar elements are encouraged.

## j) *Building Entrances.*

- 1) All main entrances to buildings shall be the focal point of design. Architectural elements should include: lintels, pediments, pilasters, columns, porches, railings, balustrades.



## 3. *Open Space.*

- a) Where possible, private open space and common open space should be designed to create a sense of place and should be used as opportunities to allow for gathering areas.



- b) For open space requirements, refer to Section 5.5 of the Zoning Ordinance.

## 4. *Access and Circulation.*

- a) The number of ingress and egress points shall be minimized through the use of shared driveways with adjoining uses when applicable.
- b) Traffic calming measures, such as chicanes, traffic circles, or alternative paving, should be considered to promote safe pedestrian and bicycle access.



- c) Drive-through uses with high volumes should design the site with adequate stacking measures.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

- d) Corrals for shopping carts should match the architectural and material palette of the primary building, landscape palette, and be located adjacent to landscape islands.

## 5. *Utilities and Mechanical Equipment.*

- a) Mechanical equipment, electrical meter and service components, and similar utility devices whether ground level, wall mounted, or roof mounted, shall be screened and designed to appear as an integral part of the building.

## 6. *Signage.*

- a) Every structure and commercial complex shall be designed with a precise concept for signage. Provisions for sign placement, sign scale in relationship with building, and sign readability shall be considered in developing the signage concept. All signage shall be compatible with the building architecture and site design relative to color, material and placement.
- b) Monument-base signs are the preferred alternative for business identification whenever possible. Where several tenants occupy the same site, individual wall mount signs are appropriate in combination with a monument sign identifying the development and address.
- c) The use of backlit individually cut letter signs is strongly encouraged. Wall painted signs and murals are prohibited, except when utilized for public art purposes.
- d) Each development site shall be appropriately signed to give directions to loading and receiving areas, visitor parking and other special areas.
- e) Refer to Article 7 of the Town of Queen Creek Zoning Ordinance for area, size, and location regulations.

## 7. *Screening / Storage / Loading Areas / Trash Enclosures.*

- a) Outdoor storage and trash enclosures shall complement the architectural and material palette of the primary building.
- b) Loading areas and trash enclosures should be located away from single-family residential uses, main thoroughfares, and site entrances when possible.



- c) Trash enclosure locations should be easily accessible by the tenants.
  - d) Roll-up doors shall be recessed at least twelve (12) inches into the building and shall match in color.
- ## 8. *Donation or Recycling Drop-Off Boxes.*
- In all non-residential zoning districts, Donation or Recycling Drop-Off Boxes are permitted only in accordance with the following standards and procedures:
- a) All drop-off boxes are permitted only as a use accessory to an established and primary permitted use. Boxes are subject to the approval of a Zoning Permit by the Development Services Department, and upon receipt of written authorization by the property owner, or his legal representative.
  - b) All drop-off boxes shall not obstruct pedestrian or vehicular circulation, nor be located in public rights-of-way, required building setbacks, landscape areas, drive aisles, required parking spaces, fire lanes, loading zones, or any other location that may cause hazardous conditions, constitute a threat to the public safety, or create a

condition detrimental to surrounding land uses and developments.

- c) Each drop-off box shall have a firmly closing lid and shall have a capacity no greater than six (6) cubic yards. No box shall exceed seven (7) feet in height.
- d) Drop-off boxes may be constructed of painted metal, rubber, wood, or plastic and shall be properly maintained in a safe and good condition.
- e) Drop-off boxes shall be clearly marked to identify the specific items and materials requested to be left for donation, the name of the operator or owners of the donation container, and a telephone number where the owner, operator or agent of the owner or operator may be reached at any time. The drop-off box shall also display a notice stating that no items or materials shall be left outside of the drop off box.
- f) Occupation of parking spaces by the boxes shall not reduce the number of available parking spaces below the minimum number required for the site.
- g) All donated and or dropped off items must be collected and stored in the associated drop-off box. All items or materials shall not be left outside of drop off boxes, and the area around each drop-off box shall be maintained by the owner or operator, or the property owner, free of litter and any other undesirable materials.
- h) Boxes not located or maintained in compliance with this Article shall be subject to revocation of the Zoning Permit.

## 9. *Public Art.*

- a) Public art should celebrate any distinct characteristics found in the surrounding area around the site.



- b) Pieces shall be placed in public view and accessible to a pedestrian.
- c) Art should not impede or block pedestrian travel within the site.

## D. *Additional Requirements for All Commercial Uses.*

1. Buildings detached from the main commercial development within the same commercial center (pad buildings) shall be designed in a complimentary architectural style, and incorporate the same materials, colors and landscaping as the host development.
2. The use of standardized "corporate" architectural styles associated with chain type restaurants, convenience store and / or automobile service stations are prohibited. Applicants should be encouraged to incorporate local elements to compliment the "corporate" style.
3. Placement of structures should consider the existing built context, the location of incompatible land uses, the location of major traffic generators as well as an analysis of a site's characteristics, particular influences and design goals embodied by the Town.
4. Structures shall be designed in a manner that will complement the adjacent structures. Sites shall be developed in a coordinated manner to provide order and diversity and avoid a jumbled, confused development.
5. Whenever possible, new structures should be clustered. This creates plazas

or gathering spaces and prevents long “barrack-like” rows of structures. When clustering is impractical, a visual link between separate structures should be established. This link can be accomplished through the use of an arcade system, trellis or other open structure.

6. Locate structures and on-site circulation systems to minimize pedestrian/vehicle conflicts and not create new ones where possible. Link structures to the public sidewalk where possible with textured paving, landscaping, and trellises.



7. Recognize the importance of spaces between structures as “outdoor rooms” that are the public realm. Outdoor spaces should have clear, recognizable shapes that reflect careful planning and are not simply “after thought” areas between structures.
8. Loading facilities shall not be located at the front of the structure where it is difficult to adequately screen them from public view.

## DS.7 Downtown Core (DC) Design Standards

A. *Purpose.* This Downtown Core (DC) district section incorporates the Town Center Downtown Core Design Guidelines Manual by reference. The DC Design Guidelines are intended to attract redevelopment of higher and better uses, to create a unique marquee destination, and in so doing increase property values. The guidelines were created to catalyze, inspire, and elevate the quality and innovation of development. This document is not intended to inadvertently create unbuildable, undevelopable future

conditions. The greatest barrier to this could be the inability to adapt. The purpose of the DC Design Standards is to define the qualities of architecture, urban design, and public space that make for successful projects and communities, and to serve as a tool for guiding individual projects to meet those expectations through the Town’s Design Review process. The goals associated with this section are based on the following principles:

1. The Downtown Core should not be a typical commercial strip mall environment that is made up of “big-box” commercial chain stores and/or drive-thru restaurants.
  2. The Downtown Core is envisioned to become a destination oriented environment that focuses on pedestrian oriented, compact development that is integrated with more specialty oriented use related to retail, dining, entertainment, services, residences and recreation.
  3. As market conditions evolve over time, the Design Guidelines must remain adaptable and have the ability to be adjusted in order to accommodate future development needs. The Design Guidelines are not meant to be a rigid, inflexible document but rather a way to encourage highest and best use while avoiding impasse.
- B. *Applicability.* Within the DC zoning district, the following standards shall apply to all future development. Please refer to the DC Design Guidelines Manual for additional design considerations.
- C. *Design Guidelines.*
1. *Urban Block Massing*
    - a) No parking lots shall be located in front of the façades adjacent to primary or secondary streets.
    - b) Parking lots shall be strategically located behind most building masses and accessed primarily from secondary and tertiary streets.

# TOWN OF QUEEN CREEK DESIGN STANDARDS

- c) Build-to-lines, which may include patios, courtyards, and alternative designs that meet the intent of the Design Guidelines, shall be required for at least 75% along Ellsworth Road and a minimum of 40% on secondary roads.
- d) No single building mass longer than 100' shall be allowed without the incorporation of pedestrian links from parking to sidewalk (second story mass can be continuous)
- e) Alleyways (pedestrian connections between public sidewalks and linking private parcel parking lots shall have a minimum width of 20')
- f) Transparency and access between inside and out will mean that more people are aware of what is happening in alleys, creating greater safety. With improved safety, more pedestrians and cyclists will use alleys as secondary entrances, and businesses will be able to open within alleys, providing yet more eyes on the alley.



## 4. Urban Block Patterns

- a) Any single side block length shall be in the range of 300' to 450'. Total perimeter block length shall not exceed 1600' unless providing key added value to the overall urban fabric (any block dedicated to open space shall be the exception).
- b) Blocks shall be organized within at least two of the three proposed street sections from the Town Center Plan Update (primary, secondary and or tertiary).

- c) Where blocks meet in a three-way or four way intersection, the resulting layout should be safe, functional and meet all Town engineering and site plan requirements.
- d) East-West connector roads should be utilized to establish north and south ends of blocks.

## 5. Building Facades and Entrances

- a) Blade signs shall be the preferred sign type along building entrances.
- b) Glass storefronts shall be used for promoting merchandise in an organized and attractive manner with only minimal secondary signage.
- c) Any outdoor merchandise sales shall be allowed per current Town requirements and not placed within the public sidewalk.
- d) Each principle building shall include at least 3 of the following features at the entrances:
  - i. Canopies or porticos;
  - ii. Overhead or arcades
  - iii. Outdoor patios;
  - iv. Display windows;
  - v. Raised parapets over entrance doors;
  - vi. Architectural details such as tile work and/or moldings'
  - vii. Integral planter or seating areas.
  - viii. Other features as approved by the Planning Administrator.



## 6. Outdoor Spaces

- a) Outdoor dining space located at the front of the building shall be carefully coordinated with the Town staff to ensure continuity (dining service with alcohol shall meet required codes including fence enclosures)
- b) Outdoor service oriented uses with dumpsters and or recycling bins should be screened from view.

## 7. Architecture Character and Materials

- a) No more than three main building elements shall be utilized in the orchestration of the elevation (including painted stucco/EFIS)
- b) Window treatments at the street level should be the dominant element.
- c) No true ribbon windows shall be used on any floor
- d) All building elevations facing a public street shall have at least one main entry
- e) Bright colors shall be avoided on buildings facades (paint or finishes), roofs, and windows.
- f) Building facades, colors and materials should be consistent with the Towns architectural standards, which includes the use low reflectance, subtle, neutral, or earth tone colors.



## 8. Signage

- a) Total wall signage shall not exceed one hundred and fifty (150) square feet.

- b) All temporary signs are subject to the zoning ordinance's regulations and processes;
- c) Materials, colors and detailed shall be compatible with those used for the building.
- d) Banner or blade signs shall not be less than eight feet 8' from the base of the building.
- e) No sign shall project into the public right-of-way, except upon approval.
- f) Sandwich signs shall be allowed for use on the property.
- g) Flashing and sound signs are prohibited.



## 9. Lighting

- a) Use lighting both to increase site safety in all locations used by pedestrians and to highlight architectural or landscape details and features such as entries, signs, canopies, plantings and art.
- b) Each project and building shall incorporate a system of lighting that contributes to the night-time experience, including façade up lighting, sign and display window illumination, landscape, and streetscape lighting to be reviewed during the development process.
- c) Make sure the alley is clean and well lit. Doors and windows opening onto alleys are signs of use and safety for pedestrians. Stores and businesses bordering alleys become places of interest, drawing more pedestrians in.

## 10. Parking Lots

- a) Parking lots shall integrate main drive aisles to appear more like streets, and shall include sidewalks, landscaping including trees, and pedestrian scaled lighting.
- b) Within any parking area located behind a building, there shall be at least one tree planted every 10 to 12 stalls.
- c) Parking aisles shall be organized to create a central pedestrian access to building entries.
- d) Where the walkway crosses a parking lot, a color, paving pattern or "ladder" striping shall be used to differentiate it from driving surfaces.



## 11. Existing Buildings

- a) Property owners planning to remodel existing structures and change current uses may conform with the Downtown Core Area zoning requirements.
- b) New constructions and/or remodel projects that remove the non-conforming use status in the Downtown Core shall follow the proposed Design Guidelines for Architecture Character and Materials.



## 12. Urban Block Patterns

- a) Any single side block length shall be in the range of 300' to 450'. Total perimeter block length shall not exceed 1600' unless providing key added value to the overall urban fabric (any block dedicated to open space shall be the exception).
- b) Blocks shall be organized within at least two of the three proposed street sections from the Town Center Plan Update (primary, secondary and or tertiary).
- c) Where blocks meet in a three-way or four way intersection, the resulting layout should be safe, functional and meet all Town engineering and site plan requirements.
- d) East-West connector roads should be utilized to establish north and south ends of blocks.



## 13. Sidewalk Life & Patterns

- a) Sidewalks shall be a minimum of 8' clear along primary and secondary streets and 6' wide along tertiary streets (not including the designated landscape planting buffer separating the sidewalk from curb).
- b) Any proposed mid-block crossing shall utilize a HAWK (pedestrian mid-block signalized crossing system) or a like system approved by the Town.
- c) Sidewalks in the public realm shall have furnishings and features that are organized on the "curbside" of the street section in order to ensure

flexibility for future integration on the adjoining private realm parcels.

- d) Sidewalk life shall not be limited to private sector realm improvements, but is made best by a careful integration of private and public-sector improvements.



## 14. Urban Furnishings

- a) While all furnishings are not expected to be the same design or from the same manufacturer for every location, placement of adjacent benches, trash cans, recycling bins (i.e.; when paired together) shall be of the same design/product.
- b) No street furnishings shall be placed in or near an accessible curb ramp.
- c) All furnishings shall include a detail and/or mechanism that allows the specific item to be secured to the pavement so it cannot be removed (unless the Town provides movable furniture in areas such as the Village Green). In the case of trash and recycling cans, select a product that has internal bins that can be easily accessible by maintenance personnel.
- d) Urban furnishing materials should consist of quality, low maintenance materials that can withstand weather and use.
- e) Environmentally eco-friendly materials such as resin wicker, recycle materials, cast aluminum, and other materials may be considered.



## 15. Trees and Landscape

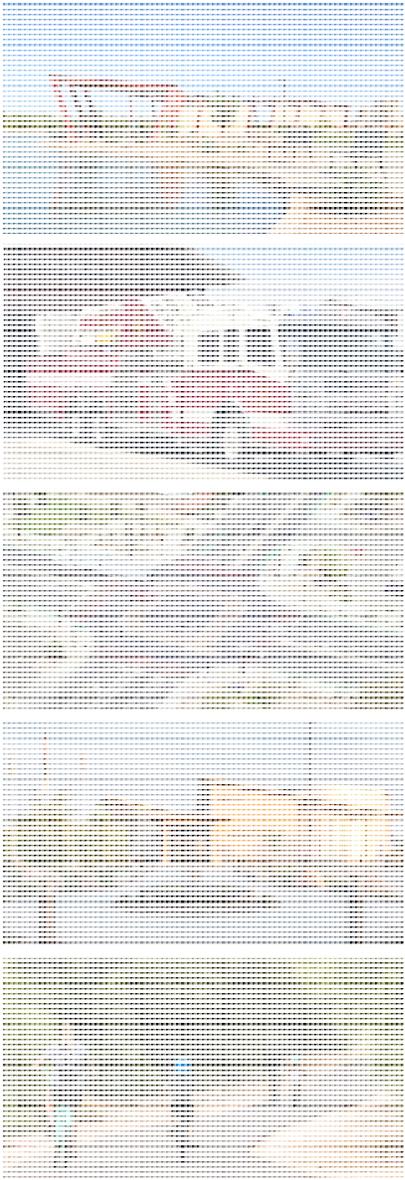
- a) Mesquite and Palo Verde tree species shall not be planted as street trees.
- b) All planting shall include drip irrigation water systems that are highly sensitive to low water use.
- c) If street trees are located in tree grates, planting soils shall be specially "prepared" to accommodate urban conditions, and; tree pits should be connected below pavement with planting "trenches" that provide greater degrees of soils, oxygen, nutrients and irrigation for proper root growth.
- d) No monoculture landscape design and associated street trees planting shall be allowed.
- e) Artificial turf can be used in small and shaded areas only, and not in the Village Green (plaza / square). The reason is that the upfront cost of synthetic grass can be high, it also gets extremely hot in direct sunlight, and it is not real.
- f) All tree planting should be complemented by generous areas of ground cover, small low shrubs and perennials. In addition, lawn areas may be utilized in medians and accent areas adjacent to and near sidewalks.



## 16. *Village Square and Open Space*

- a) The Village Green shall act as an early phase catalyst to help support future private sector capital investments.
- b) The minimum size for the Village Green should be 39,000 square feet.
- c) The Village Green shall be located near the "center" of Downtown Core and face Ellsworth Road.
- d) The Village Green shall be generally square in form and be fronted by at least two streets (one being Old Ellsworth Road and the second being either a public or private street).



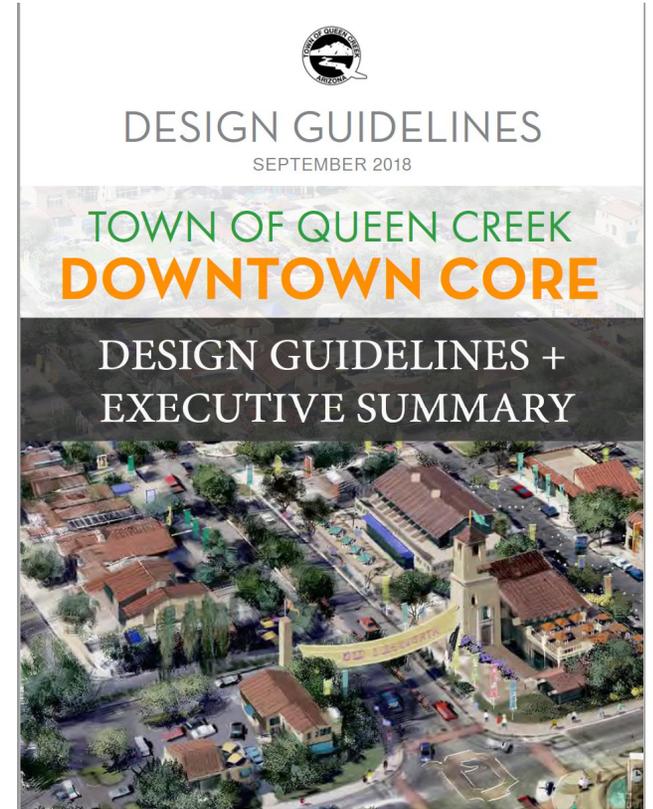
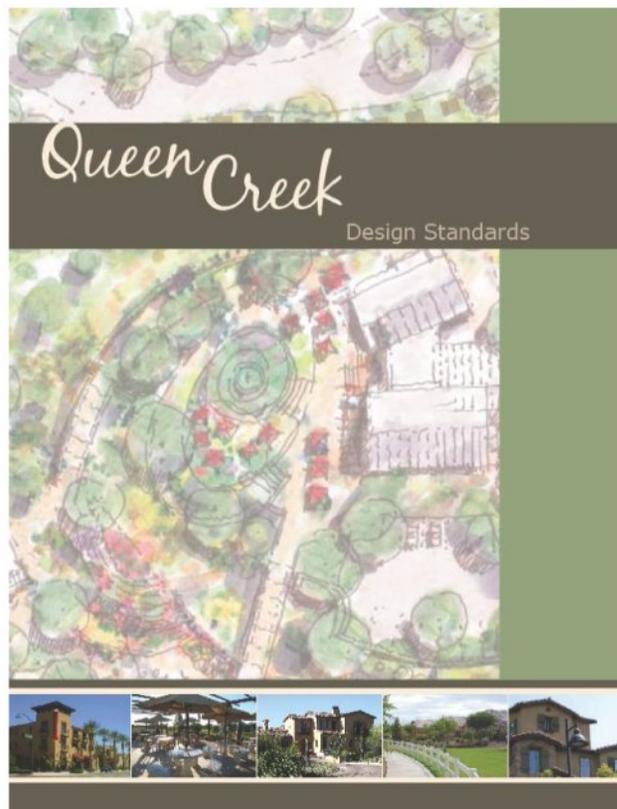
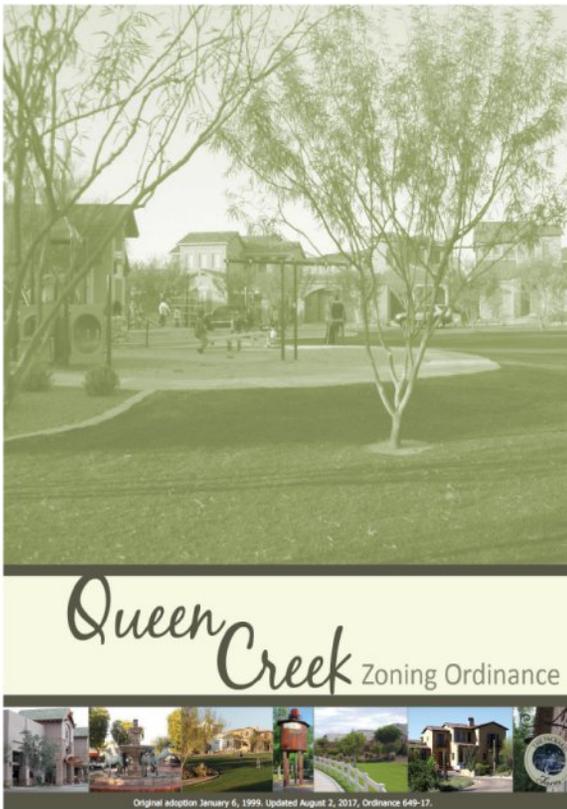


# Design Standards

2022 Council Strategic Planning Session  
February 25-26, 2022



# Guiding Documents



# Implementation of Design Standards

***Guidelines which employ the word “should” are intended to be applied as stated. However, an alternative measure may be considered upon the approval of the Planning Administrator if it meets or exceeds the purpose of the guidelines.***

***Guidelines using the words “shall” or “must” are mandatory and must be included in the project’s design aspect. However, an alternative measure may be considered upon the application for Administrative relief as referred to in Article 2 of the Zoning Ordinance.***

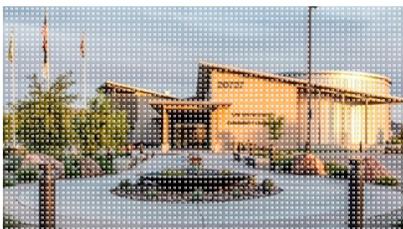
***Guidelines using the word “encouraged” or “discouraged” or “promote” are desirable but not mandatory.***



# Downtown Core Design Standards

***Bright colors shall be avoided on buildings facades (paint or finishes), roofs, and windows.***

***Building facades, colors and material should be consistent with the Town's architectural standards, which includes the use of low reflectance, subtle, neutral, or earth tone colors.***





TOWN OF  
**QUEEN CREEK**  
 ARIZONA

**TO:** HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER

**FROM:** MOHAMED YOUSSEF

**RE:** DISCUSSION ON TOWN ROADWAY AESTHETICS, EDGE AND MEDIAN LANDSCAPING STANDARDS.

**DATE:** February 25, 2022

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**Suggested Action:**

Discussion only.

**Relevant Council Goal(s):**

Effective Government: Managing the Cost of Government.

**Discussion:**

The Town has standard roadway sections for 6-lane Principal Arterials, 4-lane Major Arterials and 2-Lane Major Collector streets that require landscaping in the center median and behind the edge curbs on both sides of the street. When new development comes in, each is responsible for the design and construction for the half-street width of all adjacent arterial and collector roadways. Typically, the first development will construct the half-street with a flush half-median width to allow the roadway to be striped for traffic flow in both directions. When the development on the opposite side of the street is developed, that development will design and construct the raised and landscaped median. It is important to note that the installation and maintenance of landscaped medians is a common element required of developments at the time of construction throughout the Valley.

New developments are required to install landscaping within the Town's right-of-way, which includes arterial medians, per the aforementioned Town's standard roadway details. The landscape plans are reviewed to ensure compliance with the Zoning Ordinance minimum planting requirements, that the appropriate tree species are installed to ensure adequate clearance and adequate visibility is maintained. The Zoning Ordinance requires one (1) tree with six (6) shrubs per tree, where trees must be planted at 30-foot intervals. Flexibility to this standard is granted to ensure adequate visibility and clearance and to address planting conflicts (e.g. street lights, water meters).

Blighted median or right-of-way landscaping can be reported to the Town's Code Enforcement staff who will complete an investigation of the area in question. If the landscaping is in violation, Code will complete the typical process for handling violations which includes attempting contact with the Homeowner's Association (HOA) or Property Owners Association (POA) responsible for maintenance, issuing a notice of violation, monitoring for compliance, and processing a civil citation if compliance is

not achieved.

In the event of damage to landscaping due to a storm, Public Works coordinates with Code Compliance to notify the HOA/POA of the damage. Code Compliance monitors the replacement of damaged landscaping so that the replacement adheres to the approved landscape plans.

Additionally, the following grooming standards for trees within the right-of-way were added to the Town Code in Fall 2021. Trees that overhang a sidewalk shall be trimmed a minimum of eight (8) feet above the sidewalk to allow for safe passage. Trees that overhang the street shall be trimmed a minimum of 14 feet above street grade to allow for safe and damage-free passage of large public service vehicles (i.e., fire apparatus, solid waste vehicles).

### STORM DAMAGE INCIDENTS

Typically, Public Works staff is dispatched to respond to Right-of-way (ROWs) that have suffered storm damage. Any ROW blockages are cleared from the ROW, then Public Works staff contacts Code Compliance to advise them of the issues. Code Compliance staff will then open a case as mentioned above.

It should be noted that Code Compliance staff monitors the replacement of damaged trees and bushes so they adhere to the permitted landscape plans.

### TOWN OWNED/MAINTAINED ROW

For medians and ROW owned and maintained by the Town, the Municipal Grounds Division has the following procedures:

#### Landscape Maintenance Management Plan/LOS

- Cleaned once per week.
- Maintain trees up to eight feet of height.
- Maintain shrubs shape and height up to three feet.
- Manually pull weeds and spray with chemicals. Weeds that are above four inches tall are pulled and below are sprayed.

Public Works staff developed a cost estimate of \$15,000 for 2022-2023 budget consideration to provide median maintenance for trouble spots shown on the attachment on a case by case basis.

### **Alternatives:**

Council could ask staff to prepare a study of all ROW and Medians maintenance to determine costs for Town Municipal Grounds staff to maintain all medians and to present this information at a future Council meeting. Attached for reference, is an exhibit showing possible locations for enhanced maintenance. Approximate costs for the areas indicated in green, which are medians maintained by HOA or others (Walmart or other retail store), on the attached map will cost \$80K annually for landscape service twice a month to \$40K annually for landscape service once a month. Additional considerations are the number of trees, plants, and granite to maintain. Irrigation repairs and planting are additional costs.

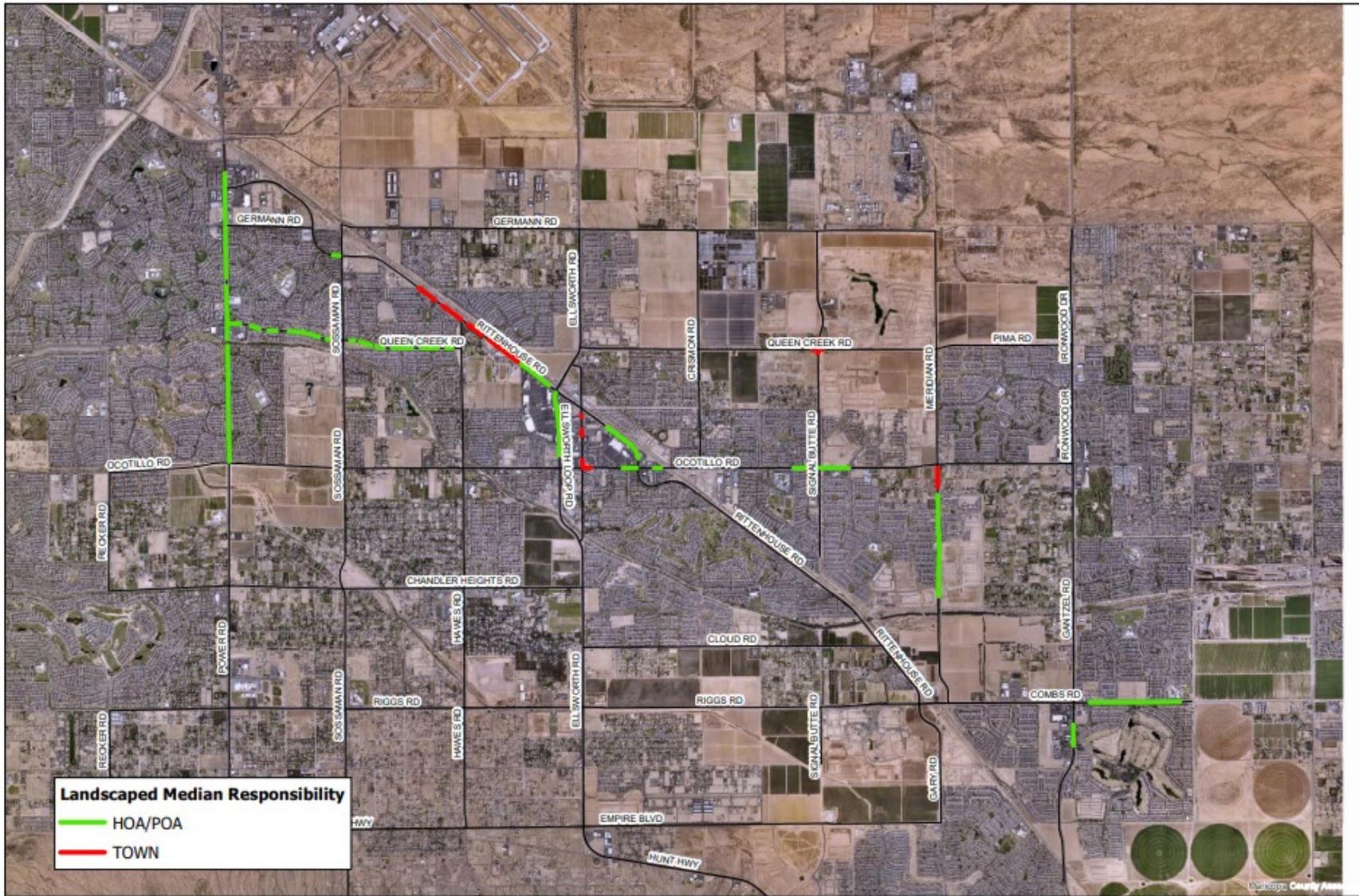
Comparisons for maintenance appear to be trending at an average cost per linear feet between \$1.50

- \$2.50 per linear feet. These costs vary depending on the level of service requested and amount of vegetation.

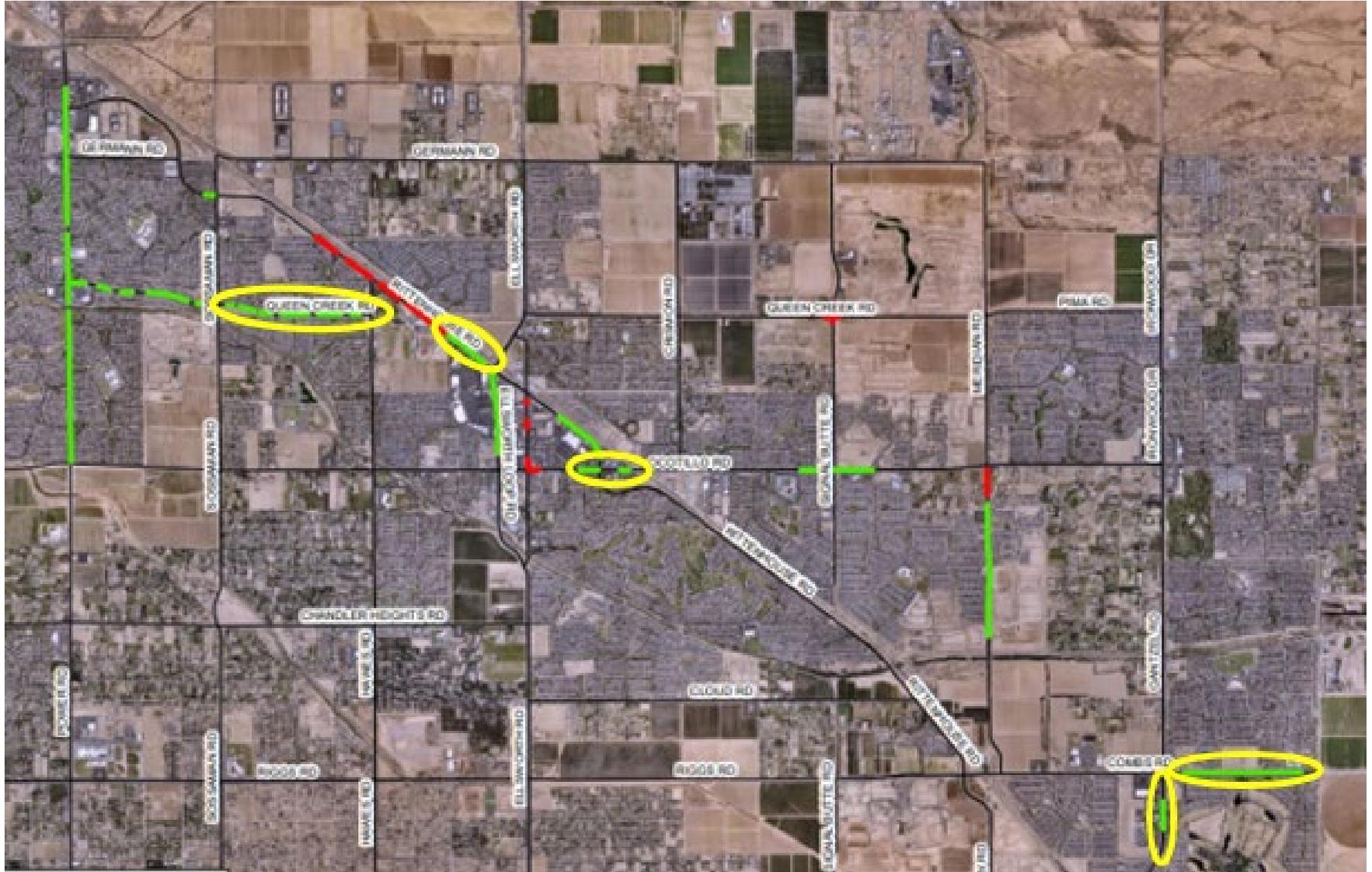
**Attachment(s):**

1. [Map of Landscaped Arterial Medians Responsibility](#)
2. [Map of Trouble Spots](#)
3. [Picture of Grounds Maintaining Neglected Privately-Owned Property](#)
4. [Pictures of Grounds Properly Maintaining Town-Owned Property](#)
5. [Roadway Cross Section Standard Details: R-101, R-102, R-103](#)
6. [Median Landscape Maintenance Presentation](#)

# Map of Landscaped Arterial Medians Responsibility



Non-Town maintained median/roadside landscaping Trouble spots



# Municipal Grounds Providing Maintenance to Neglected Private-Property

Municipal Grounds Staff Providing Maintenance to Neglected Private Property



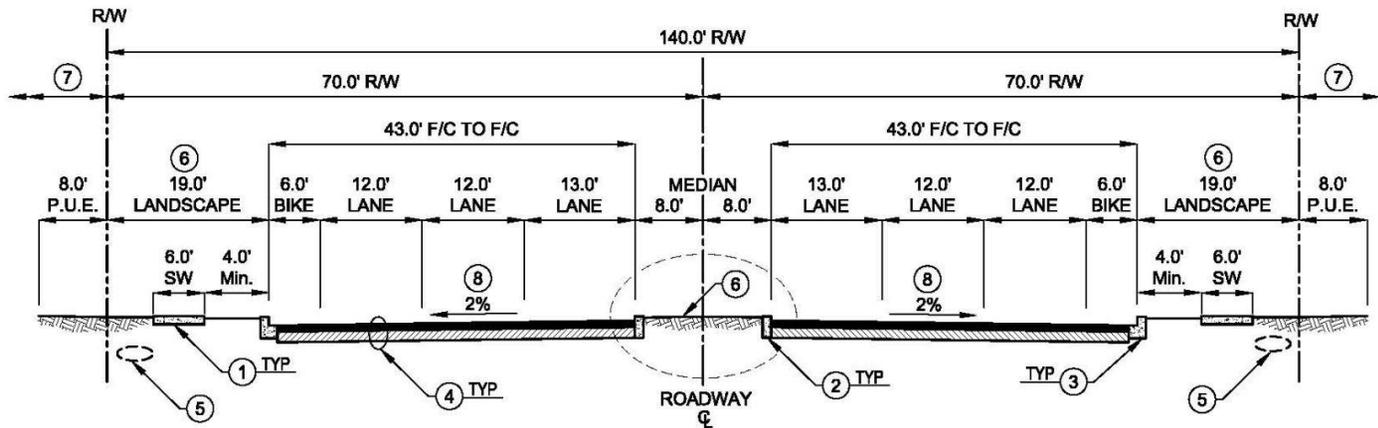
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1/1

Municipal Grounds Staff Properly Maintaining Town-Owned Arterial Medians





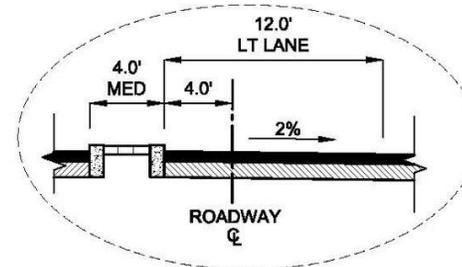


NOT TO SCALE

KEYED NOTES:

(Not all keyed notes used on all details)

- ① 6' MEANDERING SIDEWALK, M.A.G. STD. DET. 230, CLASS "B" CONCRETE
- ② 6" VERTICAL CURB, M.A.G. STD. DET. 222, TYPE "A"
- ③ 6" VERTICAL CURB & GUTTER, M.A.G. STD. DET. 220-1, TYPE "A"
- ④ PAVEMENT STRUCTURAL SECTION PER QUEEN CREEK STANDARD DETAIL R-120
- ⑤ TELECOMMUNICATIONS CONDUIT PER QUEEN CREEK STANDARDS
- ⑥ LANDSCAPE AREA - PER QUEEN CREEK ZONING ORDINANCE, ARTICLE 5.3, "LANDSCAPING, SCREENING AND BUFFER YARD STANDARDS"
- ⑦ TRAIL SYSTEM PER PARKS & REC. DEPT. CURRENT STANDARDS, DETAILS, & REQUIREMENTS
- ⑧ 2% CROSS SLOPE (ABSOLUTE MIN. 1.5% / MAX. 2.5%)
- ⑨ RIBBON CURB, M.A.G. STD. DET 220-1, TYPE "B" (MODIFIED PER DETAIL THIS SHEET)
- ⑩ 5' SIDEWALK, M.A.G. STD. DET. 230, CLASS "B" CONCRETE
- ⑪ THICKENED PAVEMENT SECTION AT TERMINATION, M.A.G. STD. DET 201, TYPE 'A'



MEDIAN INTERSECTION DETAIL  
WITH 12' LEFT TURN LANE

GENERAL NOTES:

- 1. ALL DIMENSIONS ARE TO FACE OF CURB UNLESS NOTED OTHERWISE.

REV. 08/2008

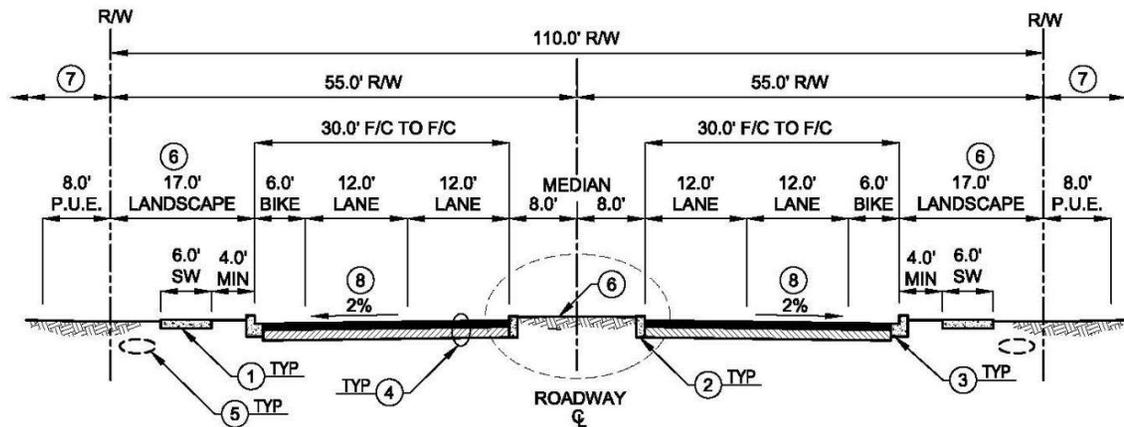


**TOWN OF  
QUEEN CREEK**

**ROADWAY CROSS SECTION  
PRINCIPAL ARTERIAL**

**STANDARD DETAIL**

DETAIL NO.  
**R-101**

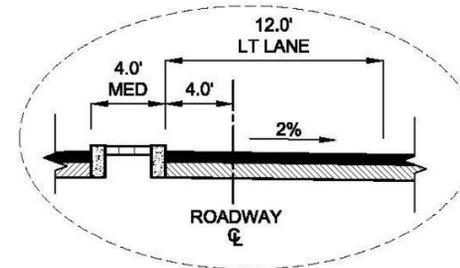


NOT TO SCALE

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MEDIAN INTERSECTION DETAIL WITH 12' LEFT TURN LANE

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REV. 08/2008

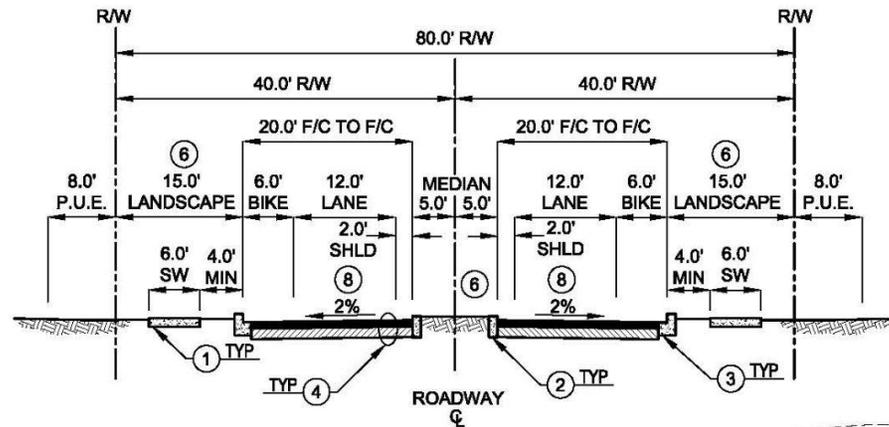


**TOWN OF  
QUEEN CREEK**

**ROADWAY CROSS SECTION  
MAJOR ARTERIAL**

**STANDARD DETAIL**

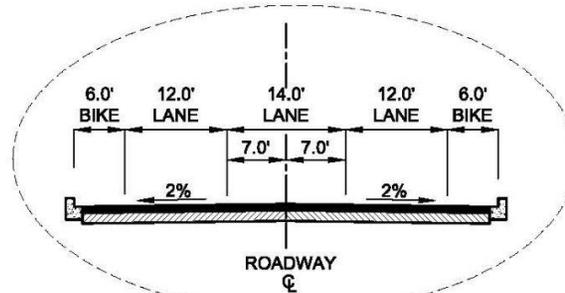
DETAIL NO.  
**R-102**



NOT TO SCALE

○ KEYED NOTES:  
(Not all keyed notes used on all details)

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- ⑪ THICKENED PAVEMENT SECTION AT TERMINATION, M.A.G. STD. DET 201, TYPE 'A'



LANE CONFIGURATION FOR FLUSH  
MEDIAN CONDITION

GENERAL NOTES:

- 1. ALL DIMENSIONS ARE TO FACE OF CURB UNLESS NOTED OTHERWISE.

REV. 08/2008



**TOWN OF  
QUEEN CREEK**

**ROADWAY CROSS SECTION  
MAJOR COLLECTOR**

**STANDARD DETAIL**

DETAIL NO.  
**R-103**

# Median Landscape Maintenance



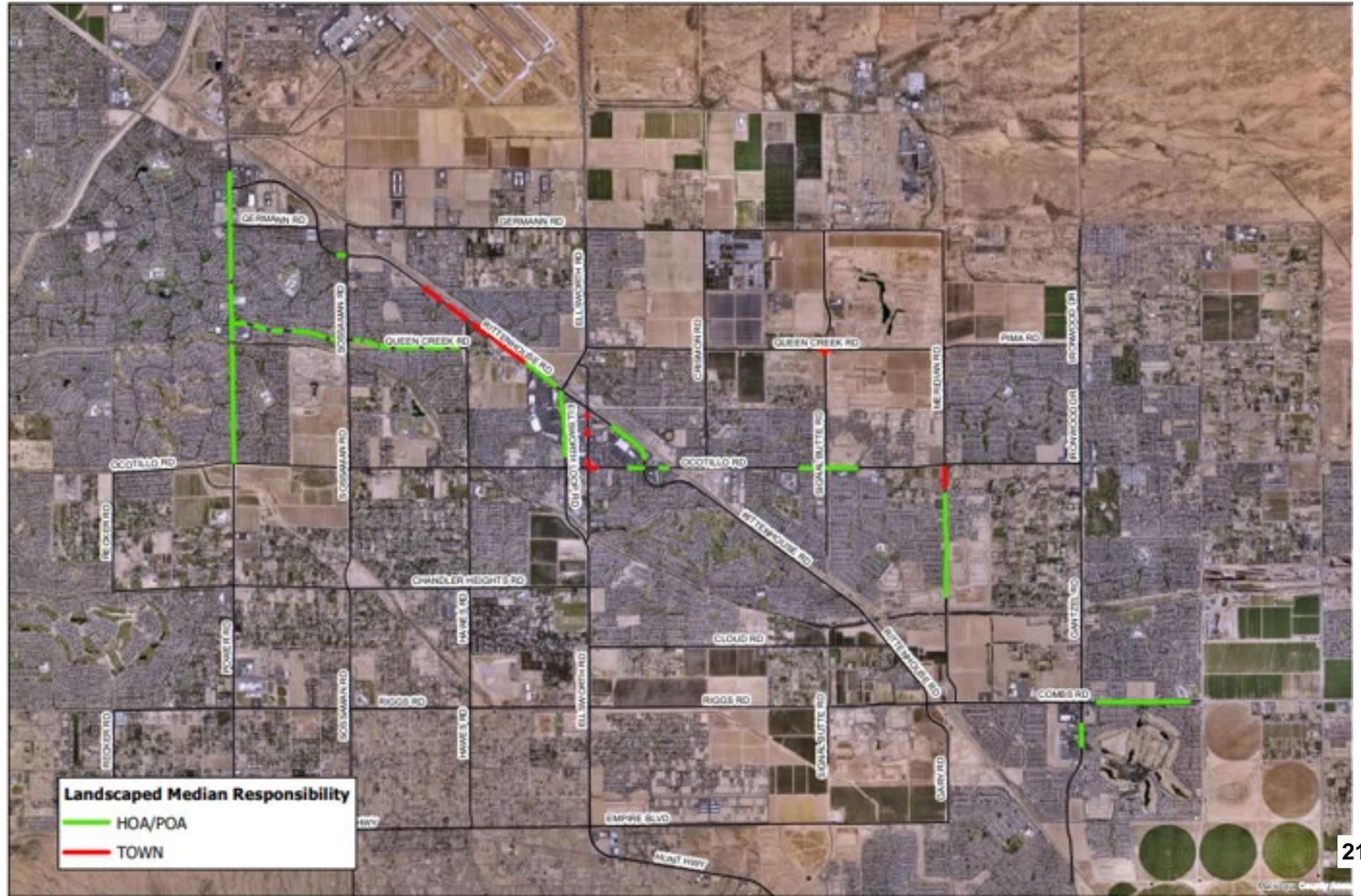
## **PUBLIC WORKS DEPARTMENT**

Mohamed Youssef, PE, PTOE  
Public Works Director

## **DEVELOPMENT SERVICES DEPARTMENT**

Brett Burningham, AICP  
Development Services Director

# Map of Landscaped Arterial Medians Responsibility





# Town Standards



- The Town has standard roadway sections for 6-lane Principal Arterials, 4-lane Major Arterials and 2-Lane Major Collector streets that require landscaping in the center median and behind the edge curbs on both sides of the street.
- New developments are required to install landscaping within the Town's right-of-way, which includes arterial medians, per the aforementioned Town's standard roadway details.
- the installation and maintenance of landscaped medians is a common element required of developments at the time of construction throughout the Valley.

# Neglected Private-Property

**Municipal Grounds  
Providing  
Maintenance to  
neglected private  
property (HOA)**



# Town Standards



- Blighted median or right-of-way landscaping can be reported to the Town's Code Enforcement staff who will complete an investigation of the area in question.
- If the landscaping is in violation, Code will complete the typical process for handling violations which includes attempting contact with the Homeowner's Association or Property Owners Association responsible for maintenance, issuing a notice of violation, monitoring for compliance, and processing a civil citation if compliance is not achieved.

# TOWN OWNED AND MAINTAINED ROW



For medians and ROW owned and maintained by the Town, the Municipal Grounds Division has the following procedures:

## Landscape Maintenance Management Plan/LOS

- ✓ Cleaned once per week
- ✓ Maintain trees up to eight feet of height.
- ✓ Maintain shrubs shape and height up to three feet
- ✓ Manually pull weeds and spray with chemicals. Weeds that are above four inches tall are pulled and below are sprayed.





TOWN OF  
**QUEEN CREEK**  
ARIZONA

10.A

**TO:** HONORABLE MAYOR AND TOWN COUNCIL  
**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER  
**FROM:** SCOTT MCCARTY, FINANCE DIRECTOR  
**RE:** LONG-TERM FINANCIAL PLANNING.  
**DATE:** February 25, 2022

---

**Suggested Action:**

Discussion only.

**Relevant Council Goal(s):**

Effective Government: KRA Financial Stability

**Discussion:**

The Town has done a very good job of using long-term planning to make financial decisions. For example, this approach has allowed us to have a robust new road construction program, start a police department and begin expanding our parks and recreation facilities.

As the Town continues to grow and we become more mature and complex, our planning will be even more critical to our future financial success. We believe it is a timely exercise to comprehensively evaluate our major financial policies and ask ourselves important strategic questions. For example, what type and level of revenues are critical for operations, maintenance and long-term strategic initiatives tied to programs and the Capital Improvement Plan? This is a complicated question and illustrates the inter-relationship of other financial considerations. To answer this question, we would need to have a good handle on our expense projections as well as the amount of savings we would like to maintain.

As such, this presentation introduces those financial issues Town staff feels we should pay special attention to ensure they are addressed in a proactive and timely manner to best position us for the future.

Our thoughts break down into three categories: revenues, expenses, and financial policies.

The intention of this discussion item is to outline our thoughts and introduce their inter-relationship and complexity. Since the Town is about at its midway point in population build out, now seems like a responsible time to undertake this initiative. These discussions and policy analysis will take some time and perhaps comprise several years of annual Council Strategic Planning Sessions. As a part of these discussions, we will identify the expected outcomes of undertaking this work and how we

would approach completing it. In the meantime, attached to this staff report is the presentation we will deliver.

**Attachment(s):**

1. [Presentation](#)



# Long-Term Financial Planning

Town Council Strategic Planning Session

February 26, 2022

# Purpose of Presentation

1. Introduce the Idea of a Comprehensive Evaluation of the Town's Financial Policies
  1. Revenues
  2. Expenses
  3. Financial Policies
2. Discuss Expected Outcomes and Approach



# Revenues – Our Thoughts



1. Impact from State Lands?
2. Sales Taxes
  - Consumer and Industry Trends (i.e. online spending)
3. Charges for Services
  - Example: Water Resources, Building Permits and Inspections
4. Relationship of New Revenues to New Expenses (Direct, Indirect, and Timing Relationship)
  - New Road Construction then Ongoing Maintenance / Replacement

# Expenses – Our Thoughts

1. Police Department (Proactive Staffing Strategy)
  - Operational: Additional Services (i.e. Mental Health, Social Services, Special Ops, Victim Advocacy)
  - Infrastructure: Facilities, Technology, Equipment
2. Parks and Recreation
  - Infrastructure: Beyond \$115M Phase 1
  - Operational: Programs and Services, Facility Maintenance and Replacement



# Expenses – Our Thoughts

(concluded)

## 3. Water Resource Acquisition

## 4. Infrastructure Replacement / Debt

- EX: Roads, Facilities, IT, Vehicles
- Value at 6/30/21: \$475M
- Annual Depreciation: \$17M

## 5. New Programs or Services

- Examples: Social Services, Workforce Development

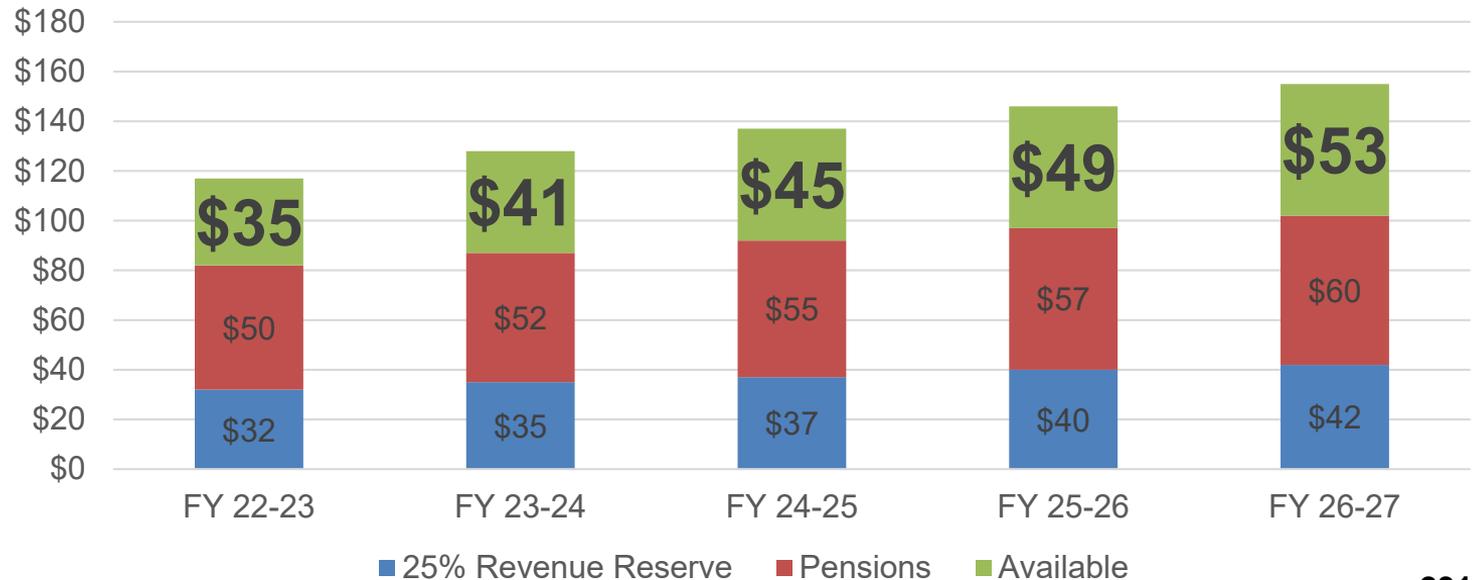


# Financial Policies – Our Thoughts

## 1. Increase Reserves

- Important Element to Achieving a ‘AAA’ Bond Rating

Projected Reserves: Operating Budget



# Financial Policies – Our Thoughts

(continued)

## 2. Update Pension Funding

- Continue to be Leading Edge
- Transition from MCSO to Police

## 3. Infrastructure Replacement

- Continue Creation of and Annual Increase to Sinking Funds

## 4. Debt Management

- Affordability Measures
- Voter Approved Debt Paid from Property Taxes?



# Financial Policies – Our Thoughts

(concluded)

## 5. Public Safety Funding

- Dedicated Revenues: Property Tax and Sales Tax

## 6. New Roads Funding

- How Does Possible New Regional Funding Work in Conjunction with Dedicated 2% Construction Sales Tax?

## 7. CAGR Property Tax Reductions / Water Resource Funding



# Why Now?

- “Get Out in Front of It”
- Existing Revenue Growth Creates Unique and Timely Opportunity
  - State Land Development Could be a “Game Changer”
- Opportunity Will Expire ... Revenue and Expenses Structures Will Become Significant and Very Difficult to Change



# Expected Results

- “Challenge the Norm”
  - EX: Partially Fund Water Resource Costs from Operating Budget?
- Research and Special Reports
  - EX: Update Non-Resident Sales Tax Spend Report, Updated Pension Cost Projections, Cost per Mile for Road O&M Sinking Fund
  - EX: Evaluate implications of adjacent successful incorporation efforts (Will redirect sales taxes away from QC?)
- Identification of Town Council Policy Issues
  - Tax Rates, Property Tax Support Debt, Possible New Expenses
- Updated Financial Policies
  - Reserves, Debt Management, Infrastructure Replacement





# Reaction, Questions, and Discussion



TOWN OF  
**QUEEN CREEK**  
ARIZONA

10.B

**TO: HONORABLE MAYOR AND TOWN COUNCIL**  
**THROUGH: JOHN KROSS ICMA-CM, TOWN MANAGER**  
**FROM: SCOTT MCCARTY, FINANCE DIRECTOR**  
**RE: FY 2022-23 BUDGET OVERVIEW.**  
**DATE: February 25, 2022**

---

**Suggested Action:**

Discussion only.

**Relevant Council Goal(s):**

Effective Government: KRA Financial Management, Internal Services & Sustainability

**Discussion:**

**Introduction/Summary**

This item provides the first look at the FY 22-23 budget, with emphasis on the Operating Budget. It provides information on the economy, revenue and expense projections, goals and objectives, and identifies two policy decisions related to the FY 22-23 Town Manager's Recommended Budget. It also provides an overview of the Town's historical strategy for funding Emergency Services (police and fire/medical) and the options for determining the amount of revenue to be received from the Town's primary property tax in FY 22-23.

**Discussion:**

Our financial outlook remains very good. Revenues are expected to be able to support expected expenses. The focus of the presentation is on what has changed, or will change. For example, we are adding debt and operating costs for the implementation of Phase 1 of the Parks Master Plan.

The presentation also identifies two policy decisions required from the Town Council to build the FY 22-23 Town Manager's Recommended Budget.

The two Town Council policy issues are:

1. The amount to be received from property taxes; and
2. The decision to start providing ambulance services.

The establishment of a primary property tax dedicated to funding Emergency Services was approved by voters in 2007. At the time of consideration for calling the election, the Council developed a

financial program that established primarily three funding sources for Emergency Services. The attached presentation, specifically slides 41-44, provides some additional context to inform how the entire program is currently funded. The EMS program is not exclusively funded with the primary property tax nor was it intended to do so. Assuming current costs of the entire program (police and fire/medical), and anticipated growth, the original EMS financial program was designed to identify a diversity of sources of funding so that these critical emergency programs were not disproportionately reliant on a single funding stream. For example, the Council at the time was concerned about the volatility of sales taxes as a sole funding source for core emergency services and wanted to devise a financial strategy that could absorb fluctuations in the economy with as little as possible impact to emergency services. Of the sources of funding we currently use for the entire program, the primary property tax and the utility's return on investment are the two most stable sources that meet the original Council goal of program stability.

The information from slide 67 of the presentation below identifies four possible options for setting the primary property tax levy.

[Table from Slide 67 attached.](#)

Town staff is also proud to provide some additional information in the attached presentation which shows the impact to a homeowner of the various levy options.

Policy item #2 has a separate presentation that provides background information and identifies possible options.

**Alternatives:**

None.

**Attachment(s):**

1. [Presentation](#)
2. [Slide 67 Table](#)



# FY 2022-23 Budget: An Initial Look

Town Council Strategic Planning Session

February 26, 2022

# Purpose of Presentation

1. Economic Overview and Growth Projections
2. Key Financial Policies
3. FY 22-23 Policy Decisions
4. Operating Budget
5. Infrastructure
6. EMS Fund Overview and Property Taxes
7. Calendar





# 1. Economic Overview and Growth Projections

# The Economy

## US

- COVID
- Rising Inflation
- Rising Wage Growth
- Rising Interest Rates

## ARIZONA

- #3 in Job Growth
- #3 in Population Growth
- Better Than US Average



# Why Growth Projections are Critical to QC?



## 1. Indicates Quantity and Cost of New Services

- Examples: PD and Fire/EMS Calls, Recreation Classes

## 2. Identifies Location of New Infrastructure

- Examples: Roads, Water and Wastewater Infrastructure

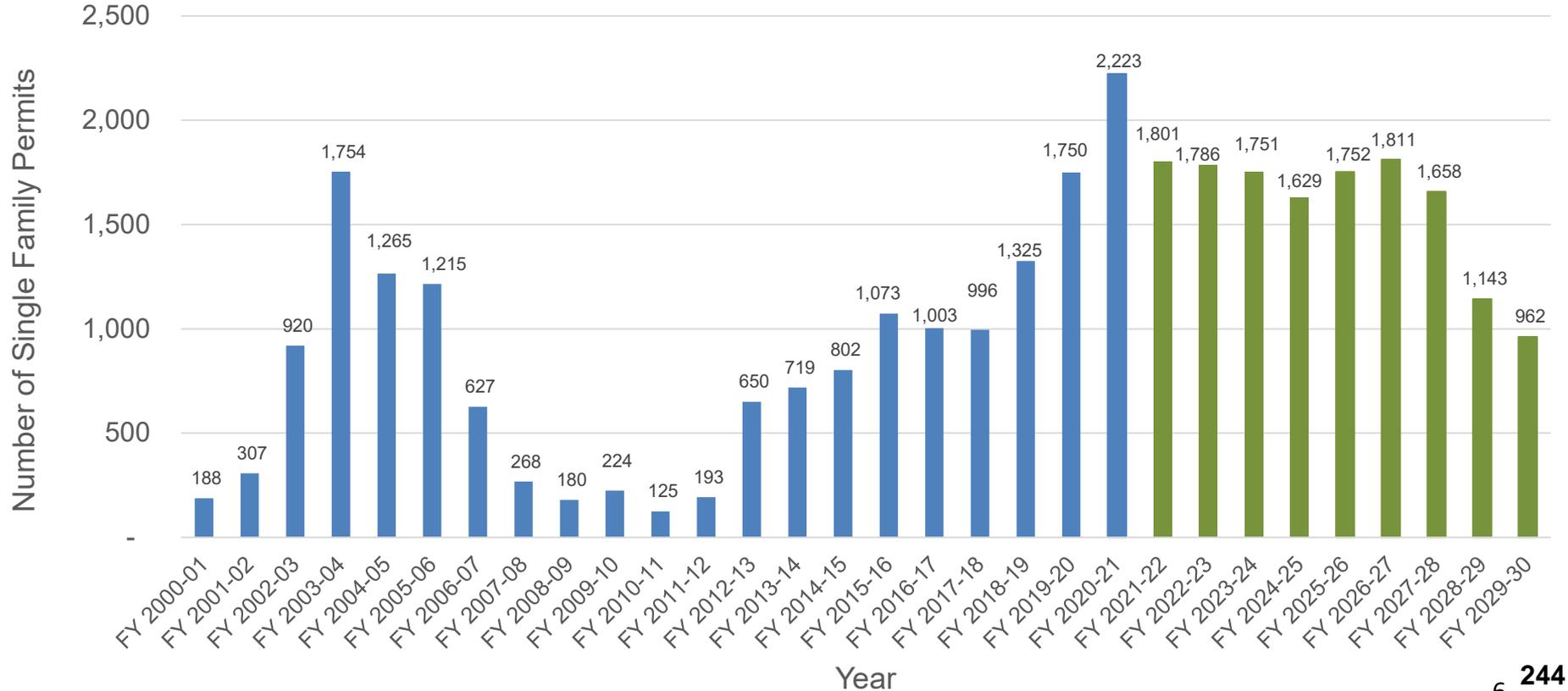
## 3. Identifies One-Time Revenues

- Building Permit Revenues, Construction Sales Tax, Impact/Capacity Fees

## 4. Identifies Ongoing Revenues

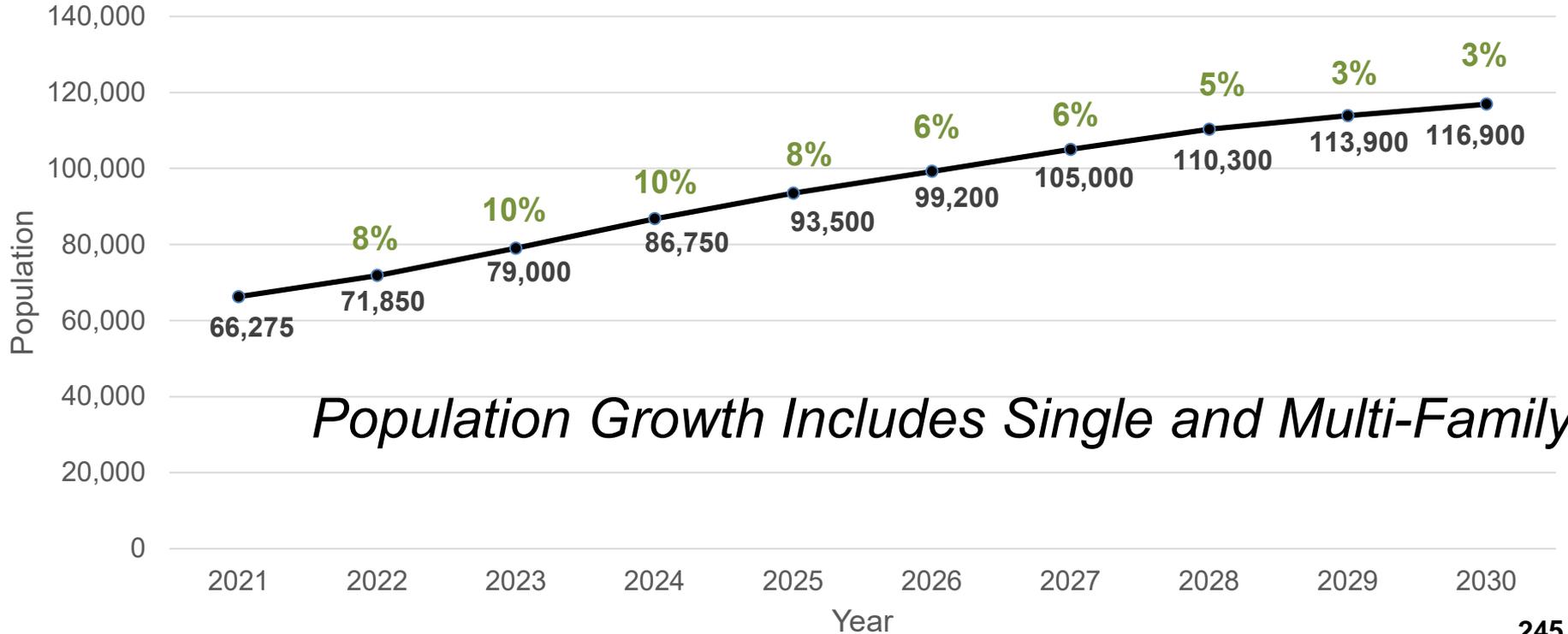
- Sales Tax Revenues, State Shared Revenues

# Single-Family Permit Projections



# 10-Year Population Projections

Buildout Population: ~150K



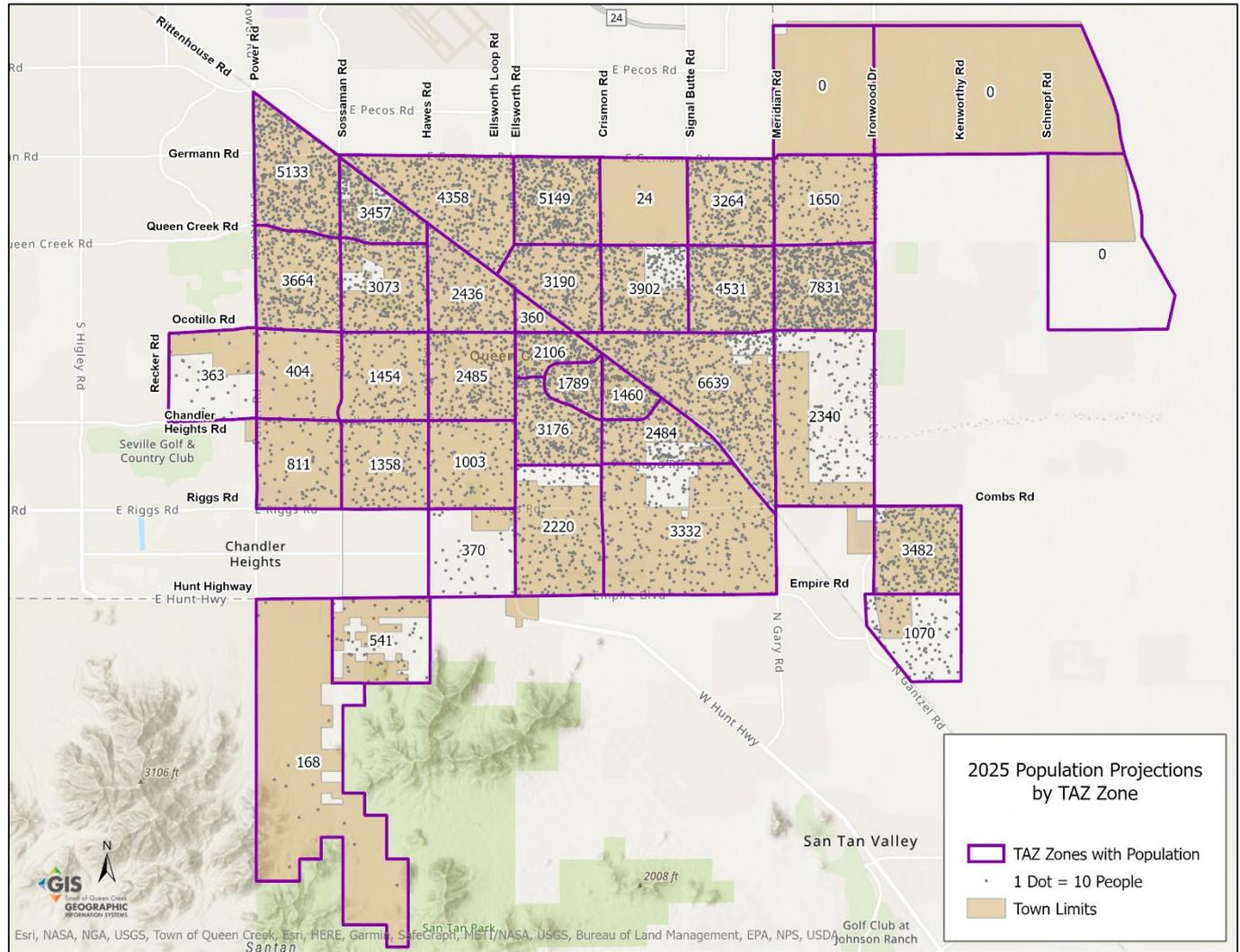


# Population Projection Dot Maps (In Town)



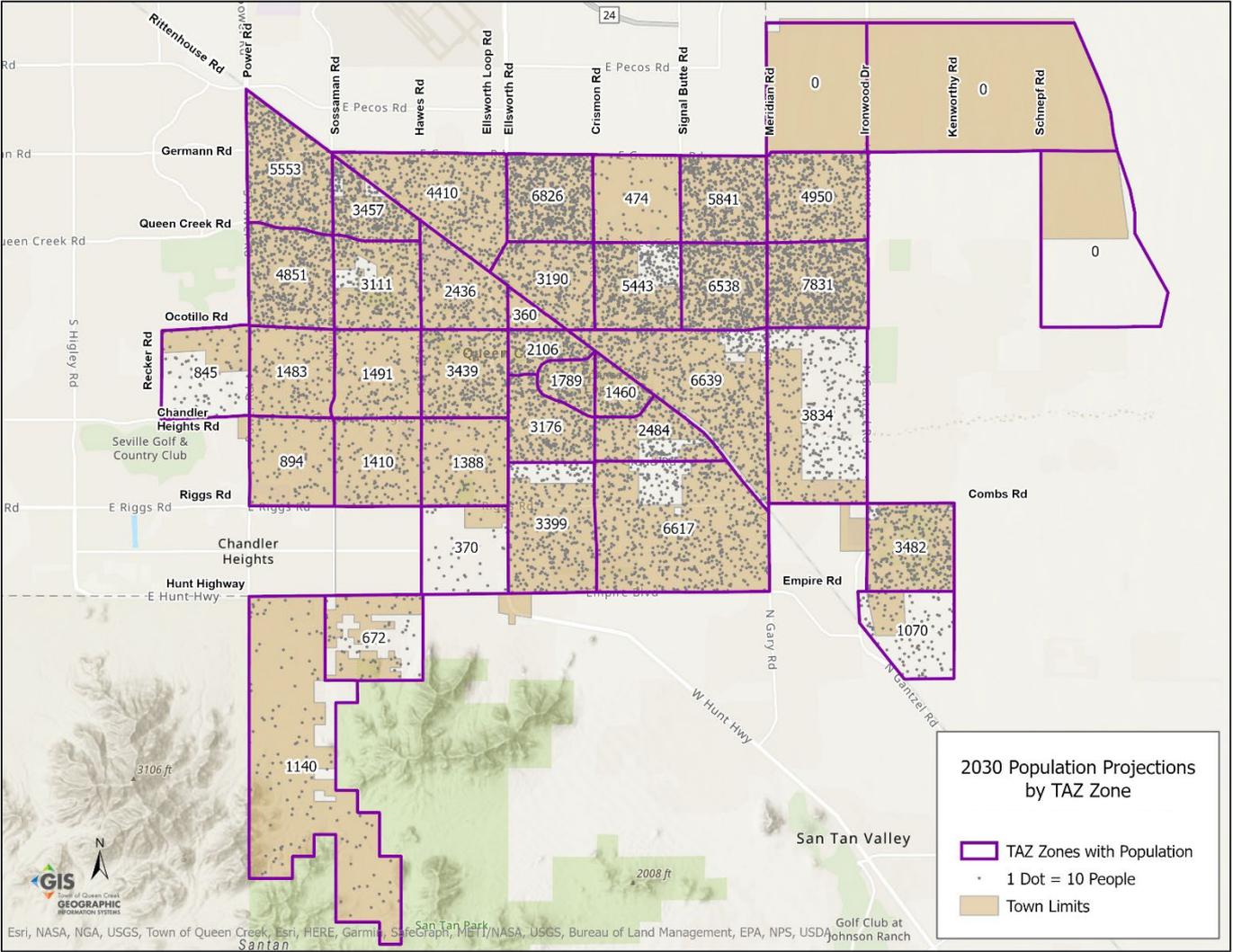
# 2025

# Population 93,500



# 2030

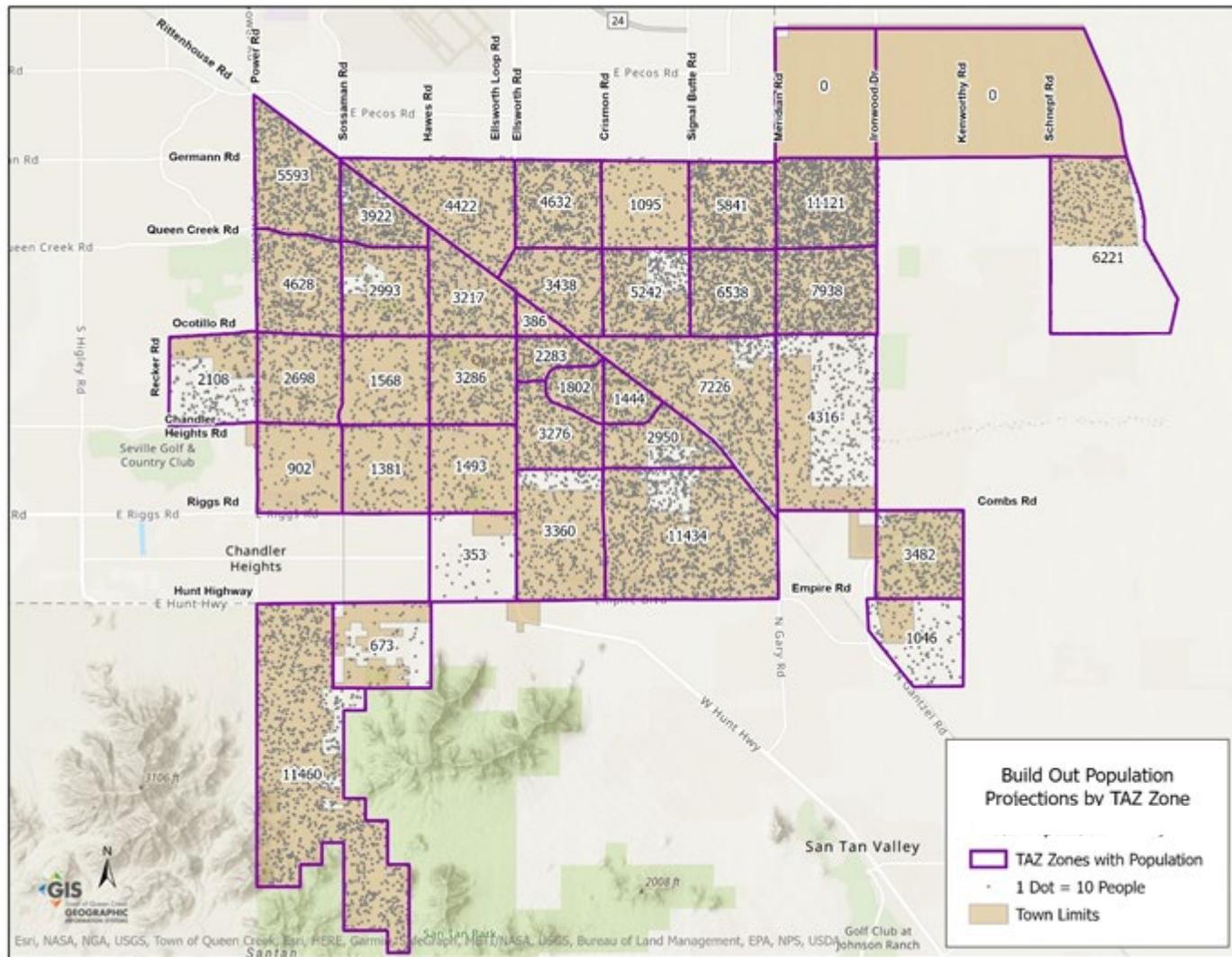
# Population 116,900



Esri, NASA, NGA, USGS, Town of Queen Creek, Esri, HERE, Garmin, Safe Software, METI/NASA, USGS, Bureau of Land Management, EPA, NPS, USDA, Johnson Ranch

# Buildout

# Population ~150K

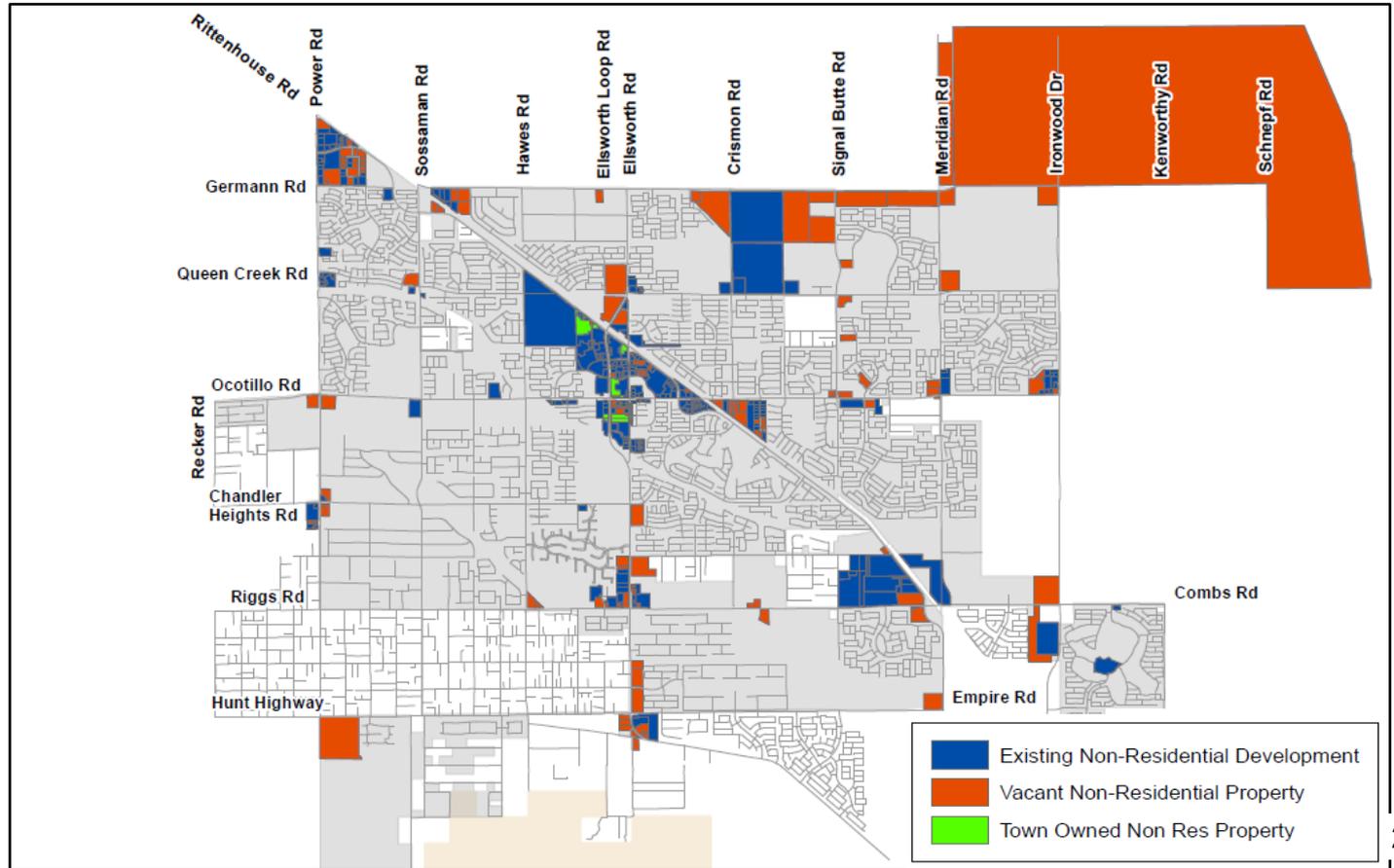


# Remaining Non-Residential Development



Development Type	Acres to Buildout	Total Buildout Square Footage
Mixed	91	620K
Regional Commercial	36	161K
Community Commercial	479	4.8M
Light Industrial	90	987K
Office	35	308K
Religious	<u>47</u>	<u>346K</u>
<b>Total</b>	<b>777</b>	<b>7.2M</b>

# Non-Residential Development





# 2. Key Financial Policies

# Key Financial Policies

## 1. Pension Funding Policy

- Fire (Fully Funded)

- \$1.5M Unfunded Liability Paid off in FY 2014/15
- Annual Savings: \$140K at that time

- \$26.3M MCSO Reserve (Fully Funded)

- Annual Savings: \$1.7M
- Will be Transferring to PSPRS Police Plan

- \$33.7M ASRS Reserve (Fully Funded)

- Reserve Amount: \$23.6M Operating Budget, \$10.1M in Utility Funds
- Annual Savings: \$777K in Operating Budget, \$323K in Utilities





# Key Financial Policies (continued)



## 2. 25% Revenue Reserve Policy

- 25% of Revenue Increase Not Programmed



## 3. Infrastructure Repair/Replacement Funds

- Roads: \$0.5M Initially and Increasing \$0.5M Annually
- IT: \$425K Annually (Increased from \$325K)
- Buildings: \$350K Annually (Increased from \$250K)
- HPEC: \$150K Annually



## 4. Employee Compensation

- Class and Compensation Study: \$2.5M



# Key Financial Policies (concluded)

## 5. Parks Master Plan Funding

- Phase 1: \$9.7M Annual Increase
  - \$6M Debt Service (\$115M Bond Issue)
  - \$3.7M Operating Expenses
- Phase 2
  - Annual Non-Growth Expense Placeholder Starting at \$500K and Increasing \$500K Annually

## 6. New Position Placeholder

- Increased to 25 Positions Annually (from 15)





# 3. FY 22-23 Policy Decisions

# FY 2022-23 Policy Decisions



1. Amount to be Received from Primary Property Taxes?
  - \$12.5M Annual Revenues if Maintain the Current \$1.83 Levy Rate
  - See Separate Presentation
2. Ambulance Transportation
  - See Separate Presentation



# 4. Operating Budget

# 5-Year Planning Thoughts and Goals

1. Fully Operational PD
2. New Library Operating Costs
3. Fully Funded Pensions Achieved
4. Fully Funded Comp & Class Study
5. Fully Funded Phase 1 of Parks Master Plan
6. Placeholder for 25 New Positions Annually  
(Increased from 15)

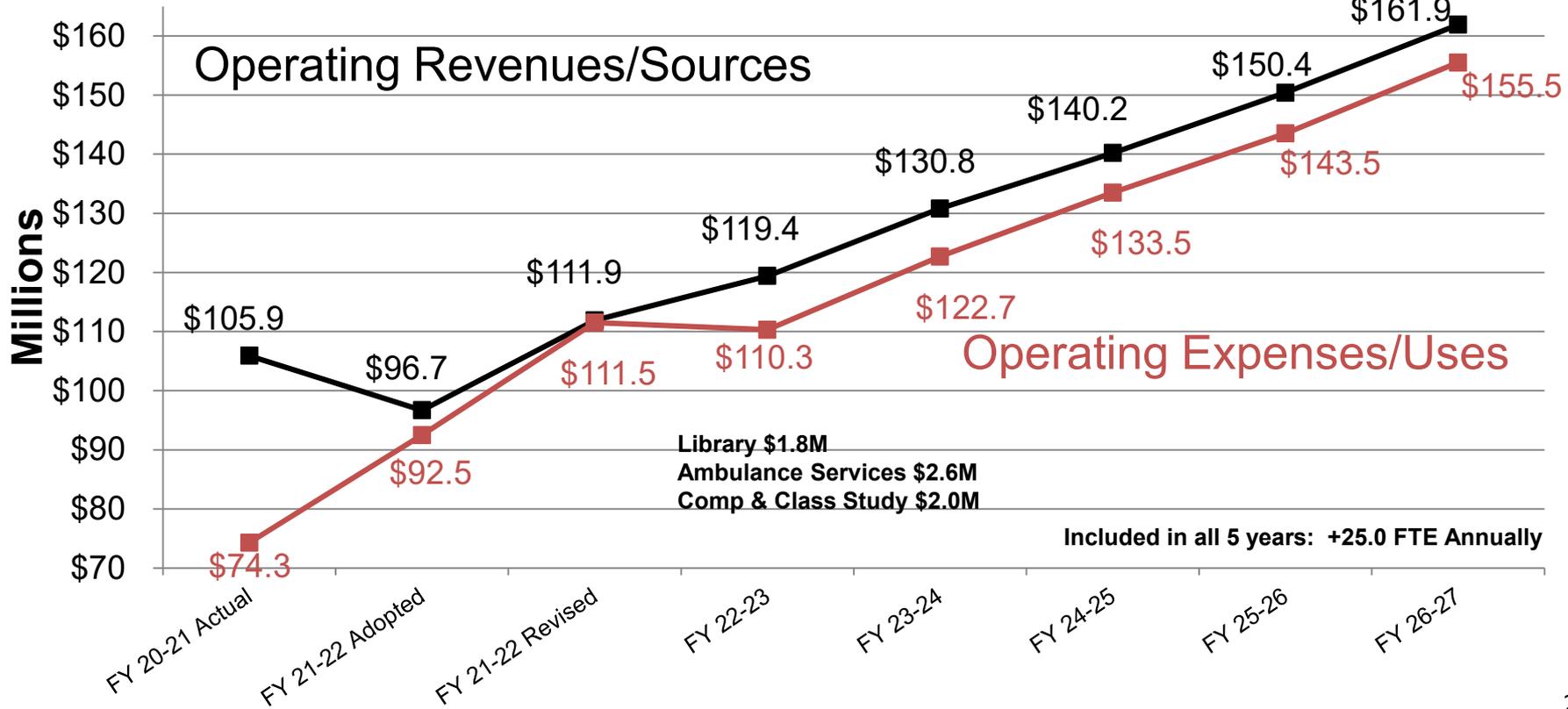


# Budget Parameters

- Fund Existing Service Levels
  - Additional Positions Needed
- Increased Service Levels
  - Police
- New Services or Programs
  - Ambulance Transportation



# Operating Budget 5-Year Projection





# Operating Revenue Projections

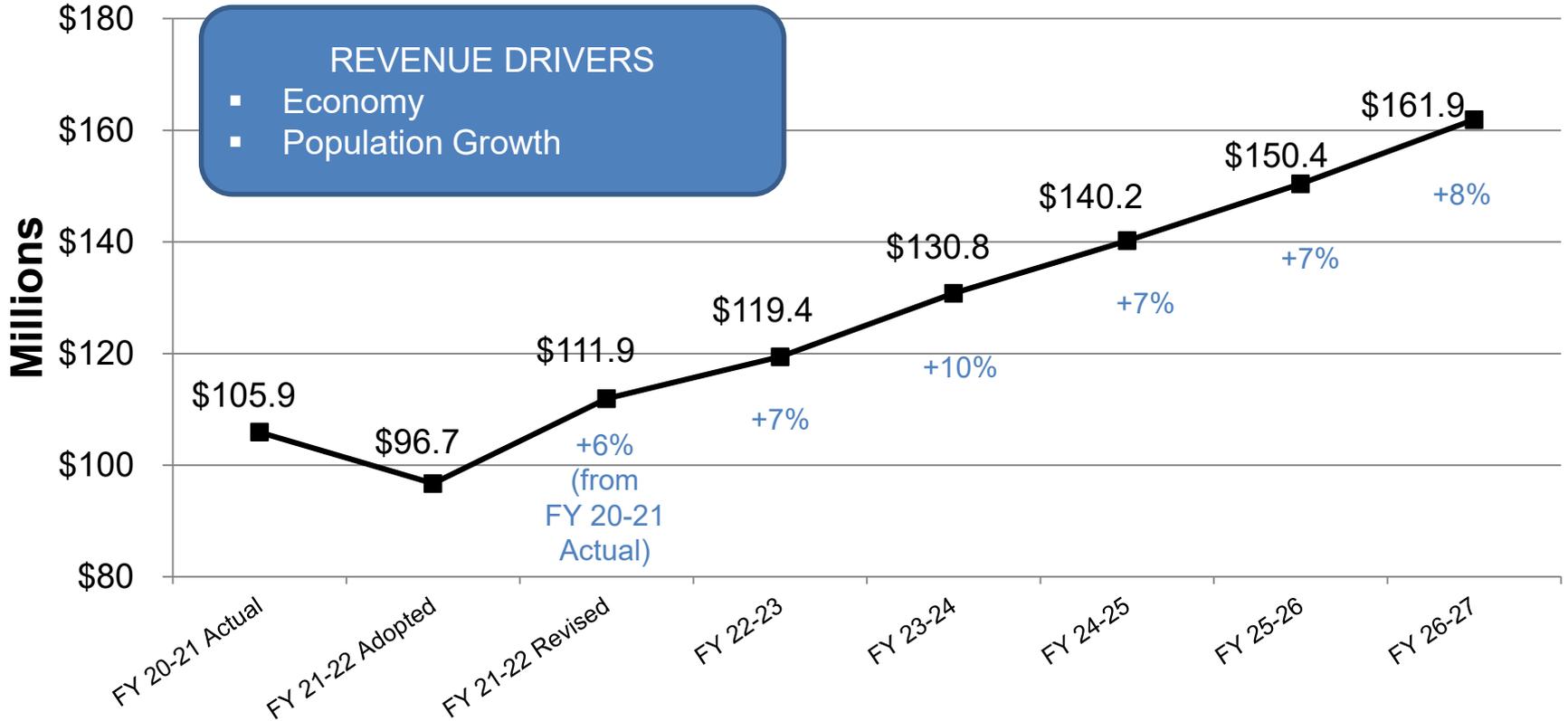
# Revenue Projections

## Elements

1. Businesses
2. Residents
3. Non-Residents (Important Factor)
  - Eastmark and San Tan Valley
  - 2019 Sales Tax Study
    - 38% of Retail Sales Tax
    - 47% of Restaurant Sales Tax
    - 30% of Grocery Store Sales Tax



# Operating Budget Revenue Projection

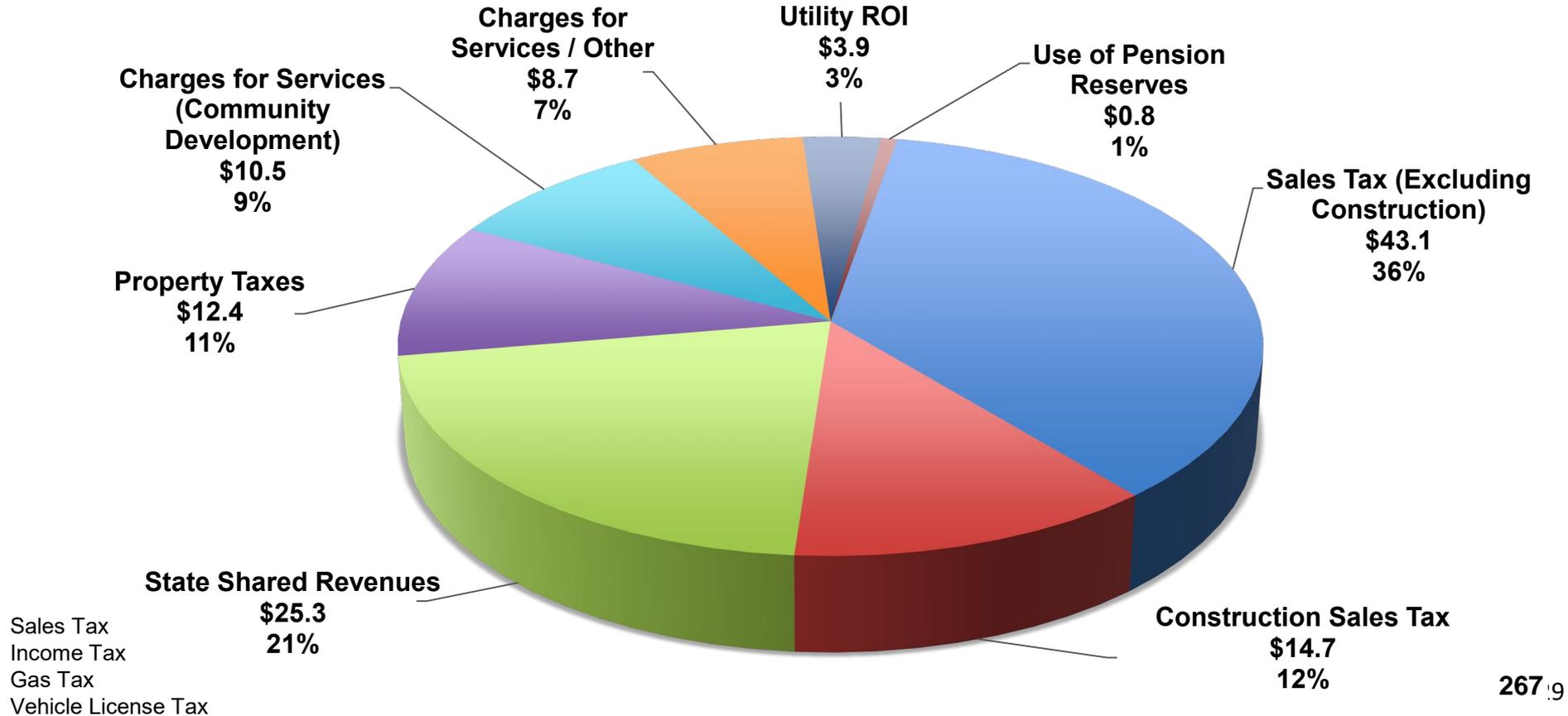


# Operating Budget Revenue (in millions)

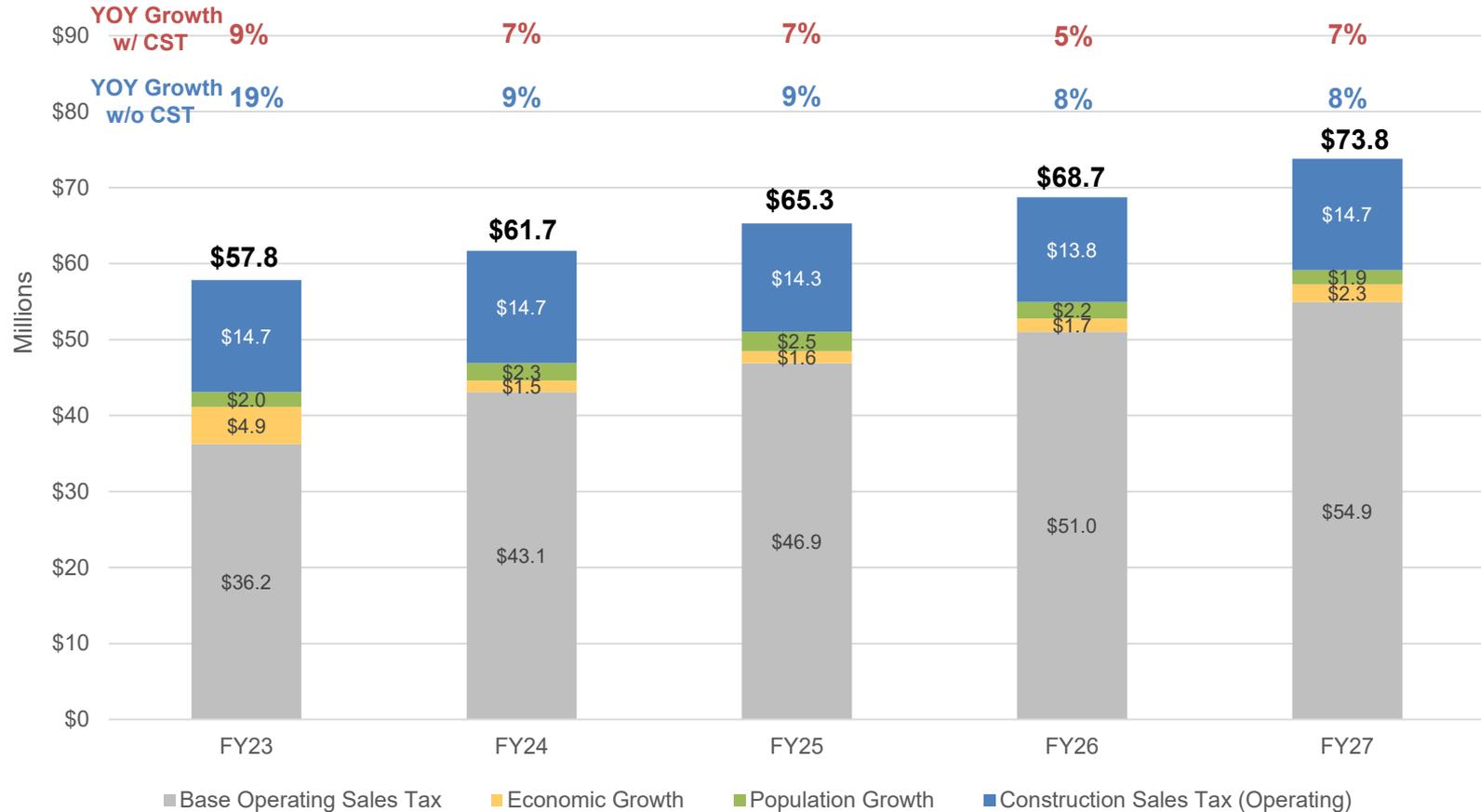
	FY 20-21 Actual	FY 21-22 Revised Budget	FY 22-23 Preliminary Estimate	\$ Change	% Change
Sales Tax	\$33.3	\$36.2	\$43.1	\$6.9	+19%
Construction Sales Tax	\$14.7	\$16.6	\$14.7	(\$1.9)	(11%)
State Shared Revenue	\$19.5	\$21.8	\$25.3	\$3.5	+16%
Property Tax	\$9.9	\$11.0	\$12.4	\$1.4	+13%
Building Revenues	\$11.0	\$10.4	\$10.5	\$0.1	+1%
Charges for Services	\$6.8	\$6.1	\$8.7	\$2.6	+43%
Utility ROI for Public Safety	\$3.2	\$3.4	\$3.9	\$0.5	+15%
Federal Grant Funds	\$5.8	\$4.8	\$ -	(\$4.8)	(100%)
Use of Pension Reserves MCSO	\$1.7	\$0.8	\$ -	(\$0.8)	(100%)
Use of Pension Reserves ASRS	\$ -	\$0.8	\$0.8	\$ -	0%
<b>Total Revenue</b>	<b>\$105.9</b>	<b>\$111.9</b>	<b>\$119.4</b>	<b>\$7.5</b>	<b>7%</b>
<b>Change from FY 20-21 Actual</b>		<b>\$6.0 (+6%)</b>			28 <b>266</b>

# FY 22-23 OPERATING REVENUES / SOURCES

## \$119.4M



# Sales Tax Revenue Composition

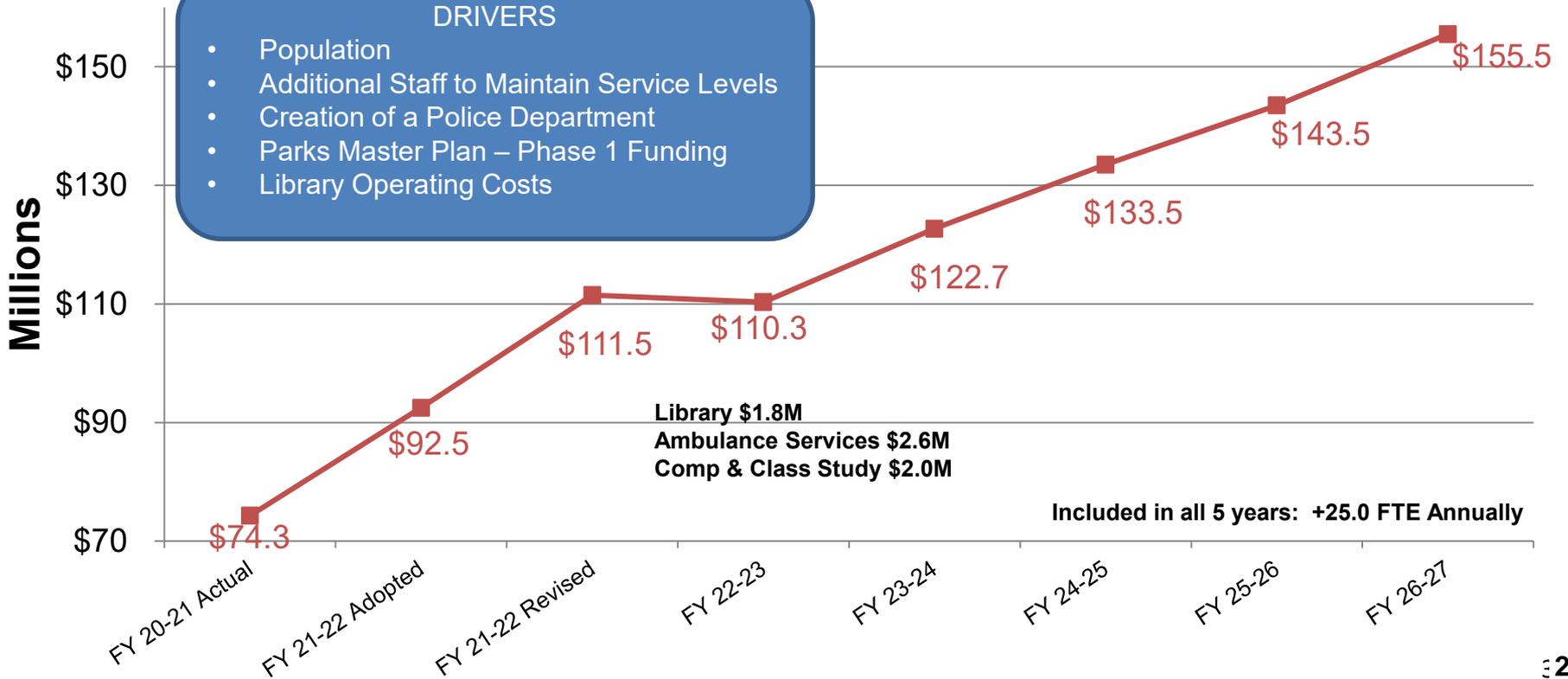




# Operating Expense Projections

# 5-Year Operating Budget Expenses/Uses

- DRIVERS**
- Population
  - Additional Staff to Maintain Service Levels
  - Creation of a Police Department
  - Parks Master Plan – Phase 1 Funding
  - Library Operating Costs



# Expense Summary (in millions)

	FY 21-22 Revised Budget	FY 22-23 Projection	\$ Change	% Change
Personnel	\$40.1	\$49.4	\$9.3	+23%
Operating	\$30.0	\$34.5	\$4.5	+15%
MCSO	3.9	\$0	(\$3.9)	(100%)
Capital Outlay	\$10.7	\$4.8	(\$5.9)	(55%)
Contingency	<u>\$0.8</u>	<u>\$2.6</u>	<u>\$1.8</u>	<u>+225%</u>
Subtotal Expense	\$85.5	\$91.3	\$5.8	+7%
Debt	\$8.0	\$11.7	\$3.7	+46%
CIP Funding	\$10.9	\$4.4	(\$6.5)	(60%)
Increase to 25% Reserve*	<u>\$7.1</u>	<u>\$2.9</u>	<u>(\$4.2)</u>	<u>(59%)</u>
<b>Total Uses</b>	<b>\$111.5</b>	<b>\$110.3</b>	<b>(\$1.2)</b>	<b>(1%)</b>

\*Reserve Fully Funded

# Important Expense Changes: **(\$1.2M)**



Item	Amount
Personnel Changes - 25 new FTE (13 for PD, 12 Non-PD), HSA Funding, Overtime and Workers Compensation Increases	\$4.9M
New Debt Service – Parks Master Plan (1 <sup>st</sup> year interest only)	\$3.7M
Ambulance Services – First Year Operating Costs	\$2.6M
Compensation and Classification Study	\$2.0M
Department Support Costs – Updated Allocation for PD, Fire, and Streets	\$2.3M
Library Services Contract Increase	\$1.8M
Reset Contingency	\$1.8M
Contract and Operating Increases, net of base budget adjustments	<u>\$0.2M</u>
Subtotal	\$19.3M
Lower CIP PAYGO (Public Works Facilities funded in FY22)	<b>(\$6.5M)</b>
Lower Capital Equipment Requests (long-lead items moved to FY22)	<b>(\$5.9M)</b>
Amount added to 25% Reserve is less than prior year	<b>(\$4.2M)</b>
MCSO Contract Elimination	<b>(\$3.9M)</b>
<b>Total</b>	<b>(\$1.2M)</b>



# Operating Budget Reserves

# FY 2022-23 Ending Reserves

	FY 2022-23 Estimates	
Revenues / Sources	\$119.4	
Expenses / Uses	<u>(\$110.3)</u>	
Net FY 22-23	<u>\$9.2</u>	
Ending Fund Balance		\$117.3
Restrictions:		
25% Revenue Reserve Requirement	\$32.5	
MSCO Pension Reserve (Fully Funded)	\$26.3	
ASRS Pension Reserve (Fully Funded)	<u>\$23.6</u>	
Total Restrictions		\$82.4
<b>Available</b>		<b>\$34.9</b>

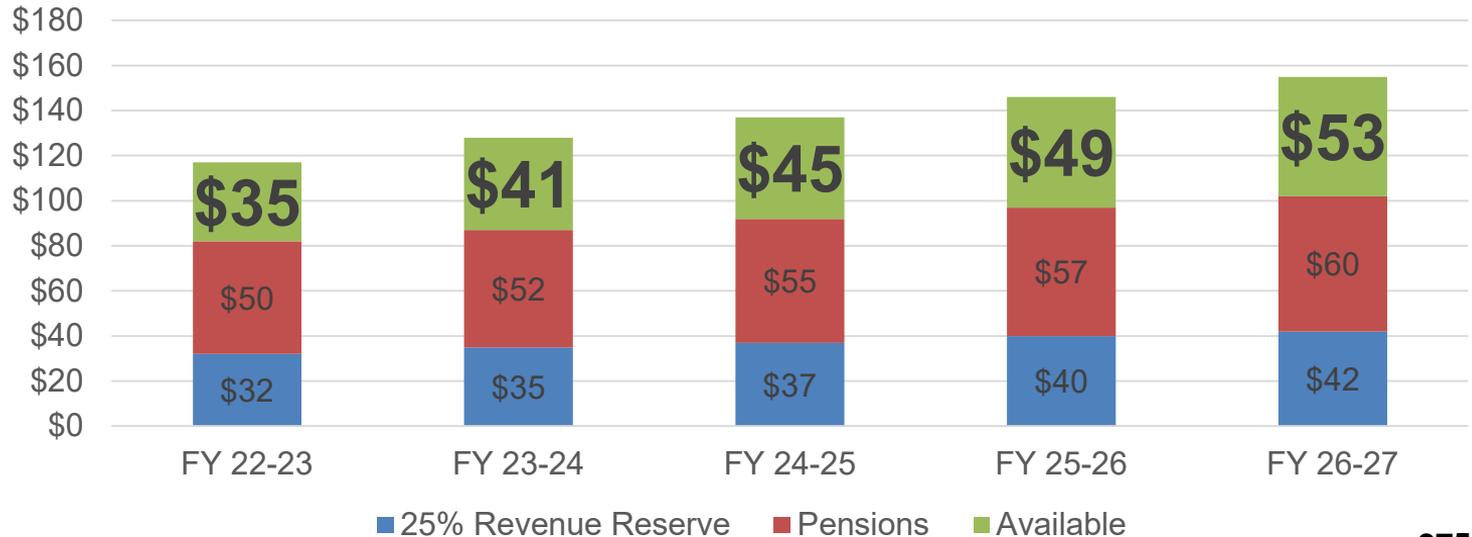


# Financial Policies – Our Thoughts

## 1. Increase Reserves

- Important Element to Achieving a ‘AAA’ Bond Rating

Projected Reserves: Operating Budget





# 5. Infrastructure

# Aggressive Construction Continues...

- Transportation
- Water
- Wastewater
- Public Safety (Fire/EMS and Police)
- Parks and Trails
- Contingency





# 6. Emergency Management Services (EMS) Fund Overview and Property Taxes

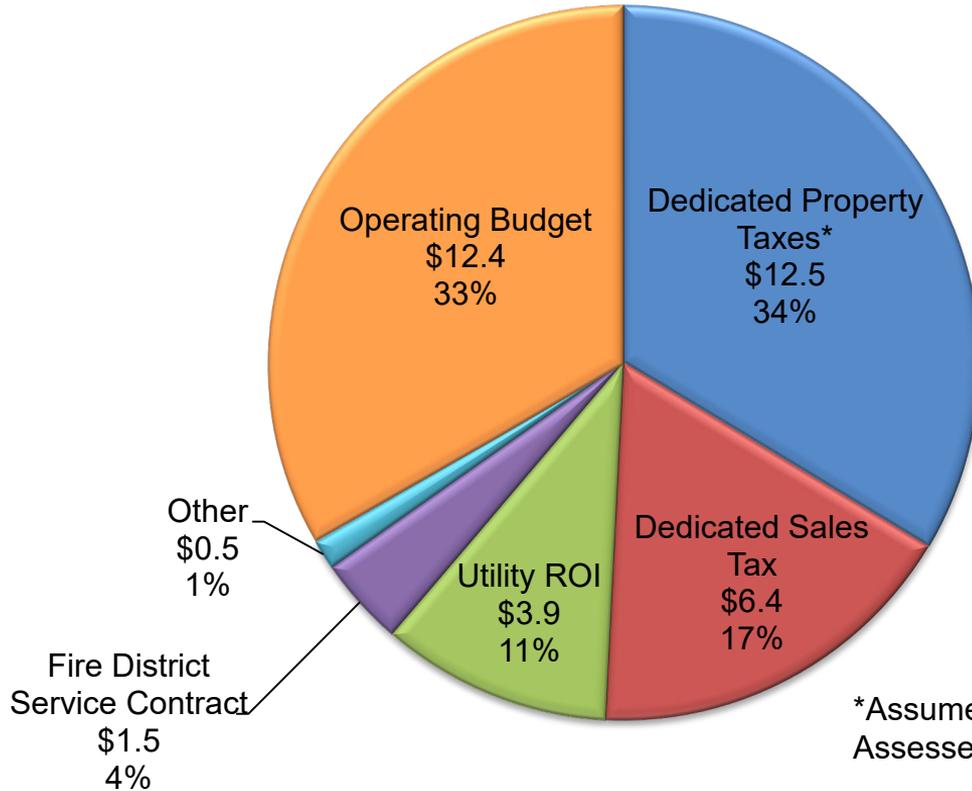
# EMS Funding Strategy

## Five Primary Revenue Sources:

1. Primary Property Tax
2. 0.25% Dedicated Sales Tax
3. Return on Investment (ROI) from Water and Wastewater Utility Funds
4. Queen Creek Fire District Contract
5. Operating Budget (Difference to Cover Expenses)



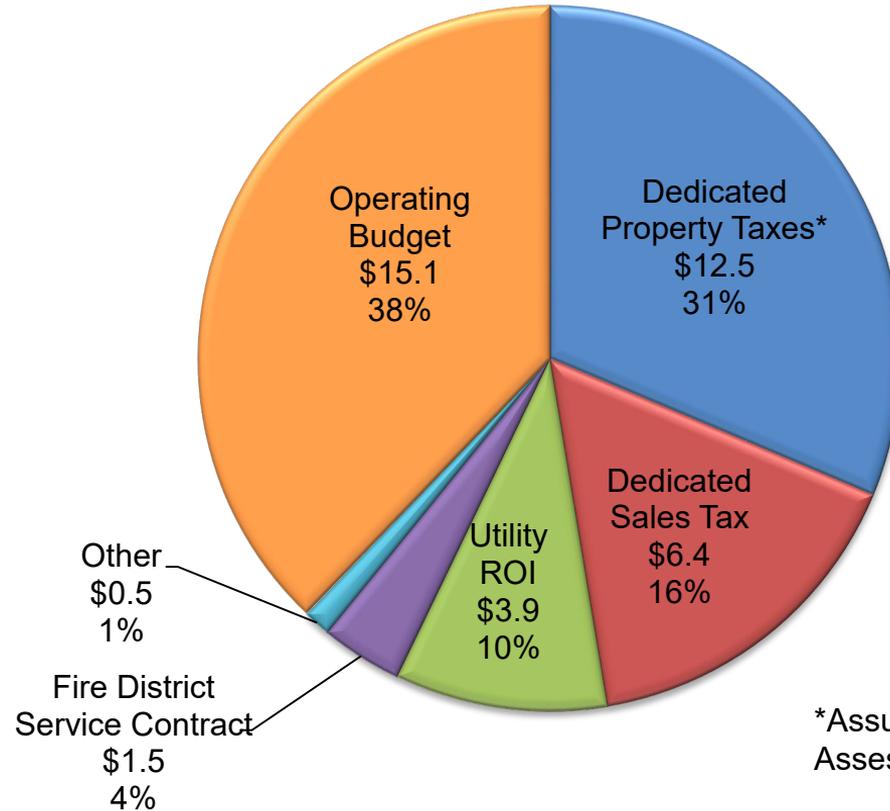
# FY 22-23 EMS Sources: \$37.2M



\*Assumes \$1.83 Levy per \$100 Assessed Value, preliminary

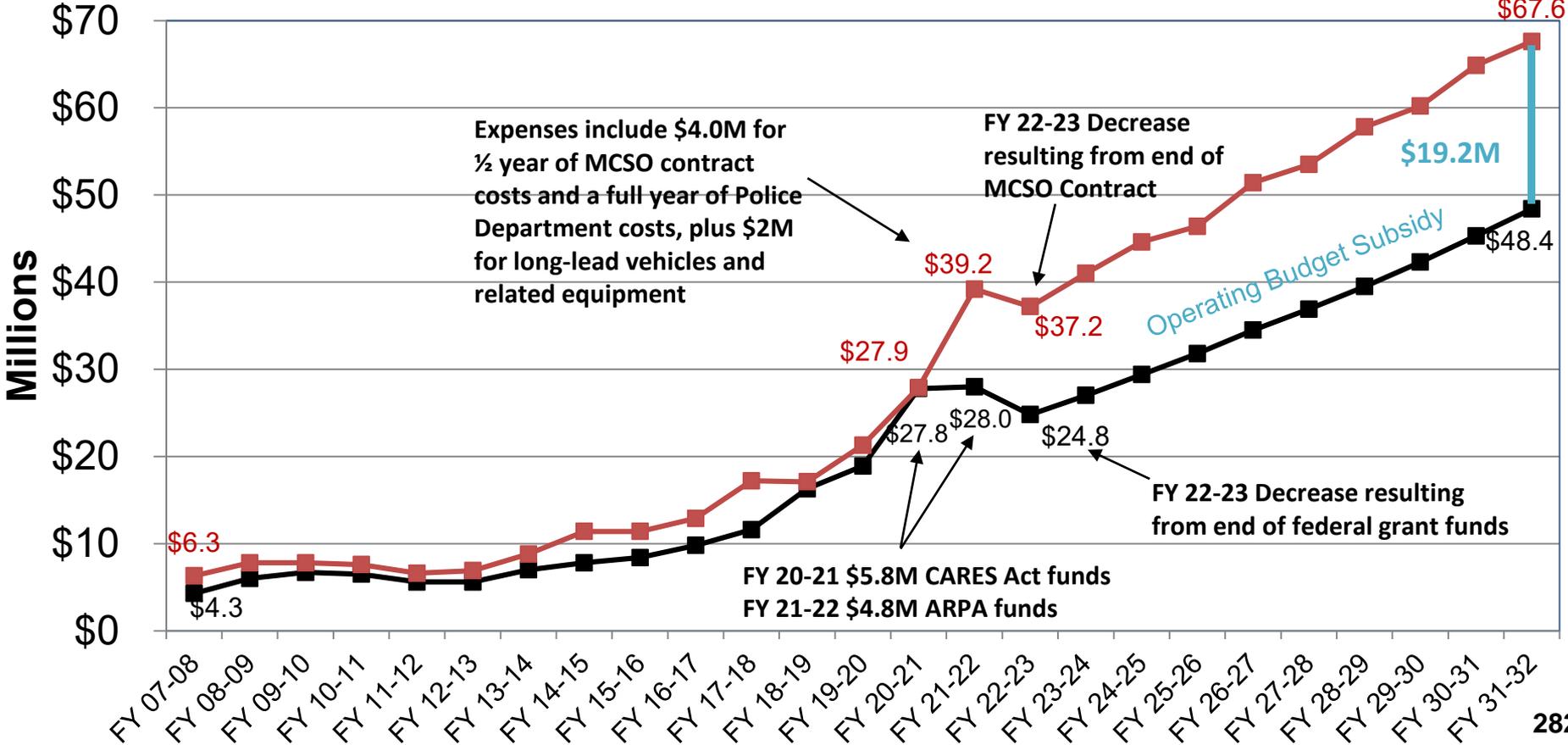
# FY 22-23 EMS Sources: \$39.9M

(includes Ambulance Services)



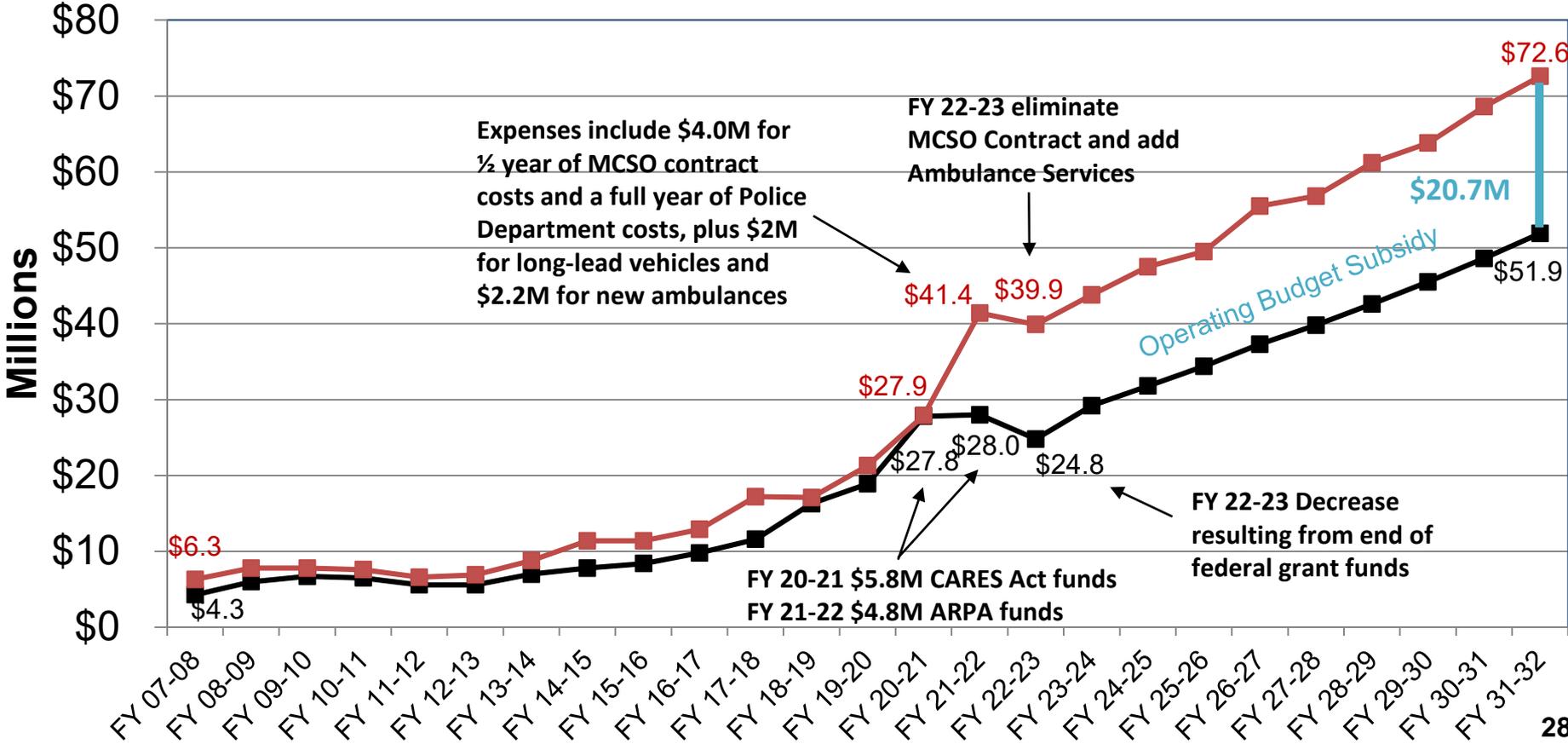
\*Assumes \$1.83 Levy per \$100 Assessed Value, preliminary

# EMS Fund Revenues and Expenses



# EMS Fund Revenues and Expenses

(includes Ambulance Services)



# Primary Property Tax History

- Voter Approved in 2007
  - Dedicated for Fire/EMS and Police Services
  - Created to Provide a Stable Revenue Source to Pay for Expenses
  - “Not to Exceed to \$1.95 Levy Rate”
- Council Approved Reduced Primary Property Tax Rate of \$1.83 for FY 20-21
  - Previously, Rate was \$1.95 Since Inception



# Preliminary Property Tax Allocation in Queen Creek (Maricopa County)



Higher Government

3¢ State  
11¢ County

**14¢**



Municipal Government

14¢ Town – QC

**14¢**

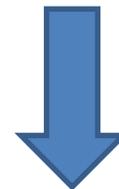
\$1.83 per  
\$100 AV for  
EMS



Education

57¢ Local School District  
10¢ Community College

**67¢**



County-Wide  
Special Districts

2¢ Healthcare  
1¢ Flood Control  
1¢ CAWCD  
1¢ Other – Library, Fire

**5¢**

Allocations subject to change annually based on other taxing jurisdictions' levies

# How Is Property Tax Calculated?

Property Taxes are the Result of Two Components:

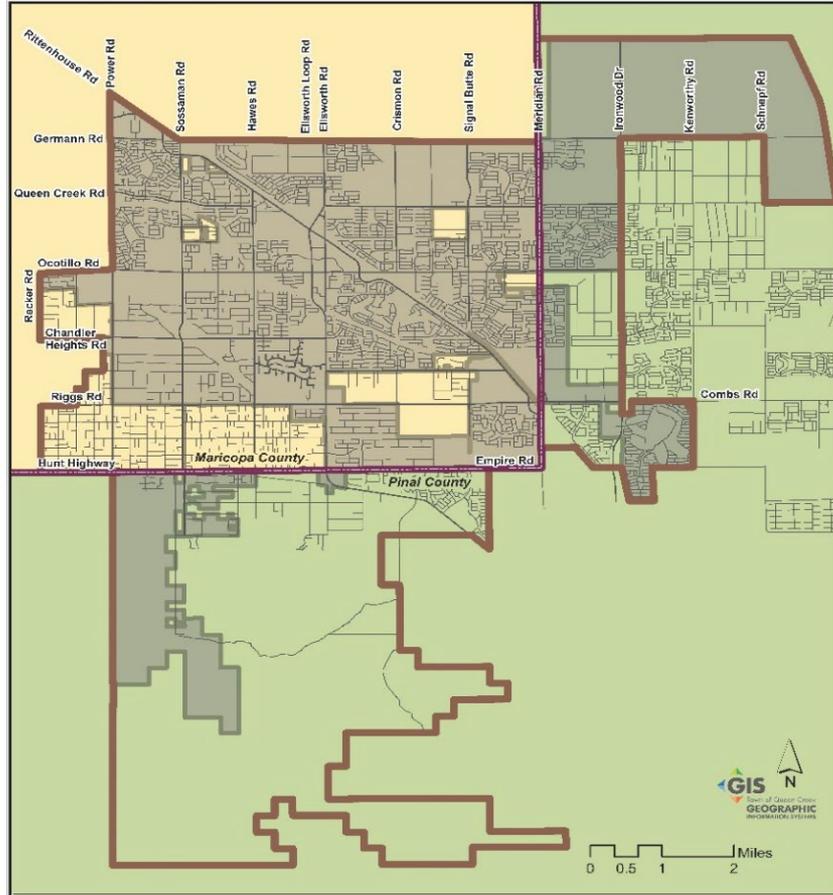
1. Property Valuations (County Determined)
  - Limited Property Value (LPV)
2. Revenue Amount (Council Determined)
  - Levy Rate is applied to each \$100 of Assessed LPV





# TOWN OF QUEEN CREEK ARIZONA

 TOWN LIMITS 
  PLANNING AREA 
  MARICOPA COUNTY 
  PINAL COUNTY



Map Date: 2/4/21 The Town of Queen Creek makes no warranties, written or implied, regarding the information on this map.

# Aggregate Assessed Value Breakout\* (Preliminary)



Property Class	Maricopa County Assessed LPV	Pinal County Assessed LPV	Total Assessed LPV	Total Prior Year LPV	\$ Increase	% Increase
Single Family Residential	\$449.6M	\$107.2M	<b>\$556.8M</b>	\$489.4M	\$67.4M	14%
Commercial	\$77.4M	\$8.7M	<b>\$86.1M</b>	\$77.3M	\$8.8M	11%
Vacant Land	<u>\$33.3M</u>	<u>\$6.9M</u>	<u>\$40.2M</u>	<u>\$38.3M</u>	<u>\$1.9M</u>	<u>5%</u>
Total	\$560.3M	\$122.8M	<b>\$683.1M</b>	\$605.0M	\$78.1M	13%

\*Assessed Value is not the total property tax revenue, but the basis upon which property tax is calculated.

# FY 22-23 Assessed Value Increase



	Assessed Value	% Change
FY 21-22 Total	\$605.0M	
FY 22-23 Increase:		
Existing Property	\$33.1M	+5%
New Construction	<u>\$45.0M</u>	+8%
<b>FY 22-23 Increase</b>	<b>\$78.1M</b>	
<b>FY 22-23 Total</b>	<b>\$683.1M</b>	<b>+13%</b>

# Assessed Value History



# Property Tax Revenue Formula

Assessed Value (AV)

\$683M\*

Maricopa / Pinal County

X

Levy Rate (per \$100 AV)

\$1.83

=

Annual Revenues

\$12.5M

Town Council

\*Preliminary

# How Is Property Tax Calculated?

- To get to the “Assessed” LPV a Ratio is Applied depending on Property Type
  - A Property Owner is not taxed on the entire LPV, just a portion (assessment ratio) of the LPV
  - Common Assessment Ratios
    - Residential = 10%
    - Vacant Land = 15%
    - Commercial = 18%
- Property Tax Formula:  
$$(\text{LPV} \times \text{Assessment Ratio}) / \$100 \times (\text{Levy Rate})$$

# How is Individual Property Tax Calculated? (concluded)



Single Family Residential Example	Amount
<b>A) Limited Property Value (LPV) FY 21-22 Median Example</b>	<b>\$242,347</b>
<b>B) Residential Assessment Ratio</b>	<u>10%</u>
<b>C) Assessed Value at 10% of LPV (A x B)</b>	\$24,235
<b>D) Conversion to a “per \$100” (C/\$100)</b>	<u>\$242</u>
<b>E) Property Tax Rate per \$100 of Assessed Value</b>	\$1.83
<b>F) Primary Property Tax Assessment (D x E)</b>	<b>\$442</b>

# Financial Impacts

1. Aggregate Impact
2. Individual Parcel Impacts



# Aggregate Impact (Preliminary)

	Annual Revenue	Total Increase from FY 21-22	Increase From New Properties	Change from Existing Properties	Levy Rate <sup>(a)</sup>	% of EMS Funded <sup>(b)</sup>
FY 21-22 Amount	\$11.0M				\$1.83	28%
<b><u>FY 22-23 Options</u></b>						
A. Same <u>Revenue</u> as Current Year	<b>\$11.0M</b>	\$0	+\$0.7M	<b>-\$0.7M</b>	\$1.62	30%
B. Same <u>Revenue</u> as Current Year from Existing Properties and Additional Revenue from New Properties Only	<b>\$11.8M</b>	+\$0.8M	+\$0.8M	\$0	\$1.73	32%
C. Same Levy Rate as FY 21-22	<b>\$12.5M</b>	+\$1.5M	+\$0.8M	+\$0.7M	\$1.83	34%
D. Maximum Revenue Amount	<b>\$13.3M</b>	+\$2.3M	+\$0.9M	+\$1.4M	\$1.95	36%

(a) Ballot language stated “Under no circumstances shall the primary property tax rate exceed \$1.95 per \$100 of assessed valuation.”

(b) Does not include Ambulance Services

# Individual Parcel Impact

- About 30K Parcels as of October 2021
- Property Taxes Paid by Each Parcel Could Increase, Decrease, or Have No Change from the Prior Year
  - The Individual Parcel Appreciation Increase is Limited by State Statute to 5% (Assuming Land Use Remains the Same)

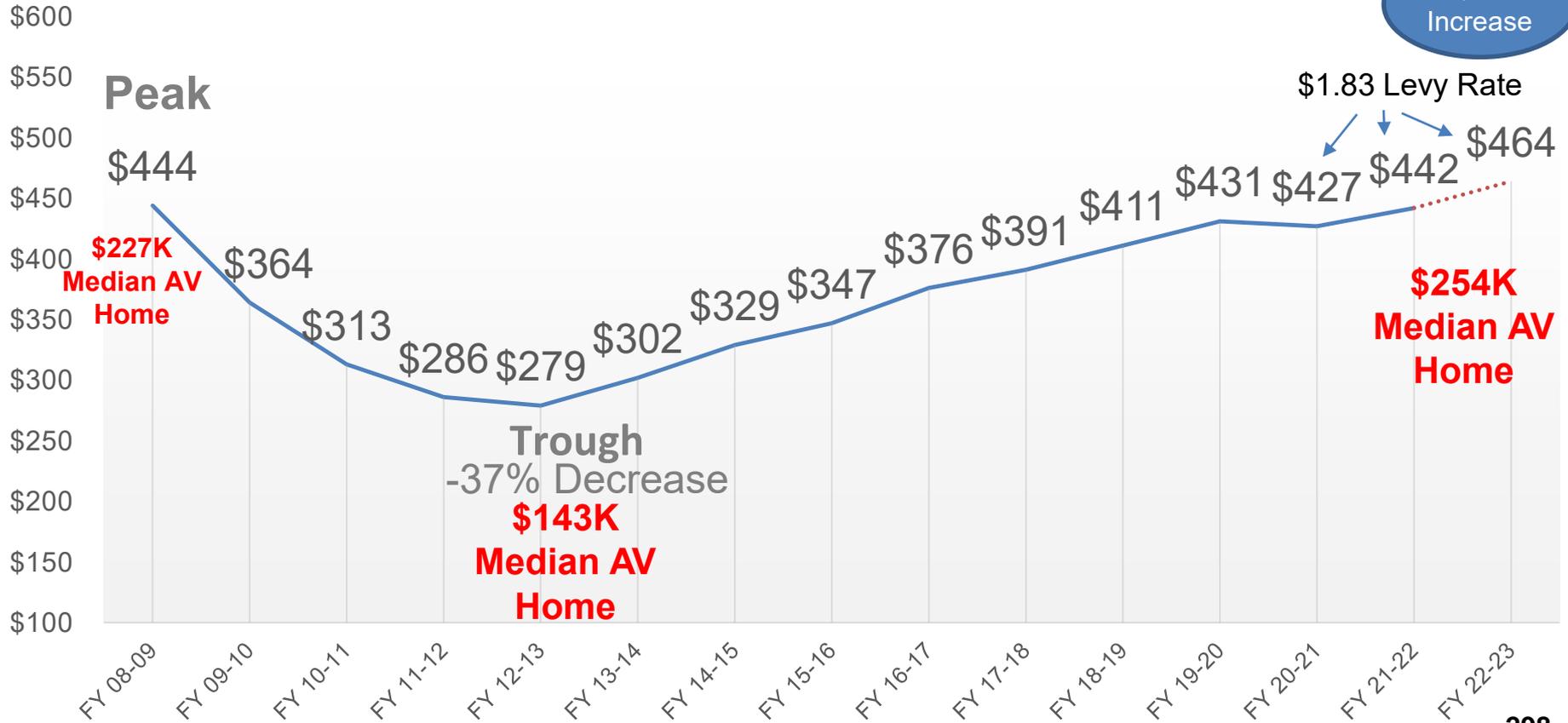


# Individual Parcel Impact (concluded)

		Option A	Option B	Option C	Option D
		Same Revenue as FY 21-22	Same Revenue as FY 21-22 (plus new properties only)	Same Rate as FY 21-22	Maximum Revenue
Single Family Residential	Median Home Value	\$1.62 Levy*	\$1.73 Levy	\$1.83 Levy	\$1.95 Levy
FY 21-22	\$242K			\$442	
FY 22-23: AV +5%	\$254K	\$411 (-\$31)*	\$439(-\$3)	\$464 (+\$22)	\$495 (+\$53)

\* At \$1.62 levy rate, 19,500 Single Family Parcels (91%) would see a savings in QC property tax up to \$50

# QC Property Tax Paid on a Median Value Home



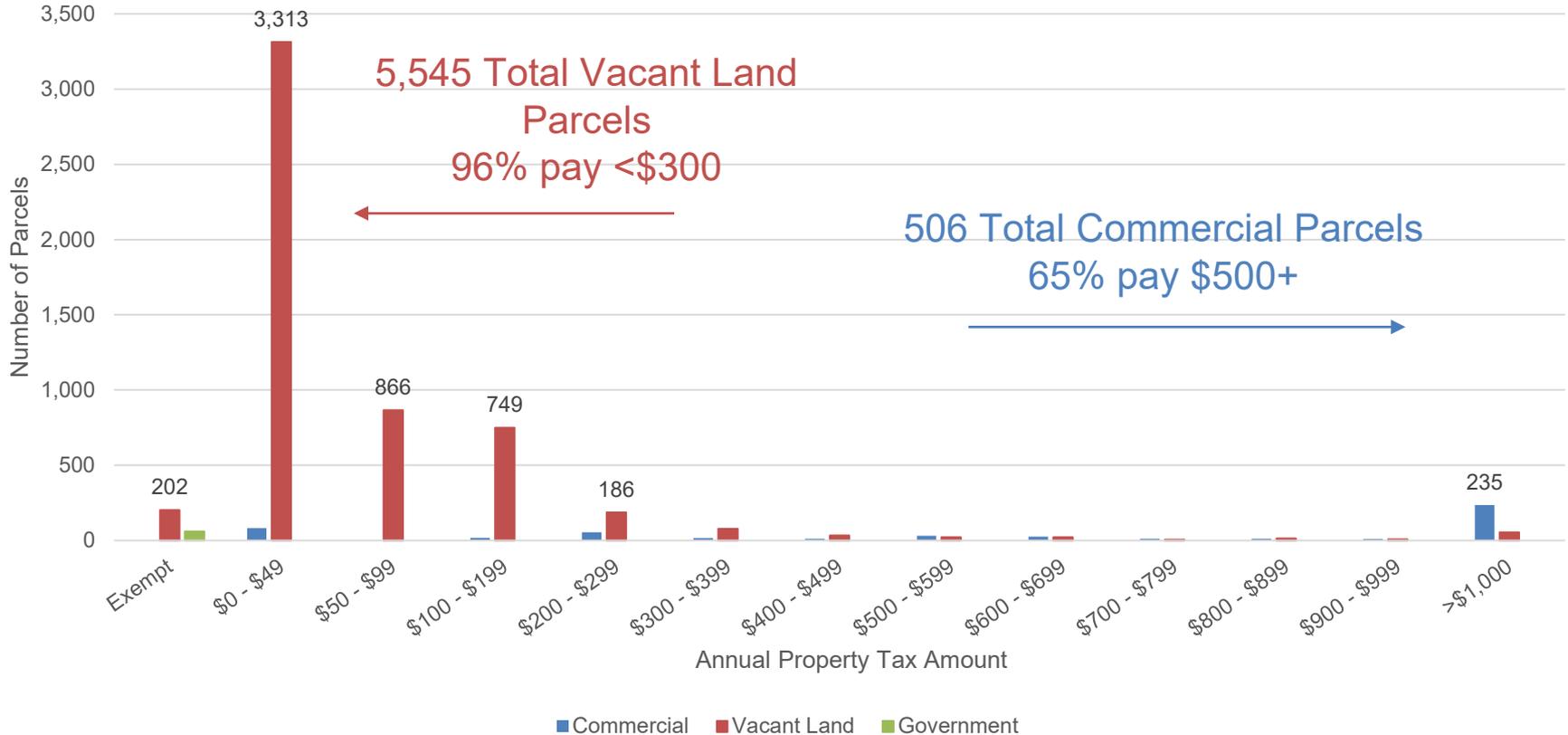
# Property Taxes: All Property Types, 30K Parcels



# Property Taxes: Homes Only



# Property Taxes: Non-Residential



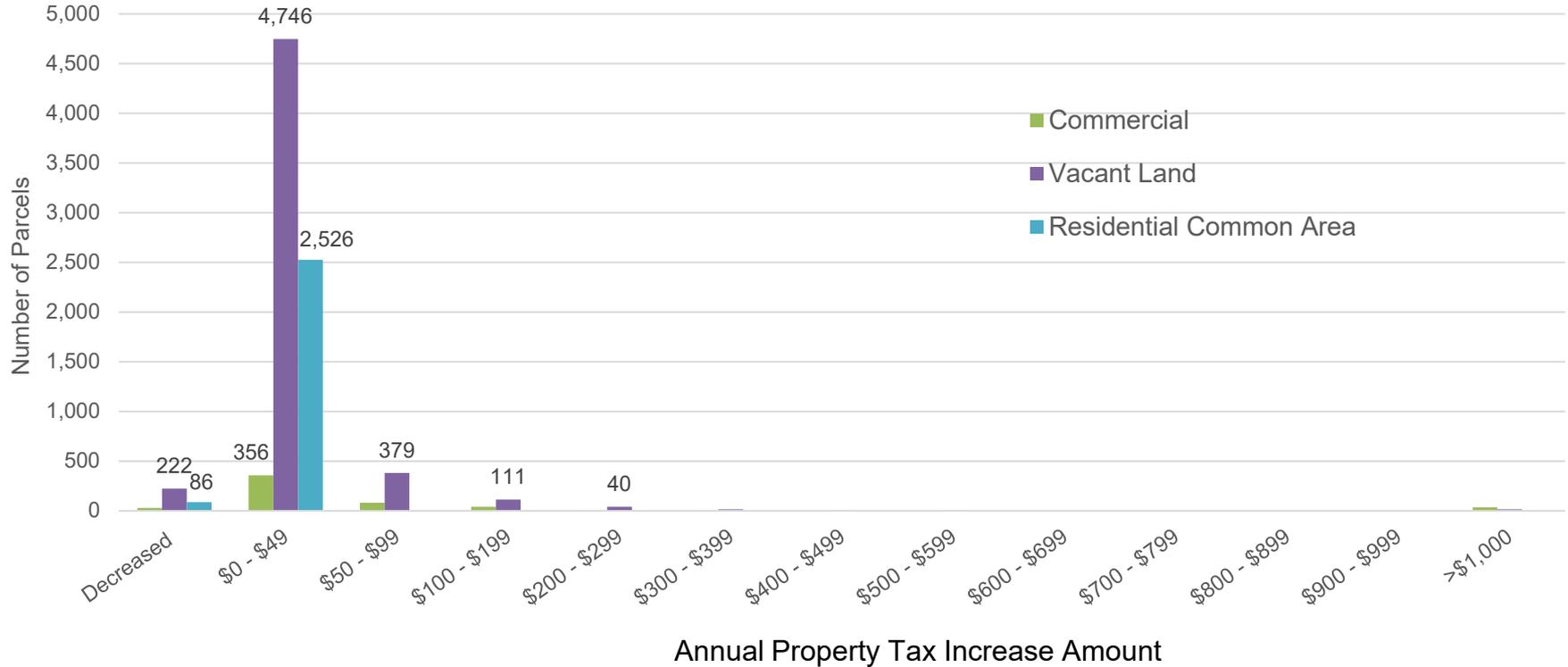
# Home Property Tax Increase @ \$1.83 Levy Rate

Increase Results from Increase in Assessed Value Only

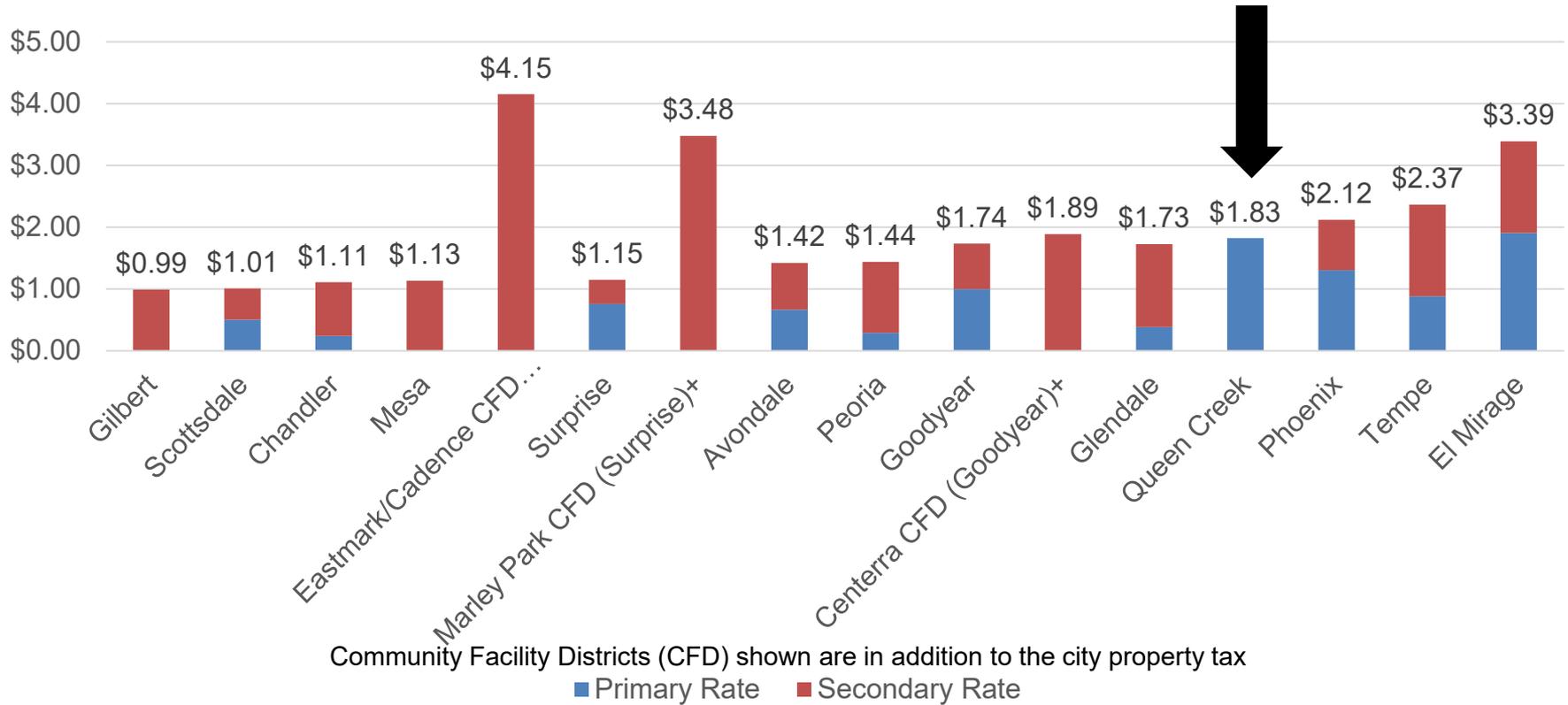


# Non-Residential Property Tax Increase @ \$1.83 Levy Rate

Increase Results from Increase in Assessed Value Only



# Property Tax Comparisons (FY 21-22 Rates)\*



\*All cities are currently in the process of setting the FY 22-23 rates.

# Possible Options (Preliminary)

	Annual Revenue	Total Increase from FY 21-22	Increase From New Properties	Change from Existing Properties	Levy Rate <sup>(a)</sup>	% of EMS Funded <sup>(b)</sup>
FY 21-22 Amount	\$11.0M				\$1.83	28%
<b><u>FY 22-23 Options</u></b>						
A. Same <u>Revenue</u> as Current Year	<b>\$11.0M</b>	\$0	+\$0.7M	<b>-\$0.7M</b>	\$1.62	30%
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C. Same Levy Rate as FY 21-22	<b>\$12.5M</b>	+\$1.5M	+\$0.8M	+\$0.7M	\$1.83	34%
D. Maximum Revenue Amount	<b>\$13.3M</b>	+\$2.3M	+\$0.9M	+\$1.4M	\$1.95	36%

(a) Ballot language stated “Under no circumstances shall the primary property tax rate exceed \$1.95 per \$100 of assessed valuation.”

(b) Does not include Ambulance Services

# Increasing Future Levy Rates (Preliminary)



1. Majority Roll Call Vote of the Town Council if the Annual Revenue (Levy) Increase is Less than 15% for Existing Properties
  - Increasing rate back to \$1.95 from \$1.83 in FY22-23 is a 13% increase
2. Unanimous Roll Call Vote of the Town Council if the Annual Revenue (Levy) Increase is Equal to 15% or more for Existing Properties
  - If levy rate is reduced to \$1.73 in FY22-23, moving to \$1.95 in FY 23-24 is a 18% increase



# 7. Calendar

# Key Budget Dates



Date	Item
February 25-26	Council Strategic Planning Session
March 24	Town Manager Recommended Budget Released
April 11	Budget Committee Meeting
May 4	Tentative Budget Approval
May 18	Final Budget Adoption
June 1	Property Tax Levy Adopted

# Key Takeaways

- Positive Financial Outlook Remains
- Strong Population Growth Expected
- A Growing Population Means...
  - Additional Staff and New Infrastructure to Maintain Service Levels
- All Pensions Fully Funded
  - Reduces Use of Current Revenues by \$1.1M



# FY 2022-23 Policy Decisions

1. Amount to be Received from Primary Property Taxes?
  - \$12.5M Revenues if Maintain the \$1.83 Levy Rate
  - See Separate Presentation
2. Ambulance Transportation
  - See Separate Presentation





# Discussion and Questions

# Possible Options (Preliminary)

	Annual Revenue	Total Increase from FY 21-22	Increase From New Properties	Change from Existing Properties	Levy Rate <sup>(a)</sup>	% of EMS Funded <sup>(b)</sup>
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(b) Does not include Ambulance Services



TOWN OF  
**QUEEN CREEK**  
ARIZONA

11.A

**TO:** HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER

**FROM:** BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR, DOREEN COTT, ECONOMIC DEVELOPMENT DIRECTOR, PAUL T GARDNER, UTILITIES DIRECTOR, MOHAMED YOUSSEF

**RE:** UPDATE & OVERVIEW OF STATE TRUST LANDS, UTILITIES, TRANSPORTATION, PUBLIC SAFETY AND PARKS INFRASTRUCTURE

**DATE:** February 25, 2022

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**Suggested Action:**

None.

**Relevant Council Goal(s):**

- Secure Future
- Quality Lifestyle

**Discussion:**

The purpose of this agenda item is to provide a general update and overview of the 4,140 acres of Arizona State Land property at the northeast portion of the Town of Queen Creek. Information on the following areas will be covered:

- Overview and current status
- Utilities
- Transportation
- Public Safety
- Parks Infrastructure
- Current Status

**History:**

The annexation of the State Land property included approximately 4,140 acres of State Trust Land generally located in the northeast corner of the Town's Planning Area adjacent to the State Route 24 extension, and is generally bounded by Germann Road to the south, approximately 745 feet east of Meridian Road to the west, approximately 2,920 feet north of Pecos Road to the north, and the Central Arizona Project (CAP) canal to the east (See Annexation Exhibit Attachment).

On June 11, 2018, the State Land Commissioner presented the proposed annexation to the State Selection Board, which considered and approved the Town's annexation of the subject property. On April 17, 2019 the Queen Creek Council approved the Pre-annexation Development Agreement with

the Arizona State Land Department to facilitate annexation and development of the approximate 4,140 acres of State Trust land.

The General Plan Land Use designation for this entire property is “Special District”, a land use designation that applies to areas to be governed by a Master Plan requiring greater flexibility.

Concurrently with the annexation request, the ASLD, in partnership with the Town of Queen Creek, prepared a unique Specific Plan zoning system for this unique property in an effort to provide flexibility with planned land uses. The Specific Plan established initial zoning for the subject site as a mechanism for development where a master developer or end user is not yet determined. As part of the Specific Plan zoning, the entire property was delineated into a series of 19 Planning Units, with each unit allowing for a variety of land uses.

#### Specific Plan:

The Specific Plan relies on the existing Town Zoning Ordinance and Subdivision Regulations and provides supplemental regulations to determine the location of infrastructure including water, sewer and street improvements necessary to serve the needs of future growth in the area. The Specific Plan establishes the boundaries, allowed zoning districts within each Planning Unit (also referred to as the Land Use Budget), densities and intensities of land use, and development standards for each unit. When a property within a Planning Unit is subsequently auctioned, it will be allocated uses from the Land Use Budget established by the Plan. Together, the Specific Plan, its Planning Units, and its Land Use Budget provide for the orderly development of the subject site.

The ASLD Specific Plan was originally approved with two zoning designations, Urban and Neighborhood, encompassing the 19 Planning Units. In April of this year, a third designation, Urban Employment, allowing for all Commercial and Employment zoning districts and prohibiting all residential categories, was approved.

Urban: The Urban category established land-uses accommodating all types of zoning districts with a focus on development patterns with greater intensity including all commercial zoning districts, Employment A and B districts, High-Density and Medium-Density Residential, and the R1-5 and R1-4 single-family residential districts.

The location and focus of the Urban category generally flanks the future SR 24 freeway extending approximately one-half mile from the future freeway and establishes a development pattern that includes freeway and arterial roadway interchanges providing for development that produces greater development density. The Neighborhood category occupies the remaining area of the ASLD property and provides for development opportunities that are less intense than the Urban category.

Neighborhood: Zoning districts within the Neighborhood category includes the C-1, C-2, and Mixed-Use zoning districts, both HDR and MDR districts, and the R1-4, R1-5, R1-7, R1-9, and R1-12 single-family residential districts. Neighborhood Planning units are generally located along the CAP canal.

Urban Employment: The focus of the Urban Employment category was to create a designation that excluded any type of residential development, focusing on employment uses with ancillary commercial opportunities given the increased interest in the employment sector on the ASLD property (See ASLD Development Plan Exhibit). Zoning districts within the Urban Employment category include EMP-A, EMP-B, C-3, C-, and C-1.

The initial Urban Employment area that was approved earlier this year occupies the state land area bounded by Ironwood Road on the east, Germann Road on the south, the SR 24 alignment along the northern boundary, and extends approximately 750 east of Meridian Road, encompassing Planning Units 1, 2, 16, 17, 18, and 19. An expansion of the Urban Employment area, approved in December 2021, occupies the area bound Germann Road to the south, Ironwood Road along the western boundary, the future alignment of Kenworthy Road along the east, and approximately ½ mile south of the future SR 24 alignment, and encompasses Planning Units 14 and 15.

Following the approval of the Specific Plan, each Planning Unit will go through a secondary Planning Phase once a proposed development is identified. This phase includes more detailed planning of the entire Specific Plan area and will include the preparation of the following master plans for the 4,140-acre property:

- Vehicular Circulation
- Drainage
- Water
- Wastewater
- Open Space & Recreation
- Public Facilities

The aforementioned plans will be prepared in coordination with the ASLD, the Town of Queen Creek and other applicable agencies and districts that serve or have jurisdiction within the subject property. As is typical with State Trust Land plans, the first purchaser within the Specific Plan will prepare the Master Plans for the entire subject site.

With the establishment of the ASLD Specific Plan in 2019, it was anticipated that the approximate 4,100-acre area would develop over many decades based on market demand. As was anticipated with the initial zoning, it was expected that modifications would be sought as market demands change throughout the years. Language was provided in the original development plan that granted administrative authority for minor modifications to the plan, lying with the responsibility of the Planning Administrator. For changes that exceed the qualification of a minor amendment, requests would be required to go through the public hearing process.

History:

Sept., 2008	Queen Creek General Plan, which expanded the Town’s Planning area to include the subject property, was approved by Town of Queen Creek voters.
May 15, 2018	The 2018 Queen Creek General Plan Update was ratified by voters. The 2018 General Plan designated the subject property as “Special District”. The “Special District” land use is set aside for development that requires greater flexibility and must be governed by a Master Plan.
April 17, 2019	The Town Council approved the Pre-Annexation Development Agreement.

Aug. 7, 2019	The Town Council approved Ordinance No. 705-19, P19-0101 ASLD Specific Area Plan.
April 7, 2021	The Town Council approved Ordinance No. 750-21, P21-0047, Rezoning approximately 950 acres from the Urban and Neighborhood categories to Urban Employment.
Dec. 1, 2021	The Town Council approved Ordinance No. 774-21, P21-019, Rezoning approximately 600 acres from Neighborhood and Urban to Urban Employment.

Current Status:

Due to the construction of the SR 24 with an anticipated completion date to Ironwood Road in July/Aug. of 2022, the State Land Department has received heightened interest in the subject area for development of employment uses. In the calendar year 2021, staff responded to 34 requests from ACA (Arizona Commerce Authority) and GPEC (Greater Phoenix Economic Council) for large employment projects interested in the 4,140-acre State Land site. A total of six (6) major projects toured and evaluated the State Land site to date, collectively totaling: \$118.4 Billion in capital investment, 24.3 Million square feet, and nearly 29,000 jobs with an average annual wage of \$64,800 a year, over the next 20 years in potential investment.

On Feb. 8 2022, staff was contacted by the ASLD to initiate an additional amendment to the Specific Plan zoning to accommodate an approximately 1,300 acre employment development (See attached for map of the area proposed to be rezoned). Over the next few months, ASLD will be preparing a rezone application to ensure that this entire contiguous 1,300 acre area is designated as Urban Employment, as was done with the previous two development projects), to facilitate the development of an employment center.

Utilities:

When new projects are proposed in the state land area, utilities will be expanded to accommodate their needs (see attachment).

Transportation:

When a new project this proposed in the state land area, roadways will be constructed to accommodate the needs of the new development (see attachment).

There are 3 limited access highways planned within the subject property:

State Route 24 (SR-24) - The SR-24 extension to Ironwood Road is anticipated to be completed Fall 2022. The extension will provide at grade intersections at Williams Field Road, Signal Butte Road, Meridian Road, and Ironwood Drive.

It is anticipated that the SR-24 will extend further east to connect to the North-South Corridor, though specific details are not known at this time.

North-South Corridor - The North-South Corridor is a highway of regional importance, spanning more than 50 miles between U.S. 60 in Apache Junction and I-10 in Eloy. In August 2021, ADOT published the decision the preferred corridor alternative location, which is located approximately 3 miles east of the state land property.

Pinal Parkway - Pinal County is proposing the Pinal Parkway which is a north south roadway from the SR-24 to Arizona Farms Road located passing through the state land property on the west side of the canal In terms of the State Land property, the State Land Department is neutral on the proposed parkway and the State will make decisions on roadways as specific development applications are submitted.

A Small Area Transportation Study (SATS) was prepared for the Town and Pinal County to jointly study the area bounded by Meridian, Ray, Schnepf, and Combs roads, which includes a portion of the state land area, to identify potential roadway improvements to meet projected growth within the area. The study identifies recommended improvements to the arterial roadway network to accommodate future growth. As new development applications are submitted for the state land area, the ASLD will make decisions on roadway improvements to accommodate the new development.

#### Public Safety:

The ASLD Specific Plan provides that necessary public safety (Fire/Police/EMT) facilities will be located within individual Planning Units. Their exact locations will be determined by developers of the Planning Units in coordination with the applicable agency during the Town's development review process.

The Fire Department has conducted an analysis that has determined that their recommended "first choice" for a Public Safety site to serve the ASLD area should be located along the Ironwood corridor between Germann and State Route 24. A Public Safety site in this area would provide the following:

- Excellent access and optimal opportunity for lower response times to areas on the west and east side of Ironwood in consideration for future development.
- Excellent north and south arterial access to areas south of Germann and north of, and including, the State Route 24.
- Direct access to State Route 24 is vital to be able to respond east or west on this roadway.

Staff will be working with the ASLD and with future development proposals in the ASLD in an effort to plan for and set aside properties for the purchase of a Public Safety site in an efficient area for the town.

#### Parks Infrastructure:

The ASLD Specific Plan provides that necessary parks infrastructure (neighborhood and community parks) will be located within individual Planning Units. Their exact locations will be determined by developers of the Planning Units in coordination with the applicable agency during the Town's development review process. Although, parks infrastructure would only be planned associated with residential development. If the ASLD property is planned and developed for employment or industrial uses, then neighborhood and community parks may not be warranted in this area.

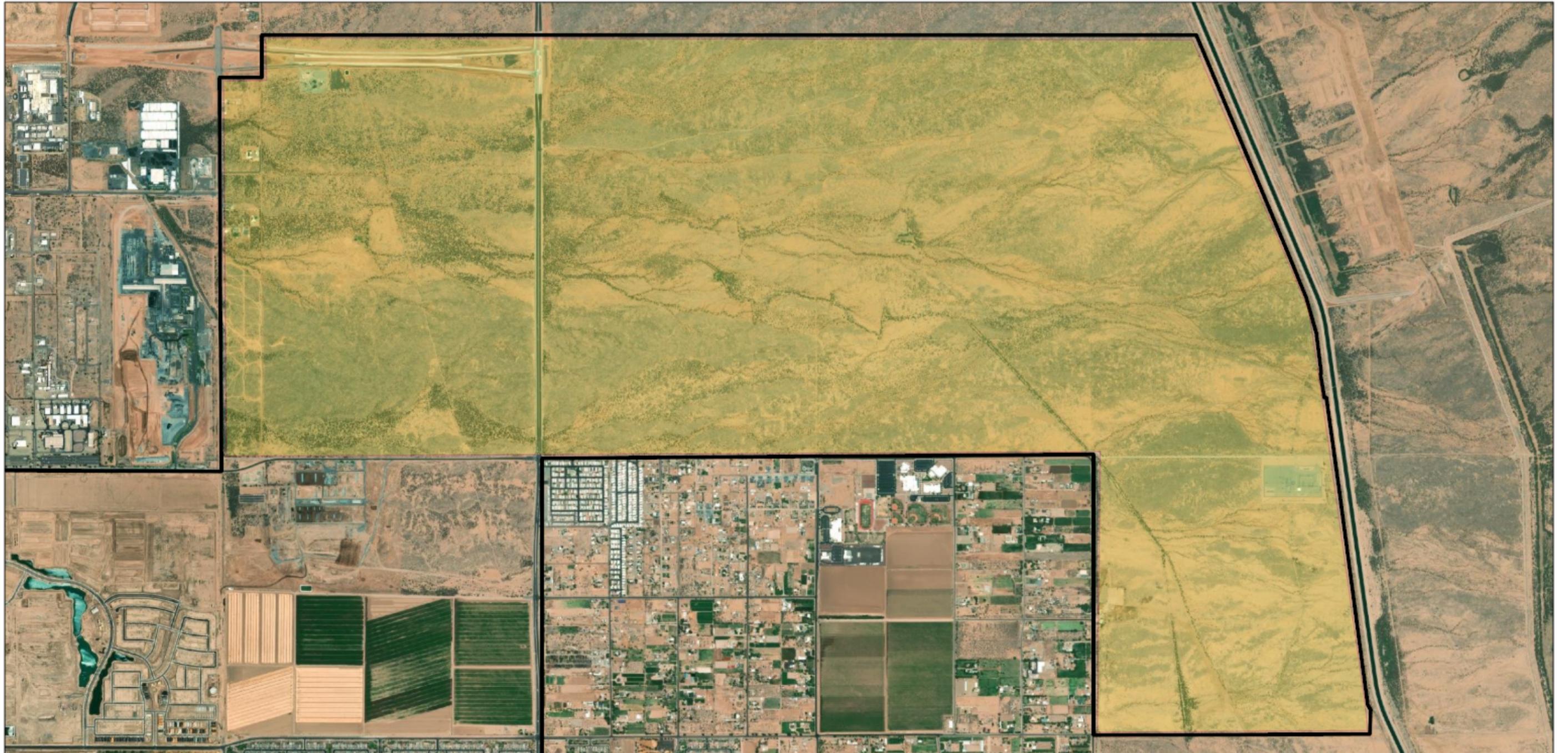
#### **Attachment(s):**

1. [ASLD Infrastructure Exhibits](#)
2. [Town Water and Sewer Service Area Map](#)
3. [SR24 Extension & Pinal County Parkway Exhibit](#)
4. [Proposed Rezone Exhibit](#)
5. [Annexation Aerial Exhibit](#)

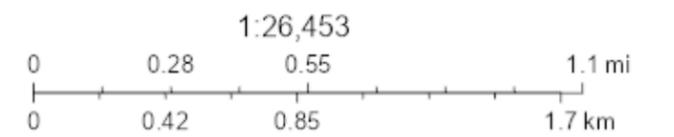
6. ASLD Development Plan Exhibit

7. Update on ASLD.pptx

# ASLD Land Area

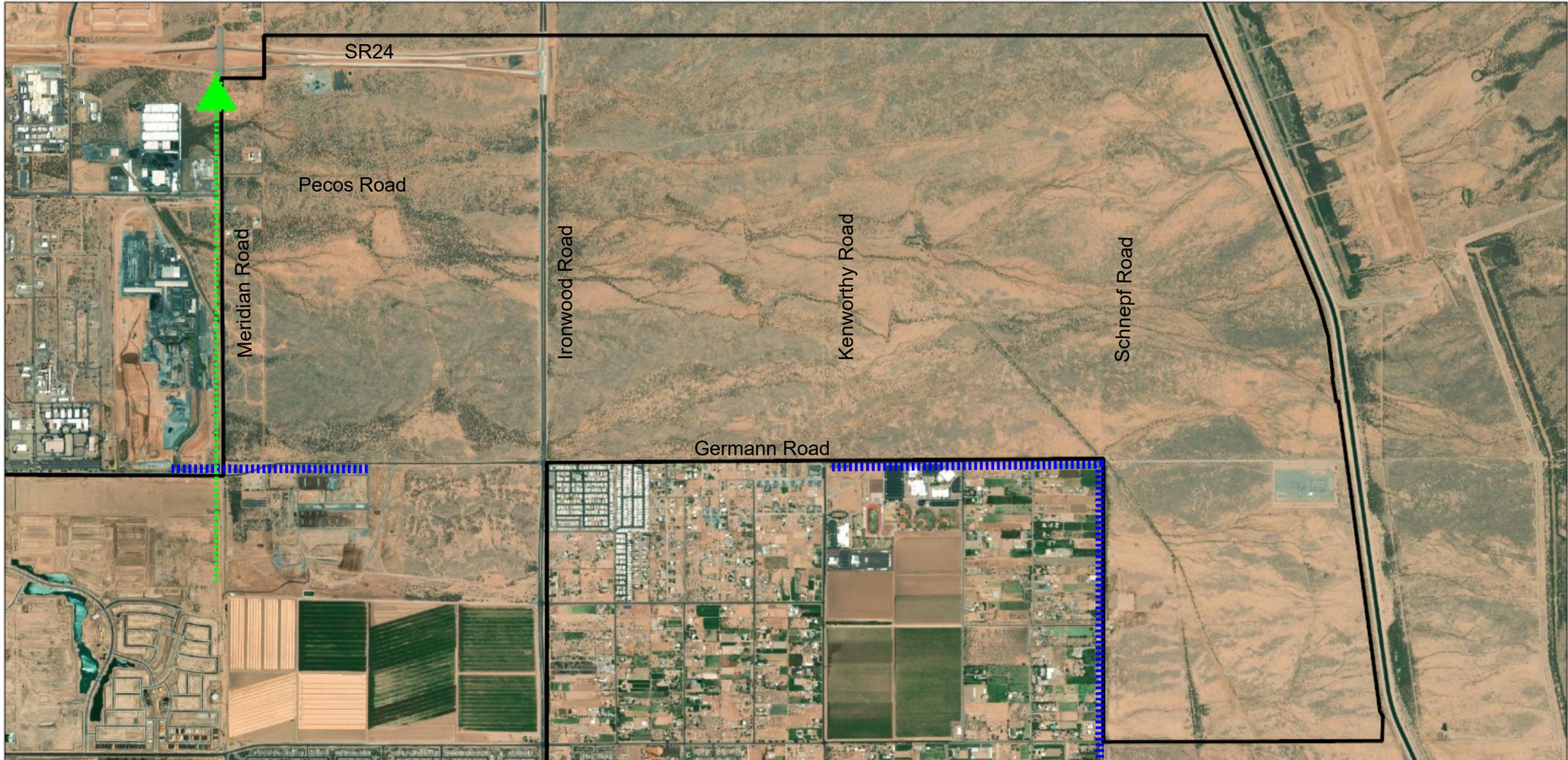


January 27, 2022

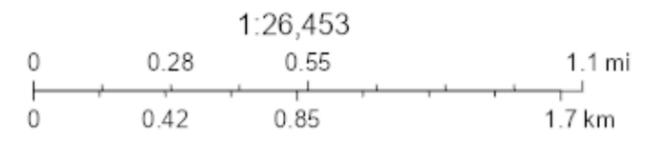


Maxar

# Existing Utility Locations

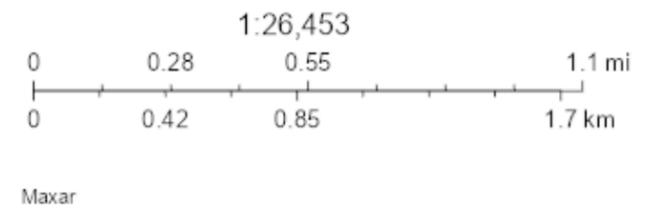
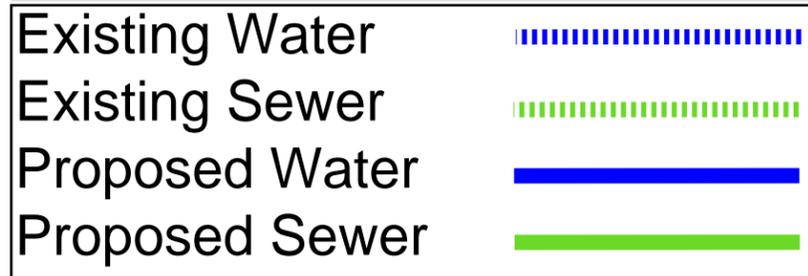
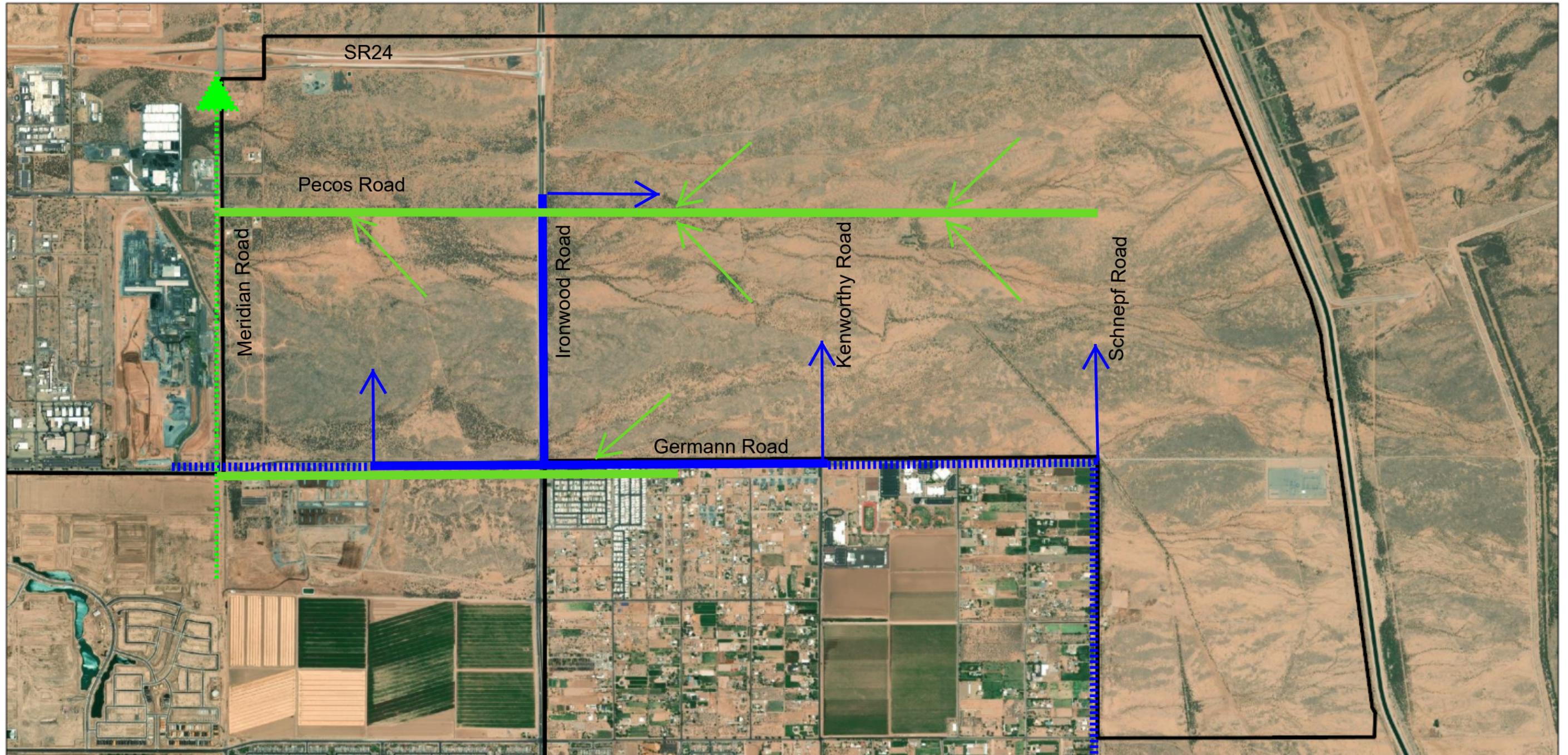


Existing Water   
Existing Sewer 

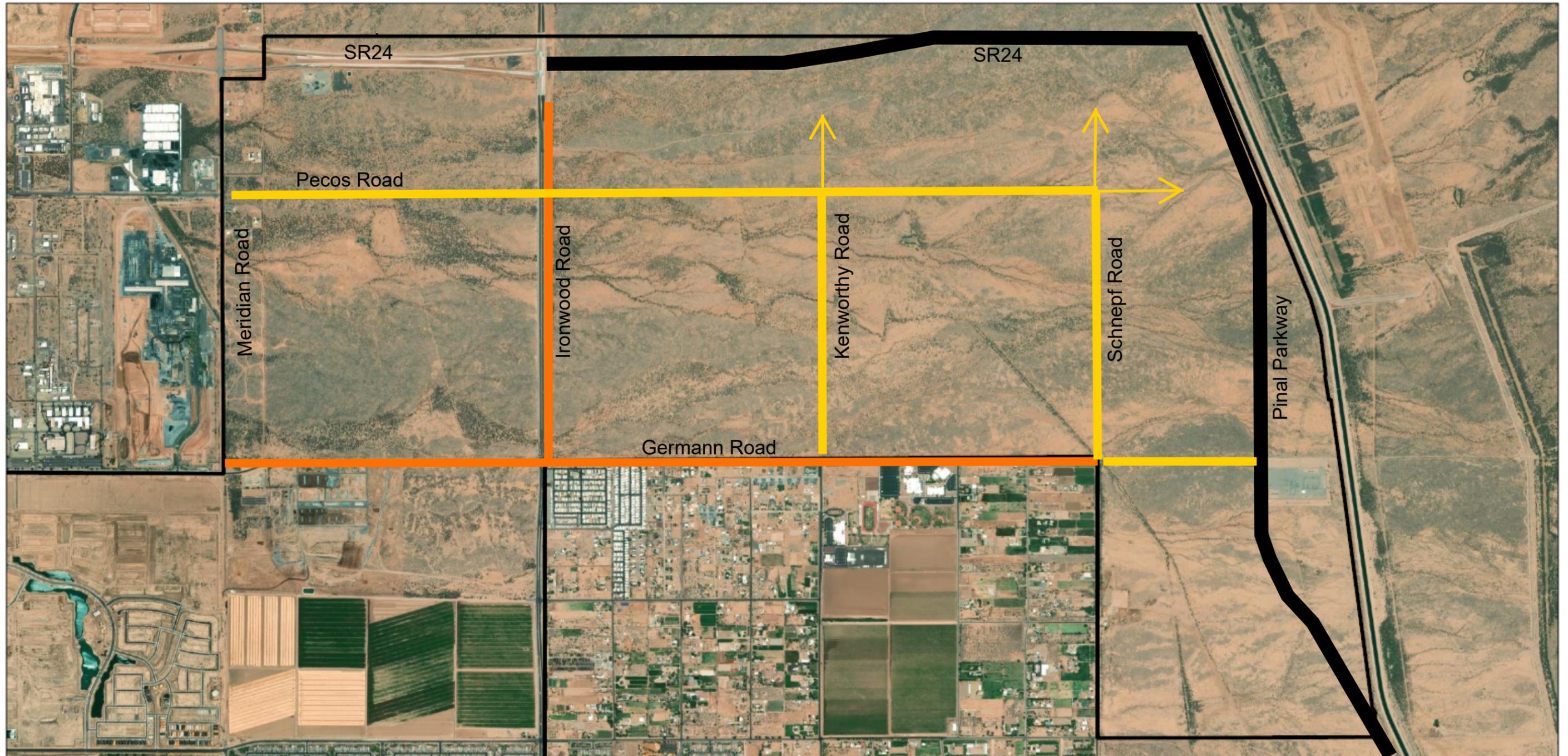


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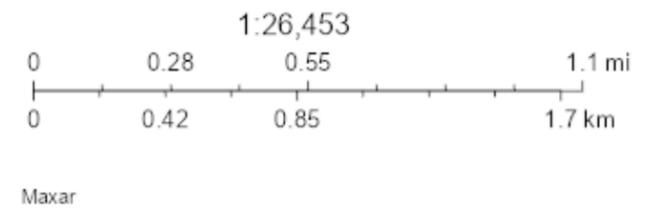
# Proposed Utility System Expansion

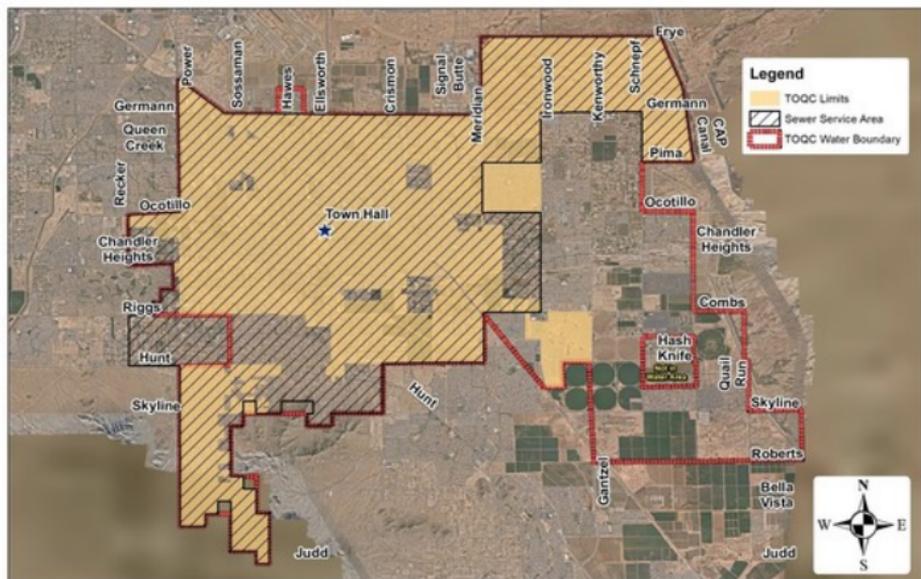


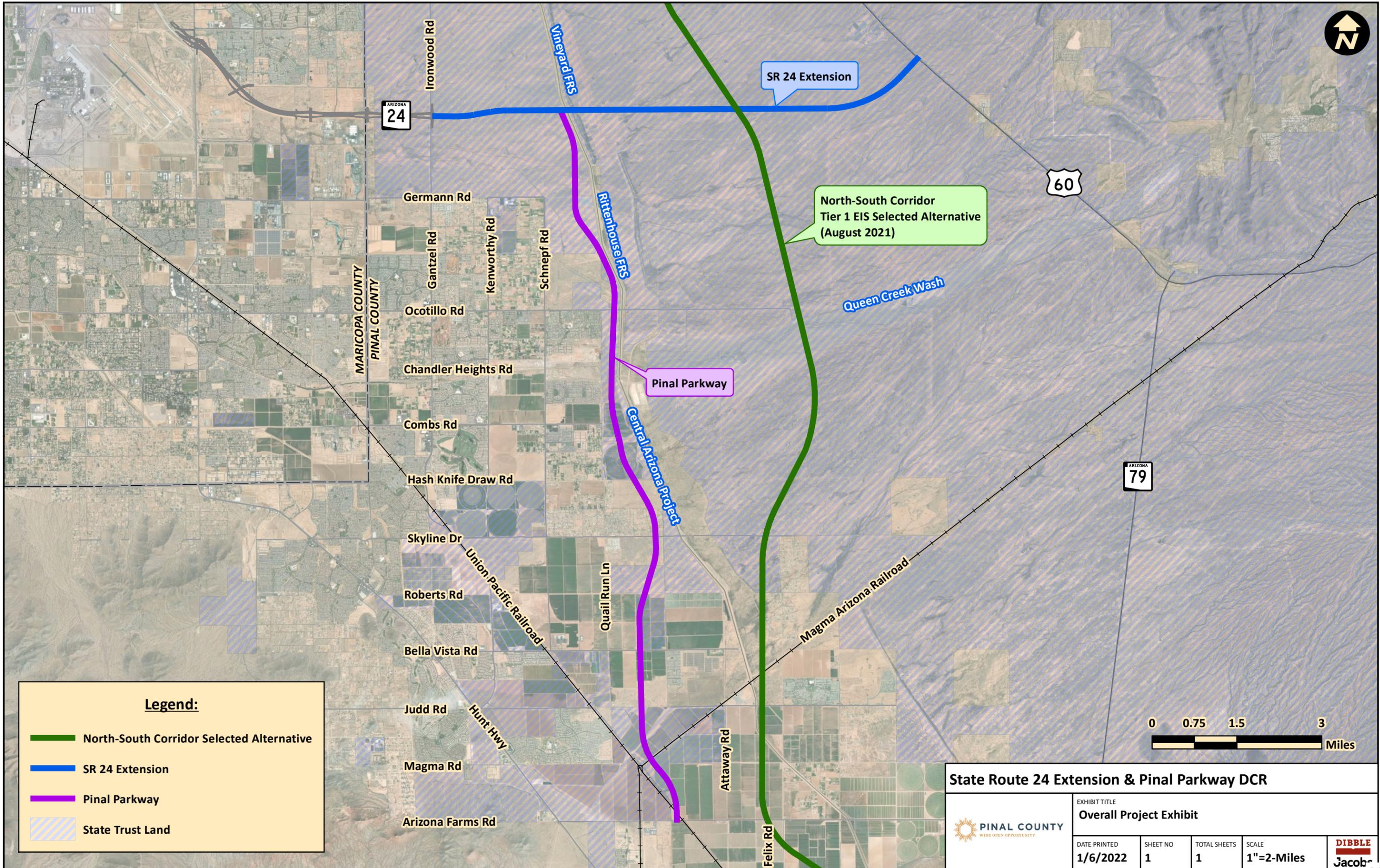
# Roadway Improvements



Widening   
New Roadway 

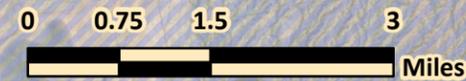






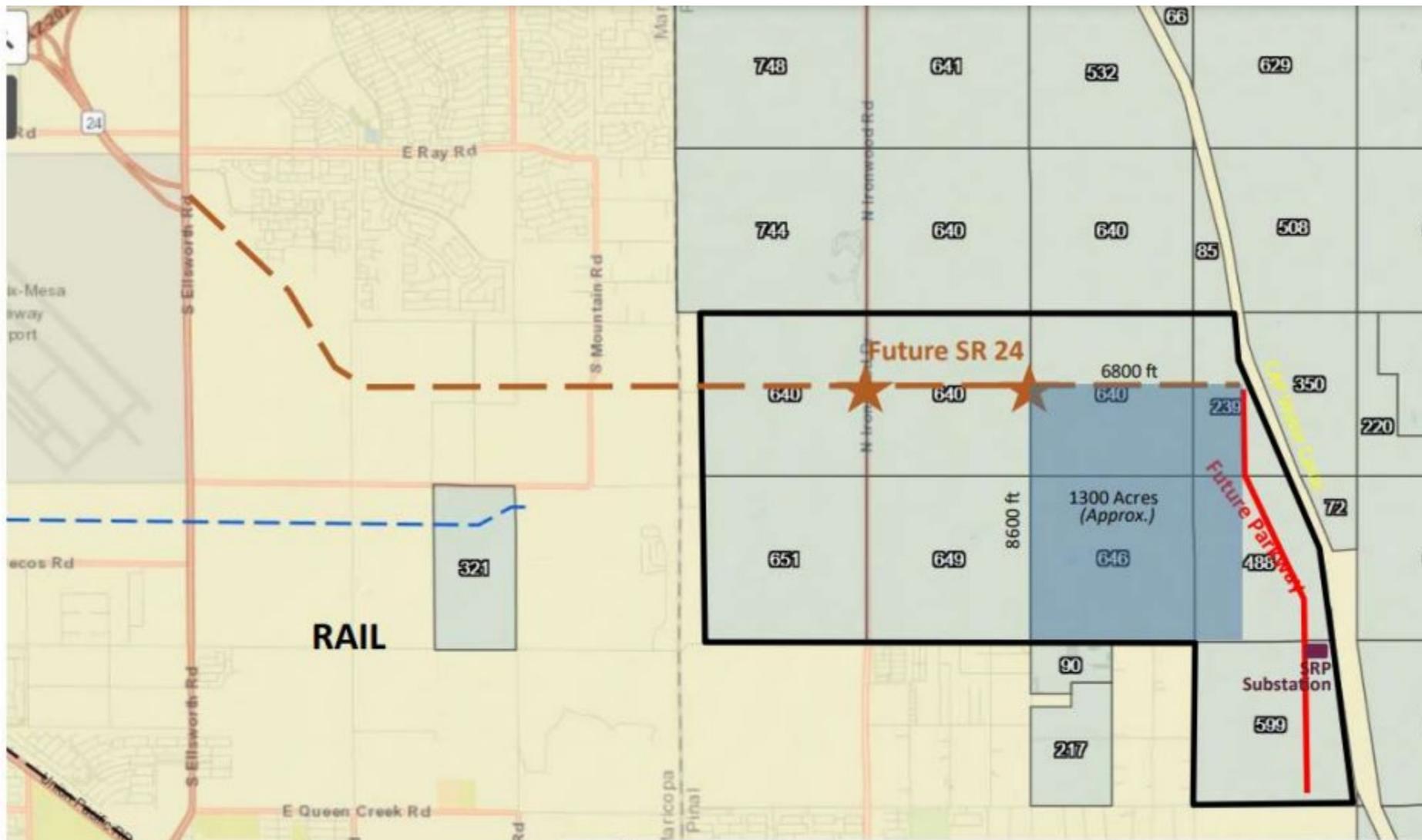
**Legend:**

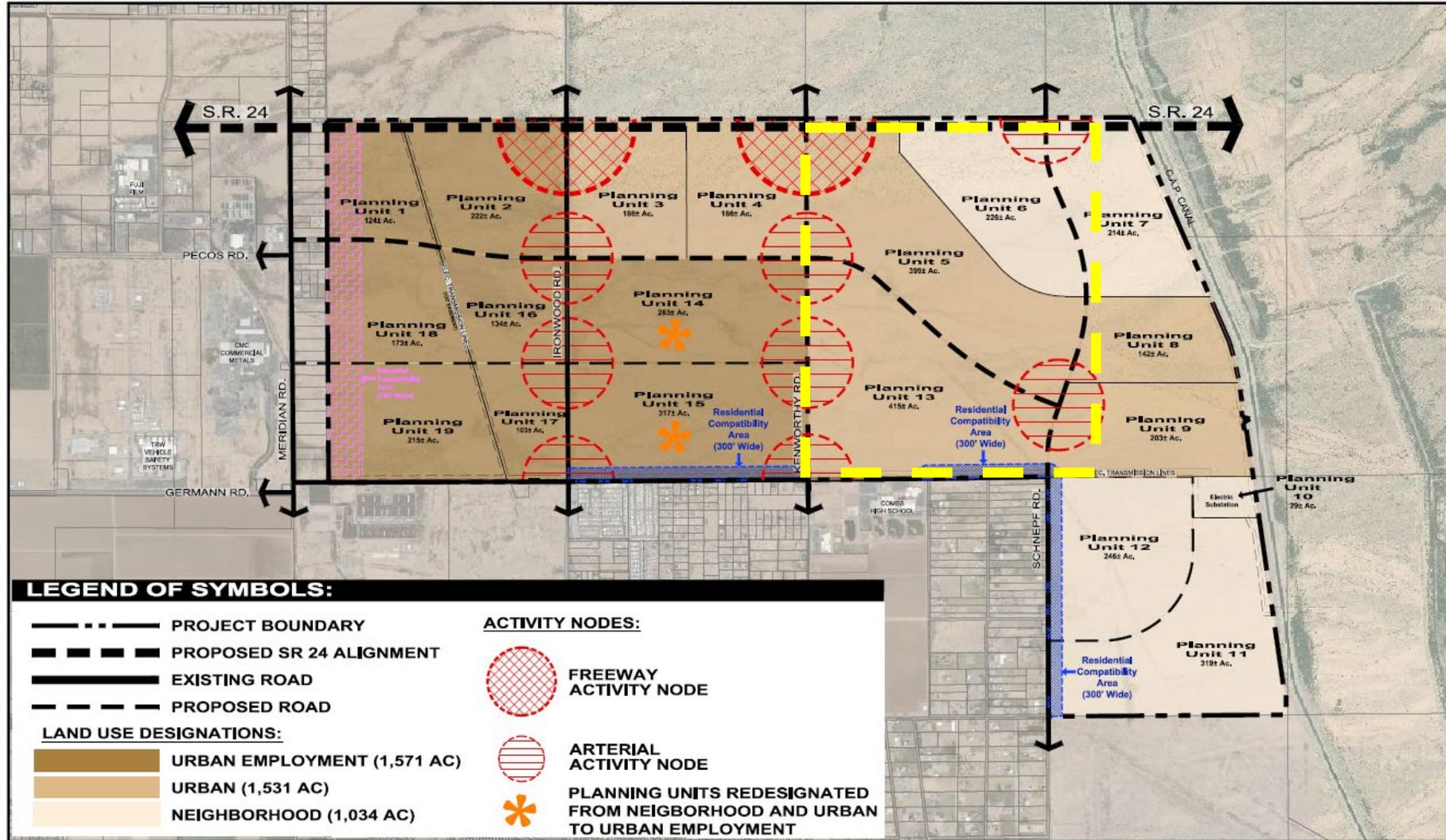
-  North-South Corridor Selected Alternative
-  SR 24 Extension
-  Pinal Parkway
-  State Trust Land



**State Route 24 Extension & Pinal Parkway DCR**

		EXHIBIT TITLE <b>Overall Project Exhibit</b>			
		DATE PRINTED <b>1/6/2022</b>	SHEET NO <b>1</b>	TOTAL SHEETS <b>1</b>	SCALE <b>1"=2-Miles</b>



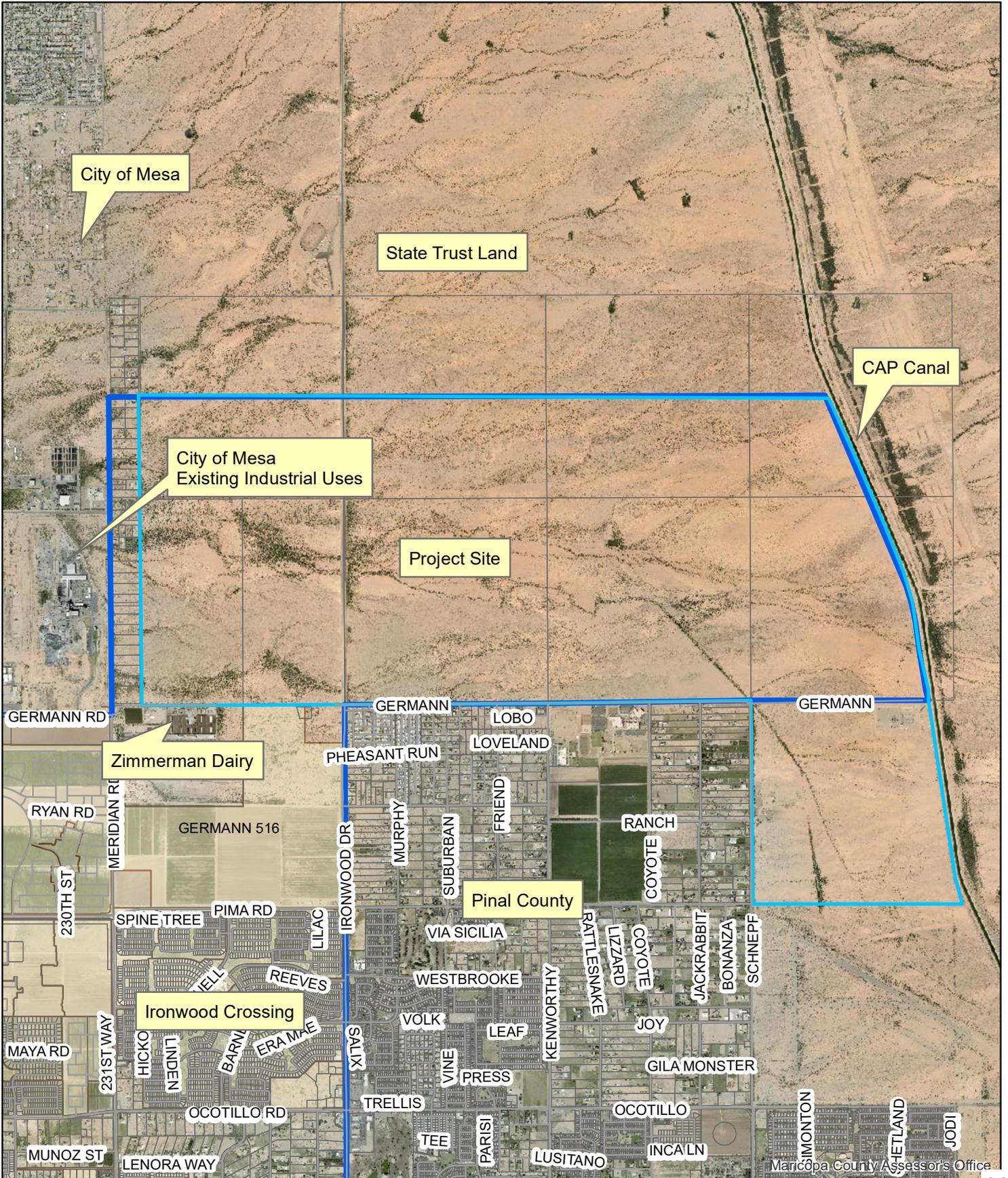


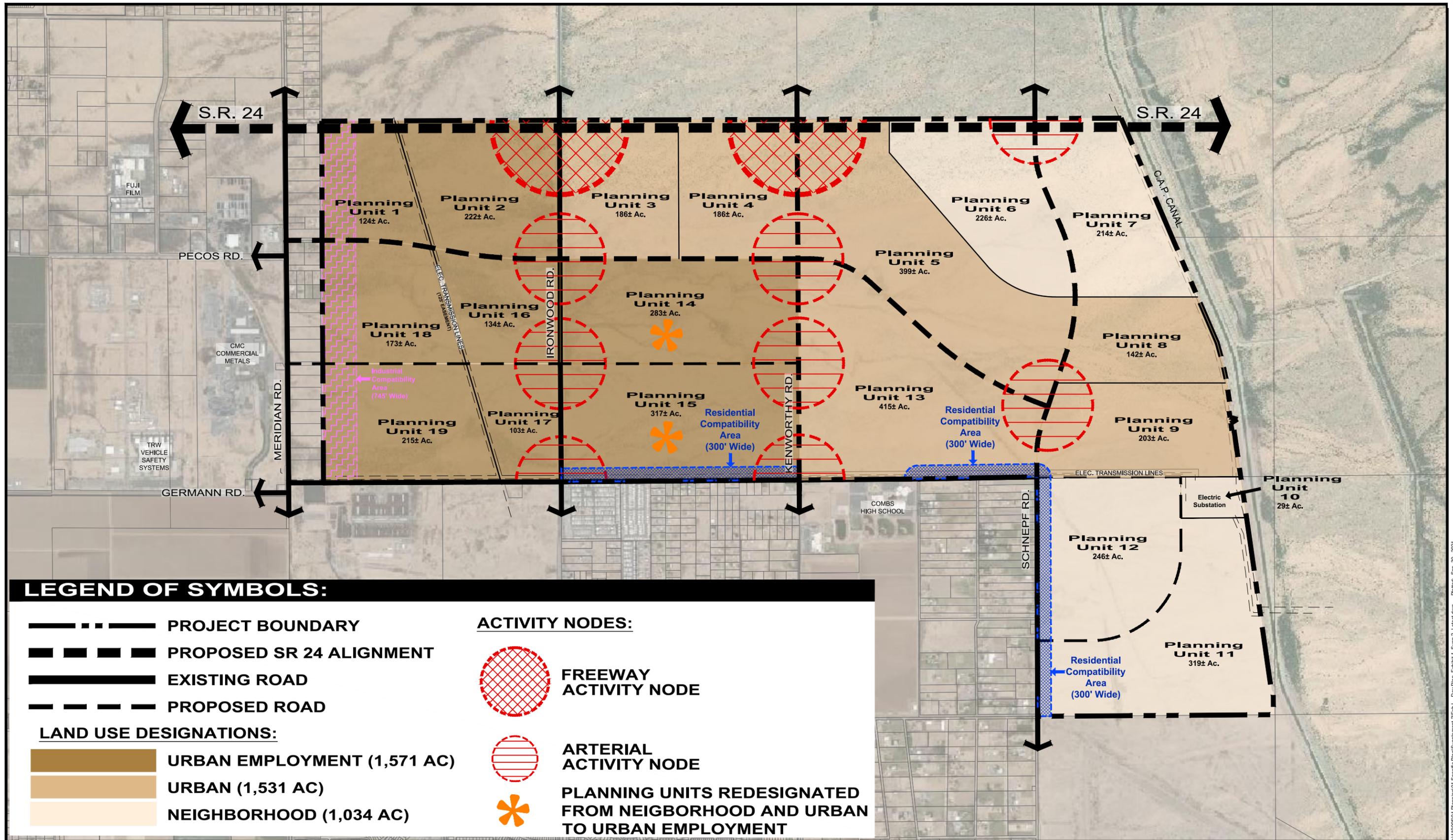
# Project Name: Arizona State Land Department Annexation



Case Number: P19-0115

Hearing Date: July 17, 2019 (Town Council)





**LEGEND OF SYMBOLS:**

- PROJECT BOUNDARY
- PROPOSED SR 24 ALIGNMENT
- EXISTING ROAD
- PROPOSED ROAD

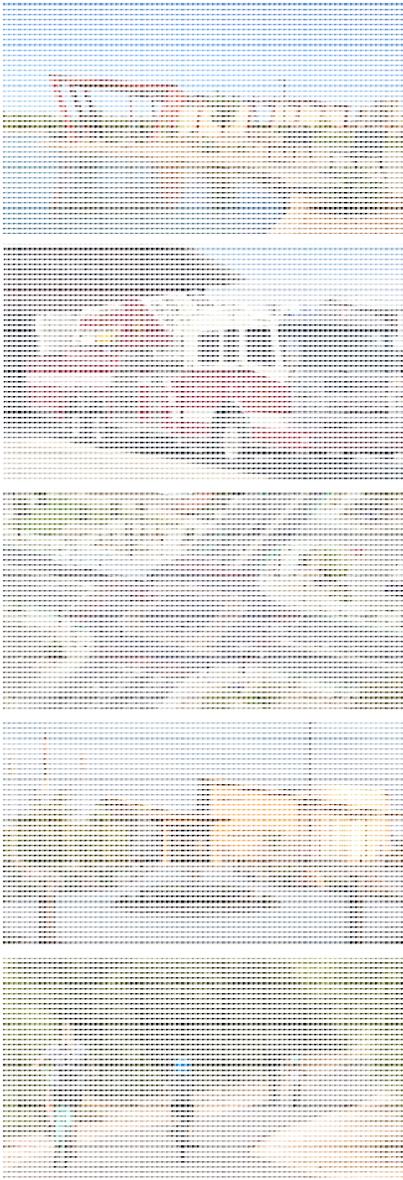
- LAND USE DESIGNATIONS:**
- URBAN EMPLOYMENT (1,571 AC)
  - URBAN (1,531 AC)
  - NEIGHBORHOOD (1,034 AC)

**ACTIVITY NODES:**

- FREEWAY ACTIVITY NODE
- ARTERIAL ACTIVITY NODE
- PLANNING UNITS REDESIGNATED FROM NEIGHBORHOOD AND URBAN TO URBAN EMPLOYMENT

**Exhibit 1: Supplement 2 Revised Development Plan**

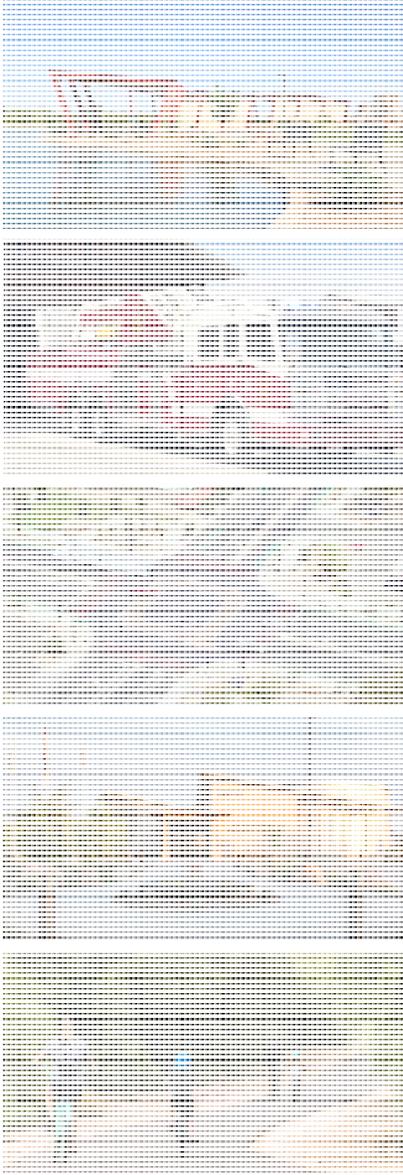




# Overview of State Trust Lands

2022 Council Strategic Planning Session  
February 25-26, 2022

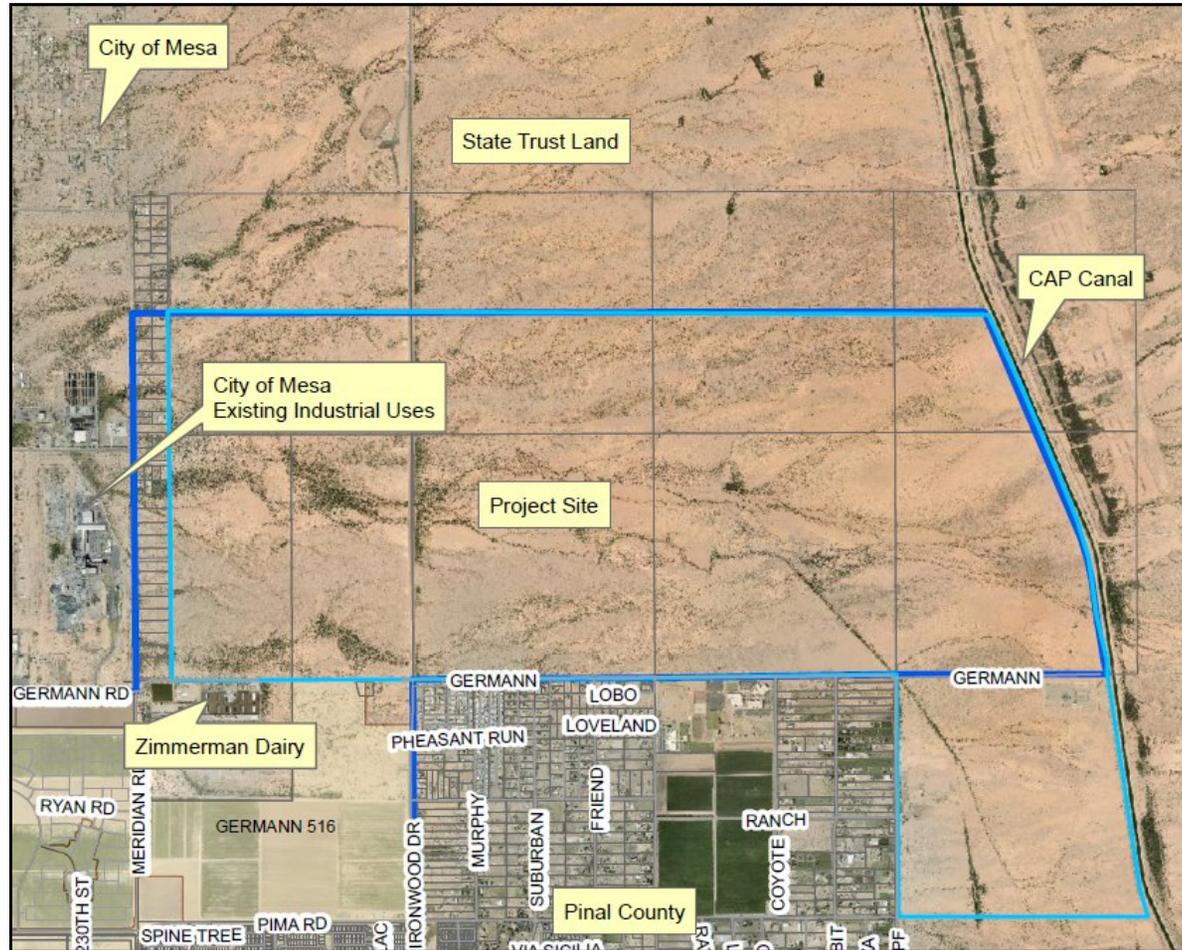




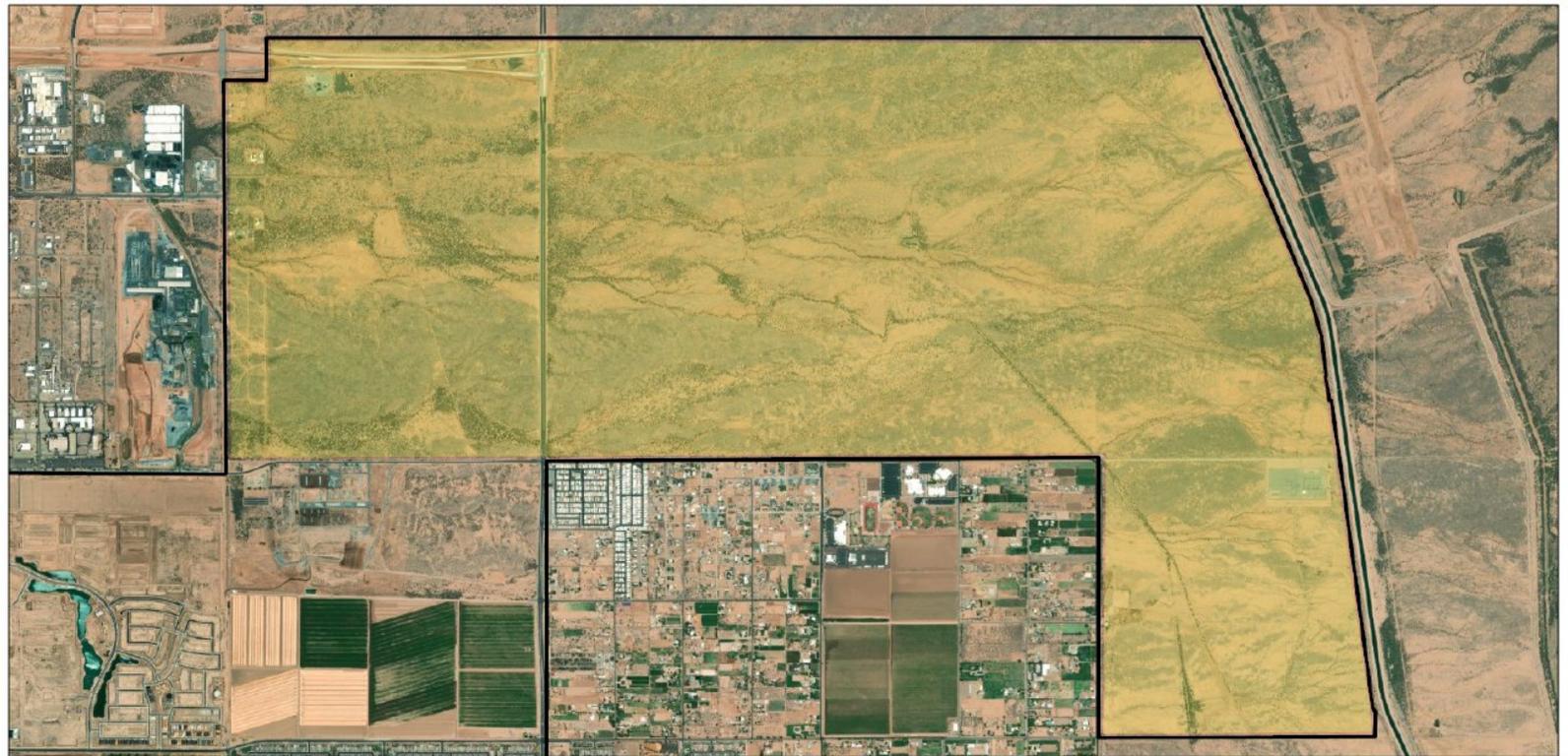
# Agenda

- Overview and current status
- Utilities
- Transportation
- Public Safety
- Parks Infrastructure
- Current Status

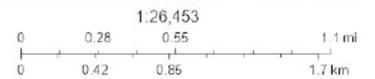
# State Trust Land - Annexation



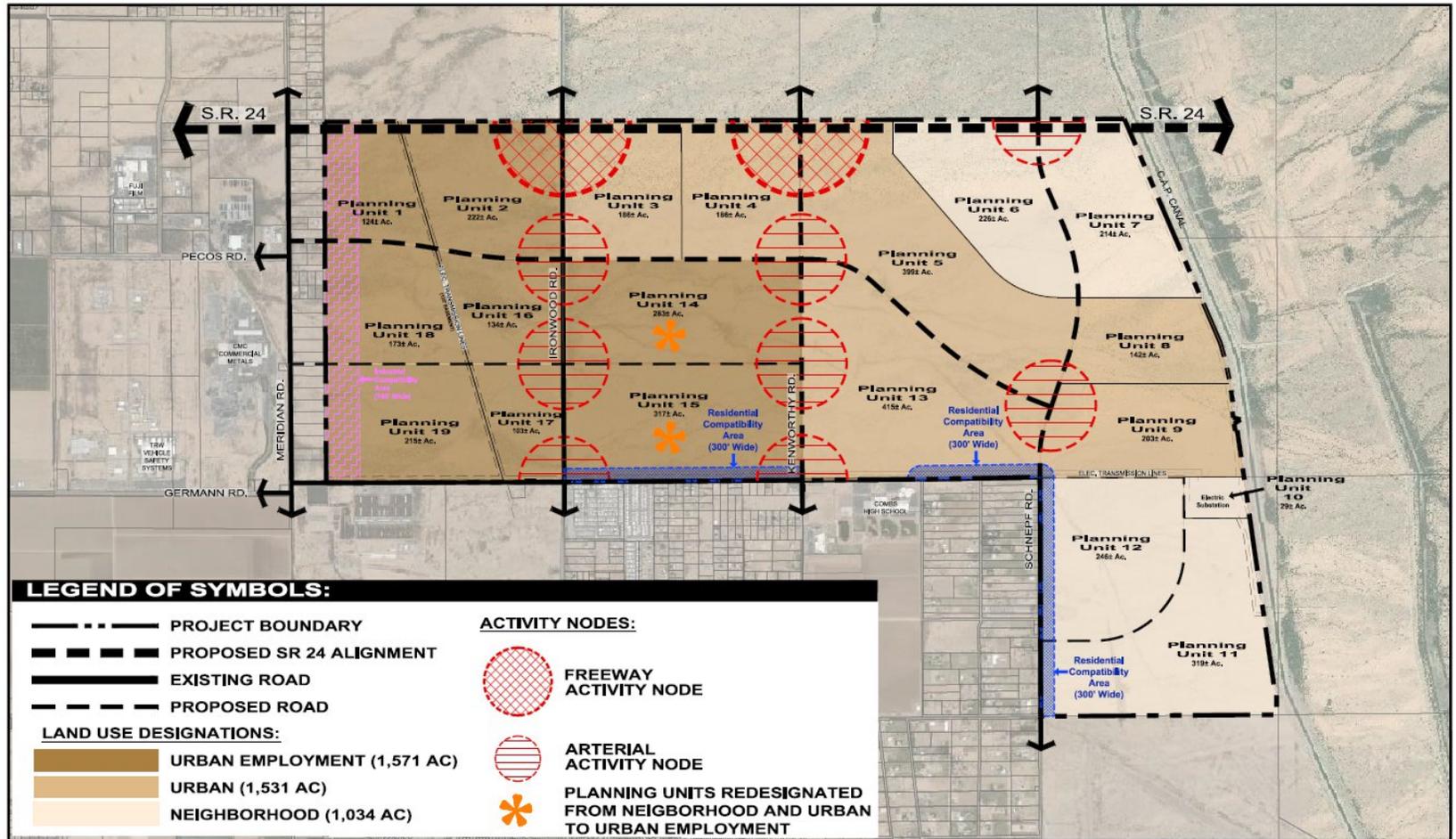
# ASLD Land Area



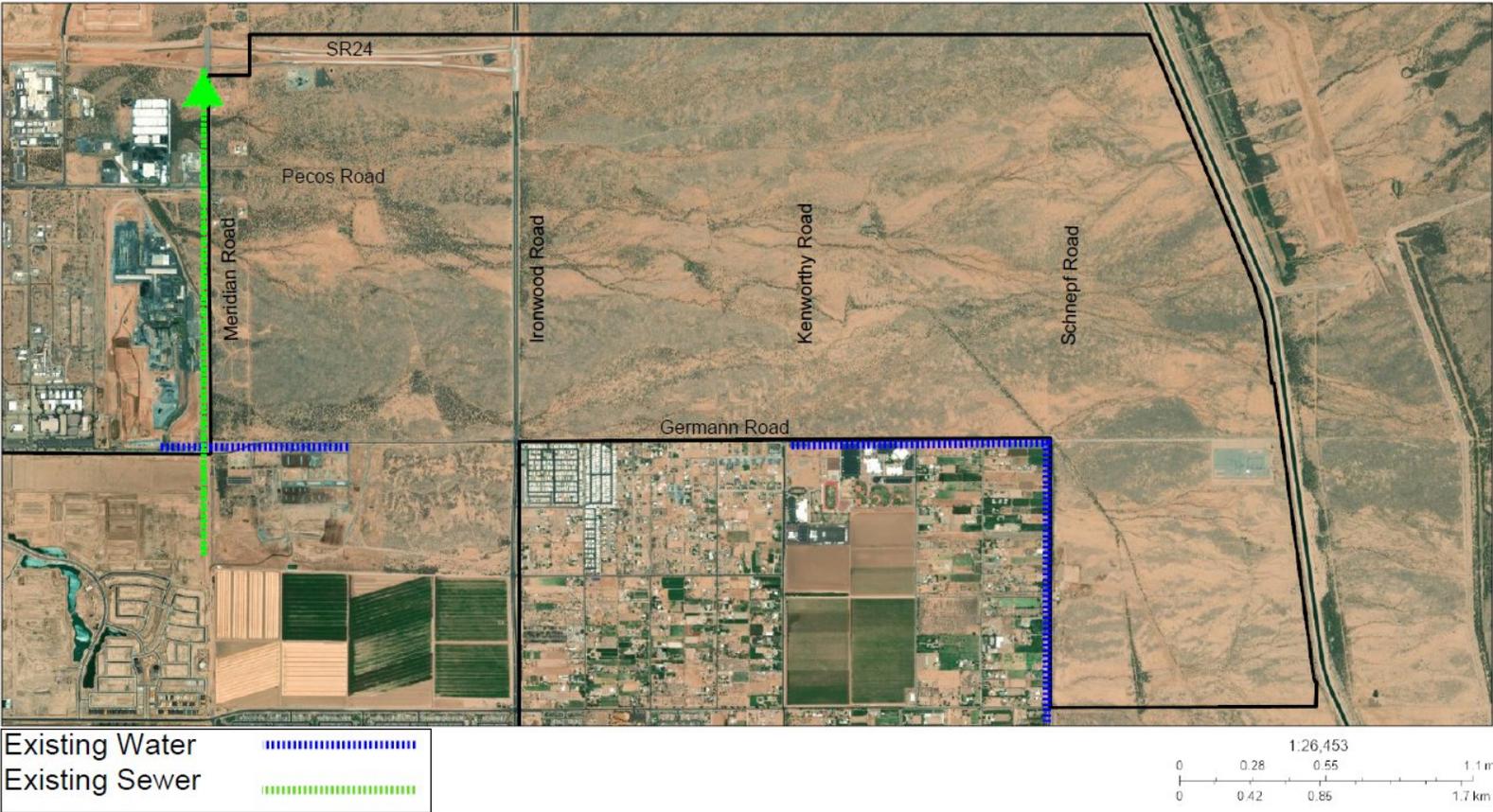
January 27, 2022



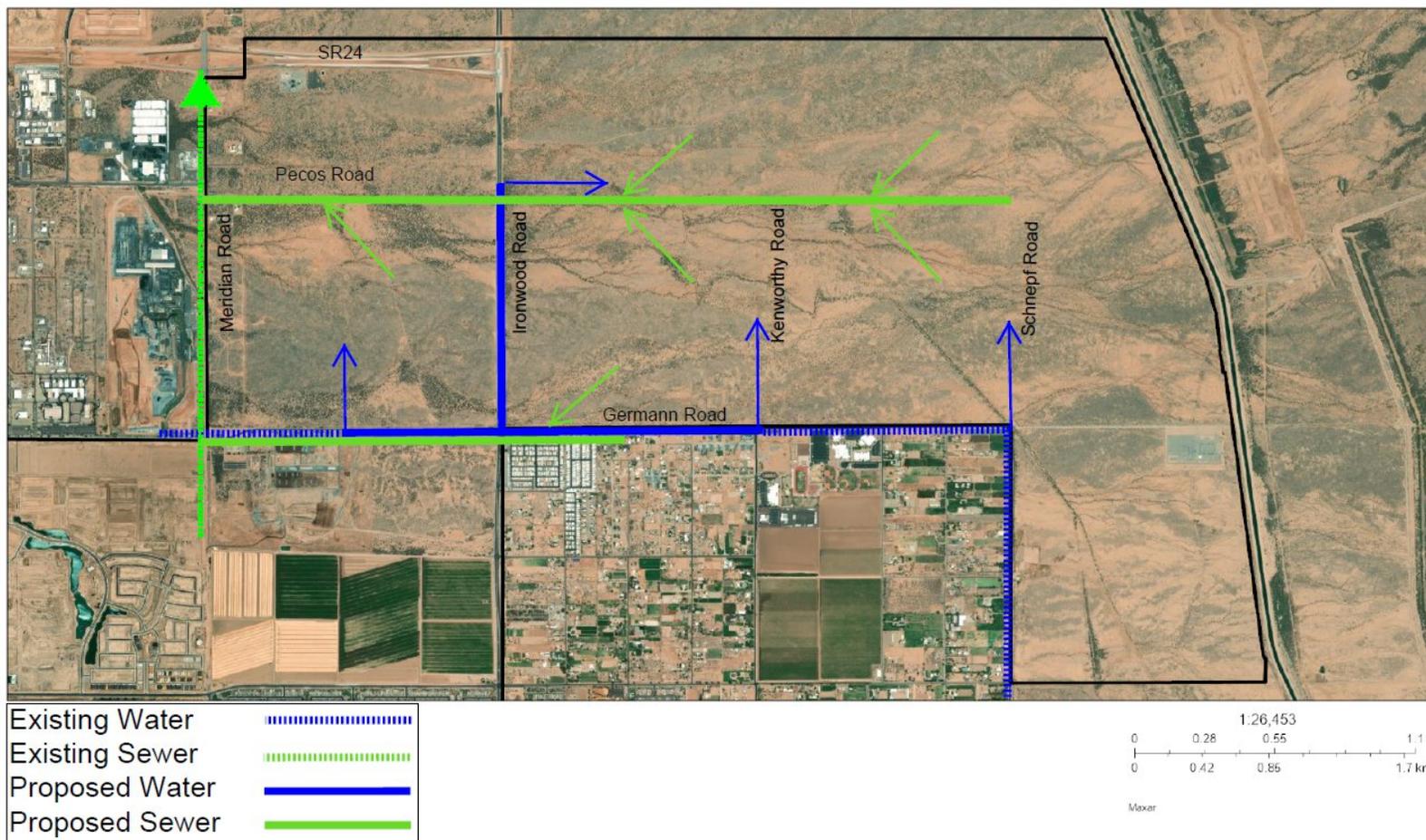
# Approved Development Plan



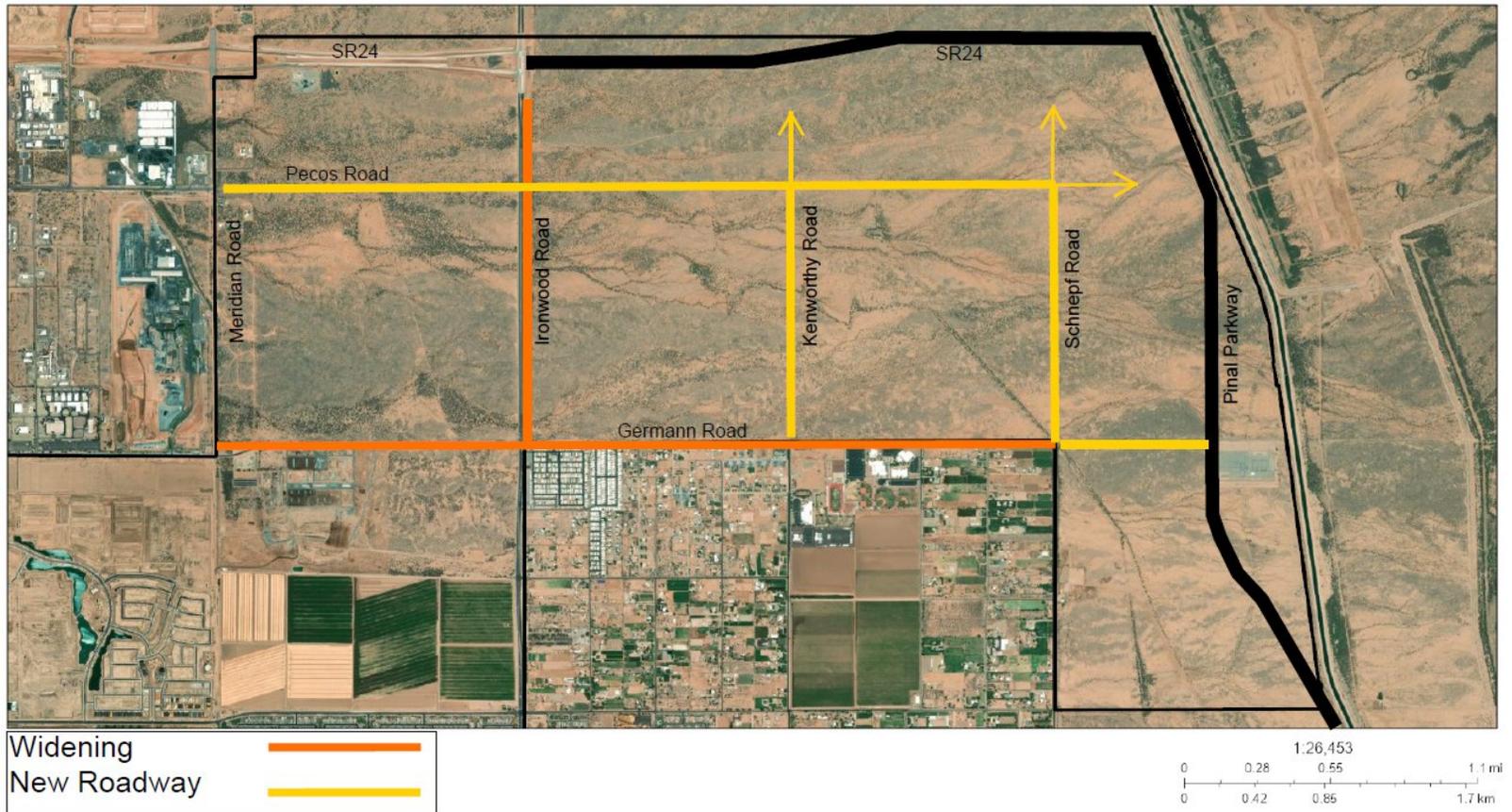
# Existing Utility Locations



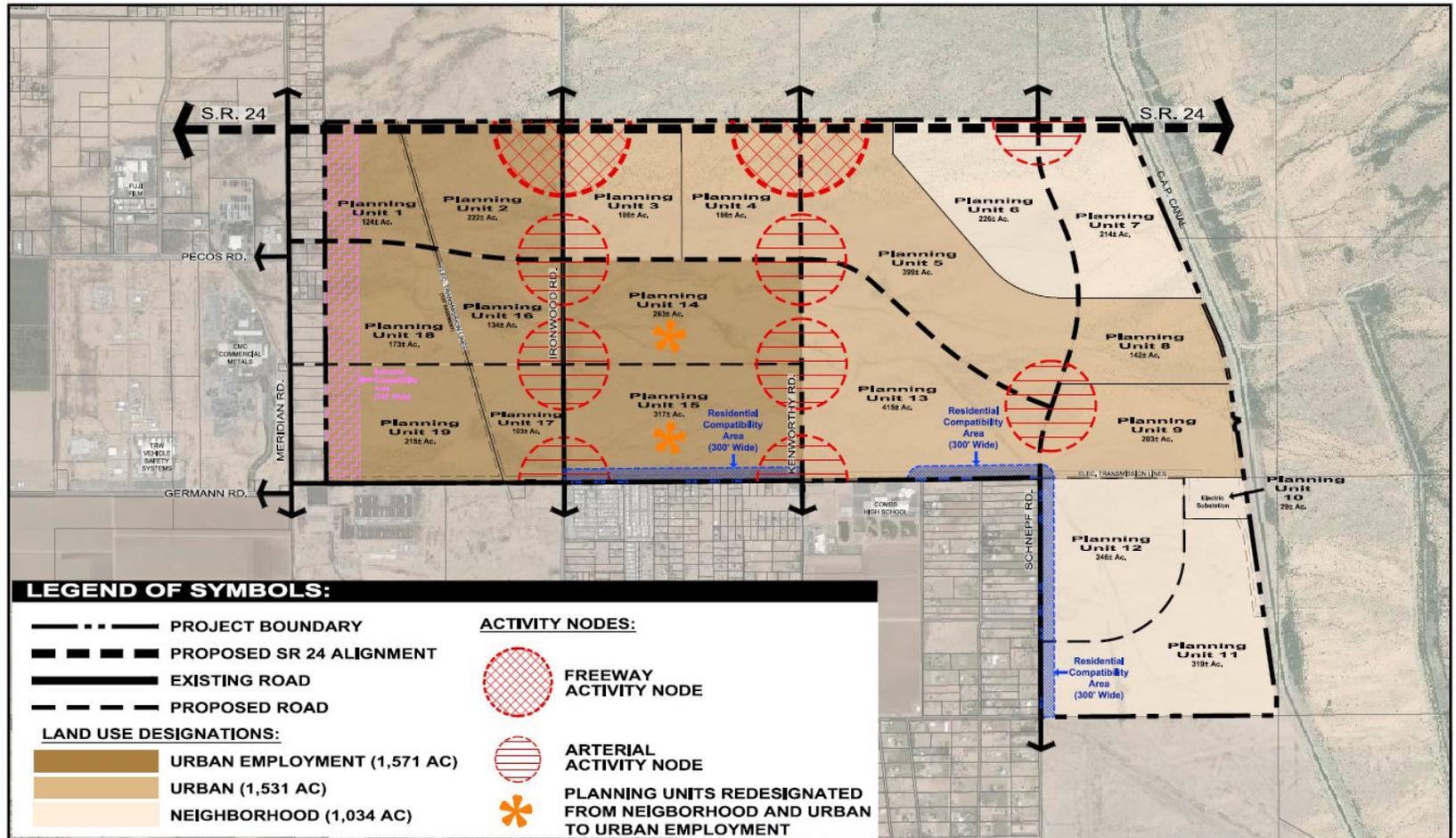
# Proposed Utility System Expansion



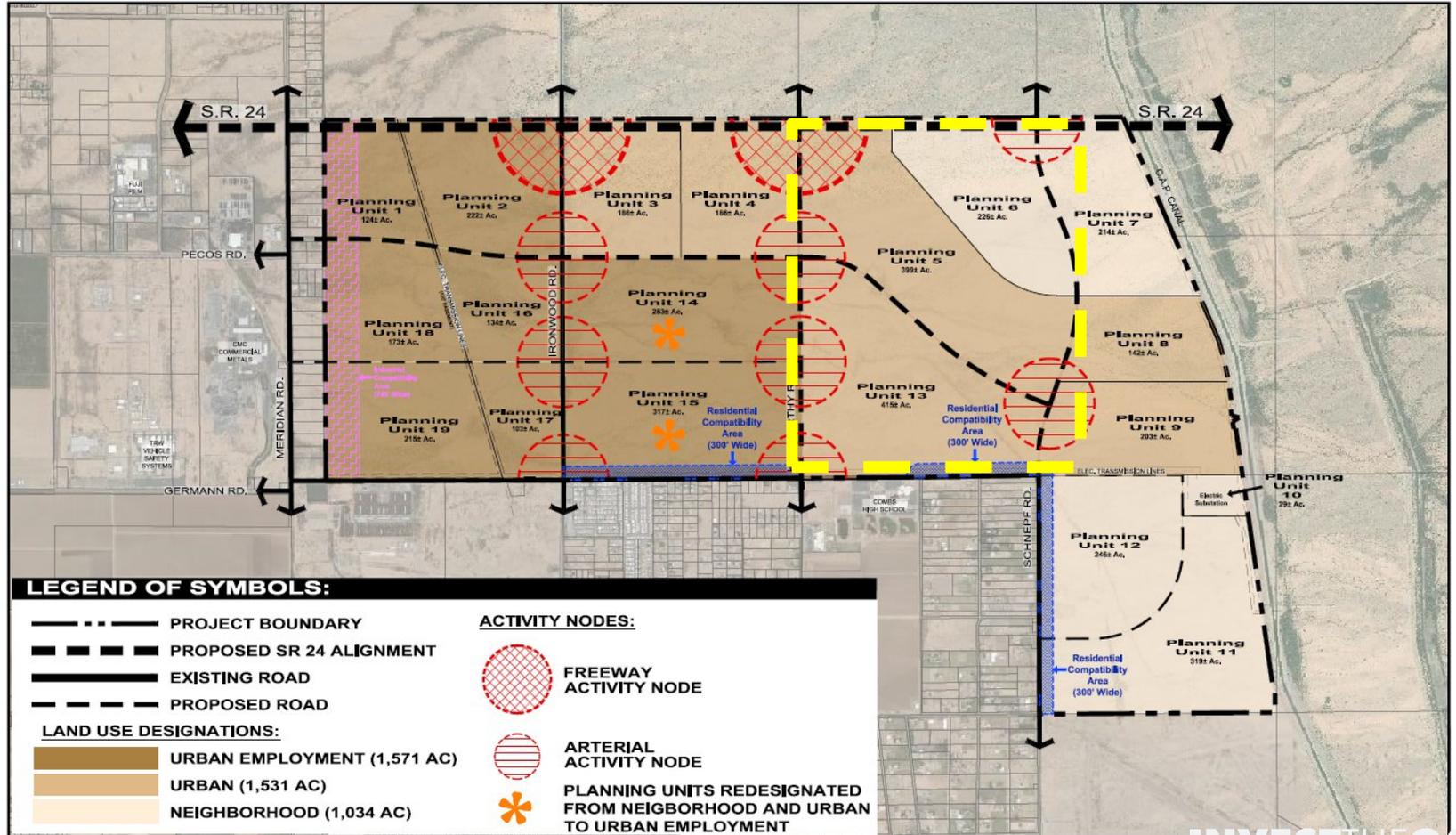
# Roadway Improvements



# Approved Development Plan



# Proposed Rezone



INVESTTHEQC





TOWN OF  
**QUEEN CREEK**  
ARIZONA

12.A

**TO:** HONORABLE MAYOR AND TOWN COUNCIL  
**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER  
**FROM:** DOREEN COTT, ECONOMIC DEVELOPMENT DIRECTOR  
**RE:** DISCUSSION ON THE STRATEGIC POSITIONING OF THE TOWN TO ENSURE SUCCESS AND COMPETITIVENESS WITHIN THE REGION.  
**DATE:** February 25, 2022

---

**Suggested Action:**

Discussion only.

**Relevant Council Goal(s):**

Secure future: KRA Environment; Land Use & Economic Development

**Discussion:**

On February 17, 2021 the Update to the Program of Work for the Economic Development Strategic Plan (EDSP) was adopted by Resolution 1398-21 and is serving as a guide for the economic development efforts of the Town.

The updated Program of Work was developed with input from the core economic development team, the Economic Development Commission and the Town Council, as well as one-on-one interviews with Town staff, representatives of Salt River Project (SRP) and the Greater Phoenix Economic Council (GPEC). The process also included in-depth review and consideration of the current Economic Development Strategic Plan and its accomplishments, the Town Center Plan, the North and South Specific Area Plans, the State Land Use Plan, and other relevant studies.

To further examine Queen Creek and to ensure the Town's assets are strategically positioned, aspirational or competitive cities were selected as benchmark locations based on their overall economic development success in areas such as downtown development, entrepreneurship/innovation, tourism, and property development, including development of state-owned land.

Five refined targeted sectors were identified through extensive research and data analytics, while leveraging the competitive advantages of the Town. In addition, five strategic focuses with recommendations and action items were also developed that are specifically designed for Queen Creek's future economic development diversification and success.

Queen Creek's five targeted sectors include: Advanced Manufacturing, Agritainment/Destination

Tourism; Healthcare; Business Services and Information Technology/Software.

The Strategic Focus Areas include: Product Development, Town Center Development, Business Attraction/Retention, Entrepreneurship/Innovation and Marketing/Communications.

As outlined in the Program of Work, the Town staff concentrates time and resources on the Strategic Focus Areas and over the past year **Product Development** has been a priority item with all of the interest from large employment prospects interested in the undeveloped Arizona State Land Department (ASLD) lands within the Town. Product Development refers to the need for marketable sites and buildings in order to attract new business and industry, as well as to support the expansion of existing business and industry.

As the Town planned for the annexation of the 4,100+acres of ASLD land in the northern tier, staff worked closely with ASLD to ensure that the critical infrastructure needed to support development on this property was planned for. This includes the north-south roadway corridors connecting Queen Creek to the new State Route 24 extension and the regional freeway system; water/wastewater infrastructure; and a conceptual plan that allows for the flexibility needed to accommodate different types of development.

The Town's ability to demonstrate that critical infrastructure can be delivered in an expedited timeline has been key to Queen Creek's recent success in making the short list for several significant advanced manufacturing prospects.

While some of the Requests for Information (RFI) staff receives from the Arizona Commerce Authority (ACA) and/or GPEC are fairly straightforward and do not take much time to respond to, some RFIs are very complex with unique, project-specific questions that require coordination internally with multiple departments as well as with SRP, SW Gas, Mesa Gas, Pinal County, and the State Land Department. Staff has continued to work with these partners at every level of the site selection process and has sought their feedback on the Town's competitiveness and approach. In response, staff has created new, customized marketing materials detailing Queen Creek's strategic advantages for each project's specific industry to ensure Queen Creek is putting its best foot forward with every project.

Over the past year, the Town has provided comprehensive responses to six RFIs that have resulted in six site visits. The site visits also require a significant amount of coordination and planning by the Economic Development Department to ensure seamless execution of the visit providing a positive experience for the prospects' leadership teams. When companies schedule site visits, the Economic Development staff takes the lead on coordinating meetings with Town staff including, utilities, planning, the Town Manager, CIP and others to ensure that any questions or concerns may be addressed while the company is in town. This includes booking meeting rooms, coordinating transportation for site visits etc, with little notice and quick turnaround times. Here is a review of the increase in prospects and site visits:

<b>Calendar Year</b>	<b>Total Number of RFI Prospects Submitted</b>	<b>Number of Prospects Elevated to Site Visit stage</b>
2020	4	1
2021	34	5
2022*	3	0

In addition to the work that is being done on the State Land Site, including the rezoning of over 1500 acres to Urban Employment, the Town has purposefully positioned the community for sustainable and high quality growth. Key initiatives include the Town's focus on tourism Initiative and partnerships with QC's unique destinations; the annexation of Banner Ironwood Medical Center and Encanterra; strategic property acquisitions in the Town Center/Downtown Core; creation of special districts and Agritainment zoning; development agreement for Box Canyon and future resort site; and the expansion of the Town's water delivery area and water assets.

Due to the current Economic Development staff's experience and expertise (over 40 years of economic development experience collectively), the team of three has been able to pivot quickly to ensure the Town is considered for significant development projects. This expertise includes recognition in 2018 as an Accredited Economic Development Organization (AEDO) through the International Economic Development Organization; certifications in multiple areas, including state-level (AZED Pro), national and international-level (CEcD), and in Planning (AICP), and all staff hold at least one applicable Master's degree. Additionally, staff facilitated the RFI site selection process during previous employment at other Valley cities. This team has been recognized as Economic Development Organization of the Year by the Arizona Association for Economic Development (AAED) twice, Economic Developer of the Year, and Deal of the Year.

It is from this expertise and experience that the Economic Development team has identified that the growing workload requires additional assistance and has requested an Economic Development Specialist position as a part of the FY22-23 budget process. This additional position will help to ensure they are able to continue to provide high quality service to all of those who wish to bring their business to QC while continuing with their other daily assignments and tackling new opportunities.

## Part II:

Strategic positioning of the Town as it relates to Bell Bank Park, powered by Legacy Sports USA, is also important, as this new destination will be bringing thousands of visitors to Queen Creek and is one of the largest sports and entertainment facilities in the United States. In order to capitalize on this tremendous economic and tourism driver, Queen Creek is implementing different initiatives in addition to the on-going promotion of opportunities in QC for new hotels, restaurants and retail that staff shares with appropriate developers and brokers. These new initiatives include:

- **A QC tourism** webpage that will be linked to the Visit Mesa website. Currently visitors are directed to the Visit Mesa website when "planning their visit" to Bell Bank Park. Although the Town partners with Visit Mesa, only the individual businesses that are also members of Visit Mesa are featured on the Visit Mesa website.
- The webpage is under development and the URL is reserved VisitQueenCreekAZ.com.
- The page will be ready to go live in the next few months and it will feature places to eat, play, shop, and stay as well as include a Queen Creek event calendar. To be included on the website, businesses must have a brick-and-mortar location, and be a business within the eat, play, shop, and stay categories. Staff is working with a marketing firm to finalize the design of the site and load information, maps, links, etc. Content will be categorized into geographical areas as well

as themes (i.e. types of food a restaurant serves), with information coming from the Town Clerk's Office via business licenses. With Economic Development staff having been focused on state land projects, this project is taking a bit longer than anticipated.

- **An Economic Development Summit** is being planned for April 2022. The invite list will include developers/brokers from all over the Valley. Staff will provide updates on the Town activities including CIP projects, the launch of the QCPD, and will feature economic development opportunities, including the opportunities associated with Bell Bank Park for additional hotels, restaurants, amenities.
- **Advertising Opportunities** are being evaluated with the Chief Marketing Officer of Bell Bank Park. Opportunities include the Town sponsoring specific events at the facility; advertising/branding opportunities on the 200 LED screens throughout the venue; being featured on a new app that is being created, and possible signage location(s). More specific information should be available by the 2/26 meeting.
- Staff will continue to work with Visit Mesa on identifying spin off business development opportunities that will benefit from having this regional attraction just north of the Town's border. Staff will evaluate the need to bring on an outside consultant in the future to determine if there are gaps in the Bell Bank Park Master Plan or to understand the multiplier effect for the Park and how much we could reasonably absorb in QC.

**Attachment(s):**

1. [Presentation](#)

TOWN OF  
**QUEEN CREEK**  
ARIZONA

*Welcome*

TO THE TOWN OF QUEEN CREEK, AZ

Strategically located. Available land for development. Highly educated workforce. Learn more about the world of possibilities awaiting you and your business when you

**INVESTTHEQC**



**Product (Site and Building) Development – Identify real estate and market to attract high-impact projects/development**

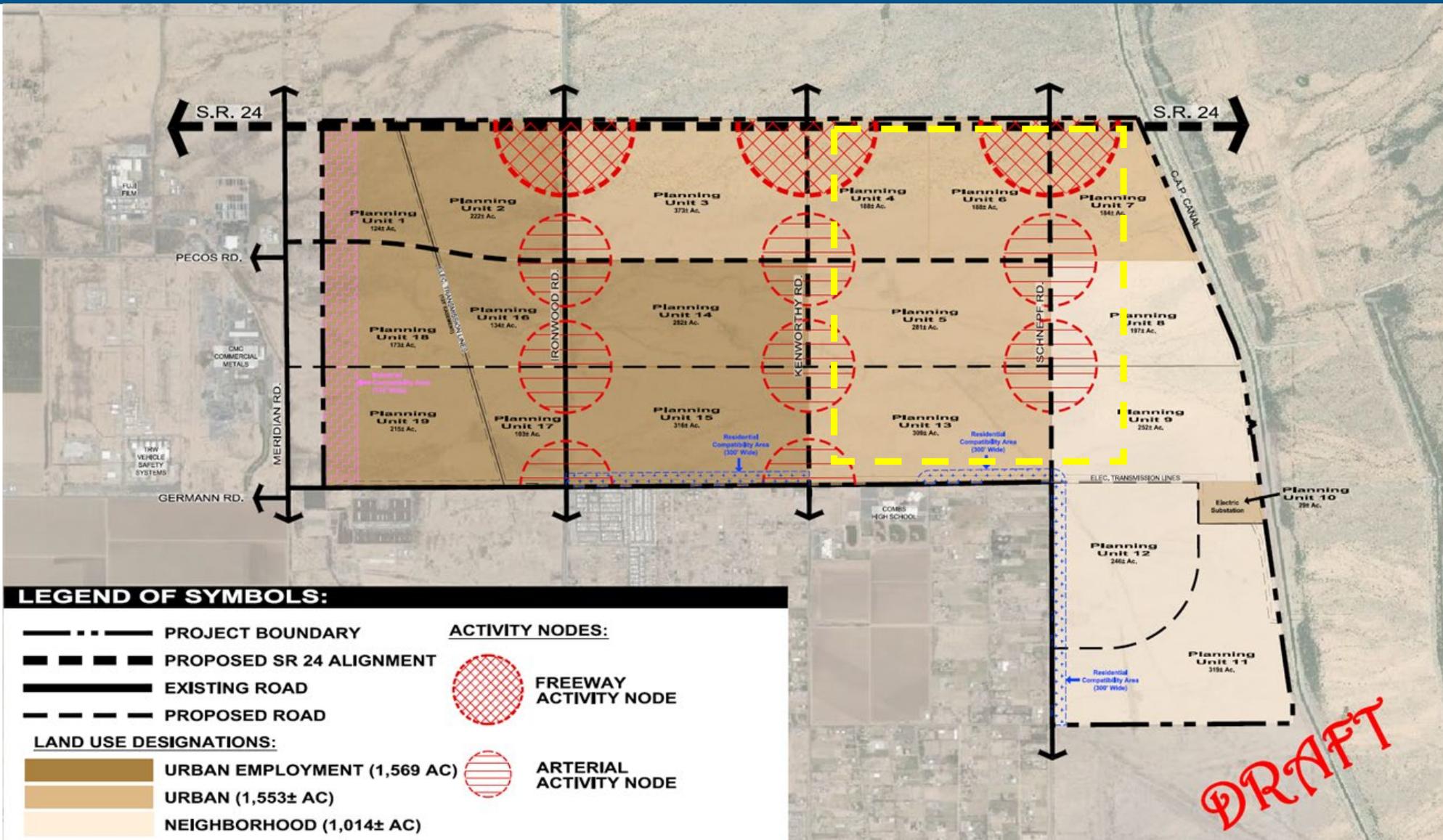
**Town Center Development – Focus on awareness, the arts, access, and potential new assets**

**Business Attraction/Retention – Concentrate on programs to attract new business and industry and a plan for retention**

**Entrepreneurship/Innovation – Embrace entrepreneurship and innovation focused on IT/Software startups**

**Marketing/Communications – Engage in more targeted marketing/communications efforts to ensure people know about Queen Creek**

# QUEEN CREEK-ARIZONA STATE LAND 4,100 ACRE SITE



## LEGEND OF SYMBOLS:

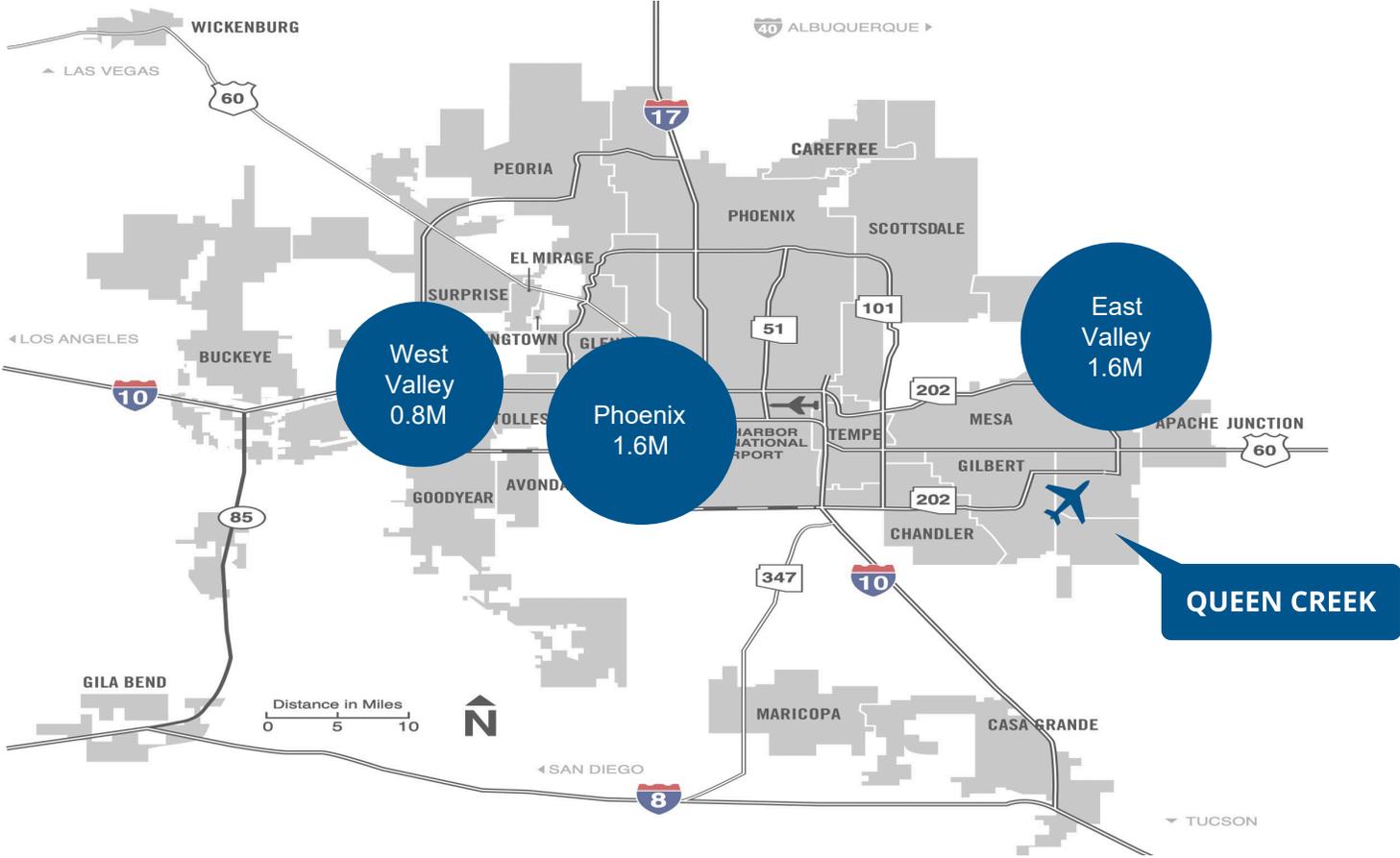
- |                               |                             |  |                               |
|-------------------------------|-----------------------------|--|-------------------------------|
|                               | PROJECT BOUNDARY            |  | <b>ACTIVITY NODES:</b>        |
|                               | PROPOSED SR 24 ALIGNMENT    |  | <b>FREWAY ACTIVITY NODE</b>   |
|                               | EXISTING ROAD               |  | <b>ARTERIAL ACTIVITY NODE</b> |
|                               | PROPOSED ROAD               |  |                               |
| <b>LAND USE DESIGNATIONS:</b> |                             |  |                               |
|                               | URBAN EMPLOYMENT (1,569 AC) |  |                               |
|                               | URBAN (1,553± AC)           |  |                               |
|                               | NEIGHBORHOOD (1,014± AC)    |  |                               |

**DRAFT**





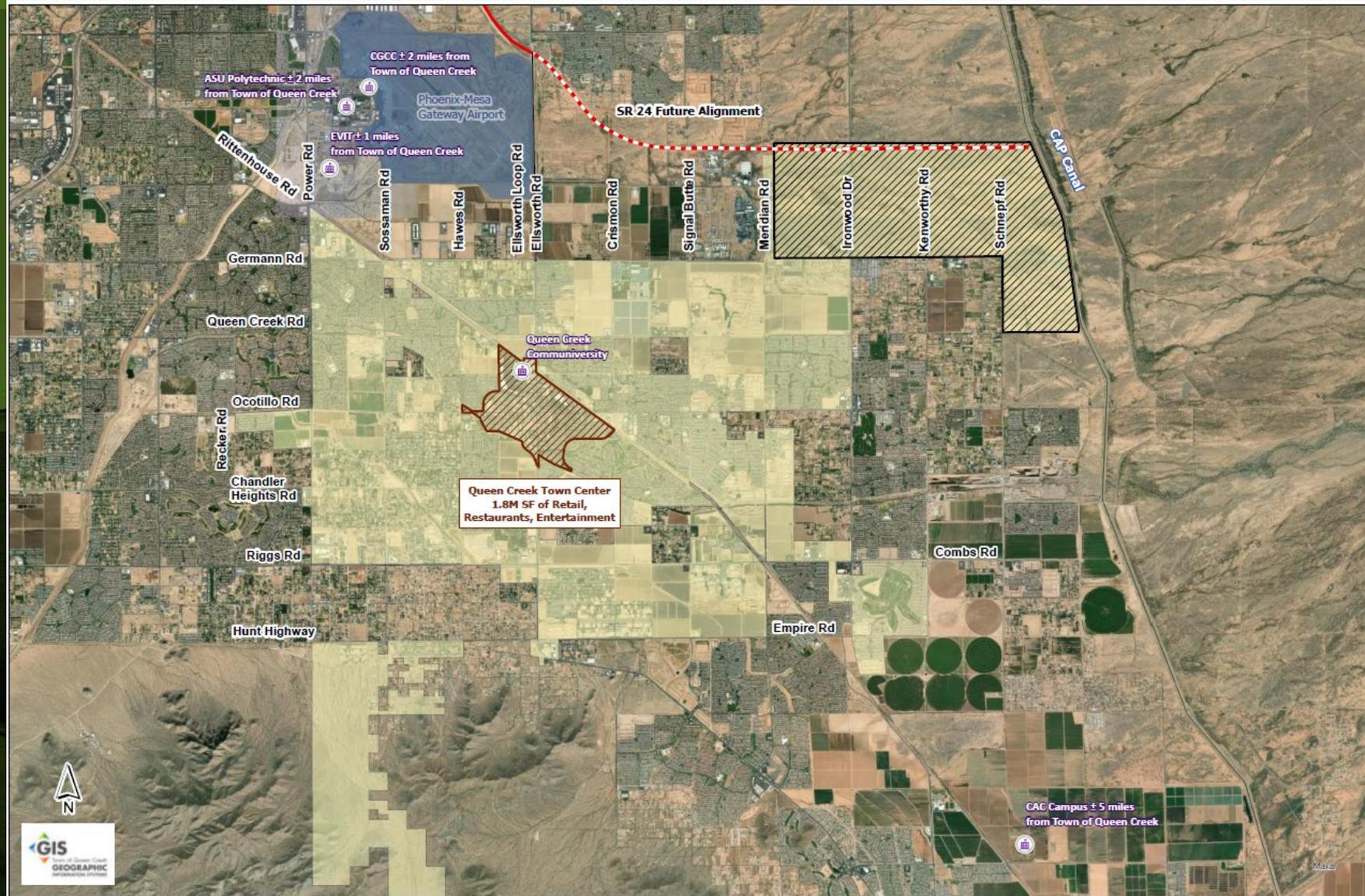
# Greater Phoenix Area Population (2020): 4.6M



# QUEEN CREEK ARIZONA STATE LAND SITE ASSETS



- 4,100+ acres of vacant land
- Industrial zoning
- Single land owner
- SR-24 freeway adjacent
- Reverse commute and access to over 1.8M workers in commute shed
- Adjacent to ASU, Phoenix-Mesa Gateway Airport & major industrial employers

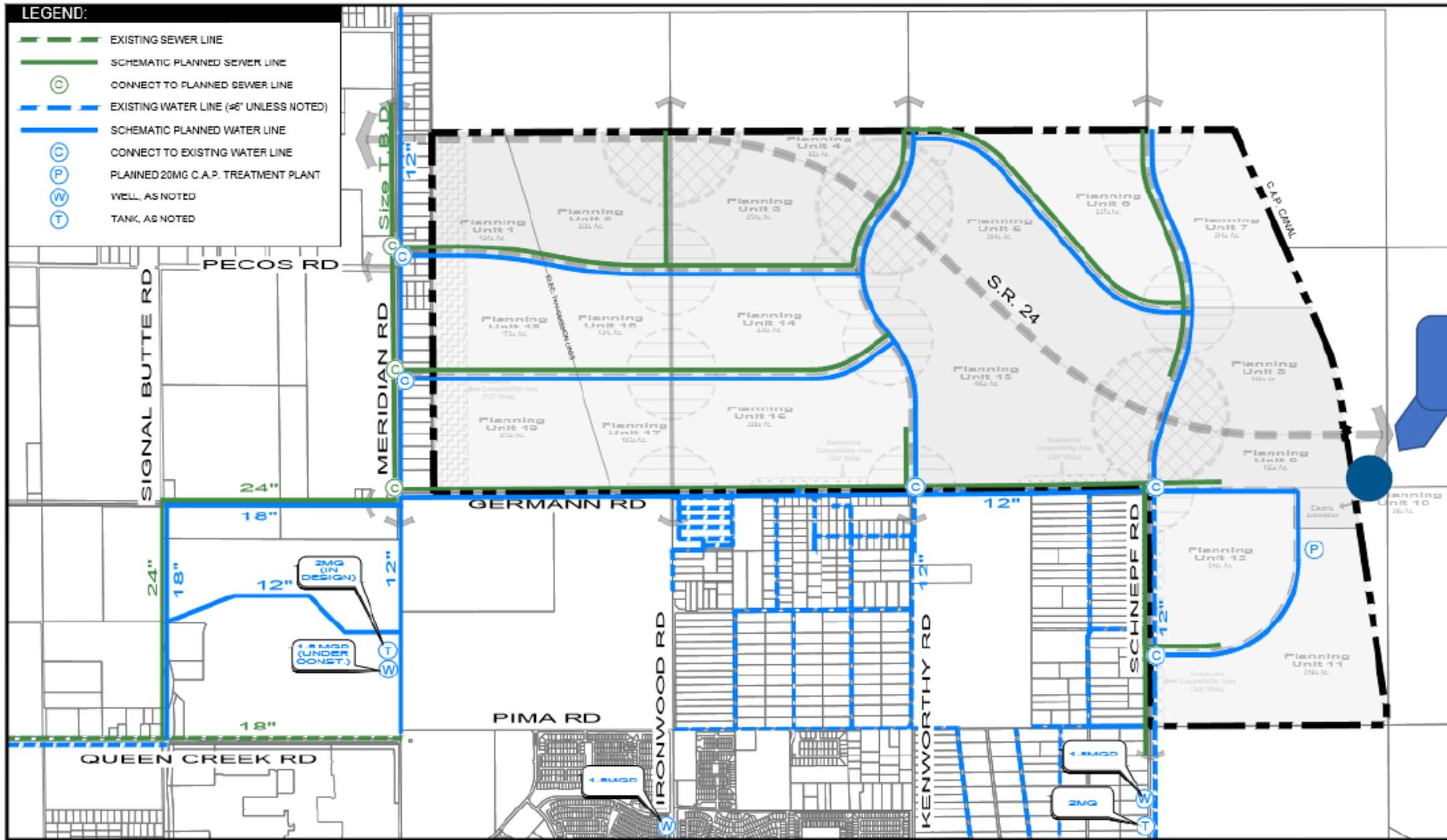




<b>Calendar Year</b>	<b>Total Number of RFI Prospects Submitted</b>	<b>Number of Prospects Elevated to Site Visit stage</b>
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2021	34	5
2022*	3	0

\*Through  
02/04/2022

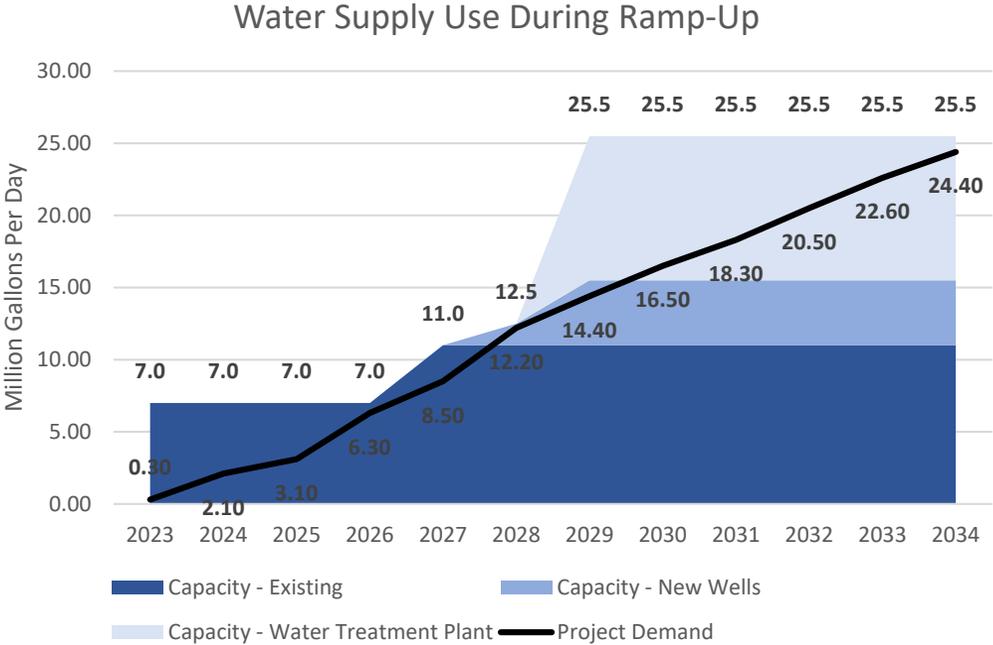




Proposed Water Treatment Plant

Exhibit O: Water & Sewer Infrastructure: At Build-Out

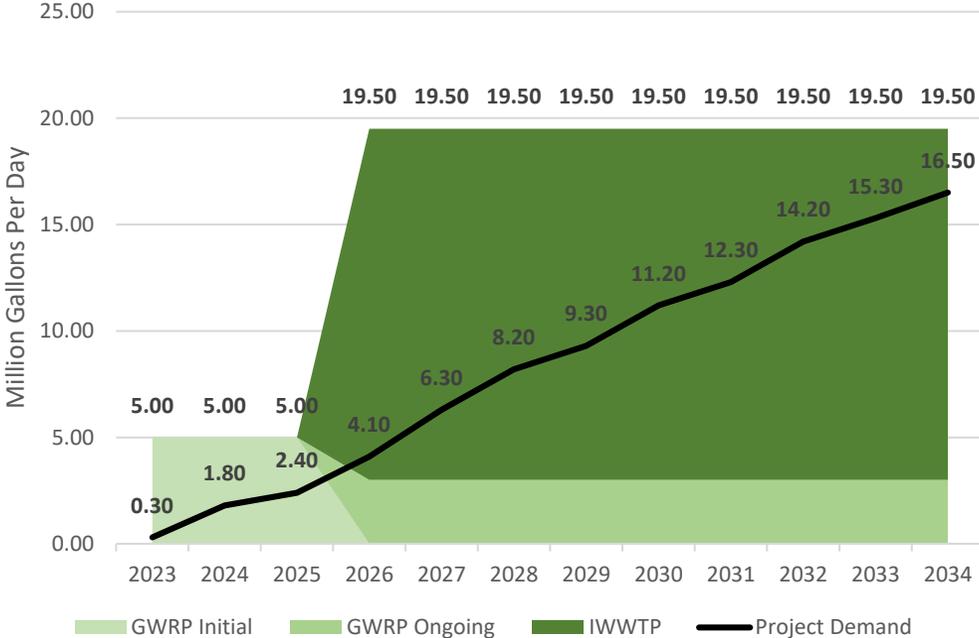
# Town of Queen Creek – Water Supply



Source	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Town of Queen Creek	7.0	7.0	7.0	7.0	11.0	12.5	25.5	25.5	25.5	25.5	25.5	25.5

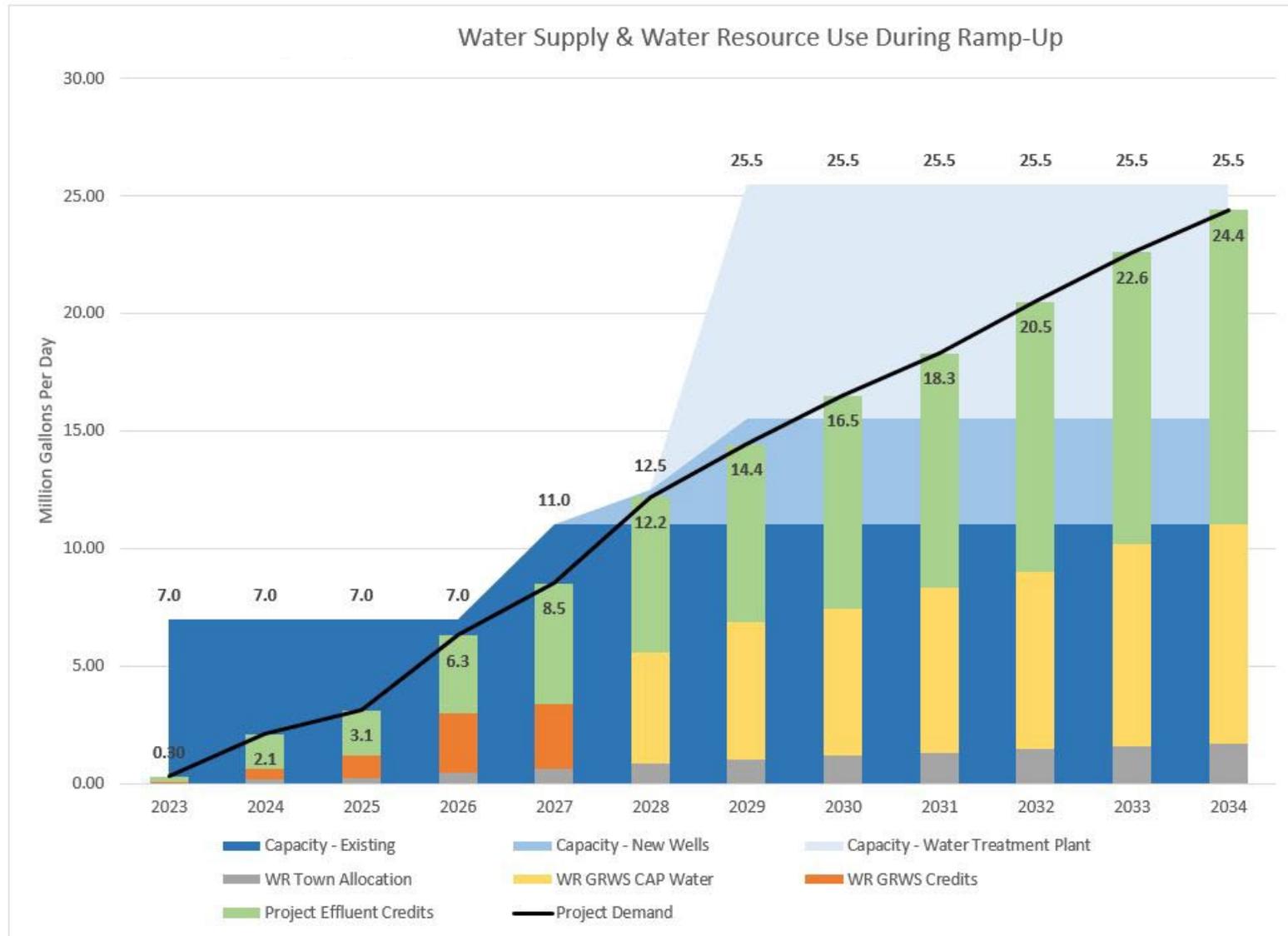
# Town of Queen Creek

Wastewater Treatment Use During Ramp-Up

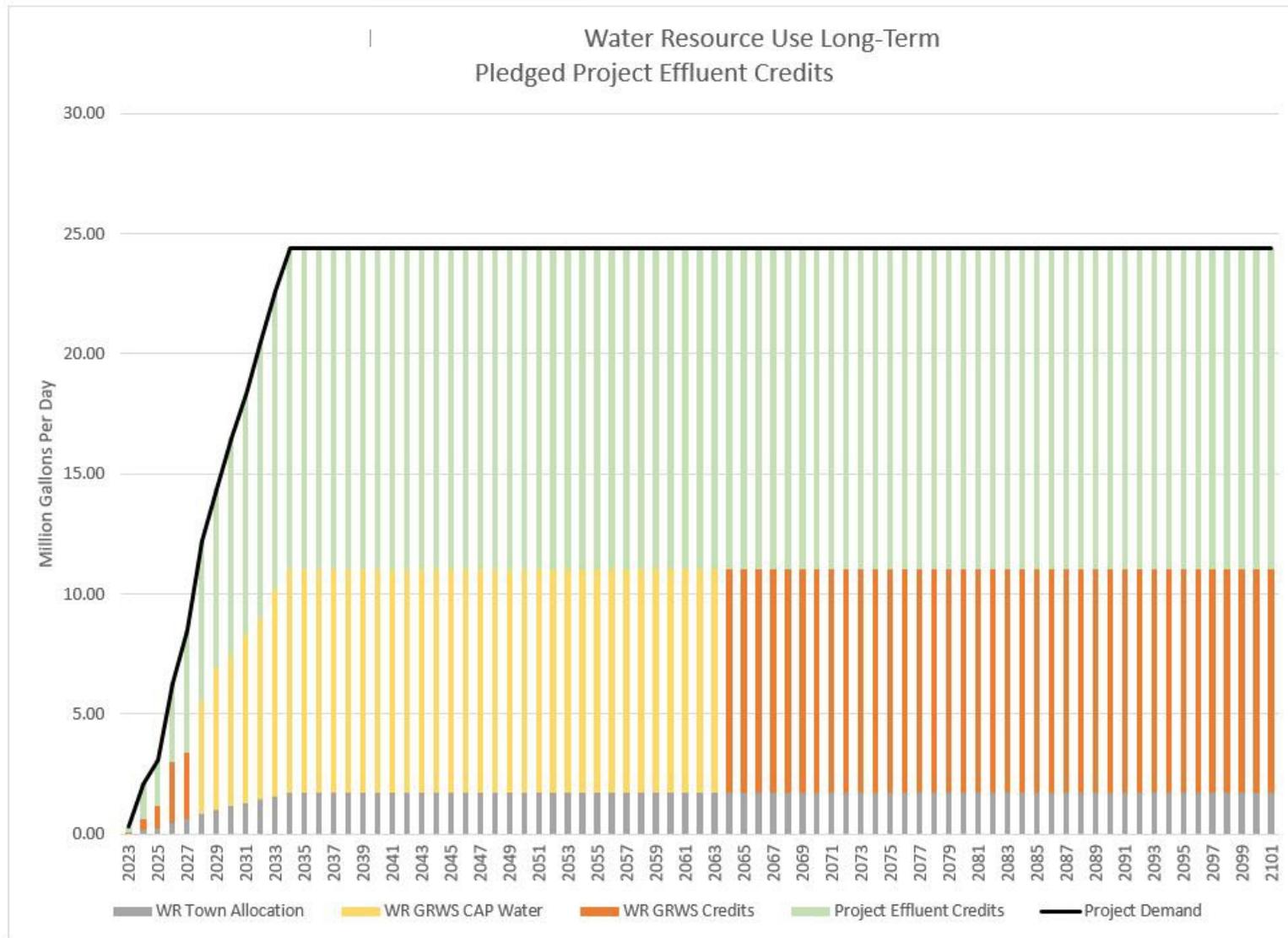


Discharge	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
GWRP Initial	5.0	5.0	5.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0	0.0
IWWTP	0.0	0.0	0.0	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5	16.5
GWRP Ongoing	0.0	0.0	0.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

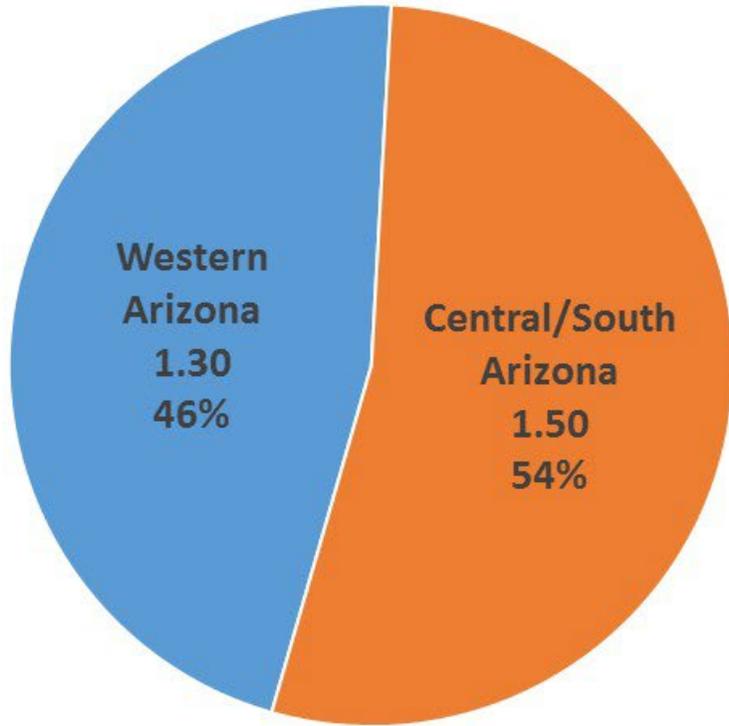
# WATER SUPPLY & WATER RESOURCE USE DURING RAMPUP



# WATER RESOURCE USE LONG TERM PLEDGED PROJECT EFFLUENT CREDITS

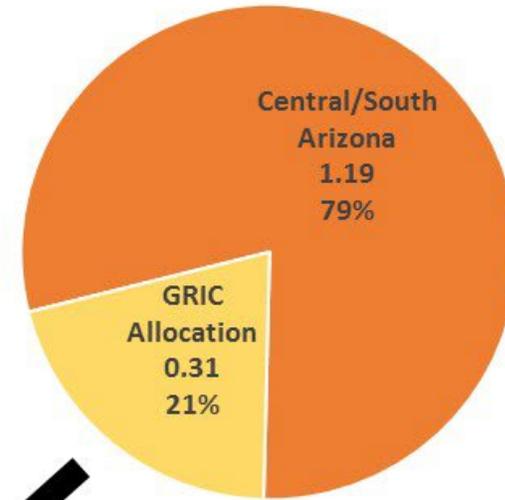


### CAP Allocation AZ\*

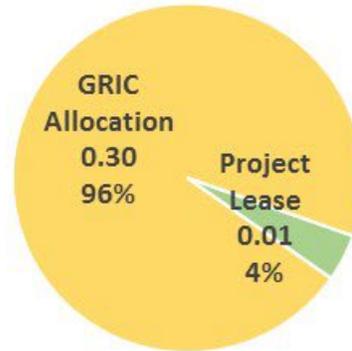


\* Million Acre Feet

### CAP Allocation Cent/Southern AZ\*

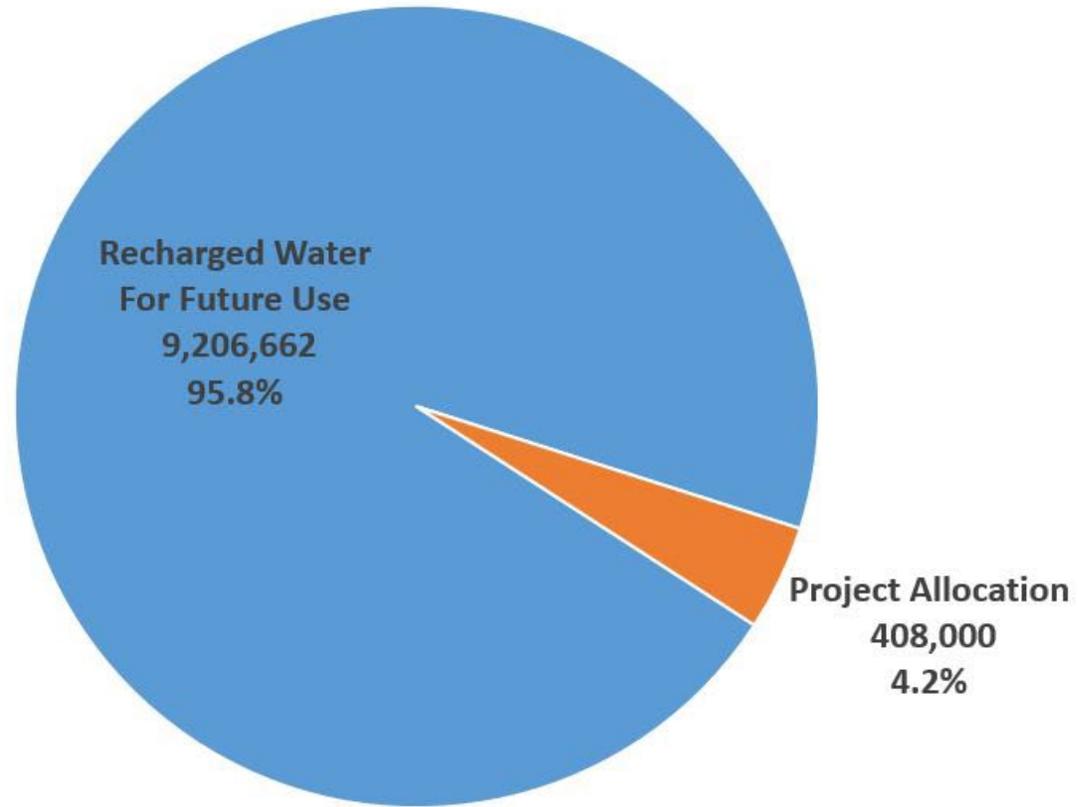


### GRIC Allocation\*



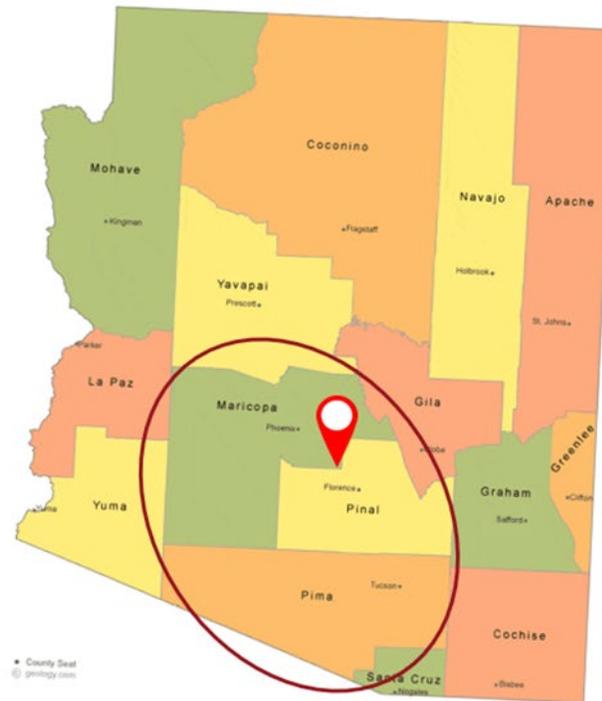


Total Groundwater Storage in AZ vs Project Allocation  
Acre Feet



- ✓ Queen Creek's workforce in the commute shed today can meet Project X's need
- ✓ Queen Creek at about 7% annual growth, Pinal County and Arizona will continue to attract more workers as Project X expands
- ✓ Project X locating on the State Land site will offer a shorter and/or reverse commute to many of the 1.8M workers in the commute shed, and specifically, to over 108,000 workers in Project X's SOC codes.

## Regional Labor Market Information



As of August 2021

■ 3,076,900	Labor Force
■ 2,927,792	Employment
■ 148,928	Unemployment
■ 4.8%	Unemployment Rate

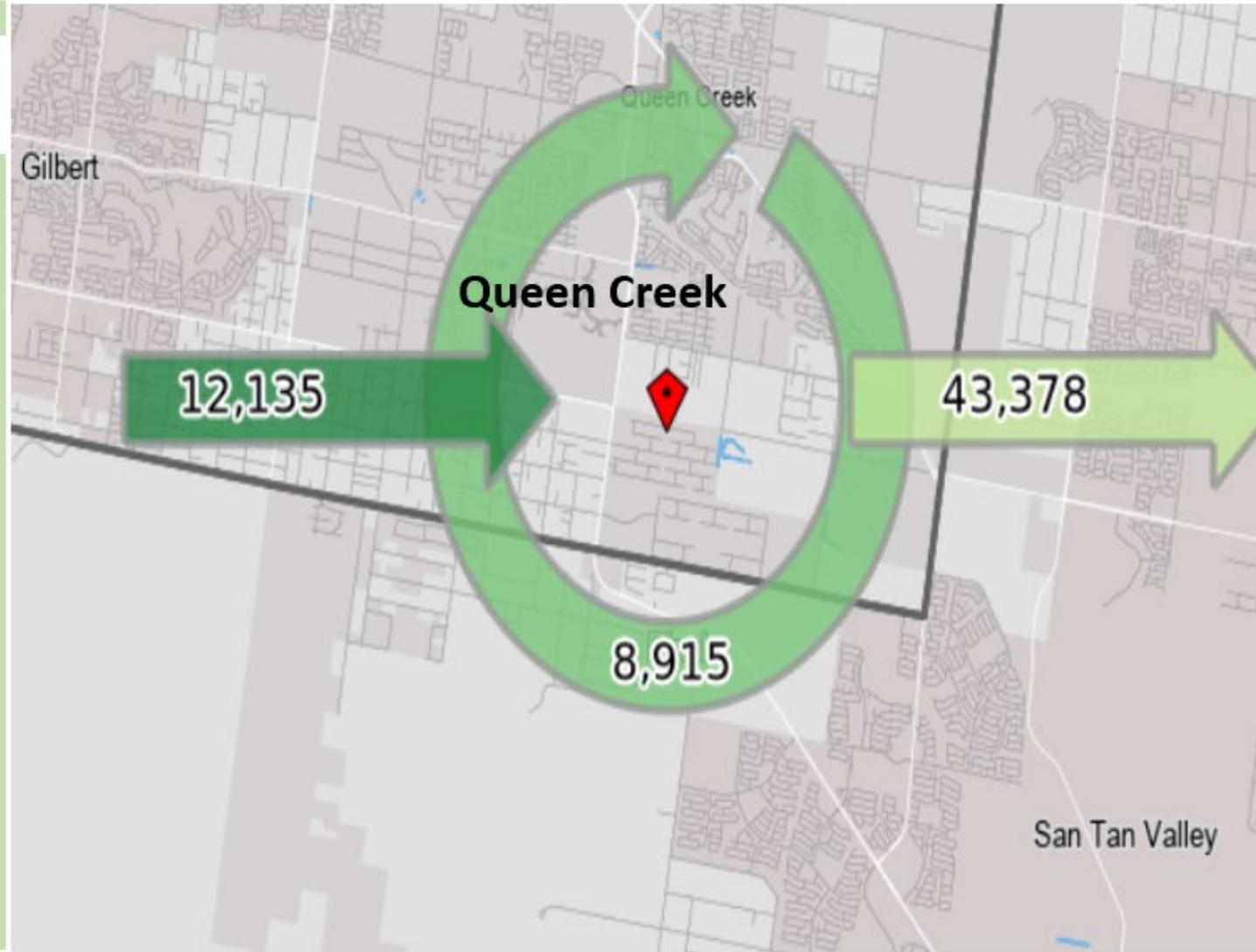
SOURCE: Arizona Commerce Authority



## OUTMIGRATION

-More than 52,000 workers within the Goods Producing Industry live within 10-miles of Queen Creek, AZ. Of those 52,000 workers;

- 43,000 live within the 10-mile radius but commute outside for work
- 9,000 live and are employed within the radius
- An additional 12,000 workers live outside of, but work into the radius





## PROJECT X 2030 LABOR NEEDS

Total R&D	0	0	0	0	100	300	500	540	540	540
R&D	17-2041									
	17-2071									
	17-2199				\$145,000				Grad-Plus	
	19-2032									

## QUEEN CREEK'S 2020 WORKFORCE (WITHIN 50 MILES)

17-2070	Electrical and Electronics Engineers	5,447	5,629	\$38.34	\$49.36	\$64.99
17-2140	Mechanical Engineers	3,392	3,534	\$37.32	\$47.72	\$59.53
17-2190	Miscellaneous Engineers	1,349	1,378	\$37.74	\$51.39	\$67.70
19-2030	Chemists and Materials Scientists	393	384	\$26.51	\$32.81	\$41.50

Projects X 2030 workers needed:  
**540**

Queen Creek's (50-mile) 2020  
Resident Workers: **10,581**

- Annexations –
  - ASLD Annexation of 4,150 acres
  - BIMC; Ironwood Crossing; Encanterra
- Property acquisitions – Town Center/Downtown Core
- Agritainment Zoning, Special Districts
- Box Canyon – future resort site
- Water/Wastewater Assets

**Bell**  **Bank Park**

The Bell logo icon consists of a blue circle containing three stylized white trees with green foliage.

POWERED BY

**LEGACY SPORTS USA**



The privately owned 320-acre multi-use family sports and entertainment complex will create more than 1,500 jobs and generate hundreds of millions of dollars in direct economic impact back to the surrounding community. The park is expected to attract over three million visitors annually.

## For Queen Creek:

Enhanced Tourism Opportunities – drive visitors to QC

Advertising Opportunities

Hotel/Commercial Development

TOWN OF  
**QUEEN CREEK**  
ARIZONA

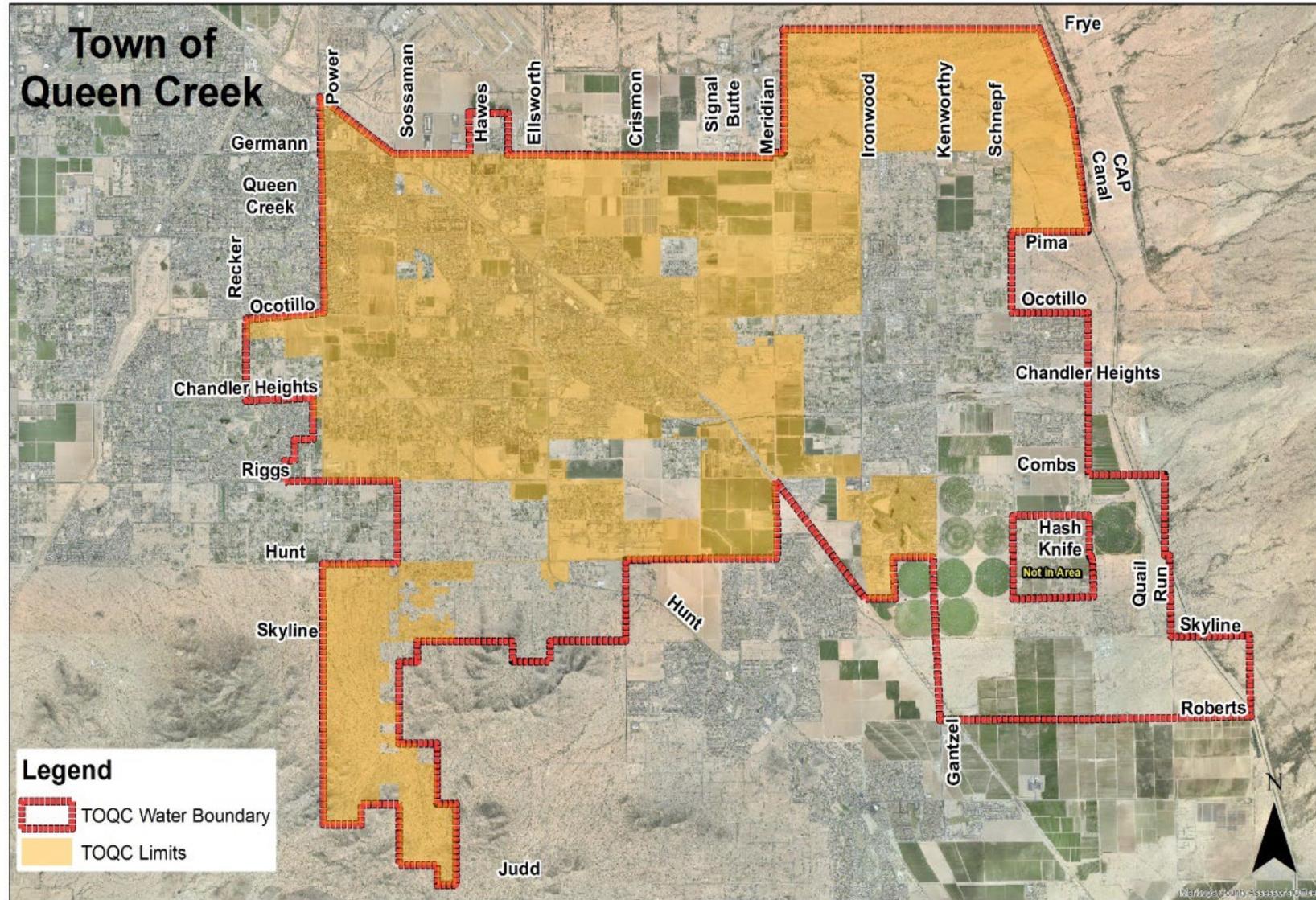
*Thank You*

**INVESTTHEQC**

# QC WATER BOUNDARY



Water service area:  
70 square miles





TOWN OF  
**QUEEN CREEK**  
ARIZONA

**TO:** HONORABLE MAYOR AND TOWN COUNCIL  
**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER  
**FROM:** BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR, ERIK SWANSON,  
PLANNING ADMINISTRATOR  
**RE:** AN UPDATE ON MULTI-FAMILY/MEDIUM DENSITY RESIDENTIAL DEVELOPMENT  
**DATE:** February 25, 2022

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**Suggested Action:**

None.

**Relevant Council Goal(s):**

Secure Future  
Quality Lifestyle

**Discussion:**

At the time of the writing of the 2020 staff memo, twelve pre-application meetings had been conducted for multi-family developments, of those twelve, four applications had been submitted for formal review as part of an entitlement process as provided below.

- Jorde Farms South MDR
- The Academy (west of the ALA campus on Combs Road)
- Schnepf Farms (NWC of Cloud and Rittenhouse roads)
- QC Station (W SWC of Ellsworth and Queen Creek roads)

With the exception of Jorde Farms South MDR, the above projects are currently in the various stages of construction. Due to the strong housing market, Planning Staff continues to receive and process many requests for higher density developments. In October of last year, due to the number of multi-family and MDR applications under review, Staff was directed to produce a map highlighting all the existing, under construction, and proposed applications. It was noted that with all existing, under construction, and proposed applications, approximately 7,651 units could be expected. In comparison, the Town's projected amount of single-family lots is anticipated to be at 54,303, this includes 10,600 lots anticipated in the Arizona State Land property (however this number allows for both multi-family and single-family development), however does not include projections on future speculative development such as the Vlachos Major General Plan Amendment that is currently under review. Comparing the two totals, places the Town's multi-family percentage at approximately 14% of the anticipated housing stock. For comparison, the following municipalities were contacted to determine if the Town was comparable to its adjacent neighbors:

- Chandler = approximately 20% of the housing stock is MF
- Gilbert = approximately 14% of the housing stock is MF
- Mesa = approximately 33% of the housing stock is MF

### Design Types/Trends

As staff has received inquiries from the development community relating to multi-family and MDR developments, differing types of housing product have been introduced to the residential market. Council is well-aware of the single-story for lease multi-family product that has been approved recently with the projects Villages at Schnepf Farms, The Residences at QC Commons, and the Bungalows on Combs. This type of product continues to be a popular offering, however staff is receiving applications of single and two-story detached for-lease product (Evergreen on Germann), traditional multi-family, multi-story development (Acero at Queen Creek, Acero at Harvest, and the Alexan), a town-home row-house rental design that will be platted for future potential individual ownership (currently under review), what presents itself as traditional single-family detached, however under one ownership group (Malone Parke Place by American Homes 4 Rent), and alley-loaded, two-story, detached single-family homes (MDR).

As the housing market continues to grow exponentially, affordability and availability are of concern in the development community and is recognized as a state-wide concern. As presented above, a number of different housing types are being developed throughout the Town as a means to offer housing that is more affordable and readily available. Staff continues to discuss a variety of product types and locations with interested developers.

### Considerations

According to the Retail Market Analysis & Land Use Balance report prepared by Elliot D. Pollack & Company in 2020, providing multi-family development in strategic areas throughout the Town offered beneficial opportunities by reducing excess retail areas and increasing housing opportunities for the Town.

From the report:

*As it grows, Queen Creek will continue to [sic] see an influx of requests for higher density housing products that may include small lot single family housing as well as apartments. A driver of these requests is the rapidly rising cost of housing that is affecting both for-sale and rental housing. Affordability has become a significant issue for buyers and renters. There are significant fiscal benefits of higher density development that will be offset by certain negative aspects. Town leaders will need to determine the proper mix of such housing based on community feedback, the demand for all types of housing, and their long term vision for the community.*

Takeaways from the report include:

1. *Multi-family housing provides for moderate-income households and young adults who are graduating from high school and college and starting their careers.*
2. *Some over the age of 60 are choosing to rent over own a home.*
3. *A mix of housing styles and types provides housing for service workers, and those providing essential services such as teachers, police, fireman and nurses.*
4. *Don't reject higher densities based on income misperceptions. There really is not a "low end" of the modern market rate rental housing market.*

5. *Consumer spending is tied to income, but it's not a 1-to-1 ratio.*
6. *The spending of households in higher density projects more than make up for the spending of higher income households in lower density subdivisions.*
7. *Revenues (property tax, sales tax, utility tax, state shared revenue) generated by higher-density development (apartments and rentals) are higher than those raised by single family development.*
8. *The spending of high-income households is not always captured by the Town for items such as second homes, travel, and luxury goods that cannot be purchased in the Town (vehicles, apparel, etc.). This could reduce the impact of high-income households beyond what is captured in this report.*
9. *A broad range of housing types are needed for a proper balance of housing opportunities for all residents and income levels.*

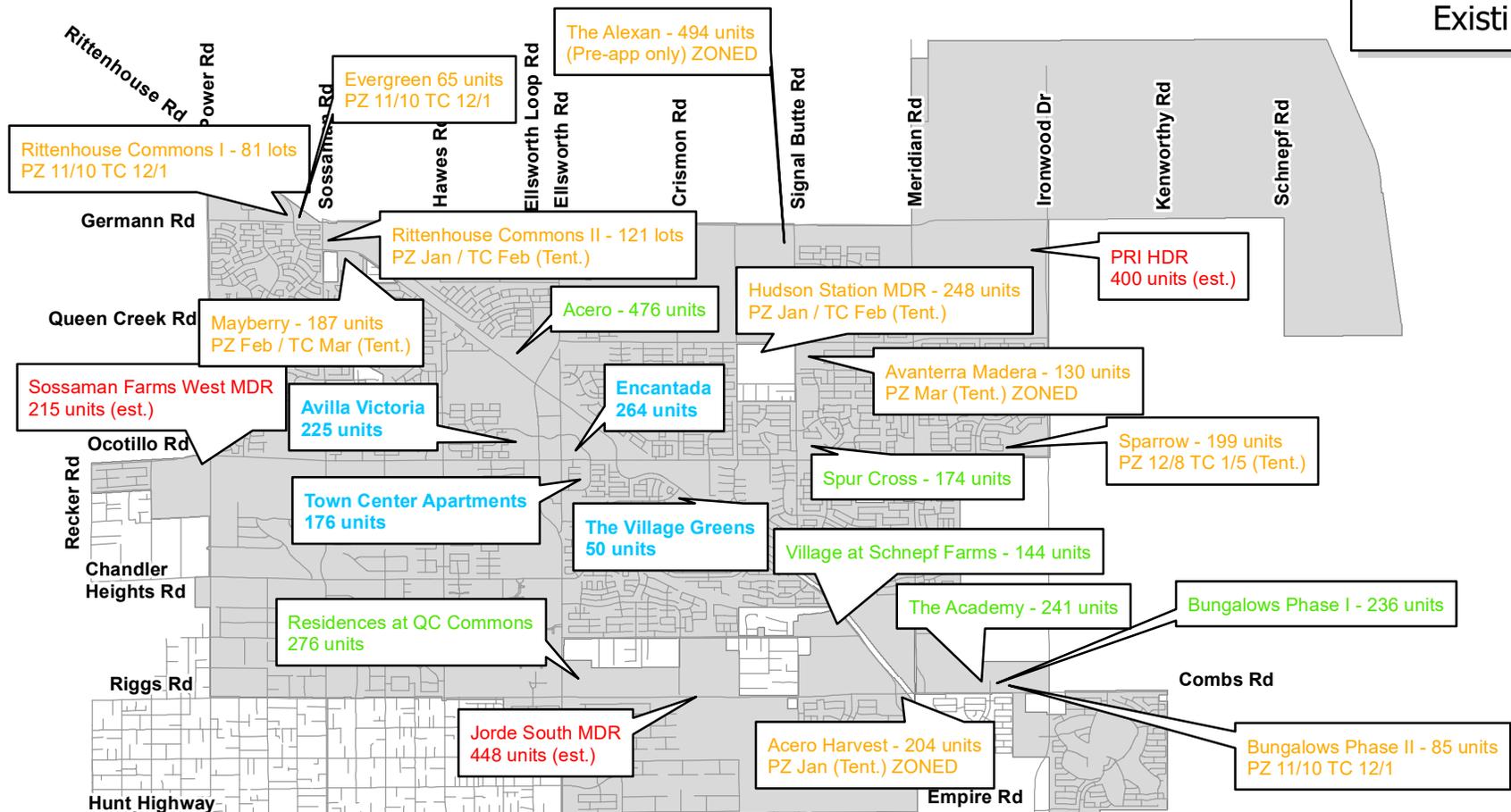
#### Direction Requested

As Staff has continued to receive interest, with each discussion with potential developers staff provides input as to location, type and density recognizing that there may be areas better suited for higher density considerations. Examples of these types of areas include the recent Rittenhouse Commons and Evergreen developments located at the intersection of Germann and Rittenhouse roads. While commercial development is often considered at arterial intersections, these two locations presented an area where the commercial market has been fairly well saturated between the Power Marketplace and Queen Creek Marketplace developments creating a situation with very little commercial demand (please note that staff received multiple inquiries for mini-storage uses). Additionally, with the industrial market interest increasing throughout the southeast valley a common request by potential employers is where can their employees live while getting established as well as given the competitive single-family housing market? Given that staff will continue to receive interest from the development community, it is important that staff provides general direction to applicants pertaining to location, density, design, and product type as not all areas are equal, nor appropriate for multi-family development. Additional considerations and possible concerns by Staff include development proposals that would change the land use of the approved General Plan from a non-residential land use to a residential land use. Staff's considerations when these are requested, include a review of the fiscal impacts of the change in land use to the Town, employment reductions and other factors. As a response to this brief session item, if Council has particular concerns or requests relating to multi-family and MDR developments, Staff is requesting that these concerns or direction be provided.

#### **Attachment(s):**

1. [Map of Existing, Approve, In Review MF/MDR locations](#)
2. [Retail Market Analysis & Land Use Balance, Elliot D. Pollack & Company](#)
3. [Multi-Family\\_Presentation.pptx](#)

# MDR / Multi-Family Existing & Proposed



- Existing/Constructed - 715 units
- Approved - Permits/Under Construction - 1,547 units
- Application Submitted/Scheduled for hearings - 1,814 units
- Zoned No Development Plan - 2,541 units (est.)

**Total Units = 6,617**



# Retail Market Analysis & Land Use Balance

## Town of Queen Creek

Prepared by:



**Elliott D. Pollack & Company**  
7505 East 6<sup>th</sup> Avenue, Suite 100  
Scottsdale, Arizona 85251



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## **1.0 Purpose of Report**

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The purpose of this analysis is to provide Town staff research and direction related to significant requests for rezoning of property and General Plan amendments that may affect the long-term future of the community. The potential impact of these requests could affect the fiscal health of the Town as well as a balanced land use pattern that provides for the retail and housing needs of residents. We understand the Town has received several requests to change commercially designated property to multifamily or other uses.

Most cities and towns in Arizona are heavily dependent on retail sales taxes for revenue. Queen Creek is no different and has become a retail destination for residents living in the southeastern part of Maricopa County and northern Pinal County. Based on analysis conducted by this firm from the Finance Department, it appears that Queen Creek is capturing a significant amount of retail sales from surrounding communities and generating sales that are well above what would be expected from its resident population. Maintaining a balance of retail land and strategically competing with nearby communities for commercial development will be important to the long-term sustainability of Queen Creek. The retail market analysis is summarized in Section 3.0.

Alternatively, there will be demand for multifamily housing in the future as Queen Creek continues to grow and expand its workforce. Developers of multifamily complexes typically prefer a location along an arterial roadway, the same locations that are often reserved for retail uses. As part of this analysis, we will evaluate the potential balance of multifamily housing relative to the overall housing market. A fiscal analysis of different residential land uses, including multifamily complexes, is also included. Section 4.0 of this report deal with this subject and is entitled "Land Use Balance and Fiscal Impact".

## 2.0 Summary of Findings and Recommendations

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### 2.1 Retail Market Summary

Queen Creek's dominant position in the retail market will likely continue for the near term. Many big box retailers have reduced their expansion plans and have adjusted their focus to online sales strategies. Consumer behavior is changing, and E-Commerce will continue to impact the retail market. However, despite these trends, State Route 24 offers Queen Creek the opportunity to expand its retail base and continue to be a major force in the retail market in the far Southeast Valley of Maricopa County and the San Tan Valley. Here are the primary conclusions of the retail market analysis.

- E-Commerce is expected to continue to increase its share of total retail sales. However, demand for the right type of retail is increasing. Retailers are now more selective about locations they open. Waiting to open the right store is taking priority over opening a store just because there may be a gap in market coverage. Large chains are evaluating their store inventory to identify locations that need to be protected and those that need to be repositioned.
- Three primary retail market trends noted by experts are:
  - Entertainment concepts (Dave and Buster's for instance) which have begun to expand across the Valley.
  - The restaurants industry that, particularly locally, has become a major focus in downtown areas and regional malls.
  - Fitness and healthcare – Fitness centers have become one of the primary targets for occupancy of vacant anchor space. This trend follows from an increased emphasis on healthy eating and exercise. In addition, healthcare providers have been gradually moving into retail centers. These tenants may be urgent care, vision care and dental care services which can help to revitalize a retail center.
- Retail sectors most hurt by E-Commerce include books, electronics, furniture, apparel, sporting goods and department stores. In order to attract such uses to a community, analysis must demonstrate significant demand and gaps in the market.
- At the other extreme, Supercenters (Walmart and Target) and warehouse clubs (Costco) have become dominant in grocery sales and general merchandise, creating significant difficulties for traditional department stores.
- Queen Creek's retail dominance in the far Southeast Valley continues in 2019 and 2020 with about 25% of all sales coming from outside of the Town. Out-of-town residents potentially account for 50% of all restaurant spending in Queen Creek.
- The San Tan Valley has now reached a population of 100,000 persons but with limited retail opportunities. At some point, retail development will occur potentially affecting Queen Creek retail sales receipts.

- Voids in the Queen Creek retail market include warehouse clubs, furniture, entertainment, specialty grocers, sporting goods, and, in particular, auto dealers. Some of these retail businesses are the same ones that have been most affected by E-Commerce, but as the local market expands, they may find retail voids and gaps that need to be filled.
- SR 24 will provide Queen Creek with the opportunity to address some of the gaps and voids in the retail market, particularly warehouse clubs and auto dealers.

### **Recommendations**

- Expand the diversity of the types of retail goods and services offered in the Town to big-ticket items such as auto sales, electronics and appliances, and furniture. Property along SR 24 will be an excellent location for these retailers who want high visibility and access to a large market area. Begin to promote the SR 24 for these types of users which may offset or delay the development of competing power centers in the San Tan Valley.
- Promote entertainment options for the Town based on its high average household size and family focus.
- For the Town Center, promote Queen Creek’s demographic characteristics to local restaurant operators. While not trying to copy Gilbert’s Heritage District success, Queen Creek has many of the same assets – high household incomes and a historic center. For instance, the Town now has a new Barrio Queen, a highly successful local restaurant chain. The community should be able to build upon the success of that restaurant to demonstrate the demand for locally owned and operated sit-down restaurants, something not currently available in the area.
- The Town has done an excellent job of “protecting its borders” by placing grocery-anchored shopping centers on the periphery of the community. The pending Fry’s Marketplace approved for the northeast corner of Ellsworth and Riggs Roads is another example of a location that will serve a large population outside of the Town’s border. The availability of utility services (water and sewer) may be a prime tool to continue with this strategy.

### **2.2 Land Use Balance and Fiscal Impact Summary**

Following are the primary conclusions on land use balance and fiscal impact.

- As it grows, Queen Creek will continue see an influx of requests for higher density housing products that may include small lot single family housing as well as apartments. A driver of these requests is the rapidly rising cost of housing that is affecting both for-sale and rental housing. Affordability has become a significant issue for buyers and renters. There are significant fiscal benefits of higher density development that will be offset by certain negative aspects. Town leaders will need to determine the proper mix of such housing

based on community feedback, the demand for all types of housing, and their long term vision for the community.

- Don't reject higher densities based on income misperceptions. There really is not a "low end" of the modern market rate rental housing market.
- Consumer spending is tied to income, but it's not a 1-to-1 ratio.
- The spending of households in higher density projects more than make up for the spending of higher income households in lower density subdivisions.
- The spending of high-income households is not always captured by the Town for items such as second homes, travel, and luxury goods that cannot be purchased in the Town (vehicles, apparel, etc.). This could reduce the impact of high-income households beyond what is captured in this report.

### 3.0 Retail Market Analysis

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Market conditions existing today in the retail real estate sector have been severely affected by the growth of E-Commerce and the Great Recession. The latest business cycle exposed significant longer-term challenges for the brick-and-mortar retail market in Greater Phoenix and across the country. Future changes in shopping trends that will affect how the market performs over the long term. Following are some of those trends and challenges.

- **Domination:** The market has become dominated by big box retailers and power/community shopping centers. The Southeast Valley retail market illustrates a similar trend. There are numerous power centers and anchored shopping centers along the length of the U.S. 60 and the Loop 202 with nearly every retail segment and brand found within the retail centers.
  
- **Obsolescence:** Retailing is constantly changing resulting in some companies going out of business as others are entering the marketplace. Part of the problem for companies that are experiencing difficulties is the inability to anticipate trends in shopping patterns and the impact of alternative methods of purchasing goods and services. Currently, restaurants and value-oriented retail such as Walmart, Target, Ross, TJ Maxx, and others are the most viable in the market and actively expanding. The list of retailers and restaurants that are in bankruptcy or have been in bankruptcy is extensive and include:
  - Sears
  - Toys “R” Us
  - Sport Authority
  - Aeropostale
  - Beauty Brands
  - Shopko
  - Gymboree
  - Charlotte Russe
  - Payless Shoe Source
  - Diesel
  - Z Gallerie
  - Kona Grill
  - Perkins and Marie Callender’s
  - Barneys New York
  - Forever 21
  - Destination Maternity
  - Avenue
  - Pier One
  - Charming Charlie
  - FTD
  - David’s Bridal
  - Mattress Firm
  - Gump’s
  - Brookstone
  - Rockport
  - Nine West
  - Claire’s
  - Winn-Dixie
  - Bon-Ton
  - Rue21
  - BCBG Maxazria
  - Wet Seal
  - The Limited

The types of retailers that have experienced bankruptcies fall into a few categories. Bookstores long ago experienced significant declines in sales. More recently, clothing and accessory retailers, including shoe retailers, have experienced the most difficulties along with department stores and grocery chains. Department store sales have been declining for decades with the growth of low-cost supercenters and warehouse outlets. Grocery stores have come under attack from a wide range of retailers that have moved into the grocery business.

The traditional department store will continue to likely see declining sales. Macy's and Kohl's have reported sales slumps. JC Penney is most vulnerable to changing shopping trends and has been hit with declining foot traffic for the past decade. It has been able to stay in business but has closed 20% of stores in recent years including 140 in 2018. Same store sales declined by 9% for the year ending in the second quarter of 2019.

- **Greater Phoenix is Over-Retailed:** Because of the region's tremendous history of growth, virtually all national retail chains want to be here, resulting in more retail space than is demanded by the population. In the past, many national retail chains built stores in advance of growth to establish their market area. When growth slowed during the Great Recession, many planned stores were put on hold or abandoned.
- **Consolidation:** As retail market conditions change, consolidation of companies within the industry occurs. This trend has been particularly evident in the grocery store sector as chains try to compete with Walmart, Target and Costco. Local grocer Bashas' has been through bankruptcy and is likely still vulnerable.
- **Internet or E-Commerce Sales:** The long-term threat to brick and mortar retailing is E-Commerce. Within the last 15 years, the market has seen seismic shifts in the manner in which people purchase retail goods and services. Certain segments of the retail market have been particularly hard hit. A later section of this report will provide further information on the E-Commerce trend.

In summary, there are two major trends that have had a significant impact the retail market.

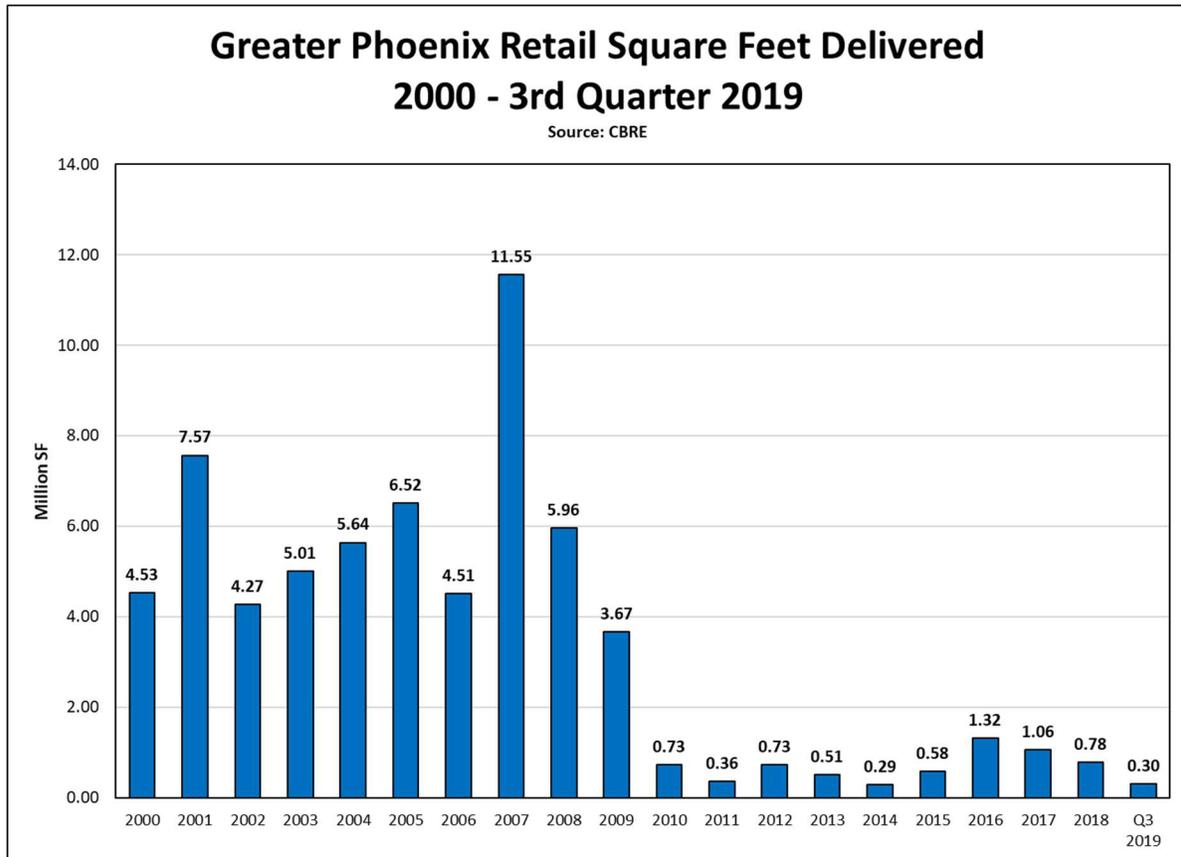
- E-Commerce and
- The rise of off-price retailers and low-price supercenters and warehouse outlets.

### **3.1 Greater Phoenix Retail Market**

The Greater Phoenix retail market vacancy rate declined for the sixth straight consecutive quarter to 8.0% at the end of the third quarter of 2019. However, even with the tightening of the market, new construction activity is disciplined. Construction activity is dominated by grocery-anchored projects with Sprouts, Fry's and Whole Foods as primary tenants. Power center development, typically at least 40 acres in size with two major anchor tenants, has largely been absent from the market.

Much of the absorption of space in Greater Phoenix over the past few years has been due to fitness and entertainment users backfilling vacant big-box and grocery store space. Since 2016, fitness users have absorbed 35 big-box spaces totaling over 1.0 million square feet. Due to demand for affordable fitness concepts, users like EoS Fitness, Planet Fitness, and LA Fitness are adding to their existing footprints. Newcomers include Crunch Fitness and VASA Fitness.

Even with the population and employment growth of Greater Phoenix area over the past two years, the retail market has not responded with significant construction activity. Greater Phoenix is in the top three metro areas in the country in job and population growth. Delivered retail space still is well below historic levels. Once again, E-Commerce and the popularity of supercenters and warehouse outlets is limiting extensive development of new retail space. Since 2010, retail space delivered to the market has averaged 666,000 square feet annually or the equivalent of three to four neighborhood shopping centers each year.



Deliveries in the remainder of 2019 and 2020 are not expected to exceed the average since 2010.

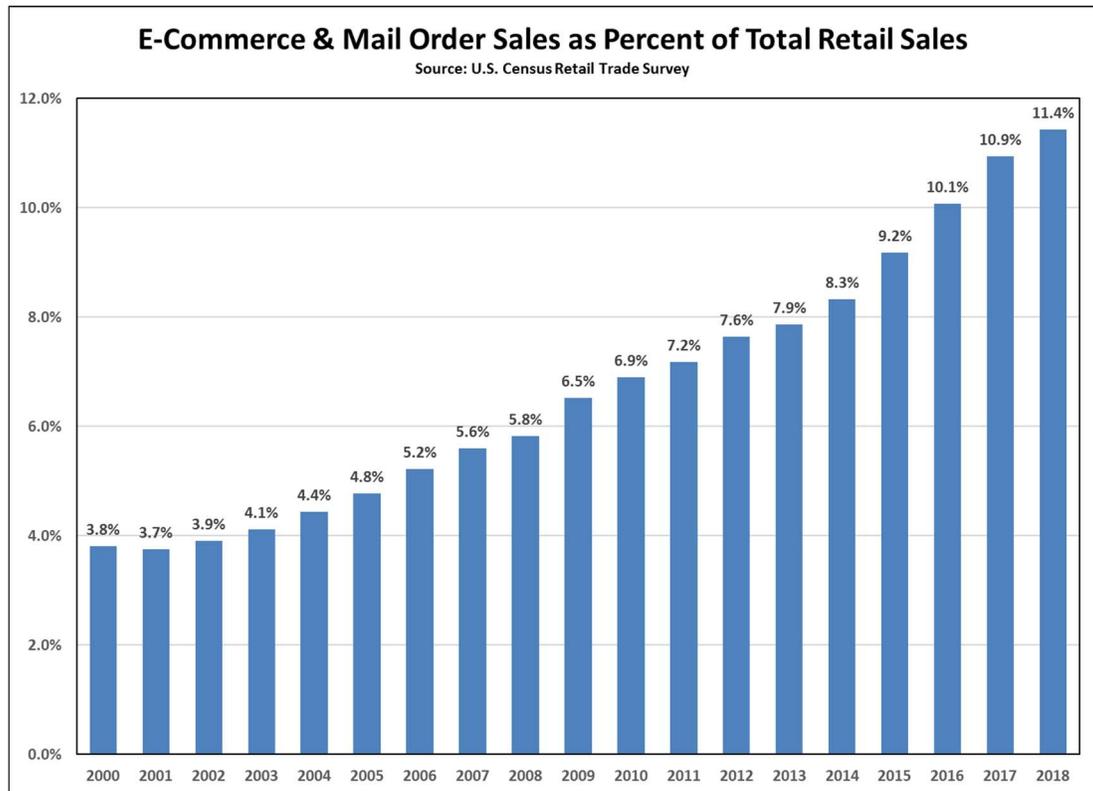
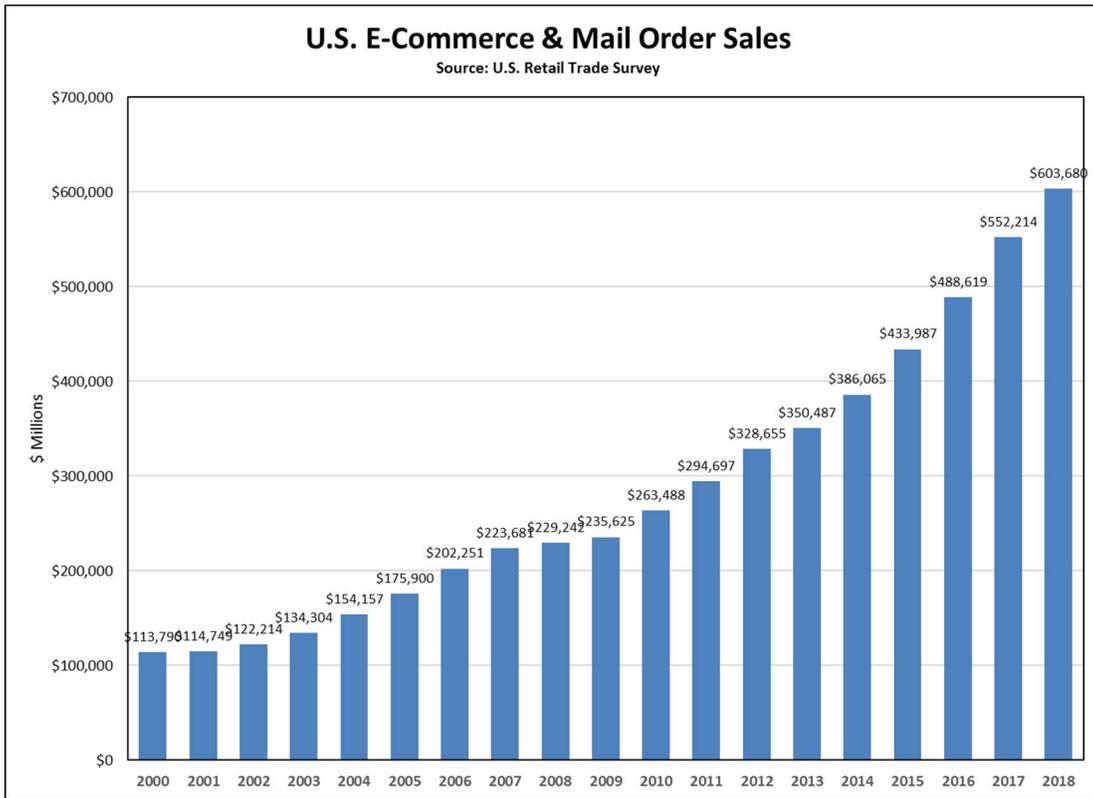
### 3.2 E-Commerce

The U.S. Census defines E-commerce as:

“sales of goods and services where the buyer places an order, or the price and terms of the sale are negotiated, over an Internet, mobile device, extranet, Electronic Data Interchange (EDI) network, electronic mail, or other comparable online system. Payment may or may not be made online”.

The above definition technically excludes mail order sales from catalogs or other mail-order businesses. It does not include such businesses as mail-order book clubs. However, most catalog and book club purchases today are made over the internet and should properly be categorized as E-Commerce. For this study, mail order sales will be included in E-Commerce sales data.

Over the past 18 years, E-Commerce sales have grown by more than five-fold to \$604 billion, accounting for 11.4% of all retail sales in 2018. In 2000, E-Commerce only accounted for 3.8% of retail sales.



While 2019 retail sales data is not fully available, preliminary data indicates that E-Commerce sales and warehouse clubs and supercenter sales experienced significant increases again. Year-to-date data for 2018 and 2019 through September shows an increase of 13.7% for E-Commerce. Department store sales are down nearly 11% in 2019. The following chart also demonstrates where E-Commerce is having the most impact on certain business types. While total retail sales are up 3.2% for 2019, furniture stores, electronics/appliance stores, clothing, and sporting goods/hobby/book stores (among others) all show declining sales. These are the primary sectors of the retail market that have been significantly impacted firstly by E-Commerce and secondly by the rise of supercenters and warehouse clubs.

<b>Retail Sales by BusinessType (in Millions)</b>			
<b>Year -To-Date September 2018 &amp; 2019</b>			
<b>Business</b>	<b>Year-To-Date 2018</b>	<b>Year-To-Date 2019</b>	<b>Percent Change</b>
<b>Retail sales, total</b>	<b>\$3,875,341</b>	<b>\$4,000,671</b>	<b>3.23%</b>
Motor vehicle and parts dealers	\$907,919	\$939,767	3.51%
Furniture and home furnishings stores	\$85,431	\$85,394	-0.04%
Electronics and appliance stores	\$71,008	\$68,098	-4.10%
Building mat. and garden equip. dealers	\$285,331	\$287,209	0.66%
Food and beverage stores	\$559,009	\$575,557	2.96%
Health and personal care stores	\$253,259	\$262,698	3.73%
Gasoline stations	\$385,282	\$385,432	0.04%
Clothing and clothing access. stores	\$188,399	\$187,757	-0.34%
Sporting goods, hobby, and book stores	\$57,378	\$55,210	-3.78%
General merchandise stores	\$502,573	\$510,659	1.61%
Department stores	\$32,038	\$28,550	-10.89%
Warehouse clubs and superstores	\$345,906	\$356,003	2.92%
Miscellaneous store retailers	\$95,663	\$98,213	2.67%
Electronic shopping and mail-order houses	\$422,549	\$480,242	13.65%

Source: U.S. Census Annual Retail Trade Survey

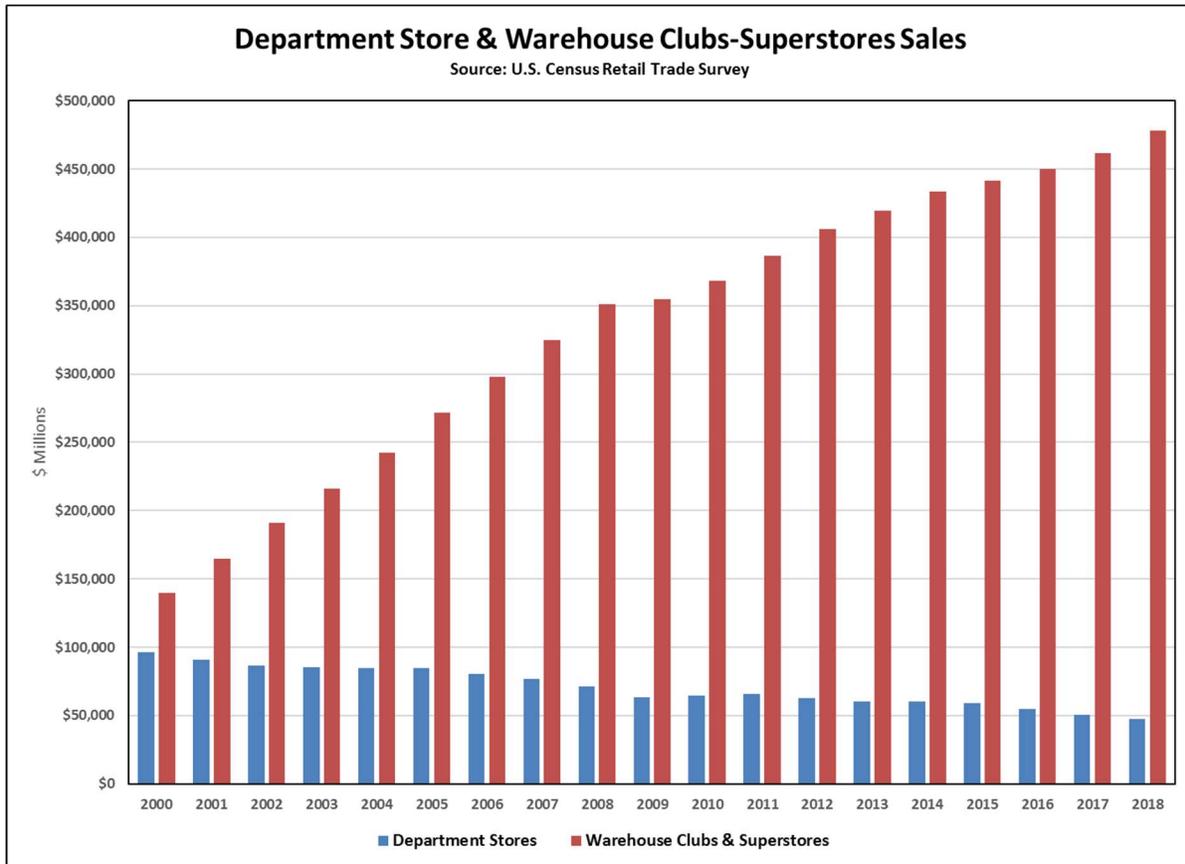
The following chart shows E-Commerce and mail order sales by merchandise line for 2017. The data clearly shows how E-Commerce has disrupted various business types led by book stores where 63% of all sales are made online. Clothing, furniture, sporting goods, and toys and hobby goods businesses have all been impacted by E-Commerce. Those businesses that have not been substantially impacted are few but include motor vehicles, groceries, and building materials/garden equipment.

<b>Percent E-Commerce &amp; Mail Order Sales by Merchandise Line</b>			
<b>In Millions of Dollars - 2017</b>			
<b>Merchandise Line</b>	<b>Total Sales</b>	<b>E-Commerce &amp; Mail Order</b>	<b>Percent E-Commerce &amp; Mail Order</b>
Book stores	\$28,371	\$17,989	63.4%
Clothing and clothing acc. stores	\$300,013	\$75,459	25.2%
Health & personal care stores	\$472,286	\$139,067	29.4%
Electronics and appliances	\$149,815	\$50,414	33.7%
Food, beer, and wine	\$741,285	\$15,370	2.1%
Furniture and home furnishing	\$166,743	\$52,960	31.8%
Sporting goods	\$64,050	\$18,857	29.4%
Jewelry	\$40,299	\$9,173	22.8%
Toys, hobby goods, and games	\$36,370	\$18,418	50.6%
Source: U.S. Census Retail Trade Survey			

### 3.3 Impact of Superstores and Warehouse Clubs

In addition to the impact of E-Commerce on brick-and-mortar outlets, the expansion of superstores, such as Target and Walmart, and warehouse clubs, such as Costco, has resulted in a shift of retail spending from traditional department stores and small retailers. Off-price and value oriented retailing has become the driving force in the retail sector. The following chart illustrates the shift in spending.

In 2000, spending at traditional department stores in the U.S. totaled more than \$96 billion. Today, that spending has declined to less than \$48 billion, resulting in the closure of many national and regional department store chains and bankruptcies such as Sears. By comparison, spending at supercenters and warehouse clubs ballooned from \$140 billion in 2000 to \$478 billion in 2018. Power centers anchored by Walmart, Target, Home Depot, Lowes and similar big-box retailers have become the primary outlets for retail sales.

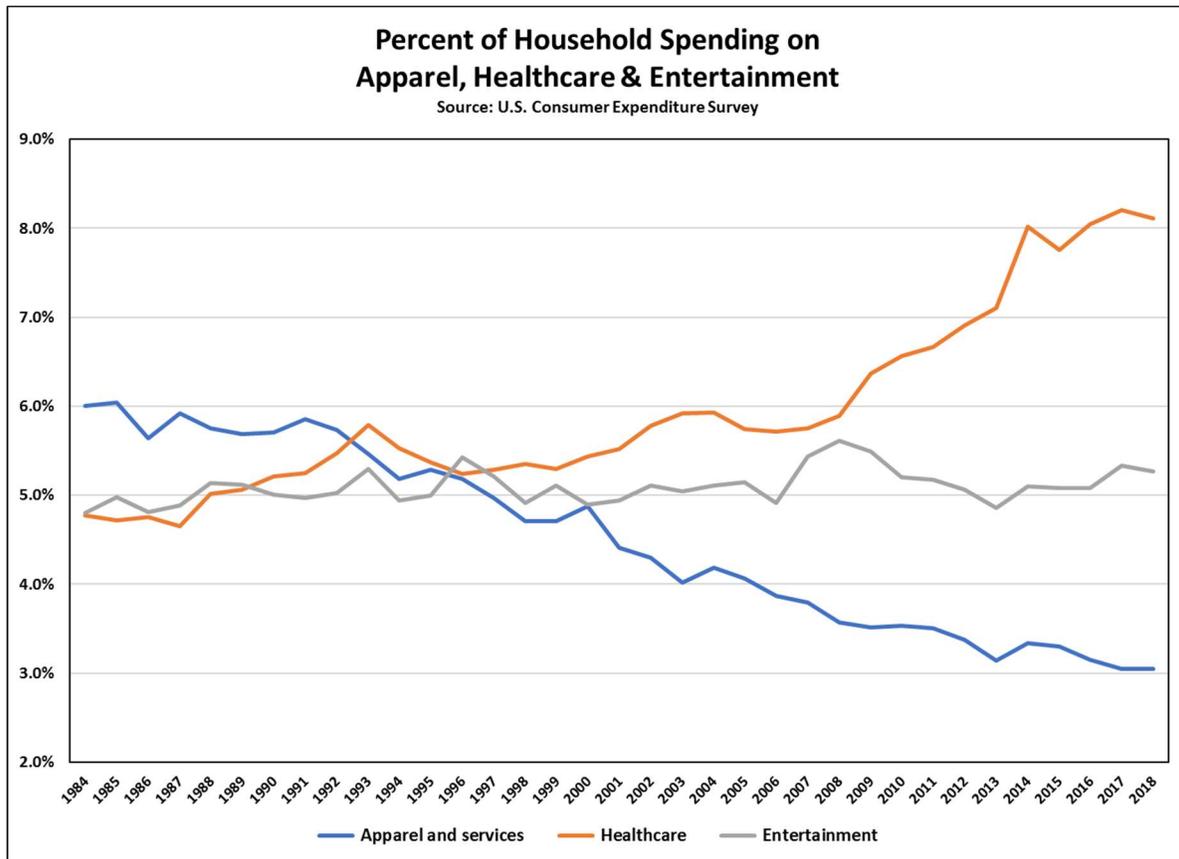


### 3.4 Household Spending Trends

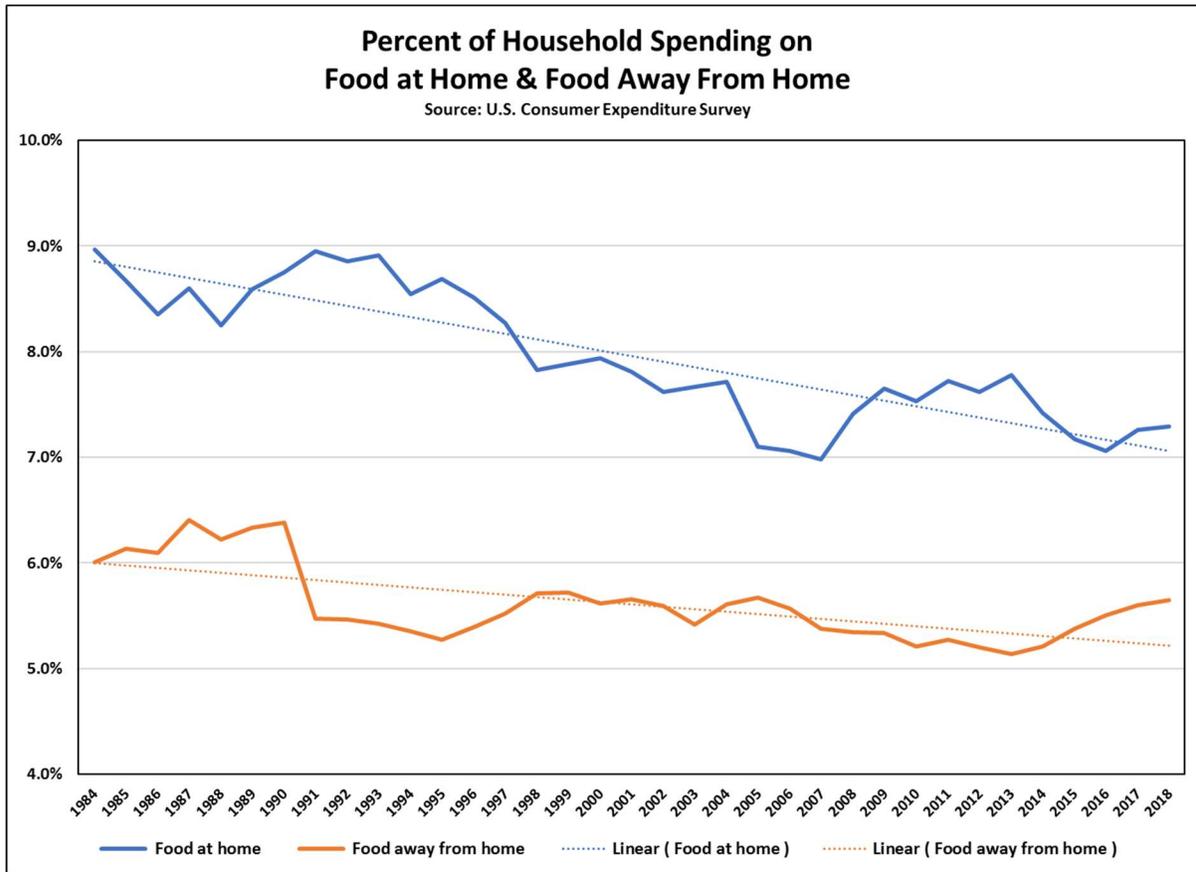
The U.S. Consumer Expenditure Survey (CES) is a long term survey of U.S. households that tracks spending patterns. Data from the CES contributes to the knowledge of how people spend their discretionary dollars on retail goods and services, sometimes resulting in significant impact on the retail market over time. The following chart shows the percent of the household spending on apparel, healthcare and entertainment for instance. Healthcare costs have become a much larger percentage of spending over the last ten years after rising modestly from 1984 through 2009. It now accounts for 8.0% of the typical household budget. Essentially healthcare spending acts as a tax on households since it is an essential service. The result is less spending on other items.

Comparatively, entertainment spending has remained flat over the past 34 years while spending on apparel has declined from 6% of the household budget to 3%. Observers have noted that the pullback in apparel spending is the result of changing attitudes on fashion. Casual wear has become more acceptable in the workplace, at religious services, and at weddings for instance. Plus, the spending on apparel has evolved to lower-price outlets. This points to the success of retail chains such as TJ Maxx, Ross, and Nordstrom Rack. This trend has also affected traditional department stores which have a heavy reliance on apparel. Some observers have predicted that

50% of all department stores will close over the next ten years. JC Penney and Macy's have already closed stores and are regrouping to determine how best to stay solvent.

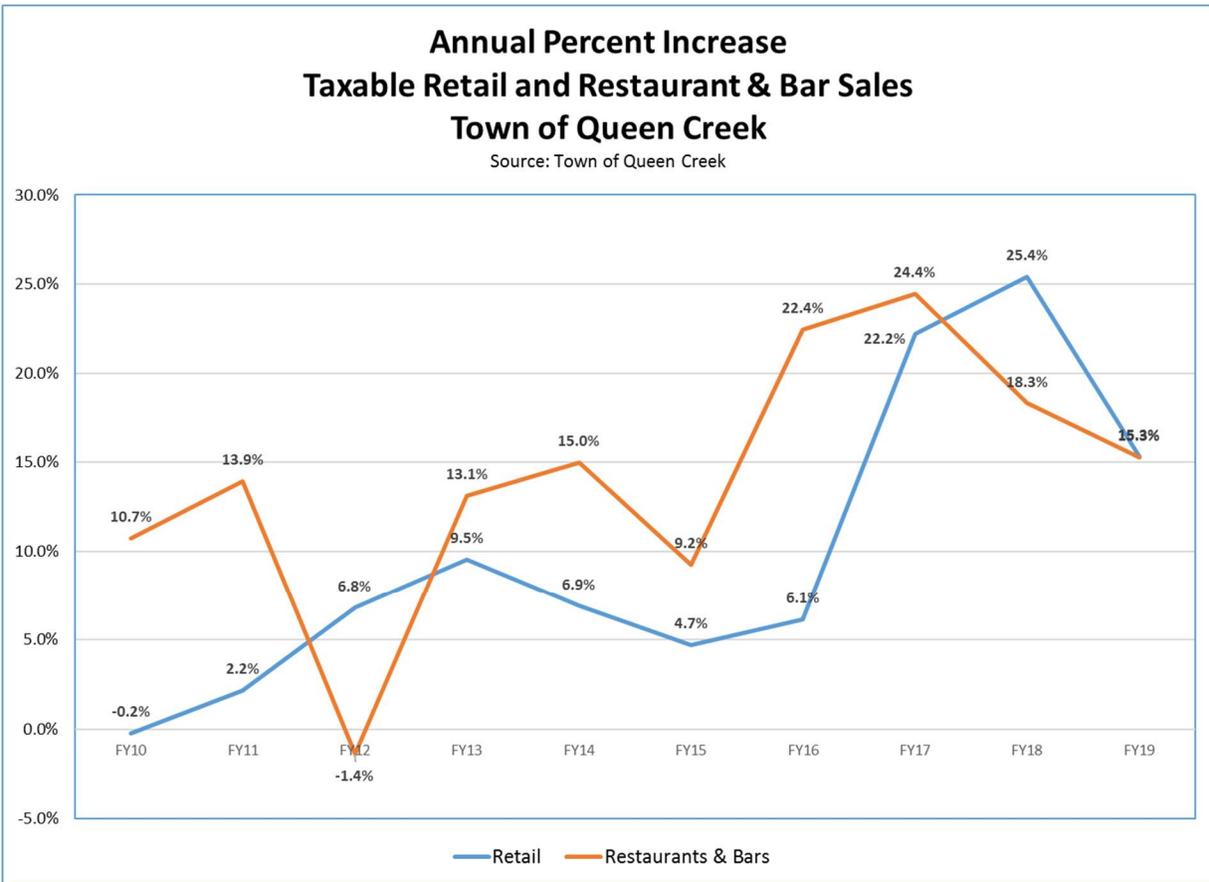


Spending on food shows a small decline for food at home (grocery shopping) since 1984 while food away from home in restaurants is flat to slightly declining. The grocery spending trend may reflect lower prices due to consolidation in the industry and competition from warehouse clubs and supercenters. An upward trend in restaurant spending is noted since 2013 that may reflect (1) a surge in new restaurant offerings across the country led by local specialty chains (as opposed to national chains) and (2) the impact of a recovering and robust economy following the Great Recession. It should be noted that restaurant spending across the country is increasing, but the amount of spending as a percent of gross household income has declined. For instance, in the U.S. since 2010, restaurant spending has increased at an average annual rate of 6.0% compared to the annual increase in total retail sales of 4.1%. In Maricopa County, restaurant spending has increased by 6.3% annually since 2009 compared to 6.0% for total retail sales.



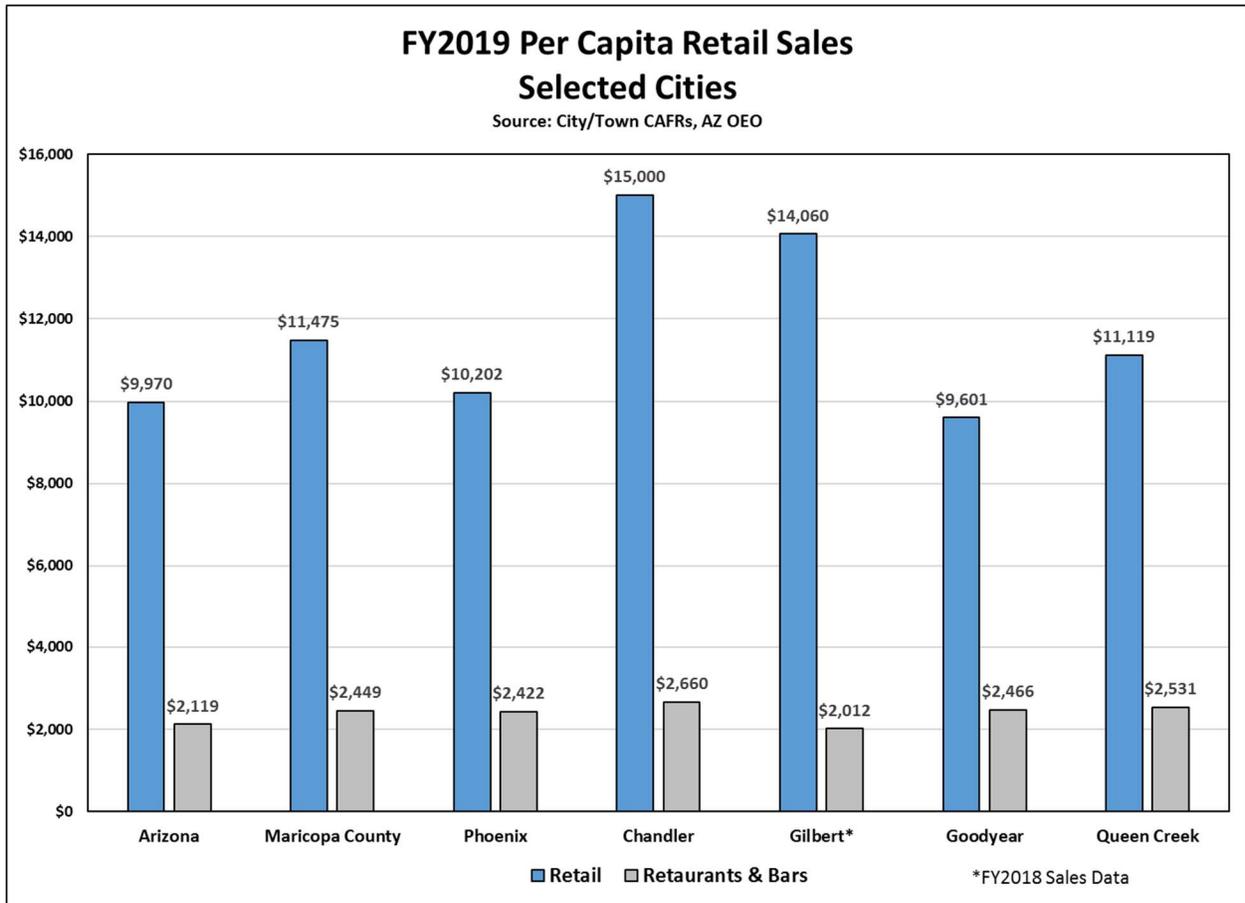
### 3.5 Queen Creek Retail Market

Retail and restaurant & bar sales in Queen Creek have shown significant increases over the past nine years. The Town has established itself as a destination for retail and restaurant services with a market area that extends well beyond its borders. Annual increases in sales of 15% and 20% are typically unheard of the retail market, particularly for a community on the periphery of a metro area. These increases can be attributed to residential growth in the area surrounding Queen Creek and the lack of retail outlets in the San Tan Valley.



Queen Creek's per capita retail sales for 2019 are also high relative to those of the State, County, and City of Phoenix. Chandler and Gilbert have more mature retail markets and per capita sales are higher at the current time. Per capita restaurant sales for Queen Creek are among the highest in the Southeast Valley and above the State, County, and Phoenix averages. This is occurring even with a limited inventory of sit-down restaurants in Queen Creek.

Eventually, the growth rate of Queen Creek retail and restaurant & bar sales will slow as the retail market catches up to residential growth, primarily in the San Tan Valley that today lacks retail outlets and restaurants. The Town's annual increase in sales rates may return to the Maricopa County average which over the past ten years has averaged 6.0%. Queen Creek may be able to strategically offset future slowing sales rates by focusing on expanding the breadth of retail and restaurant options in the Town.



Queen Creek's FY2019 sales tax receipts and taxable sales are outlined on the following table. Tax receipts are noted in the columns as "Town-Wide" or "Town Center". The Town's sales tax rate is 2.25%; however, in the Town Center the sales tax rate is 2.5%. The difference in tax rates is used to enhance and promote redevelopment of the Town Center area.

Among the four major categories of retail activity (retail trade, restaurants & bars, groceries, and amusements), \$17.6 million in receipts were collected by the Town. Taxable sales are estimated at \$679 million. The Town Center area of the community accounts for 48% of tax receipts and taxable sales. More remarkably, the Town Center accounts for 55% of grocery sales which indicates the strength of Walmart and Target in the grocery business. The amusement category includes movie theaters, entertainment centers, festivals and special events and similar activities.

<b>FY2019 Queen Creek Retail &amp; Restaurant Bar Sales</b>			
<b>Sales Tax Receipts</b>	<b>Town-Wide</b>	<b>Town Center</b>	<b>Total</b>
Retail Trade Excluding Groceries	\$6,694,649		
Estimated Online Retail Sales Tax	(\$1,462,407)		
Retail Trade Less Groceries & Online Sales Tax	\$5,232,242	\$6,018,154	\$11,250,397
Restaurants and Bars	\$1,250,406	\$1,972,711	\$3,223,117
Groceries	\$1,182,599	\$1,576,824	\$2,759,423
Amusements	\$278,006	\$159,762	\$437,768
<b>Totals</b>	<b>\$7,943,253</b>	<b>\$9,727,452</b>	<b>\$17,670,705</b>
<b>Taxable Sales</b>	<b>Town-Wide</b>	<b>Town Center</b>	<b>Total</b>
Retail Trade Excluding Groceries	\$232,544,107	\$177,653,219	\$410,197,326
Restaurants and Bars	\$55,573,602	\$78,908,452	\$134,482,053
Groceries	\$52,559,942	\$63,072,954	\$115,632,896
Amusements	\$12,355,823	\$6,390,485	\$18,746,308
<b>Totals</b>	<b>\$353,033,473</b>	<b>\$326,025,110</b>	<b>\$679,058,583</b>
Source: Town of Queen Creek			

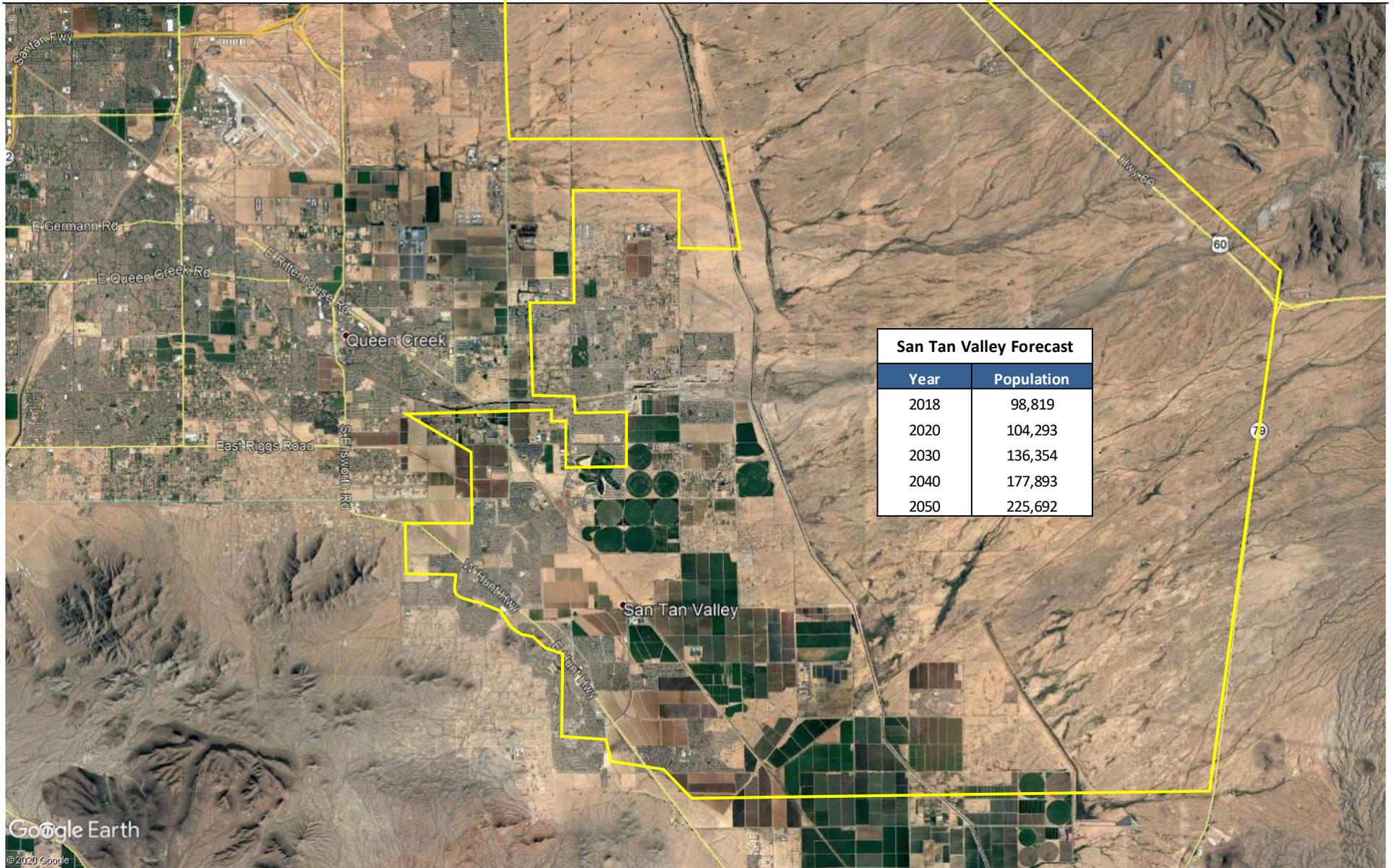
The annual growth in taxable retail sales in Queen Creek exceeds the State and County average of 12% in FY2019, including the significant increase that was experienced in FY2018. Restaurant sales in Queen Creek also experienced a significant increase in FY2019.

<b>Estimated Taxable Sales</b>				
<b>FY2016 - FY2019</b>				
<b>Town of Queen Creek</b>				
<b>Spending Category</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
Estimated Taxable Retail Sales	\$280,349,792	\$314,418,653	\$454,196,618	\$525,830,222
Retail Sales Less Groceries	\$227,963,991	\$223,911,922	\$355,717,508	\$410,197,326
Grocery Sales	\$52,385,801	\$90,506,730	\$98,479,110	\$115,632,896
Estimated Restaurant/Bar Sales	\$79,511,106	\$100,343,582	\$116,686,243	\$134,482,053
Estimated Amusement Sales	\$8,101,689	\$11,744,125	\$13,577,840	\$18,746,308
<b>Percent Change in Sales</b>	<b>FY2016</b>	<b>FY2017</b>	<b>FY2018</b>	<b>FY2019</b>
Estimated Taxable Retail Sales		12.2%	44.5%	15.8%
Retail Sales Less Groceries		-1.8%	58.9%	15.3%
Grocery Sales		72.8%	8.8%	17.4%
Estimated Restaurant/Bar Sales		26.2%	16.3%	15.3%
Estimated Amusement Sales		45.0%	15.6%	38.1%
Note: Retail sales exclude E-Commerce sales.				
Sources: Town of Queen Creek, U.S. Consumer Expenditure Survey, U.S. Census				

Based on this data and the Consumer Expenditure Survey, an estimate of resident and non-resident spending within the Town was prepared. The estimate suggests that as much as 27% of the Town’s retail sales (excluding groceries) is generated from persons living outside of the Town. Approximately one-quarter of grocery sales is attributed to non-residents and similarly over one-half of restaurant sales.

<b>Estimated Resident &amp; Non-Resident Retail Spending</b>				
<b>FY2019</b>				
<b>Town of Queen Creek</b>				
<b>Spending Category</b>	<b>Queen Creek Taxable Sales</b>	<b>Queen Creek Resident Spending</b>	<b>Surplus (Deficit)</b>	<b>Percent Non-Resident Spending</b>
Estimated Taxable Retail Spending	\$525,830,222	\$384,389,084	\$141,441,138	26.9%
Retail Spending Less Groceries	\$410,197,326	\$297,286,914	\$112,910,412	27.5%
Grocery Spending	\$115,632,896	\$87,102,170	\$28,530,726	24.7%
Estimated Restaurant/Bar Spending	\$134,482,053	\$65,526,213	\$68,955,840	51.3%
Estimated Amusement Spending	\$18,746,308	\$16,642,269	\$2,104,039	11.2%
Note: Taxable retail sales have been reduced by estimated E-Commerce or internet sales that do not occur at local stores.				
Sources: Town of Queen Creek, U.S. Consumer Expenditure Survey, U.S. Census				

Non-resident taxable retail sales are primarily fueled by the population living in the San Tan Valley. MAG estimates that population situated north of Arizona Farms Road at 98,800 persons in 2018 growing to a forecasted 136,400 persons by 2030. If the San Tan Valley was incorporated, it would be by far the largest community in Pinal County, but with few shopping options today. A Walmart Supercenter at Gray Road and Hunt Highway is the primary retail center in the entire area. A Fry’s grocery is also located at Bella Vista Road and Hunt Highway. There is also a Fry’s grocery at Combs and Gantzel Roads that is not within the Town boundaries.



Queen Creek’s retail market is very robust with a wide variety of retailers and merchandise. The following table outlines the major and junior anchor tenants in the Town by merchandise category. The primary anchors include Walmart, Target, Home Depot, and Harkins. Apparel is well represented in the Town by discount retailers such as Old Navy, Ross, TJ Maxx, and Tilly’s. There are four grocery retailers within Town boundaries and a Fry’s planned for the corner of Ellsworth and Riggs Roads.

Major and Junior Anchor Tenants Town of Queen Creek			
Major Anchors			
Category	Retailer	Category	Retailer
<i>General Merchandise, Discount</i>	Walmart	<i>Movie Theaters</i>	Harkins
	Target		
<i>General Merchandise, Warehouse</i>		<i>Full Line Department Stores</i>	
<i>Home Improvement</i>	Home Depot		
Junior Anchors			
Category	Retailer	Category	Retailer
<i>Apparel</i>	Old Navy	<i>Linens and Bath</i>	Bed Bath & Beyond
	Ross Dress for Less		
	TJ Maxx	<i>Office Supplies</i>	Staples
	Tilly's		
<i>Arts, Crafts and Hobbies</i>	Joann	<i>Pet Supplies</i>	PetSmart
			Petco
<i>Dollar Stores</i>	Dollar Tree	<i>Resellers</i>	
<i>Health &amp; Beauty</i>	Ulta	<i>Specialty Food/Drink</i>	Total Wine
			BevMo
<i>Electronics</i>		<i>Sporting Goods</i>	
<i>Fitness</i>	Mountainside Fitness	<i>Grocery</i>	Bashas'
	LA Fitness		Safeway
	Planet Fitness		Safeway
<i>Furniture</i>			Sprouts Farmers Market
			Fry's
<i>Home Décor</i>	Kirkland's	<i>Entertainment</i>	Fat Cats (pending)
	HomeGoods		Dave & Buster's (pending)
<i>Jr. Department Stores</i>	Kohl's	<i>Autos</i>	Earnhardt Chrysler Jeep Dodge

In spite of the well-rounded retail market, there are still voids in the marketplace that will likely be filled in the future. The voids are outlined on a following chart. Primary voids include a warehouse club such as Costco, electronics and appliances, furniture, entertainment, specialty foods, sporting goods, and auto dealers. Many of these voids are big-ticket items which would help to limit Town resident retail spending in nearby communities.

Some of the suggested voids in the Queen Creek market are those that are experiencing financial difficulties and/or closing stores. For instance, at one time, Cost Plus had a store in Queen Creek Marketplace; OfficeMax also had a store in the area. As the area continues to grow, these retailers may be able to reenter the market. Pier One recently filed for bankruptcy and is closing

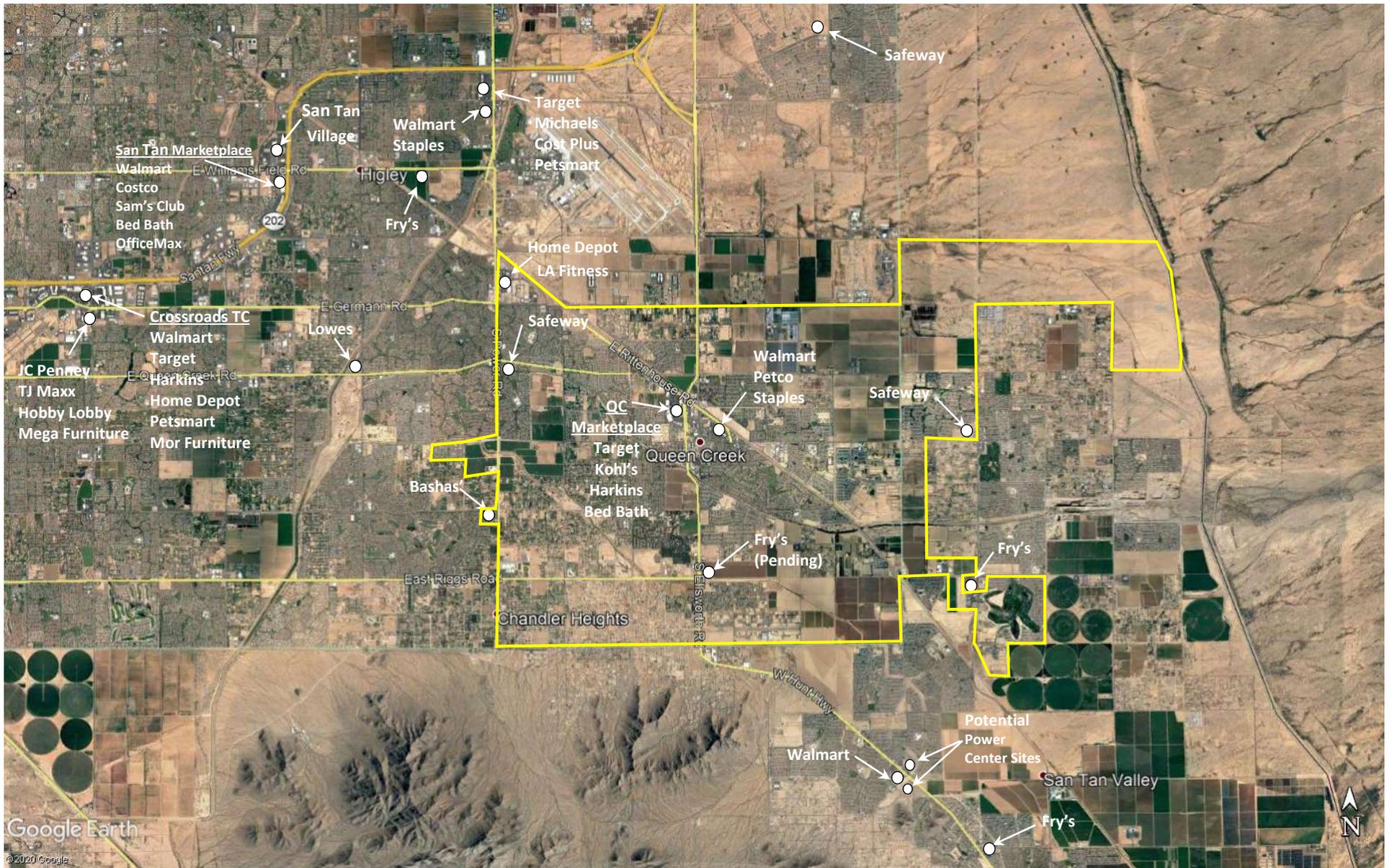
stores across the country although none are closing in the Phoenix area. Sporting goods retailers have also had their difficulties, but smaller outlets such as Big 5 have survived. The same is true with Spencer’s TV & Appliance which has a strong local presence. Furniture stores have downsized their building footprints and some are still surviving.

Retail Market Voids Town of Queen Creek			
Category	Potential Retailers	Category	Potential Retailers
<b>General Merchandise, Warehouse</b>	Costco	<b>Linens and Bath</b>	
<b>Home Improvement</b>	Lowe's	<b>Office Supplies</b>	OfficeMax
		<b>Pet Supplies</b>	
<b>Apparel</b>	Marshall's	<b>Specialty Food</b>	
<b>Electronics &amp; Appliances</b>	Best Buy		
	Conn's	<b>Sporting Goods</b>	Big 5 Sporting Goods
	Spencer's		
<b>Fitness</b>	Anytime Fitness	<b>Home Décor</b>	Cost Plus World Market
	VASA Fitness		At Home
<b>Furniture</b>	Ashley Furniture		Pier One
	Mor Furniture	<b>Grocery</b>	Fry's (Pending)
	Pottery Barn Outlet	<b>Dollar Stores/Resellers</b>	
	RH Outlet	<b>Health &amp; Beauty</b>	
<b>Entertainment</b>	Fat Cats (pending)	<b>Autos</b>	New Car Dealers
	Dave & Buster's (pending)		
	Main Event		

The following map shows the location of major retail centers within Queen Creek and adjacent communities. Most of the power centers are situated to the west along the Loop 202 in Gilbert and Chandler at Gilbert Road, Williams Field Road, and Ray/Power Roads. Queen Creek has done a great job of protecting its western border with two grocery stores and a Home Depot. On the east side of the Town, a new Safeway was recently completed. A Fry’s at the intersection of Gantzel and Combs Roads is not within Town boundaries.

Farther to the southeast of the Town at Gary Road and Hunt Highway is a Walmart; at Bella Vista Road and Hunt Highway is a Fry’s grocery. Just to the north of the Walmart across Hunt Highway is a 60 acre partially-developed a power center; development was abandoned during the Great Recession. Target was anticipated as a primary anchor tenant. Home Depot actually purchased a 12.7 acre site within the property for a store. Home Depot is still listed as the owner. Additional retail land is also available south of the Walmart store.

The retail sites at Gary Road and Hunt Highway are likely to provide the most prominent future retail competition for Queen Creek. With a population of nearly 100,000 persons in the San Tan Valley and growth continuing, it is only a matter of time until additional retail development occurs. To the north, Eastmark and Cadence continue to sell homes at a rapid pace. They may contribute to Queen Creek’s retail sales tax receipts for now, but retail development is finally occurring in the area including a Safeway anchored retail center, fast food outlets, and a gas station.



Overall, Queen Creek's dominant position in the retail market will likely continue for the near term. Many big box retailers have reduced their expansion plans and have adjusted their focus to online sales strategies. Consumer behavior is changing, and E-Commerce will continue to impact the retail market. However, despite these trends, State Route 24 offers Queen Creek the opportunity to expand its retail base and continue to be a major force in the retail market in the far Southeast Valley of Maricopa County and the San Tan Valley.

### **3.6 Retail Market Findings and Recommendations**

- E-Commerce is expected to continue to increase its share of total retail sales. However, demand for the right type of retail is increasing. Retailers are now more selective about locations they open. Waiting to open the right store is taking priority over opening a store just because there may be a gap in market coverage. Large chains are evaluating their inventory to identify locations that need to be protected and those that need to be repositioned.
- Three primary retail market trends noted by experts are:
  - Entertainment concepts (Dave and Buster's for instance) which have begun to expand across the Valley.
  - The restaurants industry that, particularly locally, has become a major focus in downtown areas and regional malls.
  - Fitness and healthcare – Fitness centers have become one of the primary targets for occupancy of vacant anchor space. This trend follows from increased emphasis on healthy eating and exercise. In addition, healthcare providers have been gradually moving into retail centers. These tenants may be urgent care, vision care and dental care services which can help to revitalize a retail center.
- Retail sectors most hurt by E-Commerce include books, electronics, furniture, apparel, sporting goods and department stores. In order to attract such uses to a community, analysis must demonstrate significant demand and gaps in the market.
- At the other extreme, Supercenters (Walmart and Target) and warehouse clubs (Costco) have become dominant in grocery sales and general merchandise, creating significant difficulties for traditional department stores.
- Queen Creek's retail dominance in the far Southeast Valley continues in 2019 and 2020 with about 25% of all sales coming from outside of the Town. Out-of-town residents potentially account for 50% of all restaurant spending in Queen Creek.
- The San Tan Valley has now reached a population of 100,000 persons but with limited retail opportunities. At some point, retail development will occur potentially affecting Queen Creek retail sales receipts.
- Voids in the Queen Creek retail market include warehouse clubs, furniture, entertainment, specialty grocers, sporting goods, and, in particular, auto dealers. Some

of these retail businesses are the same ones that have been most affected by E-Commerce, but as the local market expands they may find retail voids and gaps that need to be filled.

- SR 24 will provide Queen Creek with the opportunity to address some of the gaps and voids in the retail market, particularly warehouse clubs and auto dealers.

### **Recommendations**

- Queen Creek should expand the diversity of the types of retail goods and services offered in the Town to big-ticket items such as auto sales, electronics and appliances, and furniture. Property along SR 24 will be an excellent location for these retailers who want high visibility and access to a large market area. Begin to promote the SR 24 for these types of users which may offset or delay the development of power centers in the San Tan Valley.
- The Town should promote entertainment options for the Town based on its high average household size and family focus.
- For the Town Center, promote Queen Creek’s demographic characteristics to local restaurant operators. While not trying to copy Gilbert’s Heritage District success, Queen Creek has many of the same assets – high household incomes and a historic center. For instance, the Town now has a new Barrio Queen, a highly successful local restaurant chain. The community should be able to build upon the success of that restaurant to demonstrate the demand for locally-owned and operated sit-down restaurants, something not currently available in the area.
- The Town has done an excellent job of “protecting its borders” by placing grocery-anchored shopping centers on the periphery of the community. The pending Fry’s Marketplace approved for the northeast corner of Ellsworth and Riggs Roads is another example of a location that will serve a large population outside of the Town’s border. The availability of utility services (water and sewer) may be a prime tool to continue with this strategy.

## **4.0 Land Use Balance & Fiscal Impact**

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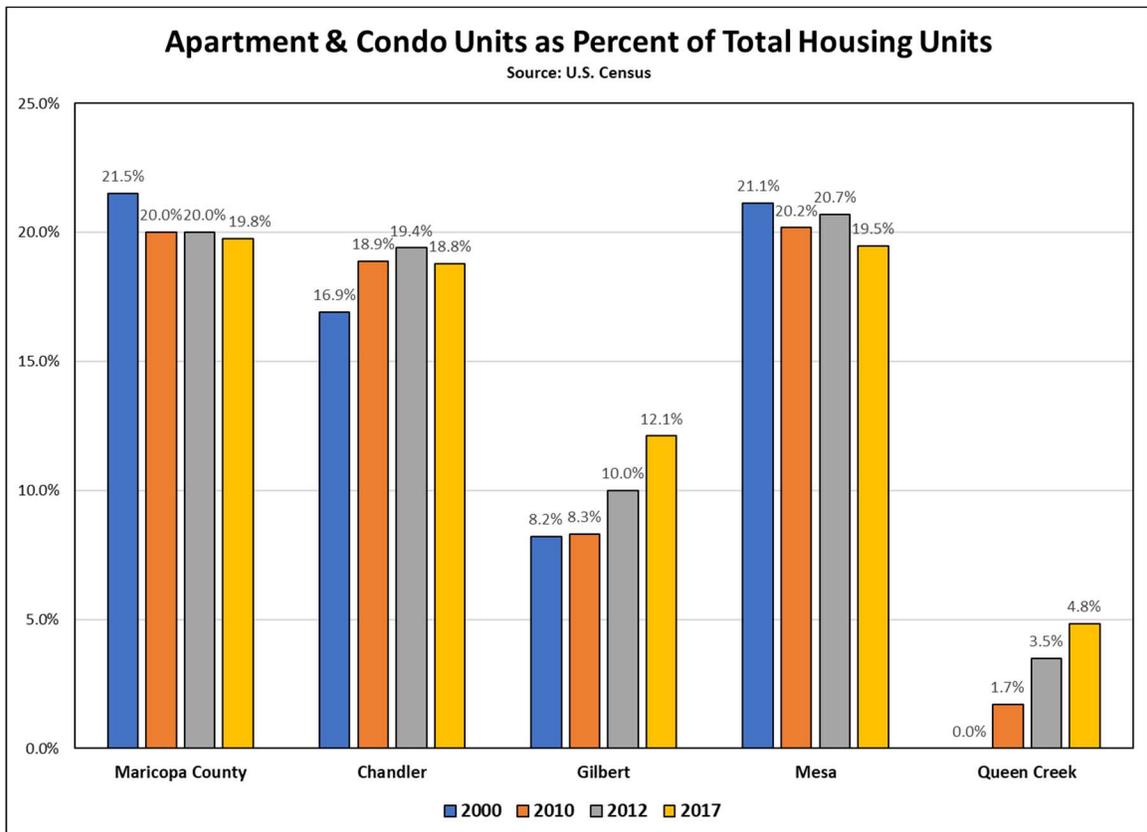
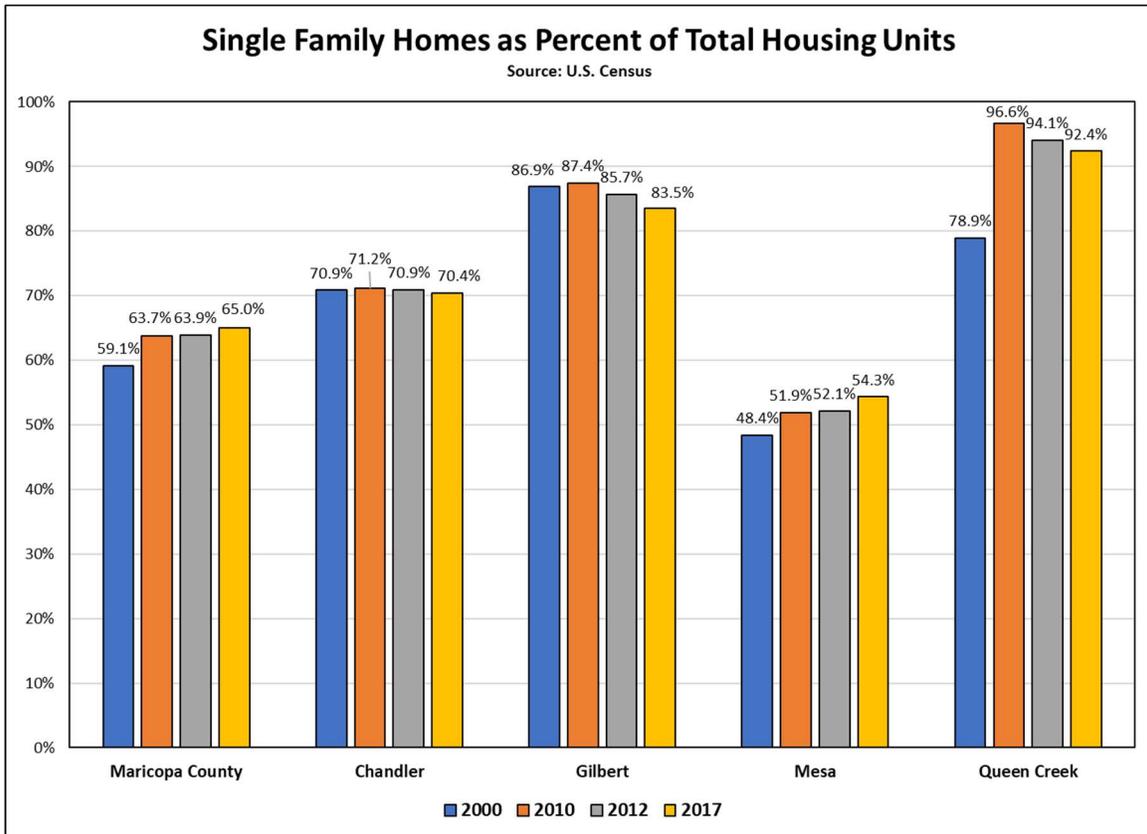
Multifamily development is an important element of any city's housing inventory. It provides housing for moderate income households and young individuals who are just graduating from high school and college and starting their careers. Over the past few years, a segment of the baby boomer generation over the age of 60 have also started to choose renting over homeownership. More than anything, a proper mix of housing styles and types is an economic issue, providing housing for service workers and those providing essential services such as teachers, police, firemen, and nurses.

As a newly developing community, Queen Creek has a limited multifamily unit inventory relative to the total residential units in the Town. This is not unusual since most residential development in the early stages of the growth of a community is in the form of single family subdivisions. However, the recent increase in for rezoning requests and amendments to the General Plan for multifamily development has raised questions regarding the proper amount of mix of multifamily development over the long term. This section will provide information on the mix of residential uses the other peer communities have experienced. The appropriate mix of residential uses for Queen Creek must be determined by Town leaders.

### **4.1 Land Use Balance**

The following two charts outline the percentage of single family and multifamily units of total housing units in Maricopa County and Queen Creek's neighboring communities. As expected, Queen Creek has the highest percentage of single family units and the lowest percentage of apartment and condo units among the selected communities. The County-wide average is approximately 65% single family units and 20% apartment/condo units. The remainder of the County's housing stock are townhomes (attached single family units) at about 5% of the inventory, mobile homes at another 5% of inventory, and duplex, triplex, and fourplex units. For the purposes of this report, apartment and condo units are defined as a building with more than five units.

Gilbert also has a high percentage of single family units although they too have seen an influx of requests for rezoning of apartment complexes. The data for 2017 was updated from prior presentations and appears to account for the expanded multifamily activity in Gilbert in the last few years. Mesa has the lowest level of single family housing in the Southeast Valley primarily due to its age. Its apartment/condo inventory is equal to the County average. Unfortunately, the Census data is from 2017 and has not further accounted for the recent increase in apartment construction across the County.

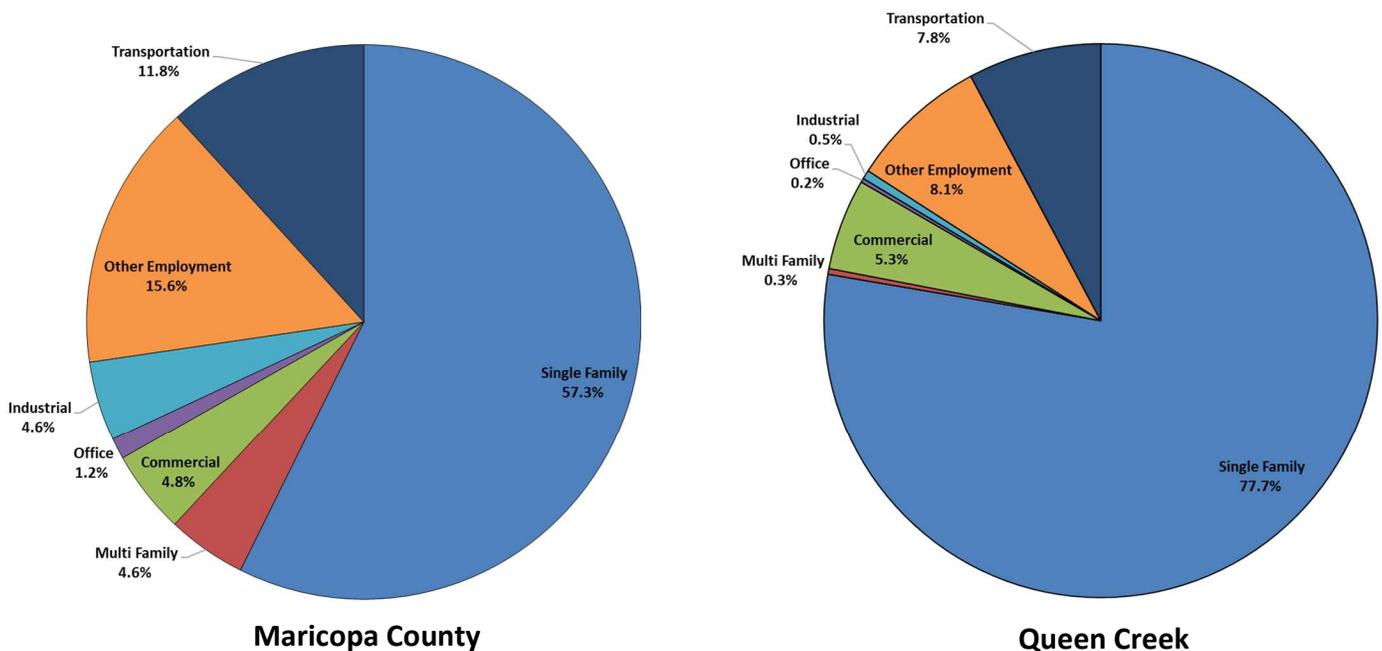


The above data is presented to provide a reference point for the mix of housing types across the County and within nearby communities. Generally, as communities grow in population, density increases as available land for residential development is absorbed. Eventually, redevelopment occurs as buildings age and become obsolete. Queen Creek will likely experience densification of land uses over the next ten years.

The following charts compare urban land use acreage as a percent of total developed land (excluding vacant, agricultural, and recreational property). In summary, across the County, multifamily land only accounts for less than 5% of total developed property. Industrial property has a similar percentage of 4.6%. Single family land is by far the primary land use. The “other employment” category includes schools, government, and similar uses that do not fit into the commercial use categories. These charts are useful to illustrate what the typical Maricopa County city may look like. However, each city is unique with some more heavily weighted toward residential uses (such as Paradise Valley) while others may have an industrial or commercial bias (such as Tolleson).

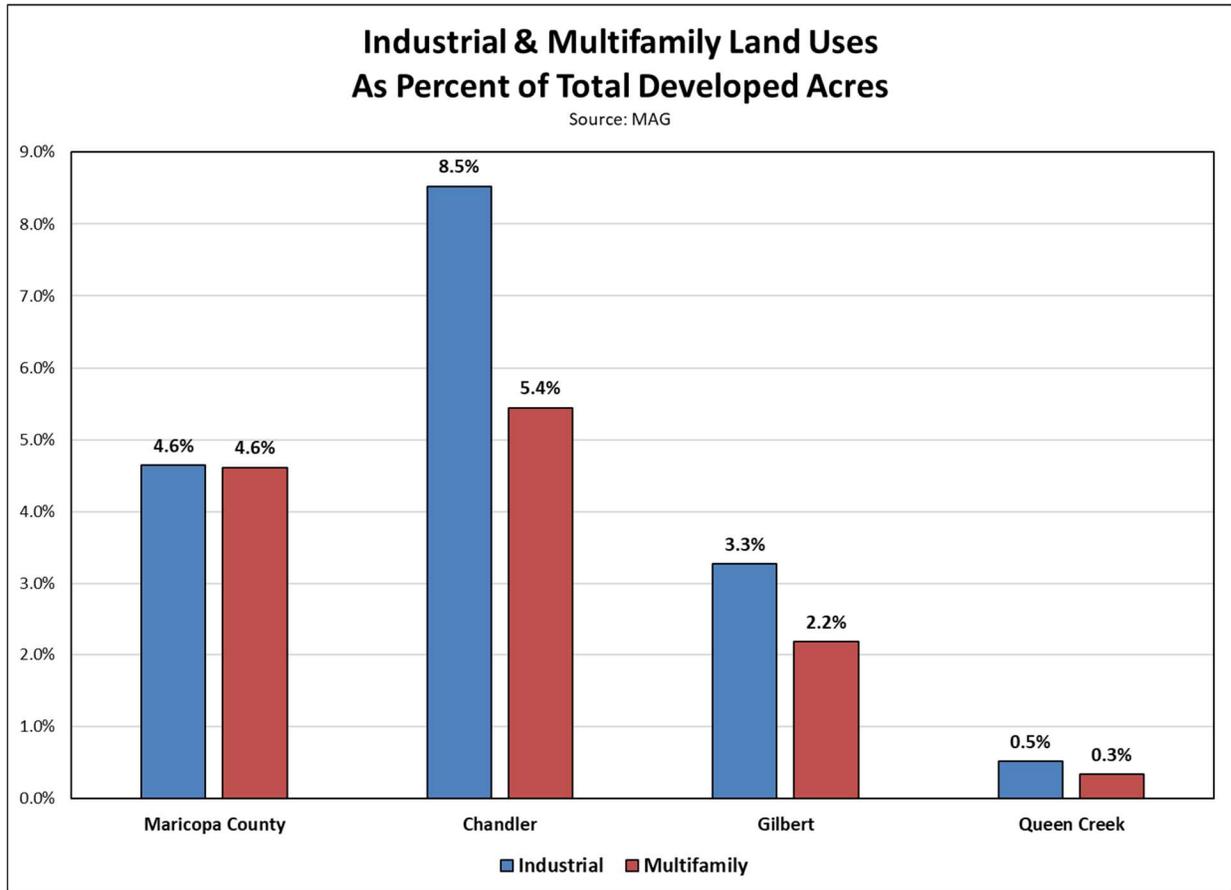
### Existing Urban Land Use as a Percent of Developed Land

Source: MAG



The following chart illustrates the differences between community land use patterns. Chandler is shown with an above average percentage of industrial acres and slightly above average percentage for multifamily uses. By comparison, Gilbert, which is still developing its employment

base, has a much lower levels of industrial and multifamily acres. Over the long term, Queen Creek may approach some of the levels outlined in the chart below.



## 4.2 Fiscal Impact

A fiscal impact analysis was conducted for five different residential products ranging from an apartment complex to a large lot single family subdivision. The analysis assumes a parcel size of 14 acres for each of the alternative residential projects. The five project types are:

- An apartment complex of 294 units at a density of 21 units per acre. A minimum income of \$48,000 would be required to rent a unit in this complex with rents ranging from \$1,200 to \$1,900 per month.
- A single family rental complex (single-story units) comprised of 168 units at 12 units per acre. Household incomes for this type of complex range from \$48,600 to \$86,600. Rents are estimated to range from \$1,200 to more than \$2,100 per month.
- A small lot subdivision of 63 lots averaging 4.5 units per acre. Homes in this type of development typically range from 1,600 to 3,000 square feet in size with pricing ranging from \$255,000 to \$375,000. The qualifying income to purchase a home in this price range is \$60,000 to \$90,000.

- A move-up single family subdivision of 42 lots at a density of 3.0 units per acre. Homes are estimated to range in price from \$300,000 to \$500,000 with required incomes of \$71,000 to \$120,000.
- A large lot single family subdivision of 21 lots at 1.5 units per acre. Expected home prices are \$420,000 to \$810,000. Incomes needed to qualify for this type of housing is from \$99,000 to \$192,000.

The following exhibits are illustrative examples of each of the five residential product types.



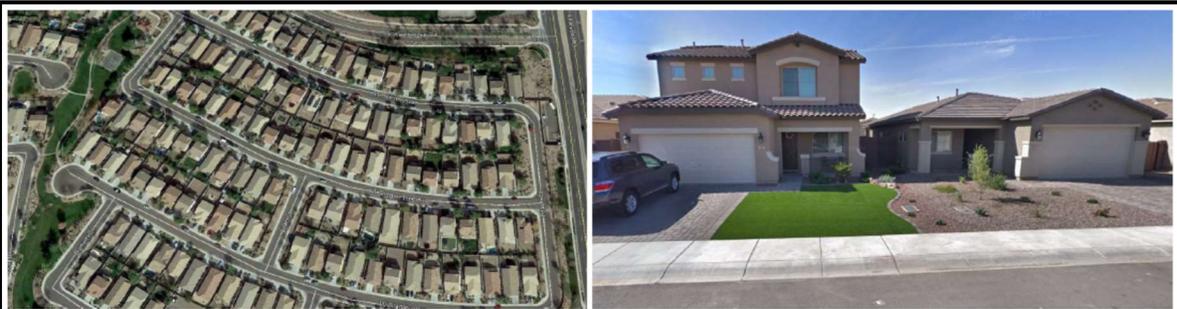

### Apartments

Rent ranges (HH Inc. required):		<ul style="list-style-type: none"> <li>• Average Density 21 units/acre (range 15-36 units/acre)</li> <li>• Projects Typically Range from 150-400 units                             <ul style="list-style-type: none"> <li>• Average is 280 units (13 acres)</li> </ul> </li> <li>• Studio - 3 Bedroom (608 SF – 1,388 SF)</li> </ul>
Studio:	\$1,200 (\$48,000)	
1BD:	\$1,327 (\$53,080)	
2BD:	\$1,625 (\$65,000)	
3BD:	\$1,912 (\$76,480)	




### Single Family Rental

Rent ranges (HH Inc. required):		<ul style="list-style-type: none"> <li>• Average Density 12 units/acre (range 9-16 units/acre)</li> <li>• Projects Typically Range from 100-300 units (9-20 acres)                             <ul style="list-style-type: none"> <li>• Average is 170 units (14 acres)</li> </ul> </li> <li>• 1 Bedroom - 4 Bedroom (650 SF – 2,050 SF)</li> </ul>
1BD:	\$1,217 (\$48,680)	
2BD:	\$1,496 (\$59,840)	
3BD:	\$1,802 (\$72,080)	
4BD:	\$2,165 (\$86,600)	

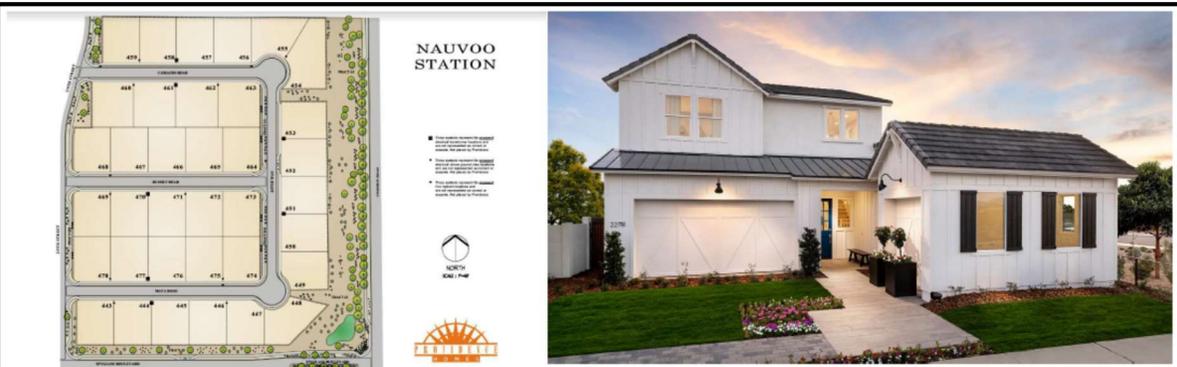


### Small Lot Single Family

Queen Creek Examples:

- Ironwood Crossing (Fulton Homes)
- Victoria Heights (Taylor Morrison)
- Gateway Quarter (Richmond, Shea)
- Spur Cross (Ashton Woods, Richmond)
- Terravella (Taylor Morrison)

- Average Density 4.5 units/acre (45-55ft lot width)
- 1 and 2-Story Homes: 1,600 SF - 3,000 SF (2,200 SF Avg)
- Price ranges dramatically based on builder, finishes, location:
  - Low end \$255,000 (\$60,000 HH Inc)
  - High end \$375,000 (\$90,000 HH Inc)



### Move-up Single Family

Queen Creek Examples:

- Meridian (Toll Bros, William Lyon)
- Hastings Farms (Cresleigh Homes)
- Nauvo Station (Lennar)
- QC Station (Fulton)
- Paloma Ranch (Taylor Morrison)

- Average Density 3 units/acre (60-90ft lot width)
- 1 and 2-Story Homes: 2,000 SF - 5,000 SF (2,800 SF Avg)
- Price ranges dramatically based on builder, finishes, location:
  - Low end \$300,000 (\$71,000 HH Inc)
  - High end \$500,000 (\$120,000 HH Inc)



**Large Lot Single Family**

Queen Creek Examples:

- Crismon Meadows (VIP Homes)
- Spur Cross (Maracay)
- Whitewing at Whisper Ranch (Toll Bros)
- Paseo De Pecans (VIP Homes)
- La Jara Farms (VIP Homes)

- Average Density 1.5 units/acre (100+ ft lot width)
- 1 and 2-Story Homes: 2,200 SF - 5,100 SF (3,400 SF Avg)
- Price ranges dramatically based on builder, finishes, location:
  - Low end \$420,000 (\$99,000 HH Inc)
  - High end \$810,000 (\$192,000 HH Inc)

The fiscal impact of residential development is dependent upon (1) the density of a project and (2) the income of the residents that occupy the dwellings. The following table from the U.S. Consumer Expenditure Survey (CES) shows the typical spending patterns of households by income. The average income and spending of the typical U.S. household is shown in the far left column. Spending of course, rises with income. For instance, those households earning more than \$200,000 spend twice as much on food purchased in a grocery store than the average household and 2.4 times more at restaurants and bars. They also spend 2.8 times more on apparel and 2.6 times more on entertainment than the typical household. This data would seem to suggest that high income households provide the most beneficial fiscal impact to a community. However, the density of development must also be taken into consideration.

Of note on the table is the fact that households with incomes less than \$40,000 likely cannot qualify for a modern apartment complex. A project with a starting rent of \$1,200 per month (the typical rent for a new complex in the Southeast Valley) would require an income of \$48,000 per year, assuming that a household would not spend more than 30% of its income on housing. This income level suggests an hourly wage of approximately \$23 per hour, well above minimum wage. Unfortunately, due to the cost of land and construction, new apartment complexes have become unaffordable for many moderate income households.

Household Income & Effect on Consumer Spending										
Item	Average all consumer units	Less than \$15,000	\$15,000 to \$29,999	\$30,000 to \$39,999	\$40,000 to \$49,999	\$50,000 to \$69,999	\$70,000 to \$99,999	\$100,000 to \$149,999	\$150,000 to \$199,999	\$200,000 and more
Average Income before taxes	\$78,635	\$7,604	\$22,316	\$34,729	\$44,763	\$59,313	\$83,370	\$120,778	\$171,314	\$320,317
Average annual expenditures	\$61,224	\$25,346	\$32,386	\$42,611	\$46,850	\$53,104	\$65,814	\$85,730	\$108,909	\$158,738
Food	\$7,923	\$4,130	\$4,628	\$6,077	\$6,286	\$7,168	\$8,753	\$10,854	\$13,195	\$16,392
Food at home	\$4,464	\$2,690	\$3,011	\$3,744	\$3,633	\$4,228	\$4,900	\$5,759	\$6,764	\$8,002
Food away from home	\$3,459	\$1,440	\$1,617	\$2,334	\$2,653	\$2,941	\$3,854	\$5,095	\$6,431	\$8,391
Alcoholic beverages	\$583	\$201	\$190	\$326	\$383	\$512	\$569	\$854	\$1,108	\$2,052
Housing	\$20,091	\$10,083	\$12,664	\$14,744	\$16,552	\$18,274	\$21,281	\$25,957	\$32,737	\$47,553
Mortgage interest and charges	\$2,775	\$1,000	\$1,200	\$1,400	\$1,478	\$1,991	\$3,218	\$4,781	\$6,324	\$9,691
Property taxes	\$2,200	\$800	\$1,000	\$1,200	\$1,431	\$1,632	\$2,151	\$3,116	\$4,356	\$7,619
Utilities, fuels, and public services	\$4,049	\$2,205	\$3,000	\$3,599	\$3,808	\$4,002	\$4,539	\$5,107	\$5,684	\$6,553
Household furnishings and equipment	\$2,025	\$750	\$844	\$1,348	\$1,544	\$1,970	\$2,069	\$2,883	\$4,120	\$5,172
Apparel and services	\$1,866	\$650	\$800	\$1,000	\$1,307	\$1,514	\$2,009	\$2,579	\$3,570	\$5,169
Vehicle purchases (net outlay)	\$3,975	\$1,850	\$2,400	\$3,104	\$2,489	\$3,613	\$4,799	\$6,158	\$6,227	\$10,271
Public and other transportation	\$818	\$258	\$363	\$442	\$437	\$590	\$782	\$1,074	\$1,866	\$3,116
Healthcare	\$4,968	\$2,134	\$2,438	\$4,293	\$4,334	\$4,739	\$5,519	\$6,836	\$7,664	\$9,031
Health insurance	\$3,405	\$1,485	\$2,419	\$3,029	\$2,930	\$3,236	\$3,864	\$4,676	\$5,086	\$5,942
Medical services	\$909	\$327	\$496	\$635	\$785	\$828	\$950	\$1,382	\$1,721	\$1,982
Entertainment	\$3,226	\$1,348	\$1,431	\$2,807	\$2,577	\$2,392	\$3,407	\$4,677	\$5,913	\$8,409
Personal care products and services	\$768	\$340	\$393	\$571	\$603	\$668	\$837	\$1,077	\$1,353	\$1,867
Education	\$1,407	\$1,011	\$343	\$478	\$631	\$731	\$979	\$2,087	\$3,315	\$6,251
Cash contributions	\$1,888	\$511	\$994	\$1,116	\$1,231	\$1,369	\$1,751	\$2,433	\$3,382	\$7,607
Personal insurance and pensions	\$7,296	\$659	\$1,197	\$2,395	\$4,150	\$5,163	\$7,907	\$12,542	\$17,845	\$28,923
Personal taxes	\$11,394	-\$272	-\$489	\$202	\$1,726	\$4,546	\$8,967	\$17,195	\$30,328	\$81,757

Persons in these income categories cannot likely qualify to live in a new apartment complex.

The fiscal impact of residential density is shown in the example on the following table. This table shows the spending and potential revenue to Queen Creek from restaurants by housing type for a 14-acre site. For instance, while the households living in large lot single family subdivisions spend more than twice as much per household in restaurants than apartment dwellers, the sheer number of apartment households generates nearly six times more sales tax receipts than the large lot residents. In addition, one of the largest revenue sources for cities and towns in Arizona is state-shared revenues. The population in high-density residential development also assists in to increase this revenue source.

Example of Restaurant Spending By Housing Type (14 Acre Site)					
Potential Revenue to Town of Queen Creek					
Residential Housing Type	Apartments	Single Story Apartments	Small Lot Single Family	Move Up Single Family	Large Lot Single Family
Density	21 un/acre	12 un/ac	4.5 un/ac	3 un/ac	1.5 un/ac
Average Income	\$48,000	\$56,000	\$75,000	\$90,000	\$155,000
Restaurant & Bar Purchases	\$3,135	\$3,427	\$4,119	\$4,665	\$7,032
QC Sales Tax (2.25%)	\$70.54	\$77.10	\$92.67	\$104.96	\$158.22
Number of Households	279	160	63	42	21
<b>Total Tax Collections</b>	<b>\$19,682</b>	<b>\$12,336</b>	<b>\$5,838</b>	<b>\$4,408</b>	<b>\$3,323</b>

Source: U.S. Consumer Expenditure Survey, Elliott D. Pollack & Co.

The potential annual fiscal impact of the five residential product types is shown on the following table taking into account property tax, sales tax, lease tax, utility tax, and state shared revenue. Overall, the apartment complex produces four times more revenue than the small lot subdivision and eight times more than the large lot subdivision.

<b>Annual Fiscal Impact of Residential Development (14 Acres)</b>					
<b>Town of Queen Creek</b>					
<b>(2020 Dollars)</b>					
<b>Housing Type</b>	<b>Apartments</b>	<b>Single Family Rental</b>	<b>Small Lot Single Family</b>	<b>Move Up Single Family</b>	<b>Large Lot Single Family</b>
<b>Units</b>	<b>294</b>	<b>168</b>	<b>63</b>	<b>42</b>	<b>21</b>
Property Tax	\$51,600	\$29,500	\$14,800	\$13,200	\$10,700
Retail/R&B Sales Tax	\$82,100	\$50,400	\$22,000	\$16,900	\$12,800
Lease Tax	\$9,300	\$6,000	-	-	-
Utility Tax	\$8,300	\$5,900	\$3,600	\$3,000	\$2,100
State Shared Revenue	\$181,400	\$103,600	\$40,900	\$27,300	\$13,600
<b>Total Revenue</b>	<b>\$332,700</b>	<b>\$195,400</b>	<b>\$81,300</b>	<b>\$60,400</b>	<b>\$39,200</b>
<p><sup>1/</sup> The total may not equal the sum of the impacts due to rounding. All dollar figures are in constant dollars. Inflation has not been included in these figures. All of the above figures are representative of the major revenue sources for the Town. The figures are intended only as a general guideline as to how the Town could be impacted by the project. The above figures are based on the current</p> <p>Source: Elliott D. Pollack &amp; Co.; ADOR; ATRA</p>					

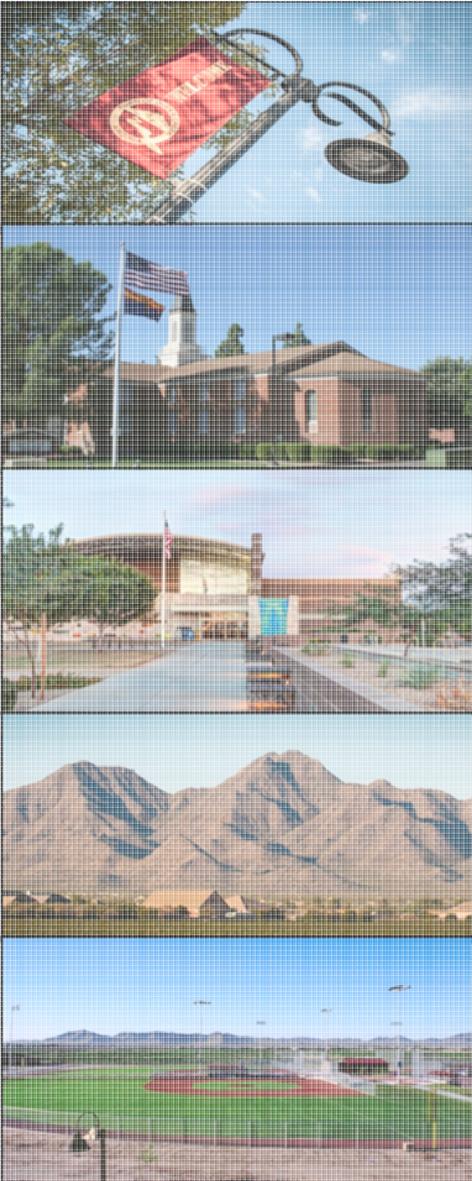
While the revenues raised by high density development are significant, this does not mean that a city should only encourage high density residential uses. A broad range of housing types are needed for a proper balance of housing opportunities for all residents and income levels. The fiscal benefits of high density housing may also be offset by some negative outcomes, the most significant of which is traffic congestion. However, the benefits of high density housing should be recognized in land use planning for any community and decision-makers can then decide on the proper balance of residential development types.

### 4.3 Conclusions

Following are the primary conclusions on land use balance and fiscal impact.

- As it grows, Queen Creek will continue see an influx of requests for higher density housing products that may include small lot single family housing as well as apartments. A driver of these requests is the rapidly rising cost of housing that is affecting both for-sale and rental housing. Affordability has become a significant issue for buyers and renters. There are significant fiscal benefits of higher density development that will be offset by certain negative aspects. Town leaders will need to determine the proper mix of such housing based on community feedback, the demand for all types of housing, and their long term vision for the community.

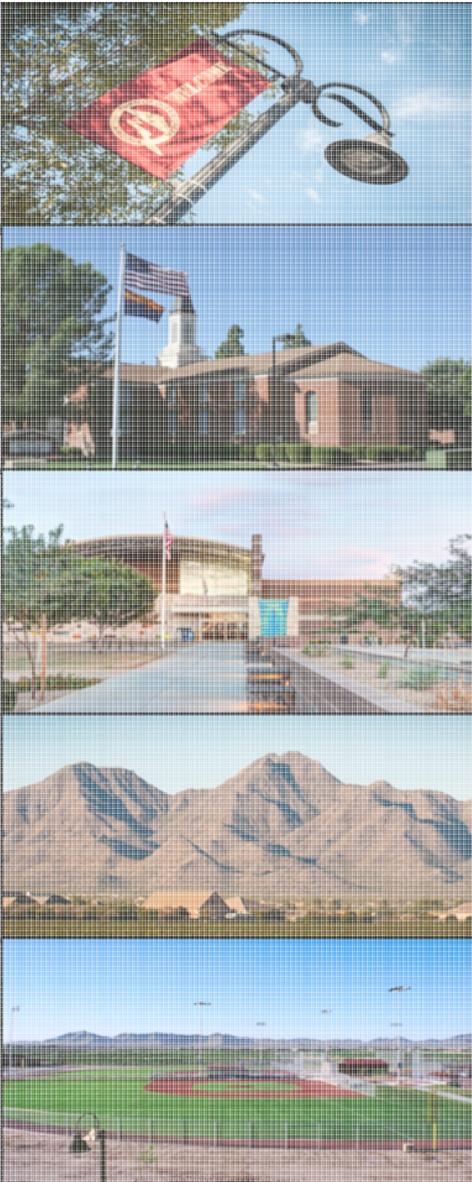
- Don't reject higher densities based on income misperceptions. There really is not a "low end" of the modern market rate rental housing market.
- Consumer spending is tied to income, but it's not a 1-to-1 ratio.
- The spending of households in higher density projects more than make up for the spending of higher income households in lower density subdivisions.
- The spending of high-income households is not always captured by the Town for items such as second homes, travel, and luxury goods that cannot be purchased in the Town (vehicles, apparel, etc.). This could reduce the impact of high-income households beyond what is captured in this report.



# 2022 Town Council Strategic Planning SESSION

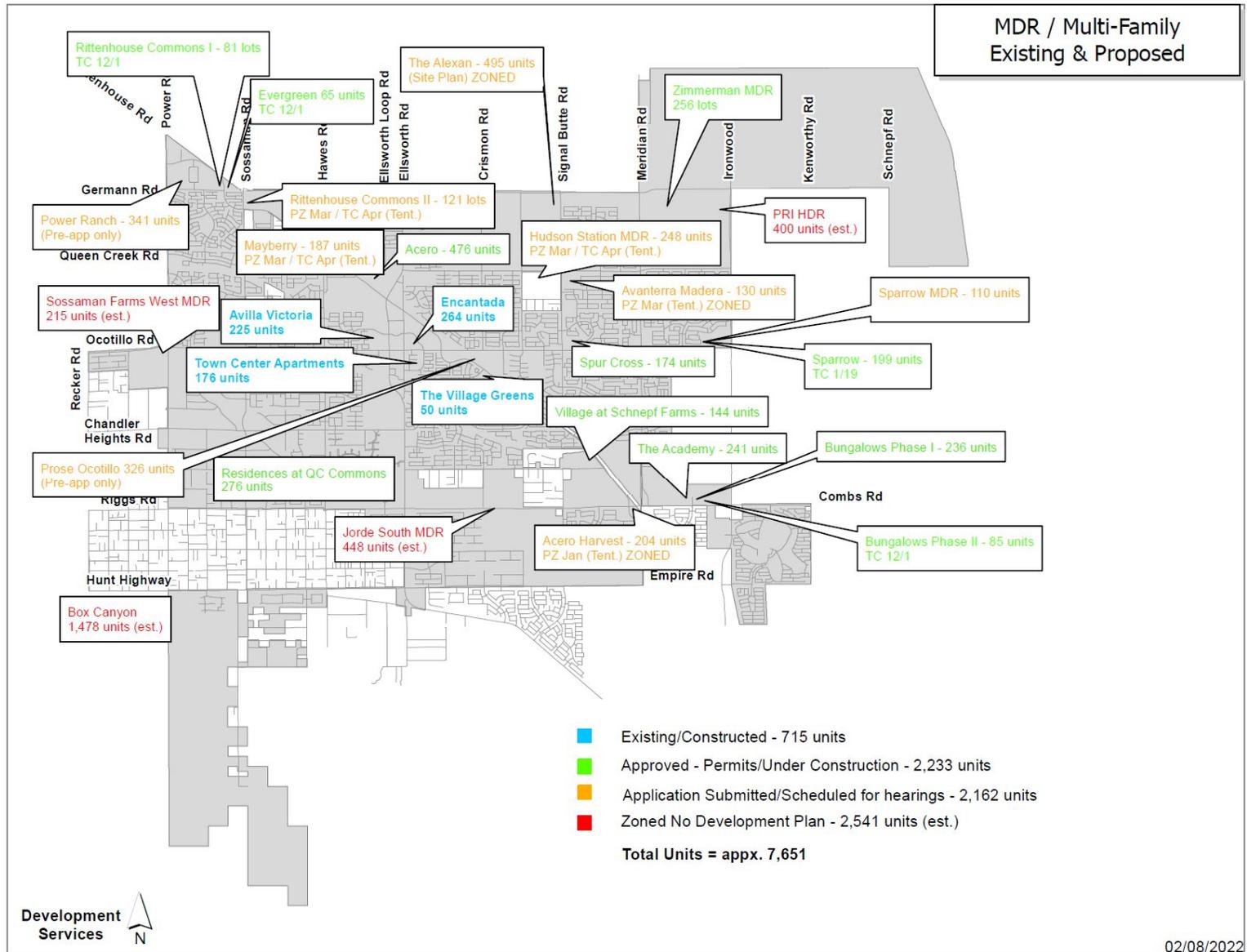
## multi-family/MDR Residential



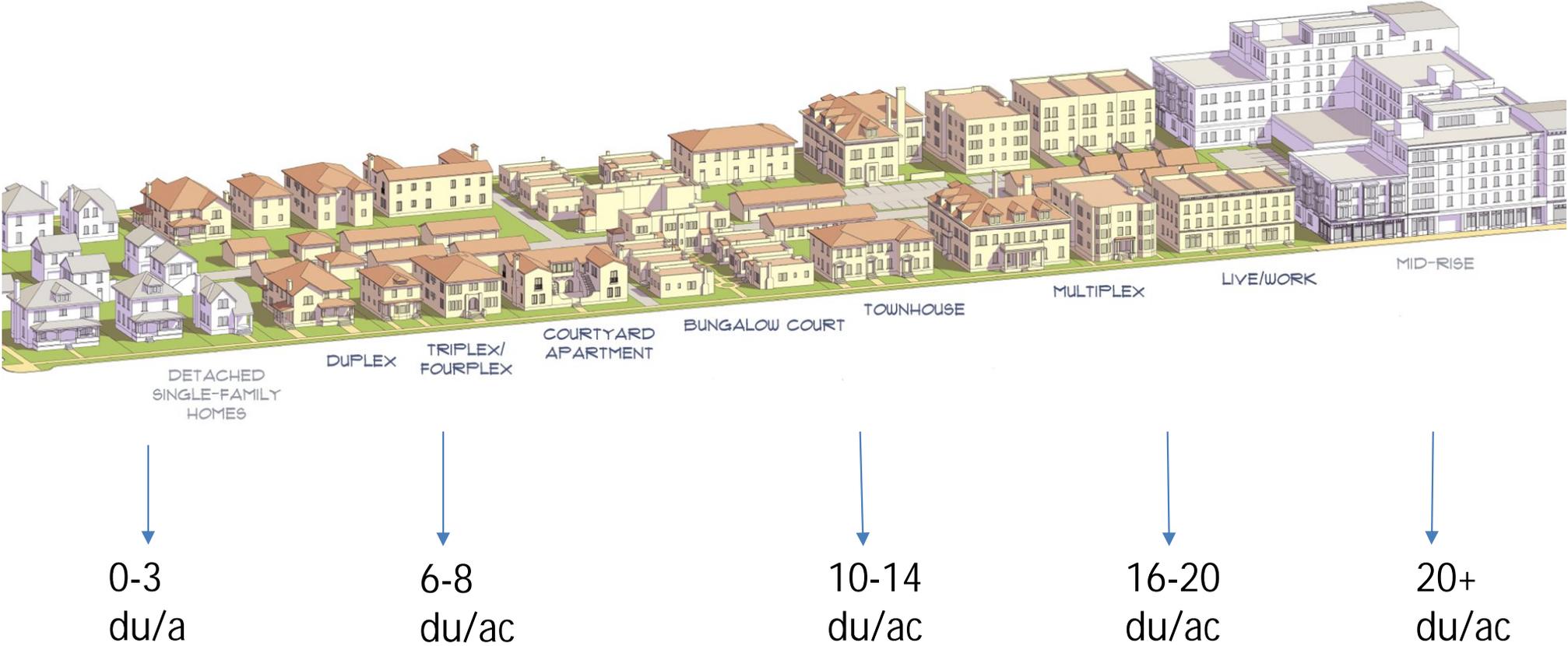


## Multi-Family Residential

1. Map of existing multi-family developments
2. Design Types/Trends
3. Considerations
4. Council Direction



# Housing Density Model



# DR Single-Family Residential (Zimmerman Dairy)



*Interior Lots*



*Perimeter Lots*



*Loop Road Lots*



# MDR Multi-Family Residential (Spur Cross)



# MDR Multi-Family Residential (The

1-bedroom



Bungalows) 2-bedroom



3-bedroom



Garage





TOWN OF  
**QUEEN CREEK**  
ARIZONA

14.A

**TO:** HONORABLE MAYOR AND TOWN COUNCIL  
**THROUGH:** JOHN KROSS ICMA-CM, TOWN MANAGER  
**FROM:** BRETT BURNINGHAM, DEVELOPMENT SERVICES DIRECTOR, SARAH CLARK  
SENIOR PLANNER/PROJECT MANAGER  
**RE:** DISCUSSION ON SHORT TERM RENTALS  
**DATE:** February 25, 2022

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**Suggested Action:**

None.

**Relevant Council Goal(s):**

Effective Governmen

**Discussion:**

The staff report serves to provide an overview of short term rentals including the state of short term rentals in the Town, the regulatory powers of short term rentals at the State and Town level, an overview of trends in the industry, and a summary of other valley municipalities' approaches to regulating short term rentals.

**Summary of State Law**

State Law defines a "vacation rental" or "short-term rental" as "any individually or collectively owned single-family or one-to-four-family house or dwelling unit or any unit or group of units in a condominium, cooperative or timeshare that is also a transient public lodging establishment or owner-occupied residential home offered for transient [less than 30 consecutive days] use." The Arizona Revised Statutes (ARS 9-500.39) provide regulations for such short term rentals (STRs) and identifies how municipalities may or may not implement additional regulations on these rental properties.

While statute prevents municipalities from prohibiting short term rentals, the law allows cities to regulate STRs for the following purposes.

- Protecting the public's health and safety, including rules and regulations related to fire and building codes, health and sanitation, transportation or traffic control, solid or hazardous waste and pollution control
- Adopting and enforcing residential use and zoning ordinances
- Limiting or prohibiting the use of a vacation rental or short-term rental for the purposes of housing sex offenders, operating or maintaining a sober living home, selling illegal drugs, liquor control or adult-oriented businesses.

- Requiring the owner of a vacation rental or short-term rental to provide the city or town with contact information for the owner or the owner's designee who is responsible for responding to complaints in a timely manner in person, over the phone or by email at any time of day before offering for rent or renting the vacation rental or short-term rental.
- State law also prohibits short term rentals from being used for nonresidential uses, including for a special event that would otherwise require a permit or license pursuant to a city or town ordinance or for a retail, restaurant, banquet space or other similar use.

Additionally, State statute requires vacation and short term rentals to have Transaction Privilege Sales Tax (TPT) and Transient Tax liability through the Arizona Department of Revenue. Units must also file their property status as a rental with Maricopa or Pinal counties. Statute requires the operator to list the TPT license number on each listing advertisement. If the operator fails to comply, the state may issue the following civil penalties: \$250 for the first offense and \$1,000 for subsequent offenses.

If a municipality issues a violation on the short term rental, the statute requires the city or town to notify the Department of Revenue and the owner of the vacation rental or short-term rental of the verified violation of the city's or town's applicable laws, regulations or ordinances and, if the owner of the vacation rental or short-term rental received the verified violation, whether the city or town imposed a civil penalty on the owner of the vacation rental or short-term rental and the amount of the civil penalty, if assessed. If the city issues a fine that is less than the fine amount set by Statute, the Department of Revenue will issue a fine to make up the difference. The first violation is \$500, the second is \$1,000 and the third is \$1,500 (or 50% of income for the month in which the violation occurred, whichever is greater).

#### Current QC Regulations and Short Term Rentals Overview

Attached to this report is a map of the current short term rentals in Town, prepared by an outside vendor for the purpose of this Council Strategic Planning Session. In total, there are approximately 92 units advertised as a short term rental in Queen Creek, where 89% are advertised as rentals for the entire home and 11% are advertised as rental of portion of the home (i.e. a private room). Development Services Staff have not received any formal or informal complaints regarding the existing short term rentals.

Short term rentals in Queen Creek are required to follow all Town Code and Zoning Ordinance requirements that are consistent with other residential uses. These include building code requirements, noise, and property maintenance requirements. These regulations are not specific to short term rentals, but rather apply to all residential properties.

While statute prohibits municipalities from prohibiting short term rentals or implementing regulations specific to short term rentals, subdivision CC&R's, however, may include provisions that restrict short term rentals. For example, "no lease shall be a rental period of less than thirty days".

State law allows municipalities to require the owner of a short term rental to register a contact with the city identifying who is responsible for responding to complaints and emergencies. Currently, the Town does not have a requirement or system in place for contact registration.

#### What are QC's neighbors doing?

Other Arizona cities have adopted new policies and ordinances to address short term rentals in their

community. These policies and systems vary by city.

Scottsdale:

Scottsdale adopted a short term rental ordinance which closely follows the authority afforded by State statute for cities and Towns, including the requirement for short term rentals to provide an emergency contact to the city. In 2021, the Council approved an amendment to the ordinance to require any person designated as the emergency contact to respond in person to the physical location of the rental within one hour upon the request of the city in the event of an emergency and adopted new civil penalties for not providing an emergency contact and failure to respond to an emergency.

In 2019, the City of Scottsdale enacted the Nuisance Party and Unlawful Gathering ordinance which made it easier to hold property owners accountable for unruly gatherings or parties. This ordinance applies to all private residences whether they are long- or short-term rentals, or owner occupied. In 2021, the City amended the Nuisance Party and Unlawful Gathering ordinance to include noise levels and measurement criteria, defining habitual offenders, replacing the police service fee and administrative hearing process with a civil citation process, and increasing minimum fines for hosts and property owners.

In addition to the revised ordinances, Scottsdale also created internal business process for managing short term rentals. This includes having their licensing department enforce compliance with TPT registration and conducts outreach through the TPT information to have owners register their short term rental with the City. They are also considering creating a specialized unit within the Police Department who is responsible for responding to calls at short term rentals.

Paradise Valley:

In January 2022, the Town of Paradise Valley updated its noise, unruly gathering, short term rental and special event ordinances.

With the revised short term rental ordinance, Paradise Valley included amendments that generally follow the provisions detailed in state statute including requiring emergency contact and TPT registration. However, the recent text amendment also includes regulations that are unique to Paradise Valley. It has been expressed, though, that AirBnB indicated that they challenge the legality of the revisions. Paradise Valley's additional short term rental requirements include:

- Requirements for operators to provide the Town with booking information including the dates booked, number of individuals in each party, and evidence that each booking guest has acknowledged and agreed to the Town's regulations for each booking.
- Requirements for operators to meet their guests in person prior to occupancy or during check in to verbally explain the rules and regulations applicable to the use of the property as a short term rental including, but not limited to, parking restrictions, restrictions on noise and amplified sound, trash collection schedules, special event and non-residential restrictions, and fire evacuation routes.
- Requires emergency contact registration and identifies the emergency contact

information as publicly available.

- Requires notices of the Town’s short term rental requirements to be posted in 14-point or larger font on laminated paper on the doors of the property.
- Requires short term rentals to meet specific health, safety, and sanitation requirements including:
  - Liability insurance.
  - Smoke and carbon monoxide detection, fire extinguishers, evacuation maps, air filters and replacement requirements, including requiring the replacement schedule to be made available upon request by the Town, local phone service, cleaning requirements following CDC guidelines, and monthly pest control.
- Requires short term rentals to post language on their online lodging listing including referencing the Town Code, Town civil citation fees, and require the guest to meet in person with the property owner during check in to provide safety information, explain your responsibilities under the Paradise Valley Town Code, and expect you to certify your compliance therewith.

For events at short term rentals and traditional residential homes, Paradise Valley has an existing special event permit that may be requested for events on private property. The 2022 amendment further defined what types of activity would be categorized under a special event and would require a permit issued by the Town.

To address noise and party issues at short term rentals, the 2022 code amendment also revised the existing unruly gathering ordinance to provide an updated procedure for appeals of a police service fee (fee to reimburse the cost of services provided by the Police Department in response to an unruly gathering) and defined aggravating factors that would call for additional fines. The text amendment also updated the Noise Ordinance to provide new noise measurement criteria which includes making it a violation to make noise from 10 p.m. to 7 a.m. — or 10 p.m. to 6 a.m. in the summer — that are above the vibration perception threshold of two or more reasonable people in separate residences or an officer across a real property boundary; or plainly audible from within two or more enclosed residences or the cabin of a police vehicle situated on a public right-of-way.

Sedona:

Sedona enacted a short term rental ordinance which follows the permitted regulations afforded by state statute including requiring an emergency contact be registered with the city, requiring the emergency contact respond to complaints within one hour, and failure to comply with the short term rental ordinance may subject the owner of the short-term rental to civil penalties up to \$2,500 per violation.

In 2021, the City of Sedona revised its City Code to expand the noise ordinance chapter to include additional definitions, measurement criteria, add civil penalties for offenses, and include procedures for habitual offenders.

To manage short term rentals, Sedona uses a software vendor specific to short term rentals to manage registration and complaints. Sedona also has a 24/7 short term rental hotline number for complaints that is manned by a third party.

Gilbert:

In November 2021, Staff provided a presentation at the Gilbert Town Council Retreat on the status of short term rentals and potential options for registration and regulation.

The options proposed included bringing in a third party to help manage the registration, complaint, and reporting process. Gilbert Staff is awaiting direction from Council for which direction to move forward with.

At this time, short term rental registration with the Gilbert's Tax and Licensing Division is available, though proactive and directed enforcement is not being conducted currently.

Tax staff will be using the database of short term rental contacts to cross reference the addresses with the Gilbert Police Department's report for incidences to determine if an incident happened at a short term rental property. If an incident has occurred, Tax staff will contact the owner to notify them of the incident.

Chandler:

In 2020 The Chandler Town Council adopted the Short Term Rental Chapter of the Chandler City Code. This Chapter closely follows the authority afforded by State statute for cities and Towns. More specifically, the following elements are included:

- Requires short term rentals to obtain a TPT license and register with the city.
- Prohibits STRs from non-residential uses.
- Applies residential parking requirements to STRs.
- Requires and owner or authorized agent to appear on premise or via phone within 60 minutes upon request of Police Officer or Code inspector.
- Outlines the verified violation process and associated fines.
- Requires Management Services Director to report verified violations to DOR and STR owner within 30 days.

What other legislation has been proposed on this topic?

Since ARS 9-500.39 was enacted in 2017, there have been a variety of efforts from across Arizona to revise or repeal the State's short term rental laws to provide municipalities with more control over short term rental regulation. This year, there have been several proposed bills introduced on this topic. These include proposals to:

- Repeal the short term rental statute
- Increase enforcement and penalties for violations
- Suspend of TPT licenses for violators
- Require short term rental owners to maintain liability insurance
- Proposal for a 2022 general election ballot to carry the question to amend the state Constitution to repeal statutes prohibiting municipalities and counties from prohibiting vacation rentals or short-term rentals and limiting the restrictions that municipalities and counties may place on those rentals

While it is unlikely there will be a full repeal of the 2017 legislation signed into law by the Governor, municipalities may be given more flexibility within which to regulate short term vacation rentals this Legislative session due to enhance awareness and growing concerns from a number of Legislators.

How are short term rentals taxed? Does the Town receive revenue from short term rentals?

All short-term rentals (rentals that offer rent for less than 30 days) are subject to the State Transient

Lodging classification for filing taxes for the State of Arizona, and the Hotels classification for filing TPT for the Town of Queen Creek (Business Code 044 - 2.25%). Queen Creek has an additional tax for the Hotels classification (Business Code 144 - 3.0%). The total Queen Creek rate for short-term residential rentals is 5.25%. Sales taxes are paid by the owners of the short term rental, or from the rental agencies (AirBnB, Homeaway, etc.) on behalf of rental owners, to the Arizona Department of Revenue, who then remits the taxes to the Town.

#### What are the trends in the industry?

While the pandemic had an impact on the industry, short term rentals continue to be an attractive lodging option for travelers. As the vaccine and boosters have become available and remote working opportunities become more obtainable for employees, short term rental occupancy in 2021 was at record highs according to a data analysis from AirDNA.

However, with their increased popularity, the prevalence of short term rentals have caused problems for many communities. In addition to noise, trash, and property maintenance problems, some communities are seeing increases in calls for police response. Beyond nuisance complaints, the prevalence of short term rentals in communities such as Sedona are constricting housing availability, limiting opportunities for first time home buyers to compete in a high price, low inventory market.

At a state level, Arizona continues to be a hot spot for travel and the vacation rental industry, which could be presumptively be influenced by the limited authority of municipalities afforded by the State statutes to regulate such rental properties. However, as stated earlier in this report, there continue to be efforts at the state level to revise the statute to provide communities with more authority to manage short term rentals.

In an effort to address neighborhood concerns, short term rental sites like Airbnb and Vrbo have Neighborhood Support features where residents can submit complaints related to a listing. The complaint system shares the complaints with the operator and guest in hopes to resolve the complaint. Additionally, according to a joint press release published in June 2021, Airbnb and Vrbo are joining up to address repeat party house offenders with the creation of a Community Integrity Program. Airbnb and Vrbo plan to work with a third-party intermediary to develop a process that identifies properties that have been permanently removed from each platform due to repeated violations of respective community policies. The information will be available for each company to take the appropriate action.

#### What can we do to be proactive?

While State statute limits the authority afforded to the Town to regulate short term rentals, there are a number of approaches that can be taken to implement regulations within the bounds of state law to be proactive in addressing short term rental concerns.

- Prepare a webpage on the Town's website with short term rental information.
- Monitor short term rental concerns for potential issues.
- Evaluate options for a short rental registration process.
- Implement a text amendment for short term rentals that follows the permitted regulations afforded by state statute (i.e. Chandler Sedona).

#### **Attachment(s):**

1. [ARS 9.500.39.pdf](#)

2. [Queen Creek Short Term Rentals Map.pdf](#)
3. [Scottsdale Ordinance - Short Term Rentals and Nuisance and Unlawful Gathering.pdf](#)
4. [Paradise Valley Amendments to the PV Town Code.pdf](#)
5. [Sedona Short Term Rental Ordinance.pdf](#)
6. [Chandler Short Term Rental Ordinance.pdf](#)
7. [Short Term Rentals.pptx](#)

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# VIEW DOCUMENT

The Arizona Revised Statutes have been updated to include the revised sections from the 55th Legislature, 1st Regular Session. Please note that the next update of this compilation will not take place until after the conclusion of the 55th Legislature, 2nd Regular Session, which convenes in January 2022.

## DISCLAIMER

This online version of the Arizona Revised Statutes is primarily maintained for legislative drafting purposes and reflects the version of law that is effective on January 1st of the year following the most recent legislative session. The official version of the Arizona Revised Statutes is published by Thomson Reuters.

### 9-500.39. Limits on regulation of vacation rentals and short-term rentals; state preemption; definitions

A. A city or town may not prohibit vacation rentals or short-term rentals.

B. A city or town may not restrict the use of or regulate vacation rentals or short-term rentals based on their classification, use or occupancy except as provided in this section. A city or town may regulate vacation rentals or short-term rentals for the following purposes:

1. Protecting the public's health and safety, including rules and regulations related to fire and building codes, health and sanitation, transportation or traffic control, solid or hazardous waste and pollution control, and designation of an emergency point of contact, if the city or town demonstrates that the rule or regulation is for the primary purpose of protecting the public's health and safety.
2. Adopting and enforcing residential use and zoning ordinances, including ordinances related to noise, protection of welfare, property maintenance and other nuisance issues, if the ordinance is applied in the same manner as other property classified under sections 42-12003 and 42-12004.
3. Limiting or prohibiting the use of a vacation rental or short-term rental for the purposes of housing sex offenders, operating or maintaining a sober living home, selling illegal drugs, liquor control or pornography, obscenity, nude or topless dancing and other adult-oriented businesses.
4. Requiring the owner of a vacation rental or short-term rental to provide the city or town with contact information for the owner or the owner's designee who is responsible for responding to complaints in a timely manner in person, over the phone or by email at any time of day before offering for rent or renting the vacation rental or short-term rental.

C. Within thirty days after a verified violation, a city or town shall notify the department of revenue and the owner of the vacation rental or short-term rental of the verified violation of the city's or town's applicable laws, regulations or ordinances and, if the owner of the vacation rental or short-term rental received the verified violation, whether the city or town imposed a civil penalty on the owner of the vacation rental or short-term rental and the amount of the civil penalty, if assessed. If multiple

penalty on the owner of the vacation rental or short-term rental and the amount of the civil penalty, if assessed. If multiple verified violations arise out of the same response to an incident at a vacation rental or short-term rental, those verified violations are considered one verified violation for the purpose of assessing civil penalties pursuant to section 42-1125.02, subsection B.

D. If the owner of a vacation rental or short-term rental has provided contact information to a city or town pursuant to subsection B, paragraph 4 of this section and if the city or town issues a citation for a violation of the city's or town's applicable laws, regulations or ordinances or a state law that occurred on the owner's vacation rental or short-term rental property, the city or town shall make a reasonable attempt to notify the owner or the owner's designee of the citation within seven business days after the citation is issued using the contact information provided pursuant to subsection B, paragraph 4 of this section. If the owner of a vacation rental or short-term rental has not provided contact information pursuant to subsection B, paragraph 4 of this section, the city or town is not required to provide such notice.

E. This section does not exempt an owner of a residential rental property, as defined in section 33-1901, from maintaining with the assessor of the county in which the property is located information required under title 33, chapter 17, article 1.

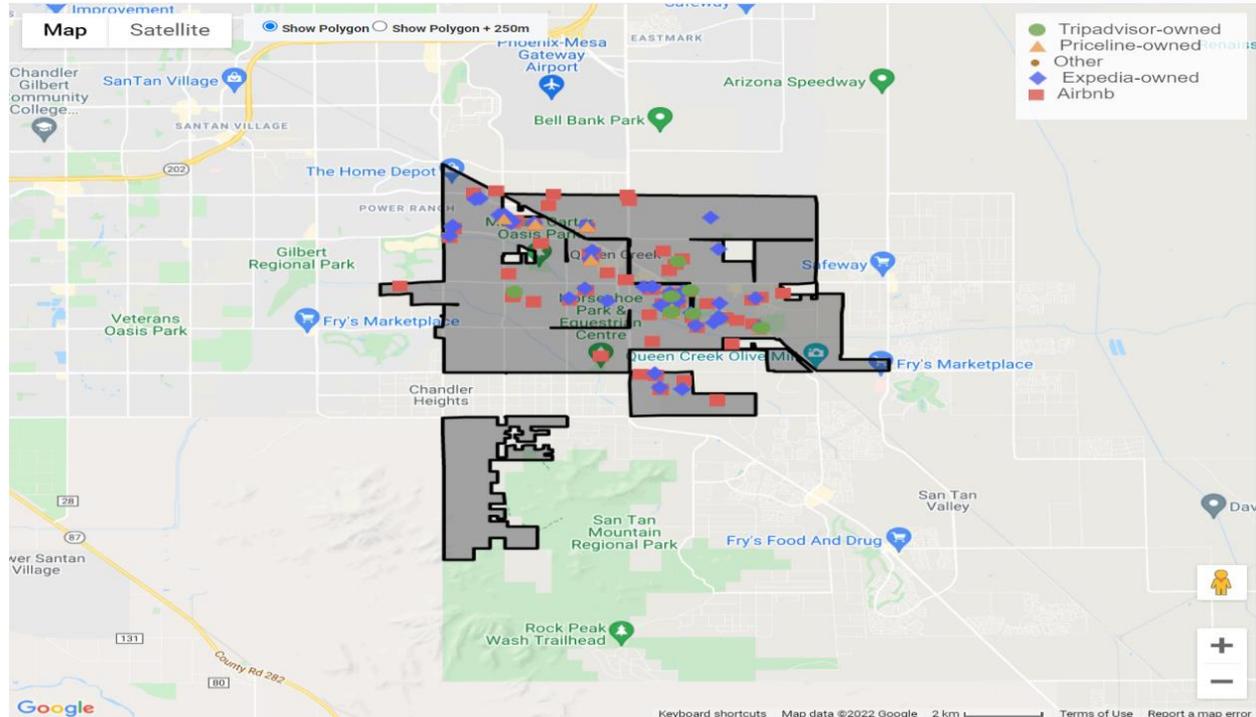
F. A vacation rental or short-term rental may not be used for nonresidential uses, including for a special event that would otherwise require a permit or license pursuant to a city or town ordinance or a state law or rule or for a retail, restaurant, banquet space or other similar use.

G. For the purposes of this section:

1. "Transient" has the same meaning prescribed in section 42-5070.
2. "Vacation rental" or "short-term rental" means any individually or collectively owned single-family or one-to-four-family house or dwelling unit or any unit or group of units in a condominium, cooperative or timeshare, that is also a transient public lodging establishment or owner-occupied residential home offered for transient use if the accommodations are not classified for property taxation under section 42-12001. Vacation rental and short-term rental do not include a unit that is used for any nonresidential use, including retail, restaurant, banquet space, event center or another similar use.
3. "Verified violation" means a finding of guilt or civil responsibility for violating any state law or local ordinance relating to a purpose prescribed in subsection B or F of this section that has been finally adjudicated.

**...and in Queen Creek Plan Div** we have identified 119 listings, representing 92 unique rental units\*

**Short-term rentals in Queen Creek Plan Div as of January 2022**



\* Granicus Host Compliance's pricing is based on the count of listings and rental units that would need to be analyzed and monitored for compliance. In terms of listings, this number is 139 as we will expand our search area by several hundred yards beyond the borders of Queen Creek Plan Div to capture all relevant listings. Source: Granicus Host Compliance Proprietary Data

## ORDINANCE NO. 4527

AN ORDINANCE OF THE COUNCIL OF THE CITY OF  
SCOTTSDALE, AMENDING ARTICLE I, SECTION 18-2  
AND ARTICLE IX, SECTION 18-150 OF CHAPTER 18 OF  
THE SCOTTSDALE REVISED CODE

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

Section 1. Chapter 18, Article I, Section 18-2 of the Scottsdale Revised Code is amended and renumbered to conform by adding a new definition as follows:

*"Transient"* means within the definition of vacation rental or short-term rental any person who either at the person's own expense or at the expense of another obtains lodging space or the use of lodging space on a daily or weekly basis, or on any other basis for less than thirty consecutive days.

Section 2. The City Council finds it is necessary to protect the public health and safety within the City of Scottsdale by requiring designated emergency points of contact respond within one (1) hour upon notification of an emergency by the City to the physical location of a vacation rental or short-term rental as there have been over one thousand eight hundred fifteen (1815) police calls involving vacation rentals and short-term rentals for the period through October 27, 2021.

Section 3. Chapter 18 Article IX, Section 18-150 of the Scottsdale Revised Code is amended as follows:

**ARTICLE IX. – VACATION RENTALS.**

**Sec. 18-150. - Contact information required; emergency response; information updates; penalties.**

(a) The owner of a vacation rental or short-term rental shall provide the city with contact information for the owner or the owner's designee who is responsible for responding to complaints in a timely manner in person, over the phone or by e-mail at any time of day before offering for rent or renting the vacation rental or short-term rental within the city.

(b) In addition to the information required above, the owner of a vacation rental or short-term rental shall provide to the city the name and contact information of a person designated as an emergency contact.

(c) Any person designated as an emergency contact pursuant to subsection (b) of this section upon the request of the city in the event of an emergency shall respond in-person within one (1) hour to the physical location of the vacation rental or short-term rental for which they are a designated emergency contact.

~~(e)~~(d) The owner shall notify the city, in writing, of all changes in the contact information required by this section, not less than ten (10) days prior to the effective date of the change.

(d)(e) The city manager or designee shall develop the necessary forms and/or database necessary to implement this section.

(f) For the purpose of this section “in the event of an emergency” means any time police, fire or other public safety personnel respond to a vacation rental or short-term rental for a call for service including responding to a nuisance party or unlawful gathering.

(g) Violations of subsections (a) and (b) of this section are civil offenses subject to a mandatory minimum fine of one thousand (\$1,000.00) dollars except that the court may reduce the fine to two hundred fifty (\$250.00) dollars if the defendant by the time of sentencing has complied with requirements of subsections (a) and (b). A violation of subsection (d) of this section is a civil offense subject to a mandatory minimum fine of five hundred (\$500.00) dollars except that the court may reduce the fine to one hundred (\$100.00) dollars if the defendant by the time of sentencing has complied with requirements of subsection (d).

(h) It shall be a civil offense for any person designated as an emergency contact upon request by the city pursuant to subsection (c) of this section to either fail to respond to the physical location of the vacation rental or short-term rental for which they are a designated emergency contact or fail to arrive within one (1) hour to the physical location of the vacation rental or short-term rental for which they are a designated emergency contact. Failure to respond shall be punished by a minimum fine of five hundred (\$500.00) dollars and failure to arrive within one (1) hour shall be punished by a minimum fine of two hundred fifty (\$250.00) dollars.

(i) It shall be a civil offense for the owner of a vacation rental or short-term rental to intentionally, knowingly or recklessly have the owner’s emergency contact fail to comply with the requirements of subsection (c). A violation of this subsection shall be punished a minimum fine of five hundred (\$500.00) dollars. Evidence such as failure of an owner to keep contact information current may be considered when taking into account whether the owner acted intentionally, knowingly or recklessly.

PASSED AND ADOPTED by the Council of the City of Scottsdale this \_\_\_ day of \_\_\_\_\_ 2021.

ATTEST:

CITY OF SCOTTSDALE, an  
Arizona municipal corporation

\_\_\_\_\_  
Ben Lane  
City Clerk

\_\_\_\_\_  
David D. Ortega  
Mayor

APPROVED AS TO FORM:

\_\_\_\_\_  
Sherry R. Scott, City Attorney  
By: Luis E. Santaella  
Deputy City Attorney

## ARTICLE IX. - VACATION RENTALS

Sec. 18-150. - Contact information required; information updates.

- (a) The owner of a vacation rental or short-term rental shall provide the city with contact information for the owner or the owner's designee who is responsible for responding to complaints in a timely manner in person, over the phone or by e-mail at any time of day before offering for rent or renting the vacation rental or short-term rental within the city.
- (b) In addition to the information required above, the owner of a vacation rental or short-term rental shall provide to the city the name and contact information of a person designated as an emergency contact.
- (c) The owner shall notify the city, in writing, of all changes in the contact information required by this section, not less than ten (10) days prior to the effective date of the change.
- (d) The city manager or designee shall develop the necessary forms and/or database necessary to implement this section.

(Ord. No. 4416, § 2, 9-24-19)

Sec. 18-151. - Compliance with laws.

- (a) A vacation rental or short-term rental must at all times comply with all federal, state, and local laws, rules and regulations related to public health, safety, sanitation, solid waste, hazardous waste, tax privilege licensing including advertising requirements, traffic control, pollution control, noise, property maintenance, and nuisance abatement.
- (b) No person including an owner or operator shall operate a vacation rental or short-term rental in violation of this section.

(Ord. No. 4416, § 2, 9-24-19)

Sec. 18-152. - Non-residential usage by vacation rentals or short-term rentals prohibited.

- (a) No vacation rental or short-term rental may be used for any non-residential use or purpose including but not limited to any of the following:
  - 1. Any commercial, industrial, manufacturing, or other non-residential purpose; or
  - 2. Operating a retail business, restaurant, event center, banquet center or similar use; or
  - 3. Housing sex offenders; or
  - 4. Operating or maintaining a structured sober living home; or
  - 5. Selling liquor, controlled substances or pornography; or

6. Operating any adult-oriented business including nude and topless dancing.

(b) No person including an owner or operator shall operate a vacation rental or short-term rental in violation of this section.

(Ord. No. 4416, § 2, 9-24-19)

## ORDINANCE NO. 4528

AN ORDINANCE OF THE COUNCIL OF THE CITY OF SCOTTSDALE,  
AMENDING ARTICLE VIII, OF CHAPTER 18 OF THE SCOTTSDALE  
REVISED CODE CONCERNING NUISANCE PARTIES AND UNLAWFUL  
GATHERINGS

BE IT ORDAINED by the Council of the City of Scottsdale as follows:

Section 1. Article VIII, Chapter 18 of the Scottsdale Revised Code is amended as follows:

**Sec. 18-122. - Definitions.**

For the purpose of this article, the following terms shall have the meanings respectively ascribed to them herein unless the context requires otherwise:

*"A" band level* means the total sound level of all noise as measured with a sound level meter using A-weighting network. The unit is the dB(A).

*Ambient noise* means the all-encompassing noise associated with a given environment, being usually a composite of sounds from many sources, near and far. For the purpose of this article, ambient noise level is the level obtained when the noise level is averaged over a period of fifteen (15) minutes without inclusion of noise from isolated identifiable sources, at the location and time of day near that at which a comparison is to be made. Averaging may be done by instrumental analysis in accordance with American National Standard S. 13-1971 or the most recent revisions, or may be done manually as follows:

(a) Observe a sound level meter for five (5) seconds and record the best estimate of central tendency of the indicator needle, and the highest and lowest indications.

(b) Repeat the observations as many times as necessary to ensure that observations are made at the beginning and the end of the fifteen (15) minute averaging period and that there are at least as many additional observations as there are decibels between the highest high indication and the lowest low indication.

(c) Calculate the arithmetical average of the observed central tendency indications.

*"C" band level* means the total sound level of all noise as measured with a sound level meter using C-weighting network. The unit is the dB(C).

*Decibel* means a sound pressure that is twenty (20) times the logarithm to the base 10 of the ratio of the pressure of sound to the reference pressure,  $2 \times 10^{-5}$  Newton/meter<sup>2</sup>

*Excessive noise* means noise caused by a nuisance party or unruly gathering that disturbs the peace or quiet of a residence or neighborhood from the perspective of a reasonable person of normal sensibilities. For deciding that noise is excessive pursuant to this article, a reasonable person of normal sensibilities shall include Scottsdale police officers or other city employees authorized to enforce this article. A sound level meter may be used, but is not required, to assist in determining whether noise is excessive or not. It shall be a rebuttable presumption under this article that noise levels over (68) dB(A) or (70) dB(C) between 10:00 PM and 9:00 AM are considered excessive under this article, if they can be heard beyond the property line of the property where the nuisance party or unruly gathering is occurring.

*Frequency. "Frequency" of a function periodic in time shall* mean the reciprocal of the primitive period. The unit is the hertz and shall be specified.

*Illegal drugs* shall have the same meaning as defined in A.R.S. § 13-3401.

*Impulse noise* means a noise of short duration, usually less than one (1) second, with an abrupt onset and rapid decay.

*Juvenile* means a minor under the age of eighteen (18) years.

*Microbar* means a unit of pressure commonly used in acoustics and is equal to one (1) dyne per square centimeter.

*Minor* means any person under the age of twenty-one (21) years.

*Nuisance party* means an assembly of persons for a social activity or for a special occasion in a manner which constitutes a substantial disturbance of the quiet enjoyment of private or public property. This includes, but is not limited to, excessive noise or traffic, obstruction of public streets by crowds or vehicles, public drunkenness, the service of alcohol to minors, fights, disturbances of the peace and litter.

*Owner* means any property owner, as well as an agent of an owner acting on behalf of the owner to control or otherwise regulate the occupancy of use of the property.

*Period* means "Period" of a periodic quantity shall mean the smallest increment of time for which the function repeats itself.

*Periodic quantity* means oscillating quantity, the values of which recur for equal increments of time.

*Pure tone noise* means any noise which is distinctly audible as a single pitch (frequency) or set of pitches as determined by an enforcement officer.

*Premises* mean the property that is the site of a nuisance party or an unlawful gathering. For residential properties, a premise can mean the dwelling unit, units or other common areas where the nuisance party or the unlawful gathering occurs.

~~*Nuisance party* means an assembly of persons for a social activity or for a special occasion in a manner which constitutes a substantial disturbance of the quiet enjoyment of private or public property. This includes, but is not limited to, excessive noise or traffic, obstruction of public streets by crowds or vehicles, public drunkenness, the service of alcohol to minors, fights, disturbances of the peace and litter.~~

~~*Police service fee* means the fee as provided in Section 18-126 of this Article to offset the cost of services provided by the Police Department in response to the nuisance party or unlawful gathering.~~

*Responsible person* means any persons in attendance including any owner, occupant, tenant, or tenant's guest or any sponsor, host or organizer of the social activity or special occasion constituting the nuisance party or unlawful gathering. If such a person is a juvenile, the term "responsible person" includes, in addition to the juvenile, the juvenile's parents or guardians. Responsible person does not include owners or persons in charge of premises where an unlawful gathering or nuisance party takes place if the persons in attendance obtained use of the property through illegal entry or trespassing.

~~*Special security assignment* means the police services provided during any call-in response to complaints or other information regarding nuisance party or unlawful gatherings.~~

*Spirituos liquor* shall have the same meaning as defined in A.R.S. § 4-101(31).

*Sound level.* "Sound level" (noise level), in decibels (dB) is the sound measured with the A – weighting or C - weighting and slow response by a sound level meter.

*Sound level meter* means an instrument including a microphone, an amplifier, an output meter, and frequency weighting networks for the measurement of sound levels which satisfies the pertinent requirements in American Standard Specifications for Sound Level Meters S1.4-1971 or the most recent revision thereof.

*Unlawful gathering* means a party, gathering, or event where spirituous liquor is served to, or is in the possession of, or consumed by, any minor, or where illegal drugs are in the possession of, or consumed by, any person, regardless of whether it would otherwise qualify as a nuisance party.

**Sec. 18-123. - Nuisance party.**

- ~~(a) When any Scottsdale police officer responds to any nuisance party and that police officer determines that there is a threat to the public peace, health, safety or general welfare, the Scottsdale police officer shall issue a written notice to any responsible person(s). If the owner is not present the Scottsdale police officer shall also send a~~

~~copy of the written notice to the owner. The responsible person(s) will be assessed a police service fee for special security assignments relating to nuisance parties as provided in Section 18-126. For second and subsequent violations within one hundred eighty (180) days of the first response, the owner will also be assessed a police service fee for special security assignments relating to nuisance parties as provided in Section 18-126. The police officer or other police employee shall provide the notice of the violation to the responsible person(s) and the owner in any of the following manners:~~

- ~~(1) Personal service to any responsible person(s) being cited at the nuisance party.~~
  - ~~(2) As to the resident(s) of the premise, posting of the notice on the door of the premises of the nuisance party.~~
  - ~~(3) As to the owner, notification of the posting of the notice of the nuisance party shall be mailed to the property owner at the address shown on the Maricopa County property tax assessment records. Notification shall be made by certified mail and regular mail. The return receipt will service as evidence of service.~~
- ~~(b) If, after written notice of the violation as provided in subsection (a), a second or subsequent police response or responses is necessary to the same location or address for a nuisance party within one hundred eighty (180) days of the first response, such response shall be deemed a second response and subject to the police service fee as provided in Section 18-126. If, after written notice of the violation as provided in subsection (a), a third response is necessary to the same location or address for a nuisance party within one hundred eighty (180) days of the second response, such response shall be deemed a third response and subject to the police service fee as provided in Section 18-126.~~
- ~~(c) On any response to a nuisance party, the responsible person(s) or owners may be assessed a fee commensurate with the next level fee for a nuisance party, if any of the following factors are found:~~
- ~~(1) Minor in possession;~~
  - ~~(2) Minor in consumption;~~
  - ~~(3) Public urination or defecation;~~
  - ~~(4) Indecent exposure;~~
  - ~~(5) Public sexual indecency;~~
  - ~~(6) Illegal drugs;~~
  - ~~(7) Illegal dumping or littering;~~
  - ~~(8) Obstruction of public thoroughfares;~~
  - ~~(9) Weapons violations; or~~
  - ~~(10) Felonious conduct.~~

**Sec. 18-123. - Measurement criteria.**

For the purpose of enforcement of the provisions of this article, if a sound level meter is used, noise level shall be measured on the A or C weighted scale with a sound level meter satisfying at least the applicable requirement for Type 1 sound-level meters as defined in American National Standard S 1.4-1971 or the most recent revisions thereof. The meter shall be set for slow response speed, except that for impulse noises or rapidly varying sound levels, fast response speed may be used. Prior to measurement, the meter shall be verified, and adjusted to  $\pm 0.3$  decibel by means of an acoustical calibrator. The ambient sound level shall be verified and noted.

**Sec. 18-124. - Unlawful gatherings.**

- ~~(a) When any Scottsdale police officer responds to any unlawful gathering and that police officer determines that there is a threat to the public peace, health, safety or general welfare, the Scottsdale police officer shall issue a written notice to any responsible person(s). The responsible person(s) will be assessed a police service fee for special security assignments relating to unlawful gatherings as prescribed in Section 18-126.~~
- ~~(b) A police service fee may be imposed on any police response to an unlawful gathering. For any first response, the responsible person may be eligible for substance use education class in lieu of the police service fee assessment.~~

**Sec. 18-125. - Fees, billing; and appeal.**

- ~~(a) The police service fee for special security assignments arising out of nuisance parties and unlawful gatherings shall be progressive depending on the number of repeat unlawful gatherings and provided for in Section 18-126.~~
- ~~(b) The amount of such police service fees charged shall be deemed a joint and several debt to the City of any and all responsible persons and owners, whether they received the benefit of such special security assignment services or not. If the responsible person(s) for the nuisance party or unlawful gathering is a juvenile, then the parents or guardians of that juvenile will also be jointly and severally liable for the costs incurred for police services. Any person owing money due for the police service fee shall be liable in an action brought in the name of the City for recovery of such amount, including reasonable attorney fees.~~
- ~~(c) For a first police response, if a responsible person is the person who owns the property where a nuisance party or unlawful gathering takes place, the owner will not be charged the police service fee unless:
  - ~~(1) The owner was present at or had knowledge of the nuisance party or unlawful gathering and took no reasonable action to prevent the nuisance party or unlawful gathering; or~~
  - ~~(2) If the owner had been sent a notice from the City that a nuisance party or unlawful gathering had taken place on the premises, and a subsequent nuisance party or unlawful gathering occurs within one hundred eighty (180) days of the mailing of such notice to the owner; or~~~~

- ~~(d) The City does not waive its right to seek reimbursement for costs through any other legal remedies or procedures.~~
- ~~(e) The Chief of Police or his designee shall cause appropriate billings for the special security assignment to be made to the responsible person(s), which shall include the name and address of the responsible person(s), the date and time of the incident and the police services performed, and such other information as may be desired.~~
- ~~(f) Any responsible person(s) who wishes to dispute the determination that they are liable for the police service fee may appeal within ten (10) business days of the assessment of the police service fee as indicated by the written notice imposing the fee by filing a request for hearing with the city clerk's office. Sections 18-105, 18-106 and 18-108 shall govern the conduct of such appeals. The hearing officer may waive part or all of a police service fee charged against the owner of the property where a nuisance party or unlawful gathering takes place if the owner provides proof that they did not have an adequate period of time to prevent the nuisance party or unlawful gathering that triggered the fee, or that they have taken reasonable action to prevent the occurrence of future disturbances at the property.~~
- ~~(g) It is the responsibility of the responsible party to pay all fees due pursuant to this article in a timely manner. Fees will be due upon receipt of billing and fees not paid within thirty (30) days of initial billing shall be deemed delinquent.~~
- ~~(h) The Chief of Police may assign collections of fees prescribed under the terms of this article to the City Treasurer's Office or other City department.~~

**Sec. 18-126 – Police Service Fee.**

- ~~(a) Police service fee for special security assignments related to nuisance parties:~~

~~First response\ \$500.00~~

~~Second response\ \$1,250.00~~

~~Third response and each subsequent response\ \$2,500.00~~

- ~~(b) Police service fee or special security assignments related to unlawful gatherings:~~

~~First response\ \$500.00~~

~~Second response\ \$1,250.00~~

~~Third response and each subsequent response\ \$2,500.00~~

**Sec. 18-1274. - Unlawful for a responsible person to permit a nuisance party or unlawful gathering; civil penalty.**

- (a) It shall be unlawful for a responsible person to permit either a nuisance party or unlawful gathering.
- (b) A violation of this section is a civil offense and shall be punished with a minimum fine of ~~\$750~~ two hundred fifty dollars (\$250.00) for a first offense, ~~and a minimum fine of \$1,500~~ five hundred dollars (\$500.00) for a second offense, ~~or a minimum fine of one thousand dollars (\$1,000.00) for a third offense or a minimum fine of two thousand dollars (\$2,000) for a fourth or subsequent offenses~~ within a year.

**Sec. 18-1285. – Unlawful for an owner to permit a nuisance party or unlawful gathering after notice; civil penalty.**

- (a) It shall be unlawful for an owner to intentionally, knowingly or recklessly permit either a nuisance party or unlawful gathering if the owner was previously notified by the city that a nuisance party or unlawful gathering had previously occurred within one hundred eighty (180) days on the same premises.
- (b) A violation of this section is a civil offense and shall be punished with a minimum fine of seven hundred fifty dollars (\$750.00) for a first offense, and a minimum fine of fifteen hundred dollars (\$1,500.00) for a second offense, a minimum fine of two thousand dollars (\$2,000.00) for a third offense, a minimum fine of two thousand five hundred dollars (\$2,500.00) for a fourth offense or subsequent offenses within a year.

**Sec. 18-126. - Mitigation, suspension and/or reduction of fines.**

A judge or hearing officer may mitigate, suspend or reduce any fines required by section 18-124 or 18-125 if the owner installs noise mitigation software or security cameras, attends a best practices course on operating a short-term vacation rental or long-term rental, posts conduct rules or completes any other measure the court deems as suitable for preventing future violations of this article.

**Sec. 18-127. – Habitual offenders.**

Any person who commits a violation of either section 18-124 or section 18-125 above after having previously been found responsible by a court on four (4) or more separate occasions for committing a civil violation of this article within a twenty four month (24) period, whether by admission, by default, or by judgment after a hearing shall be deemed a habitual offender and shall be guilty of a class one misdemeanor. A fictitious person shall be punished by a minimum fine of ten thousand dollars (\$10,000.00) and a maximum fine of twenty thousand dollars (\$20,000.00) pursuant to A.R.S. Section 13-305 except that the punishment for a non-fictitious person under this section requires in addition to any other penalties imposed by the court a fine of two thousand five hundred (\$2,500.00).

**Sec. 18-128. – Authority to issue civil complaints; enforcement officers.**

- (a) The City Manager or designee, a Scottsdale police officer or the City Attorney may issue civil complaints to enforce this article.
- (b) Any person authorized pursuant to this section to issue a civil complaint may also issue a notice of violation specifying actions to be taken and the time in which they are to be taken to avoid issuance of a civil complaint.
- (c) For purposes of this article, enforcement officer means a Scottsdale police officer or the city manager or designee.

**Sec. 18-129. - Authority to Detain Persons.**

A peace officer may stop and detain a person as is reasonably necessary to investigate an actual or suspected violation of the Scottsdale Revised Code and to serve a copy of a complaint for an alleged civil or criminal violation of the Scottsdale Revised Code.

**Sec. 18-130. - Refusing to provide truthful name and date of birth when lawfully detained; penalty.**

(a) It is unlawful for a person, after being advised that the person's refusal to answer is unlawful, to fail or refuse to state the person's true full name and date of birth on request of a peace officer who has lawfully detained the person based on reasonable suspicion that the person has committed a violation of the Scottsdale Revised Code. A person detained under this section shall state the person's true full name and date of birth, but shall not be compelled to answer any other inquiry of a peace officer.

(b) A person who violates this section is guilty of a class 2 misdemeanor.

**Sec. 18-131~~29~~. – Other remedies.**

Nothing in this article shall be construed as affecting the ability to initiate or continue concurrent or subsequent criminal or civil prosecution for any violation of the provisions of this code or state law arising out of the circumstances necessitating the application of this article.

**Sec. 18-132 through Sec. 18-149. Reserved.**

PASSED AND ADOPTED by the Council of the City of Scottsdale this \_\_\_\_ day of \_\_\_\_ 2021

CITY OF SCOTTSDALE, an Arizona  
municipal corporation

ATTEST:

\_\_\_\_\_  
Ben Lane, City Clerk

\_\_\_\_\_  
David Ortega, Mayor

APPROVED AS TO FORM:

\_\_\_\_\_  
Sherry R. Scott City Attorney  
By: Luis E. Santaella  
Deputy City Attorney

**JANUARY 2022 AMENDMENTS  
TO THE PARADISE VALLEY TOWN CODE  
REGARDING NUISANCES, UNRULY GATHERINGS, NON-COMPLIANT SHORT-  
TERM RENTALS, AND THE PEACE, HEALTH, SAFETY, AND WELFARE OF THE  
GENERAL PUBLIC**

**ADOPTED [DATE]**

**SECTION 1.** Chapter 1 (General) of the Town Code of Paradise Valley, Article 1-9 (Penalty), Section 1-9-3 (Civil Penalties Prescribed) is hereby amended as follows (deletions shown as ~~strikethroughs~~ and additions shown in **bold type**):

Section 1-9-3 Civil Penalties Prescribed

**In the absence of a specifically prescribed penalty,**~~Any~~ any violation of the provisions of this Code or amendments thereto shall also constitute a civil offense,~~and any.~~ **Any** person who is served with a citation charging such violation and who admits, or is found responsible for such offense, shall be liable to pay to the Town a civil sanction in an amount that does not exceed the maximum amount permitted by law. Each day that a violation continues shall be a separate offense punishable as described.

**SECTION 2.** The following sections of Chapter 8 (Safety, Health, Sanitation and Nuisance), Article 8-8 (Special Events on Private Property and Publics Rights-of-Way) are hereby amended as follows (deletions shown as ~~strikethroughs~~ and additions shown in **bold type**):

Section 8-8-2 Definitions

**In this Article, unless the context otherwise requires, the following terms or phrases are defined as follows:**

“Block Party” means any group or neighborhood association consisting of Town residents, which, under competent adult supervision, gather upon any public street or right-of-way for a social purpose.

“Charitable Nonprofit Organization” means any person(s), partnership, association, corporation or other group whose activities are conducted for civic or humanitarian motives, or for the benefit of others, and not for the commercial gain of any private individual or group and may include, but shall not be limited, to political parties or committees, patriotic, philanthropic, social service, welfare, benevolent, educational, civic, fraternal, cultural, charitable, scientific, historical, religious, athletic or medical organizations. Proof of federal exemption under 26 U.S.C. Section 501 (c), Section 501 (d) or Section 501 (e) may be required.

“Commercial-” means any individual, entity, or organization that operates for profit and does not have valid 26 U.S.C. Section 501(c), Section 501-(d), or Section 501-(e) tax-exempt status.

“Minor Event” means an event ~~that takes place on private property;~~ **(i) that** has a minimal impact on neighboring properties; ~~and~~ **(ii) that** lasts for less than twenty-four (24) consecutive hours; ~~and~~ **(iii) that** does not meet the Special Event criteria; ~~and~~ **(iv) during which the Owner or non-transient occupant is on site for the entire duration of the event.**, ~~including but not limited to weddings, family reunions, memorials, or other ceremonies.~~

“Nonresidential Use” means any use that is not permitted in a residential zoning district pursuant to the Zoning Ordinance; any use that constitutes an Unruly

**Gathering, as used in Article 10-13; retail, restaurant, banquet space, event center, or other similar use; and any use for which entrants pay an entry fee, unless such use is exempted under Section 8-8-4 (C) or (D).**

**“Owner” means any person or entity who has legal or equitable title to the subject real property or, if the property is not owner-occupied, a non-transient occupant of the subject real property.**

**“Parade” or “Procession” means any organized procession, march, ceremony, or public walk, consisting of a group of individuals, animals or vehicles, or any combination thereof, moving in an orderly way on a public street or right-of-way, and shall include distance running, bicycle races and similar activities. This Article shall not apply to funeral processions or to governmental agencies acting within the scope of their functions.**

**“Special Event” includes a wide variety of events or short-term activities, other than ~~minor events~~ **Minor Events**, that may impact neighboring properties, and that involve **any one of the following:****

- 1. ~~The~~ temporary use of residential property for **any Nonresidential Use, including but not limited to commercial, ~~or~~ charitable, or other purposes, inconsistent with the property’s legal use under the Zoning Ordinance;****
- 2. **Plainly Audible Noise, as defined in and prohibited under Section 8-10-2(E);****
- 3. **Any electronically- or mechanically-amplified sound between the hours of 10:00 p.m. and 7:00 a.m.;****
- 4. ~~The~~ use of pyrotechnics or other temporary displays visible or audible off the property;**
- 5. ~~The~~ temporary use of public rights-of-way; ~~or the use of temporary directional signage in the public rights-of-way for private purposes,~~ **including but not limited to valet parking, staging of shuttle vehicles, or directional signage;****
- 6. ~~The~~ use of **any temporary structures** **Temporary Structure** for more than 24 hours; or**

~~Special Event includes~~ **Events include**, but ~~is~~ **are** not limited to, parades or processions, block parties, film production events, charitable fundraising events, designer and/or showcase home events, home and garden tours, **weddings, banquets, pop-up bars, valet parking via public rights-of-way, and fireworks displays,** and fireworks displays.

- 9. “Temporary Structure” means anything constructed or erected, the use of which requires a fixed location on the ground that is intended to be erected for a limited time, including but not limited to, tents, grandstands, bleachers, scaffolding and**

platforms, but excluding temporary sunshade structures or canopies of 200 square feet or less which have no side walls, and any tents or membrane structures that are depicted on the approved site plan for a property subject to a Special Use Permit, or otherwise provided for pursuant to the terms of a Special Use Permit.

Section 8-8-3            Permit Required

- A. An application for a Special Event permit on private property or Town-owned property shall be submitted to the Community Development Department. An application for a Special Event involving the use of a public street, or that may require extra security or special traffic control measures, shall also be reviewed by the Chief of Police or his designee.
- B. It shall be unlawful to conduct a Special Event without a properly issued Special Event permit, unless the event is exempted as provided in Section 4 of this Article, provided, however, that any Special Event that occurs on or involves the use of public rights-of-way, in whole or in part, shall obtain a permit. ~~Minor deviations or variances from Town Code requirements, such as temporary exceptions from regulations to the noise and sign regulations, shall be denoted in the Special Event permit.~~ **Minor deviations or variances from Town Code regulations, prohibitions, requirements, or conditions shall be denoted in the Special Event permit. Such minor deviations or variances may include, but are in no way limited to, temporary exceptions regarding noise, social gatherings, occupancies, private use of public rights-of-way, signs, or as otherwise permitted by the Town Manager or designee.**
- C. Special Events occurring without a valid permit shall be subject to immediate cessation pursuant to notice from the Town ~~manager~~**Manager** or his designee. It shall be unlawful to continue event activities after notice of a violation has been issued.

**SECTION 3.** Chapter 8 (Safety, Health, Sanitation and Nuisance), at the Table of Contents, Article 8-10 (Nuisance Noise) is hereby amended as follows (additions shown in **bold type**):

**Article 8-10 NUISANCE NOISE**

Section 8-10-1	General Prohibitions
Section 8-10-2	Declaration of Certain Acts Constituting Disturbing, Excessive, or Offensive Noises
Section 8-10-3	Exemptions
Section 8-10-4	Penalty
<b>Section 8-10-5</b>	<b>Enforcement</b>

**SECTION 4.** Chapter 8 (Safety, Health, Sanitation and Nuisance), Article 8-10 (Nuisance Noise), Section 8-10-2 (Declaration of Certain Acts Constituting Disturbing, Excessive, or Offensive Noises) is hereby amended by adding Subsection E (Plainly Audible Noise; Vibration) as follows (additions shown in **bold type**):

**E. Plainly Audible Noise; Vibration****1. Definition.**

**“Plainly Audible Noise” means any sound for which any of the content of that sound, such as, but not limited to, comprehensible speech or musical rhythms, is communicated to the listener using their unaided hearing faculties.**

**“Summer” shall mean those months from May through September, inclusive.**

**“Vibration Perception Threshold” means the minimum ground- or structure-borne vibrational motion necessary to cause an ordinary person to be aware of the vibration by such direct means as, but not limited to, sensation by touch or visual observation of moving objects.**

**2. Prohibition.**

**a. Except for those properties where a Special Event permit provides otherwise, or as otherwise allowed under Town Code, it shall be unlawful for any person in a residentially zoned property to make, continue, maintain, or cause to be made or continued, between the hours of 10:00 p.m. and 7:00 a.m. (10:00 p.m. and 6:00 a.m. during Summer months), any noise that is:**

**(i) Above the Vibration Perception Threshold of two or more reasonable people in separate residences or an officer across a real property boundary; or**

**(ii) Plainly audible from within:**

**(a) Two (2) or more enclosed residences; or**

**(b) The cabin of a police vehicle situated on a public right-of-way.**

**b. Except for those properties where a Special Use Permit provides otherwise, or as otherwise allowed under Town Code, if noise, when measured at the property line or, where such property lines are not clear, beyond the boundary of the nearest public right-of-way, measures as follows, it is presumed to be plainly audible:**

**(i) Above 56 dB between 7:00 a.m. and 10:00 p.m.; or**

- (ii) **Above 45 dB between 10:00 p.m. and 7:00 a.m. (10:00 p.m. and 6:00 a.m. during Summer months) and during all hours on all Sundays and specified legal holidays.**

**3. Standard of Reasonableness and Use of Technology; Detection.**

**It is the intent of the Town in regulating noise to take into account the latest scientific advances in noise measurement and control while at the same time preserving the common sense and common law determination of what constitutes a disturbance or public nuisance. Therefore, technological sound level measurements, while desirable, shall not be required to demonstrate a violation of this section. The detection of any sound component, including, but not limited to, understandable speech, comprehension of whether a voice is raised or normal, repetitive bass sounds, or comprehension of musical rhythms, by a person using their unaided hearing faculties is sufficient to verify Plainly Audible Noise. It is not necessary for such a person to determine the title, specific words, or artist of music, or the content of any speech. A sound level meter may be used but is not required to determine whether noise is prohibited, and decibel level measurements less than those specified in this article may still establish a violation of this article when due regard is made for the time, place, and circumstances of the noise.**

**4. Prima Facie Violations.**

**Noise prohibited under this section that disturbs two (2) or more residents residing in separate residences adjacent to any part of the source property, or three (3) or more residents residing in separate residences in close proximity to the source property, shall be prima facie evidence of a violation of this section.**

**SECTION 5.** Chapter 8 (Safety, Health, Sanitation and Nuisance), Article 8-10 (Nuisance Noise), Section 8-10-4 (Penalty) is hereby amended as follows (additions shown in **bold type**):

**Section 8-10-4            Penalty**

**Any person who violates any provision of this article may be prosecuted for such a violation in accordance with the provisions of article 1-9 of the Paradise Valley Town Code. Each such violation shall constitute a new and separate, yet cumulative, punishable offense.**

**SECTION 6.** Chapter 8 (Safety, Health, Sanitation and Nuisance), Article 8-10 (Nuisance Noise), is hereby amended by adding Section 8-10-5 (Enforcement) as follows (additions shown in bold type):

**Section 8-10-5            Enforcement**

**To protect the peace, health, safety, and welfare of the general public, the Police Department is authorized to enforce the provisions of this section regardless of**

whether enforcement is initiated by a complaint from a member of the public or detected by the Police Department without any such complaint. Peace officers or other designated Town employees or contractors shall enforce the provisions of this section using their sound discretion and the consideration of the totality of the circumstances, including but not limited to the use of the Premises (e.g., residential, commercial, etc.).

**SECTION 7.** Chapter 10 (Offenses), at the Table of Contents, Article 10-13 (Unruly Gatherings) is hereby amended as follows (deletions shown as ~~strike throughs~~ and additions shown in **bold type**):

**ARTICLE 10-13 UNRULY GATHERINGS**

10-13-1	Purpose
10-13-2	Definitions
10-13-3	Unruly Gathering
10-13-4	Subsequent Unruly Gathering
10-13-5	Posting of Unruly Gathering; Removal of Notice Prohibited; Right to Contest Posting
10-13- <del>56</del>	Billing; <b>Procedure for Appeal of Police Service Fee</b>
10-13- <del>67</del>	Penalties; <b>Aggravating Factors</b>
10-13- <del>78</del>	Enforcement
<b>10-13-9</b>	<b>Violations Deemed a Public Nuisance</b>

**SECTION 8.** The following sections of Chapter 10 (Offenses), Article 10-13 (Unruly Gatherings) are hereby amended as follows (deletions shown as ~~strike throughs~~ and additions shown in **bold type**):

Section 10-13-2 Definitions

In ~~the~~ **this** Article, unless the context otherwise requires, the following terms or phrases are defined as follows:

1. **“Excessive Noise” means any Plainly Audible Noise, as defined in and prohibited under Section 8-10-2(E), as well as any noise in violation of Article 10-7.**
2. “Increased Response” means the response of two or more uniformed officers to the scene of an Unruly Gathering in which eleven (11) or more persons are present and where it becomes necessary to restore the public peace, health, safety and/or general welfare.
3. “Juvenile” means a Minor under the age of eighteen (18) years.
4. “Minor” means any person under the age of twenty-one (21) years.
5. “Owner” means any **person or entity who has legal or equitable title to the** ~~owner~~ **the Premises**, as well as any agent of any **such** owner, such as a landlord or

**property manager, or other designees**, acting on behalf of the owner, who controls or otherwise regulates the occupancy or use of the property.

56. “Premises” means any property that is the site of an Unruly Gathering. For residential properties, Premises can mean the dwelling unit, units, or other common areas where the unruly gathering occurs.
67. “Police Service Fee” means the fee to reimburse the cost of services provided by the Police Department in response to the Unruly Gathering. The Police Service Fee is more fully defined in §10-13-7(C).
78. “Responsible Person” means any person in attendance at an Unruly Gathering, including any Owner, occupant, tenant, or tenant’s guest, or any sponsor, host, or organizer of a social activity or special occasion, or Owner that was aware of the social activity or special occasion constituting the Unruly Gathering, even if such person is not in attendance, or any Owner who had been notified that an Unruly Gathering had previously occurred on the same Premises within one hundred eighty (180) days prior to a subsequent Unruly Gathering. If such a person is a Juvenile, the term “Responsible Person” includes, in addition to the Juvenile, the Juvenile’s parents or guardians. Responsible Person does not include Owners or persons in charge of Premises where an Unruly Gathering takes place if the persons in attendance obtained use of the Premises through illegal entry or trespassing. A person need not be present at the time of the party, gathering, or event to be deemed responsible.
89. “Special Security Assignment” means the police services provided during any call-in response to complaints or other information regarding ~~unruly gatherings~~ **Unruly Gatherings**.
910. “Unruly Gathering” means a gathering of five (5) or more persons on any private property, including property used to conduct business, which constitutes a threat to the public peace, health, safety or general welfare including, but not limited to: ~~excessive noise~~ **Excessive Noise**, impeding traffic, obstruction of public streets by crowds or vehicles, use or possession of illegal drugs, drinking in public areas, the service of alcohol to ~~minors~~ **Minors** or consumption of alcohol by ~~minors~~ **Minors**, fighting, disturbing the peace, and/or littering.
1011. “Unruly Gathering Notice-~~(Notice)~~” **or, for purposes of this chapter, “Notice”** means ~~be~~ a document identifying the Premises as the site of an Unruly Gathering in which a citation was issued and advising the Owner, occupants, guests or other persons entering the Premises that any future Unruly Gathering upon the Premises shall have additional consequences.

Section 10-13-4      Subsequent Unruly Gathering

- A. Consistent Premises - If, after receiving an Unruly Gathering Notice as provided in §10-13-3(C), a second or subsequent police response or responses is/are necessary to the same Premises for an Unruly Gathering within ninety (90) days of the first

response, such response(s) shall be deemed a second response and subject to the higher fines and the Police Service Fee as provided in §10-13-7(C). If, after written notice of the violation as provided in §10-13-3(C), a third **or subsequent** response is necessary to the same Premises for an Unruly Gathering within one hundred twenty (120) days of the second response, such response shall be deemed a third response and subject to the highest fines and the Police Service Fee as provided in §10-13-7(C).

- B. Consistent Responsible Person - If, after receiving an Unruly Gathering Notice as provided in §10-13-3(C), a second or subsequent police response or responses is necessary to any Premises involving the same Responsible Person for an Unruly Gathering within ninety (90) days of the first response, such response shall be deemed a second response and subject to the higher fines and the Police Service Fee as provided in §10-13-7(C). If, after written notice of the violation as provided in §10-13-3(C), a third **or subsequent** response is necessary to any Premises involving the Same Responsible Person for an Unruly Gathering within one hundred twenty (120) days of the second response, such response shall be deemed a third response and subject to the highest fines and the Police Service Fee as provided in §10-13- 7(C).
- C. Once a Premises is initially posted as a result of an Unruly Gathering and the conduct causing the gathering to be unruly has ceased, a resumption of unruly behavior on the Premises resulting in another police response shall constitute a new and separate, yet cumulative, Unruly Gathering for purposes of this section.

Section 10-13-6      **Billing; Procedure for Appeal of Police Service Fee**

The Chief of Police, or any person designated by the Chief of Police, shall cause appropriate billings for the Police Service Fee to be made to the Responsible Person(s). Billings shall include the name and address of the Responsible Person, the date, time and location of the Unruly Gathering for which a Police Service Fee is imposed, and shall identify the services provided, any loss or damage and such other information as may be relevant.

- A. The amount of such Police Service Fees charged shall be deemed a joint and several debt to the Town of any and all Responsible Persons, whether they received the benefit of such Special Security Assignment services or not. If the Responsible Person(s) for the Unruly Gathering is a Juvenile, then the parents or guardians of that Juvenile will also be jointly and severally liable for the costs incurred for police services. Any person owing money due for the Police Service Fee shall be liable in an action brought in the name of the Town for recovery of such amount, including reasonable attorney fees.
- B. If a Responsible Person is the person who owns the property where an Unruly Gathering takes place, the Owner will not be charged the Police Service Fee unless:

1. the Owner was present at or had knowledge of the Unruly Gathering and took no reasonable action to prevent the ~~unruly gathering~~**Unruly Gathering** or unlawful gathering; or
2. the **Town notified the Owner pursuant to Section 10-13-3(C)** ~~had been sent a notice from the Town~~ that an Unruly Gathering had taken place on the Premises, and a subsequent ~~unruly gathering~~**Unruly Gathering** occurs within the prescribed time of the mailing of such notice to the ~~owner~~**Owner**; or
3. the Owner/~~landlord~~ fails to provide the names of the occupants listed on the leasing documents where the Unruly Gathering occurs.

The Town reserves all rights and remedies at its disposal to collect the Police Service Fee.

- C. **A person charged a Police Service Fee may file an appeal with the Town Clerk requesting a hearing before the Town Manager's designee within ten (10) days of receiving notice of the costs imposed. The Town Manager shall designate a hearing officer who is not an employee of the Police Department or a sworn police officer to preside over this administrative hearing.**
- D. **The request must set forth the specific objections to the Police Service Fee, which form the basis of the appeal.**
- E. **The hearing officer shall set a time and place for the hearing as soon as practicable, which shall be conducted informally and without a jury to determine whether there is a sufficient factual and legal basis to impose the costs of the Police Service Fee.**
- F. **All parties to the hearing have the right to present evidence in support of or opposition to the Police Service Fee. Except for the statutory provisions relating to privileged communications, the technical rules of evidence do not apply. However, the hearing officer's decision shall always be based upon the evidence presented.**
- G. **The Police Department shall have the burden of establishing by a preponderance of the evidence that the Police Service Fees should be imposed and that the amount is reasonable under the circumstances. The hearing officer may reduce the costs imposed if the Police Department fails to meet its burden.**
- H. **The decision of the hearing officer is final.**
- I. **A person's failure to timely request a hearing or appear at a scheduled hearing shall constitute a waiver of the right to a hearing or to challenge the Police Service Fee's validity or amount.**

Section 10-13-7. Penalties; Aggravating Factors

- A. Criminal Offense. If the Responsible Person is convicted of an Unruly Gathering, the penalty shall be a minimum mandatory fine of one thousand dollars (\$1,000.00) or up to the maximum associated with a class one misdemeanor. Additionally, if the Responsible Person for an Unruly Gathering has previously been convicted for an Unruly Gathering, regardless of the location of the prior violation, the penalty shall be a minimum mandatory fine of two thousand dollars (\$2,000.00) for a second violation, and a minimum mandatory fine of two thousand five hundred dollars (\$2,500.00) for a third or subsequent violation.
- B. Civil Offense. If the Responsible Person is an Owner that was not present at the Unruly Gathering, was not aware of the social activity or special occasion constituting the Unruly Gathering, and was not an organizer, host or sponsor of the Unruly Gathering, but had been notified that an Unruly Gathering had ~~previously~~ occurred on the property within **the prior** one hundred eighty (180) days ~~prior an Unruly Gathering~~, then the civil penalty shall be a minimum mandatory fine of one thousand dollars (\$1,000.00) for a first violation, a minimum mandatory fine of two thousand dollars (\$2,000.00) for a second violation, and a minimum mandatory fine of the maximum amount permitted by law for civil violations for a third or subsequent violation.
- C. Police Service Fee. The Police Service Fee shall be an amount equal to the actual costs (essentially a reimbursement) of the law enforcement response to an Unruly Gathering, including:
1. the salaries, and associated benefits of the responding law enforcement officers corresponding to the amount of time actually spent in responding to and remaining at the Unruly Gathering; and,
  2. the salaries, and associated benefits of any dispatcher or other police personnel involved with the response for the amount of time actually spent in responding to Unruly Gathering; and
  3. any actual costs of any medical treatment to injured officers and/or the costs of repairing any damage to town equipment or property; and
  4. the associated overhead costs including, but not limited to, vehicle and equipment used; with such overhead costs to be set annually within the first 60 days of the new fiscal year and available for inspection.
- D. **Aggravating Factors. Mandatory fines shall be automatically increased to the next higher fine level if any of the following factors are found during a response to an Unruly Gathering:**
1. **Minor in possession;**
  2. **Public urination or defecation;**

3. **Indecent exposure;**
4. **Public sexual indecency;**
5. **Weapons violations; or**
6. **Felonious conduct.**

**Section 10-13-9. Violations Deemed a Public Nuisance**

**Incidents involving Consistent Premises or Consistent Responsible Persons that violate any of the provisions of this Article and threaten the public peace, health, safety, and welfare, are declared and deemed a nuisance, which the Town may abate as provided in Article 8-5, pursuant to A.R.S. § 9-240, as amended, by removing nuisances and punishing persons committing nuisances, or in any other manner authorized by law.**

**SECTION 9.** Chapter 10 (Offenses), at the Table of Contents, Article 10-14 (Short-Term Rentals Responsible Party Requirements and Other Violations) is hereby amended as follows (deletions shown as ~~strikethroughs~~ and additions shown in **bold type**):

**ARTICLE 10-14      SHORT-TERM RENTALS RESPONSIBLE PARTY REQUIREMENTS AND OTHER VIOLATIONS**

- |                |   |
|----------------|---|
| 10-14-1        | <del>Definitions</del> <b>Purpose</b>   |
| 10-14-2        | <del>Contact information required; information updates</del> <b>Definitions</b>   |
| 10-14-3        | <del>Compliance with Laws</del> <b>Short-Term Rental Registration Required; Required Information</b>  |
| 10-14-4        | <del>Non-Residential Usage by Short-Term Rentals or Vacation Rentals Prohibited</del> <b>Compliance with Laws; Non-Residential Usage and Other Prohibitions</b> |
| <b>10-14-5</b> | <b>Standards and Operating Requirements; Health and Safety</b>  |
| <b>10-14-6</b> | <b>Enhanced Penalties</b>   |

**SECTION 10.** The following sections of Chapter 10 (Offenses), Article 10-14 (Short-Term Rentals Responsible Party Requirements and Other Violations) are hereby amended as follows (deletions shown as ~~strikethroughs~~ and additions shown in **bold type**):

Section 10-14-1      **Definitions****Purpose**

**This Article is adopted to protect the peace, health, safety, and welfare of the Town’s residents and visitors by enacting reasonable regulations that mitigate the harmful abuses common to the short-term rental of residential property within the Town while preserving property owners’ rights to rent their property in a manner that does not disturb the peace or harm public health, public safety, or general public welfare. Such harmful abuses deplete law enforcement and public safety resources and can leave other areas of the Town with compromised levels of police protection so as to create a significant threat to the safety of both citizens and police officers alike. The**

**inclusion of a specific regulation or reference to the Town Code in this chapter does not imply the exclusion of any other applicable law.**

Section 10-14-2      ~~Contact information required; information updates~~ **Definitions**

**In this Article, unless the context otherwise requires, the following terms or phrases are defined as follows:**

**“Banquet Space” means an Event Center that is used for serving and/or consuming food and/or beverages.**

**“Event Center” means any dwelling unit (i) for which the occupant has made payment for transient use of the dwelling unit and (ii) is used for social gatherings or Special Events more than two (2) times within a period of twelve (12) consecutive months.**

**“Nonresidential Use” means any use that is not permitted in a residential zoning district pursuant to the Zoning Ordinance, any use that constitutes an Unruly Gathering, as used in Article 10-13, and any use for which entrants pay an entry fee, unless such use is exempted under Section 8-8-4 (C) or (D).**

**“Online Lodging Marketplace” has the same meaning given to it in A.R.S. § 42-5076, as amended.**

**“Owner” means any owner, as well as any agent of an owner, such as a landlord or property manager, or other designees acting on behalf of the owner, who controls or otherwise regulates the occupancy or use of the property.**

~~“Short-term rental”~~ **Short-Term Rental** ~~or~~ and ~~“vacation rental”~~ **Vacation Rental** are interchangeable for purposes of this Article, and ~~means~~ mean any individually or collectively owned single-family or one-to-four-family house or dwelling unit or any unit or group of units in a condominium, cooperative or timeshare, that is also a transient public lodging establishment or owner-occupied residential home offered for transient use. ~~Short-term rental~~ **Short-Term Rental** and ~~vacation rental~~ **Vacation Rental** do not include a unit that is used for any ~~nonresidential use~~ **Nonresidential Use**, including retail, restaurant, ~~banquet space~~ **Banquet Space**, ~~event center~~ **Event Center** or similar use.

**“Special Event” has the same meaning given to it in Section 8-8-2.**

**“Timely Manner” means: (a) within one (1) hour after the initiation of contact with the Owner’s designee when the contact is made by a Police Department officer or employee for a complaint or incident that is reported to the Police Department and for which police officers have been dispatched to the Owner’s property due to such complaint or incident; and (b) within twenty-four (24) hours after the initiation of contact with the Owner’s designee when the contact is made by a Police Department officer or employee or a code enforcement officer for a complaint or incident that is either reported to or directly observed by the Police Department personnel or a code enforcement officer and for which the police are not at the scene of the complaint or incident at the time that such contact is initiated.**

Compliance with laws**Short-Term Rental Registration Required;  
Required Information**

- A. **Short-Term Rental Registration Required.** Before offering for rent or renting a ~~short term rental~~**Short-Term Rental** or ~~vacation rental~~**Vacation Rental** within the Town, the ~~owner~~**Owner** thereof shall register the **Short-Term Rental** with the Town, on a form or platform specified by the Town and obtain a valid transaction privilege tax license under A.R.S. Title 42. The Owner shall notify the Town, in writing, of all changes in the information required by this section, not less than ten (10) days prior to the effective date of the change. ~~of a short-term rental or vacation rental must shall provide the Town with contact information for the owner or the owner's designee who is responsible for responding to complaints in a timely manner in person, over the phone, or by email at any time, of day.~~
1. Every Short-Term Rental registration must include the following information, which shall be made publicly available:
    - a. The name and contact information of the Owner or, if the Owner is a business entity, the name and contact information of the entity's statutory agent.
    - b. The Short-Term Rental's physical address.
    - c. The name, address, and contact information of the Owner or Owner's designated local contact person who is responsible for responding to complaints in person, by telephone, or by email in accordance with Section 10-14-5(A)(1).
    - d. The name, address, and contact information of the person the Owner designated as an emergency contact.
    - e. The phone number to the Short-Term Rental's landline or modern equivalent.
- B. **Consent and Certification.** When registering a Short-Term Rental, the Owner must:
1. Consent to and authorize any Online Lodging Marketplace on which the Short-Term Rental is listed to provide to the Town the Owner's listing (including the address of the listing), rental activity, and contact information.
  2. Provide evidence that the Short-Term Rental has been registered with Maricopa County Assessor's Office in accordance with A.R.S. § 33-1902.

3. **Provide evidence of a valid transaction privilege tax license issued by the State of Arizona.**

~~In addition to the information required above, the owner of a short-term rental or vacation rental shall provide to the Town the name and contact information of a person designated as an emergency contact.~~

- C. **Booking Information.** To protect the peace, health, safety, and general welfare of the Town's residents and visitors, the Owner of a Short-Term Rental shall promptly provide the information below to the Town, on a form or a platform specified by the Town, within twenty-four (24) hours of every booking; provided, that any booking for an occupancy beginning less than twenty-four (24) hours from the time of booking shall be reported within one (1) hour after the time of the booking:

1. **A copy of the Short-Term Rental's advertisement or listing upon which the relevant booking occurred, along with the name of the Online Lodging Marketplace accommodating the listing;**
2. **The dates for which a guest booked the Short-Term Rental and the number of people in their party;**
3. **Evidence of compliance with Section 10-14-5(B).**
4. **Evidence that the booking guest has acknowledged receipt of the statement of rules and regulations prepared by the Town, and has agreed by that acknowledgement to comply with such rules and regulations.**

~~The owner or the owner's designee designees is responsible for responding to complaints in a timely manner in person, by telephone, or by email at any time of day or night. For purposes of this section "timely manner" shall mean: 1) within two hours after the initiation of contact with the owner's designee when the contact is made by a police department officer or employee for a complaint or incident that is reported to the police department and for which police officers have been called out to the owner's property due to such complaint or incident and where the police officers are at the owner's property at the time that such contact is initiated; and 2) within twenty four hours after the initiation of contact with the owner's designee when the contact is made by a police department officer or employee or a code enforcement officer for a complaint or incident that is either reported to or directly observed by the police department personnel or a code enforcement officer and for which the police are not at the scene of the complaint or incident at the time that such contact is initiated.~~

- D. **Failure to Register.** Any person, entity, or Online Lodging Marketplace who offers for rent or accepts a fee for booking a Short-Term Rental that is not registered with the Town pursuant to Section 10-14-3(A) or, where applicable, with the Maricopa County Assessor's Office pursuant to A.R.S. § 33-1902, as

amended, shall be fined one hundred fifty dollars (\$150) per violation per day. Each day's failure to comply with a notice of violation or any other order shall constitute a separate violation.

- E. The Town Manager or designee shall develop the necessary forms and/or database necessary to implement this section.
- F. The Town may mitigate, suspend, or reduce any penalties the Owner might otherwise incur under this article if the Town deems that the Owner has made reasonable attempts to prevent nuisance activities from occurring at the Short-Term Rental. The Owner shall keep a record of steps taken to prevent such nuisance activities.

Section 10-14-4 Non-Residential Usage by Short-Term Rentals or Vacation Rentals Prohibited Compliance with Laws; Non-Residential Usage and Other Prohibitions

- A. ~~No short term rental or vacation rental may be used for any non-residential use or purpose including but not limited to any of the uses listed in ARS § 9-500.39(B)(3).~~ **A Short-Term Rental or Vacation Rental must at all times comply with the federal, state, and local laws, rules, and regulations related to public health, safety, sanitation, solid waste, hazardous waste, tax privilege licensing, including advertising requirements, property tax registration, traffic control, pollution control, noise, property maintenance, and nuisance abatement.**
- B. ~~No person including an owner or operator shall operate a short term rental or vacation rental in violation of this section.~~ **A Short-Term Rental lacking a valid Short-Term Rental registration under Section 10-14-3 and a valid transaction privilege tax license issued by the State of Arizona shall not be rented or offered for rent.**
- C. **No person or entity shall operate a Short-Term Rental or Vacation Rental in violation of this Article.**
- D. **No person or entity may receive payment or accept a fee, directly or indirectly, for facilitating the rental of a Short-Term Rental operating in violation of this Code or any other applicable law.**
- E. **Any renter who causes, permits, facilitates, aides, or abets any violation of this Article shall be subject to a civil sanction as set forth in Section 10-14-6(B).**
- F. **In accordance with A.R.S. § 9-500.39(B)(3), a Short-Term Rental may not be rented, advertised, or used for any of the following uses or purposes: housing sex offenders, operating or maintaining a sober living home, selling illegal drugs, liquor control, or pornography, obscenity, nude or topless dancing, and other adult-oriented businesses, performances, parties, or activities in which consideration is given in exchange for an adult-oriented service. Within twenty-four (24) hours of every booking, the Owner shall perform a**

background check on every guest to ensure that there are no sex offenders at the Short-Term Rental. Failure to retain a full copy of the background check on each guest for twelve (12) months after the booking date shall be a separate violation of this section. Owners who permit a sex offender to occupy their Short-Term Rental shall be found in violation of this section.

- G. None of the following may occur where such acts may reasonably be viewed by the public, whether at ground level or from a reasonable vantage point of a nearby property, such as a deck or balcony:
  - 1. Urination or defecation;
  - 2. Nudity; or
  - 3. Sexual acts.
- H. Per Section 1007 of the Zoning Ordinance, motor homes, campers, trailers, boats, buses, and similar equipment allowed to be stored on residentially-zoned property shall not be used for sleeping or habitation purposes.
- I. Except when permitted by a Special Event permit under Article 8-8, no Short-Term Rental or Vacation Rental may be used for any Nonresidential Uses, including but not limited to, an event that requires a permit or license pursuant to a Town ordinance or State law or rule; a retail, restaurant, Banquet Space, Event Center, or other similar use, such as weddings and pop-up bars; or any use prohibited in a residentially-zoned district pursuant to the Zoning Ordinance.
- J. Any violation of an ordinance related to noise, protection of welfare, property maintenance, and other nuisance issues, where such ordinances are permitted under A.R.S. § 9-500.39(B)(2), constitutes a Nonresidential Use.

**Section 10-14-5      Standards and Operating Requirements; Health and Safety**

- A. **Standards and Operating Requirements.**
  - 1. **Owners or their designees shall (1) affirmatively respond to complaints in person, over the phone, or by email, and (2) abate the incident from which the complaint arose in a timely manner. Timely Manner regardless of when the Owner receives notice of the complaint. If such a response is due within one (1) hour under this Article's definition of Timely Manner, the response is deemed necessary to protect the peace, health, safety, and welfare of the general public, and the Owner shall so respond in person. If the response is due within twenty-four (24) hours, the Owner shall respond either in person, by telephone, or by email. Failure of the Owner to respond to a complaint as provided herein is a violation of this Article.**

2. **The Owner shall meet in-person at their Short-Term Rental with their Short-Term Rental guests prior to the commencement of the occupancy or during check-in and verbally explain and describe all rules and regulations applicable to the use of the property as a Short-Term Rental including, but not limited to, parking restrictions, restrictions on noise and amplified sound, trash collection schedules, Special Event and Nonresidential Use restrictions, fire evacuation routes, and any other information, as required by this Code, applicable to the Short-Term Rental and the surrounding neighborhood. When meeting in person upon the guest's arrival at the Short-Term Rental, the Owner shall provide the booking guest with a written copy of the statement of rules and regulations acknowledged by the guest at the time of booking as required by Section 10-14-3(C)(4). The Owner shall keep a record of compliance with this section.**
3. **Trash and refuse shall not be left stored within public view, except in proper collection containers for the purpose of collection in accordance with the residential collection schedule outlined in Section 8-3-9. Containers shall not be placed for collection before 6:00 p.m. on the day preceding the date of collection, and after the containers are emptied, they shall be removed from the street and stored in a screened area by the end of the collection day.**
4. **The following notice must be completed in 14-point or larger bold font, on a laminated or otherwise similarly shielded paper, and prominently displayed on the inside of the front door and the primary door to the backyard or in a conspicuous location near each such door. The notice below shall also include information regarding the location of all fire extinguishers and Town of Paradise Valley parking and waste disposal regulations.**

### **NOTICE**

**USE OF THIS PROPERTY FOR ANY OF THE FOLLOWING PURPOSES IS PROHIBITED; VIOLATORS MAY BE SUBJECT TO SUBSTANTIAL PENALTIES:**

1. **Housing sex offenders;**
2. **Operating or maintaining a sober living home;**
3. **Selling controlled substances, liquor, or pornography;**
4. **Obscenity, Nude or topless dancing, and other adult-oriented businesses, performances, parties, or activities in which value is given in exchange for an adult-oriented service;**
5. **Any uses prohibited under A.R.S. § 9-500.39, or federal, state, or local law; or**

6. Any use that disturbs neighboring properties' peace and enjoyment including, but not limited to, excessive noise, impeding traffic, obstruction of public streets by crowds or vehicles, use or possession of illegal drugs, drinking in public areas, the service of alcohol to minors or consumption of alcohol by minors, fighting, disturbing the peace, and/or littering.

**UNLESS THE TOWN EXPRESSLY PERMITS SUCH A USE IN WRITING, USE OF THIS PROPERTY FOR ANY OF THE FOLLOWING PURPOSES IS PROHIBITED; VIOLATORS MAY BE SUBJECT TO SUBSTANTIAL PENALTIES:**

Use for any nonresidential use, including:

1. For a special event that would otherwise require a permit or license pursuant to town ordinance or a state law or rule; or
2. Operating a retail business, restaurant, event center, banquet space, or similar use.

Your local contact person's name is \_\_\_\_\_ and can be reached by phone 24 hours a day, seven days a week, at \_\_\_\_-\_\_\_\_-\_\_\_\_\_.

**B. Health, Safety, and Sanitation.** To protect the health, safety, and general welfare of all Short-Term Rental occupants, Short-Term Rentals must meet the minimum standards for habitable structures set forth in this Code and the Zoning Ordinance and the following requirements. The Town may require inspection if it has a reason for concern that the Short-Term Rental may not be compliant with the Town of Paradise Valley's fire, building, or zoning requirements.

1. Owners shall:

- a. Have either (1) liability insurance to cover the Short-Term Rental in an amount determined appropriate by the insurance company insuring such Short-Term Rental, but in no case, an amount less than one million dollars (\$1,000,000) in the aggregate, or (2) equal or greater insurance coverage is provided for the Short-Term Rental through the Online Lodging Marketplace through which the property is booked; and
- b. Ensure their Short-Term Rental meets the requirements of this subsection B.

2. **Smoke and carbon monoxide (CO) detection and notification system.** A working smoke alarm and carbon monoxide (CO) alarm system, which may require the installation and maintenance of several detection units, shall be present within the Short-Term Rental or Vacation Rental and maintained annually as required under NFPA 72. The Owner or Owner's designee shall keep and make available for inspection upon request by the Fire Marshal a record of all inspections and maintenance activities.
3. **Fire extinguisher.** A portable, multi-purpose fire extinguisher shall be installed, inspected, and maintained as required under NFPA 10 in any kitchen area and on each floor of a Short-Term Rental and within 20 feet of every outdoor fire feature, fire pit, patio heater, fireplace, or other areas with fire. The extinguisher(s) shall be installed on the wall in an open common area or in an enclosed space with appropriate markings visibly showing the location of the fire extinguisher.
4. **Fire Safety and Emergency Evacuation Map.** The Owner shall provide and prominently display a map of the Short-Term Rental showing the following information: safe routes of egress in the event of a fire or other emergency; the location of telephone(s) required under this Article; the location of fire detection and suppression equipment; and any additional information relevant to such emergency preparedness measures. Such maps shall include the full property address, emergency information (911), and Owner contact information.
5. **Air Filters.** As applicable, all HVAC filters in the Short-Term Rental shall be changed every three (3) months or according to the manufacturer's instructions. The Owner or Owner's designee shall keep and make available for inspection upon request by the Town a record of all HVAC filter changes.
6. **Local phone service.** At least one (1) landline telephone or modern equivalent with the ability to call 911 and receive inbound calls shall be available on every floor of the Short-Term Rental.
7. **Cleaning.** The Owner shall have the Short-Term Rental cleaned between bookings following CDC guidelines and using household disinfectant products included on the EPA's List N: Disinfectants for Coronavirus (COVID-19), available at <https://cfpub.epa.gov/wizards/disinfectants/>.
8. **Pest Control.** The Owner shall ensure that the Short-Term Rental receives regular (at least monthly) pest control treatments to keep the interior of all buildings and structures and exterior area of the premises free from infestation of insects, rodents, and other noxious pests where

such infestation threatens the health, safety, or welfare of a person or persons.

- C. In addition to the transaction privilege tax license number that must be included in the Short-Term Rental's listing, the Owner shall complete and prominently display the following statement in the Vacation Rental's Online Lodging Marketplace or other listing:

You must meet in person with the owner of this property during check-in. The owner will provide you with pertinent safety information, explain your responsibilities under the Paradise Valley Town Code, and expect you to certify your compliance therewith.

You must not use this property for any of the uses identified in Paradise Valley Town Code Section 10-14-4. Any renter who causes, permits, facilitates, aides, or abets any violation thereof shall be subject to a civil infraction carrying a mandatory penalty of a minimum of \$500.00 in addition to any other penalties which the Town may impose.

The use of this short-term rental to house sex offenders is prohibited. The owner of this short-term rental is required to perform a background check on you and your guests prior to your stay.

**Section 10-14-6      Enhanced Penalties**

- A. The remedies herein are cumulative, and the Town may proceed under one or more such remedies.
- B. Any Short-Term Rental Owner, agent, or renter who causes, permits, facilitates, aides, or abets any violation of any provision of this Article or who fails to perform any act or duty required by this Article is subject to the following civil sanctions:
1. First offense, five hundred dollars (\$500).
  2. Second offense on the property within twelve months (12), one thousand dollars (\$1,000) per offense.
  3. Third and subsequent offense within twelve (12) months, one thousand five hundred dollars (\$1,500) per offense.
- C. Notwithstanding any other provisions of the Code, the Short-Term Rental Owner, agent, or renter who causes, permits, facilitates, aides, or abets the use of the Vacation Rental in violation of any provision of the Code is subject to a civil sanction as set forth in subsection B of this section.

- D. Any Vacation Rental Owner, agent, or renter who causes, permits, facilitates, aides, or abets any violation of any provision of this Article or fails to perform any act or duty required by this Article is guilty of a Class 1 misdemeanor.**

**SECTION 11.** If any section, subsection, sentence, clause, phrase, or portion of this ordinance is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

**SECTION 12.** This Ordinance shall become effective in the manner provided by law.

**SECTION 13.** Staff shall prepare a report regarding the implementation and effectiveness of this Ordinance and present such report for Town Council review on or after January 27, 2023.

## Chapter 5.25

### SHORT-TERM RENTAL REGULATION

Sections:

- 5.25.010**    **Title.**
- 5.25.020**    **Findings and purpose.**
- 5.25.030**    **Definitions.**
- 5.25.040**    **Emergency contact.**
- 5.25.050**    **Use regulations.**
- 5.25.060**    **Penalties.**

#### **5.25.010**    **Title.**

This chapter shall be known as the city of Sedona short-term rental regulation chapter. [Code 2006 § 8-4-1. Ord. 2008-01, 1-22-2008; Ord. 2016-06 § 1, 10-11-2016; Res. 2016-29 Exh. A, 10-11-2016; Ord. 2016-12 § 1, 12-13-2016; Res. 2016-37 Exh. A, 12-13-2016; Ord. 2018-02 § 1, 1-9-2018; Res. 2018-02 Exh. A, 1-9-2018; Ord. 2018-09 § 1, 5-22-2018; Res. 2018-15 Exh. A, 5-22-2018; Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019].

#### **5.25.020**    **Findings and purpose.**

The city of Sedona is committed to maintaining its small-town character, scenic beauty, and natural resources that are the foundation of its economic strength and quality of life. (Sedona Community Plan, Section 9.2, Recommendations Goal 1.0.) The purpose of this chapter is to safeguard the public health and safety of the residents of Sedona and their visitors and guests while preserving the residential character of neighborhoods, minimizing nuisances, and providing equity with other residential and commercial uses. Therefore, in an attempt to further promote the aims and goals of the Sedona Community Plan, the city does hereby adopt the following provisions in an attempt to protect the public's health and safety in residential neighborhoods. [Code 2006 § 8-4-2. Ord. 2008-01, 1-22-2008; Ord. 2016-06 § 1, 10-11-2016; Res. 2016-29 Exh. A, 10-11-2016; Ord. 2016-12 § 1, 12-13-2016; Res. 2016-37 Exh. A, 12-13-2016; Ord. 2018-02 § 1, 1-9-2018; Res. 2018-02 Exh. A, 1-9-2018; Ord. 2018-09 § 1, 5-22-2018; Res. 2018-15 Exh. A, 5-22-2018; Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019].

#### **5.25.030**    **Definitions.**

For the purpose of this chapter, the following definitions shall apply unless the context clearly indicates or requires a different meaning:

“Emergency point of contact” means the owner or owner’s designee who is located within 25 miles of the vacation rental, short-term rental, or transient lodging establishment and who is available 24 hours per day, seven days per week for the purpose of responding in person, telephonically, or by electronic mail to complaints, emergencies, or other incidents at the property in a timely manner.

“Transient” means any person who either at the person’s own expense or at the expense of another obtains lodging space or the use of lodging space on a daily or weekly basis, or any other basis for less than 30 consecutive days.

“Transient lodging” means the business of operating for occupancy by transients a hotel or motel, including an inn, tourist home or house, dude ranch, resort, campground, studio or bachelor hotel, lodging house, rooming house, apartment house, dormitory, public or private club, mobile home or house trailer at a fixed location, or other similar structure, and also including a space, lot, or slab that is occupied or intended or designed for occupancy by transients in a mobile home or trailer furnished by them for such occupancy. Transient lodging does not include those exceptions identified in A.R.S. § [42-5070\(B\)](#).

“Vacation rental” or “short-term rental” means any individually or collectively owned single-family or one- to four-family house or dwelling unit or any unit or group of units in a condominium, cooperative, or timeshare that is also a transient public lodging establishment or owner-occupied residential home offered for transient use if the accommodations are not classified for property taxation under A.R.S. § [42-12001](#). “Vacation rental” and “short-term rental” do not include a unit that is used for any nonresidential use, including retail, restaurant, banquet space, event center, or another similar use. [Code 2006 § 8-4-3. Ord. 2008-01, 1-22-2008; Ord. 2016-06 § 1, 10-11-2016; Res. 2016-29 Exh. A, 10-11-2016; Ord. 2016-12 § 1, 12-13-2016; Res. 2016-37 Exh. A, 12-13-2016; Ord. 2018-02 § 1, 1-9-2018; Res. 2018-02 Exh. A, 1-9-2018; Ord. 2018-09 § 1, 5-22-2018; Res. 2018-15 Exh. A, 5-22-2018; Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019].

### **5.25.040 Emergency contact.**

Before renting the property or offering the property for rent, the owner of any vacation rental, short-term rental, or transient lodging establishment shall provide the city with the name, address, e-mail address, and phone number of an emergency point of contact who is available 24 hours per day, seven days per week for the purpose of responding in a timely manner to any complaints, emergencies, or other incidents at the property. The owner shall notify the city, in writing, of all changes in the emergency contact information required by this section, not less than 10 days prior to the effective date of the change. The emergency point of contact shall be responsible to ensure that the occupants and guests of the property do not create unlawful noise disturbances, engage in disorderly conduct, or violate provisions of the Sedona City Code or any state law. Upon notification from the city that any occupant or guest of the property has created unlawful noise or disturbances, engaged in disorderly conduct, or committed violations of provisions of the Sedona City Code or any state law, the emergency point of contact shall respond in a timely and appropriate manner to prevent such conduct. The phrase “in a timely and appropriate manner” shall mean telephonic or in-person contact with the occupants of the property and the city or the city’s designee within 60 minutes of a call for each incident.

The contact information for the emergency point of contact shall be posted in a prominent and visible location inside the short-term rental, vacation rental, or transient lodging establishment. [Code 2006 § 8-4-5. Ord. 2008-01, 1-22-2008; Ord. 2016-06 § 1, 10-11-2016; Res. 2016-29 Exh. A, 10-11-2016; Ord. 2016-12 § 1, 12-13-2016; Res. 2016-37 Exh. A, 12-13-2016; Ord. 2018-02 § 1, 1-9-2018; Res. 2018-02 Exh. A, 1-9-2018; Ord. 2018-09 § 1, 5-22-2018; Res. 2018-15 Exh. A, 5-22-2018; Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019. Formerly 5.25.050].

### **5.25.050 Use regulations.**

The Sedona Land Development Code district regulations shall be applied to a short-term rental, vacation rental, or transient lodging establishment in the same manner as other property classified under A.R.S. §§ [42-12003](#) and [42-12004](#) except as permitted by state law. The use of any short-term rental, vacation rental, or transient lodging establishment in any single-family residential district shall be limited to the uses identified in the Sedona Land Development Code for that particular zoning district. No vacation rental, short-term rental, or transient lodging establishment in any residential district shall be used for nonresidential uses, including for any special event that would require a permit or license pursuant to SCC [5.05.030\(B\)](#) or as a retail establishment, restaurant, banquet space, or any other similar use. The owner of any vacation rental, short-term rental, or transient lodging establishment shall be responsible to ensure that the property complies with all applicable fire, building, health and safety codes, and all other relevant state and local laws. No vacation rental, short-term rental, or transient lodging establishment shall be rented or offered for rent without a current, valid transaction privilege tax license. The owner of any vacation rental, short-term rental, or transient lodging establishment shall list the transaction privilege tax license number on each advertisement offering the property for rent. [Code 2006 § 8-4-6. Ord. 2008-01, 1-22-2008; Ord. 2015-09 § 1, 6-23-2015; Ord. 2016-06 § 1, 10-11-2016; Res. 2016-29 Exh. A, 10-11-2016; Ord. 2016-12 § 1, 12-13-2016; Res. 2016-37 Exh. A, 12-13-2016; Ord. 2018-02 § 1, 1-9-2018; Res. 2018-02 Exh. A, 1-9-2018; Ord. 2018-09 § 1, 5-22-2018; Res. 2018-15 Exh. A, 5-22-2018; Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019. Formerly 5.25.060].

### **5.25.060 Penalties.**

Failure to comply with this chapter may subject the owner of the short-term rental, vacation rental, or transient lodging establishment to civil penalties up to \$2,500 per violation under SCC [1.15.010](#). [Ord. 2019-08 § 1, 11-26-2019 ([Res. 2019-22](#)); Res. 2019-22 Exh. A, 11-26-2019].

**The Sedona City Code is current through Ordinance 2021-09, passed November 9, 2021.**

Disclaimer: The city clerk's office has the official version of the Sedona City Code. Users should contact the city clerk's office for ordinances passed subsequent to the ordinance cited above.

**Note:** This site does not support Internet Explorer. To view this site, Code Publishing Company recommends using one of the following browsers: Google Chrome, Firefox, or Safari.

[City Website: www.SedonaAZ.gov](http://www.SedonaAZ.gov)

[Code Publishing Company](#)

## Chapter 22 - SHORT TERM RENTALS

## 22-1. - Purpose.

This chapter is adopted to protect the health, safety, and welfare of residents of and visitors to the City of Chandler by enacting reasonable regulations for the short term rental of residential property within the City. The inclusion of a specific regulation or reference to City Code in this chapter does not imply the exclusion of any other applicable law.

(Ord. No. 4939, § 2(Exh.), 10-12-20)

## 22-2. - Definitions.

The following words, terms, and phrases, when used in this chapter, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning. words not defined shall be given their normal, ordinary meaning.

*Director* means the Management Services Director or designee.

*Lodging accommodations* shall have the same meaning as defined in A.R.S. § 42-5076.

*Nonresidential use* means any use that is not a permitted use in a residential zoning district.

*Online lodging operator* shall have the same meaning as defined in A.R.S. § 42-5076.

*Residential zoning district* means any of the following: AG-1, SF-33, SF-18, SF-10, SF 8.5, MF-1, MF-2, MF-3, or MH-1.

*Short term rental or vacation rental* shall have the same meaning as set forth in A.R.S. § 9-500.39 and any portion of land located in a residential zoning district or any unit, room or structure on land located in a residential zoning district that is also offered to the public for transient lodging accommodations. Short term rental does not include property that is used for any nonresidential use, including, but not limited to, retail, restaurant, banquet space, or event center. Advertisement online creates a rebuttable presumption that a property is a short term rental.

*Transient* means for a duration lasting less than thirty (30) consecutive days.

*Verified violation* means a finally adjudicated finding of guilt or civil responsibility for violating any State law or local ordinance relating to a short term rental.

(Ord. No. 4939, § 2(Exh.), 10-12-20)

### 22-3. - Registration required.

22-3.1. The owner of a short term rental shall obtain a short term rental registration by completing an application on a form prescribed by the City.

22-3.2. The owner of a short term rental shall provide the following information when applying for a short term rental registration:

A. Address of the short term rental.

B. Valid mailing address of the owner or the owner's agent.

C. Phone number and email address of the owner or the owner's agent having the authority to respond to a complaint in person, over the phone, or by email at any time of the day.

D. The owner of a short term rental shall inform the Director of any change in the information provided under this section within ten (10) days of the change.

(Ord. No. 4939, § 2(Exh.), 10-12-20)

### 22-4. - Operating requirements.

22-4.1. A short term rental may not be used for nonresidential uses, including, but not limited to retail, restaurant, banquet hall, event space, or any event that requires a permit or license pursuant to a City ordinance or State law.

22-4.2. A short term rental may not be rented, advertised, or used for any of the uses prohibited under A.R.S. § 9-500.39.

22-4.3. A short term rental may not be rented, advertised, or used for occupancies exceeding those allowed under Chapter 29 of this Code.

22-4.4. The neighborhood preservation requirements set forth in Chapter 30 of this Code apply to a short term rental.

22-4.5. The residential parking requirements set forth in Chapter 35 of this Code apply to a short term rental.

22-4.6. The following notice must be posted in a conspicuous place in the short term rental:

Notice: Using this property for the following purposes is prohibited:

1. Any nonresidential use;

2. Holding any event that requires a permit or license pursuant to a City ordinance or State law;
3. Operating a retail business, restaurant, event center, banquet hall or similar use;
4. Housing sex offenders;
5. Operating or maintaining a sober living home;
6. Selling liquor, illegal drugs, or pornography;
7. Operating a nude or topless dancing establishment;
8. Adult-oriented business;
9. Any uses prohibited under A.R.S. § 9-500.39; or
10. Any use that disturbs the peace and enjoyment of neighboring properties.

The maximum occupancy of this residence is \_\_\_\_.

22-4.7. A short term rental shall not be rented or offered for rent without a valid short term rental registration under Section 22-3 and a valid transaction privilege tax license under Arizona Revised Statutes Title 42.

22-4.8. When requested by a Police Officer or City Code Inspector, the owner or owner's agent whose name appears on the short term rental registration, or another person with management authority regarding the short term rental must be available either in person or by telephone within sixty (60) minutes after receiving the request.

(Ord. No. 4939, § 2(Exh.), 10-12-20)

22-5. - Enforcement of chapter.

A. The City, its officers, and its employees may enforce this chapter by one or more lawful means, including but not limited to voluntary compliance, civil citation, injunctive action, and criminal enforcement. The City may also require restitution.

B. The City Manager shall designate those officers and employees of the City authorized to inspect short term rentals and other properties to determine compliance with this chapter.

C. The remedies in this section are cumulative and the City may proceed under one or more concurrently.

D. Any short term rental owner, agent, renter, or online lodging operator who causes, permits, facilitates, aides, or abets any violation of this chapter is subject to a civil penalty as follows:

1. First offense, five hundred dollars ( \$500.00).
2. Second offense on the same property within a twelve-month period, one thousand dollars (\$1,000.00) per offense.
3. Third and subsequent offense on the same property within a twelve-month period, one thousand five hundred dollars (\$1,500.00) per offense.

E. A short term rental owner is subject to a separate civil penalty as set forth in paragraph D of this section for each verified violation occurring on the short term rental owner's property.

F. Any short term rental owner, agent, renter, or online lodging operator who commits a violation of a provision of this chapter after previously having been found responsible for committing three (3) or more civil infractions of this chapter within a sixteen (16) month period, whether by admission, by payment of the fine, by default, or by judgment after hearing, shall be guilty of a Class 1 misdemeanor punishable as set forth in Section 1-8 of this Code. The City Prosecutor is authorized to file a Class 1 criminal misdemeanor complaint in the Chandler Municipal Court against such habitual offenders who violate this section. For purposes of calculating the sixteen (16) month period under this paragraph, the dates of the commission of the offenses are the determining factor.

G. If the owner of a short term rental has obtained a short term rental registration and provided valid contact information as required under this chapter, the Director shall make a reasonable attempt to notify the owner or the owner's agent of any citation issued for a violation of a City ordinance or State law that occurred on or at the short term rental within seven (7) business days after issuance of the citation using the contact information the owner provided under Section 22-3.3. No such notice is required for an owner who has failed to obtain a short term rental registration and provide contact information as required under this chapter.

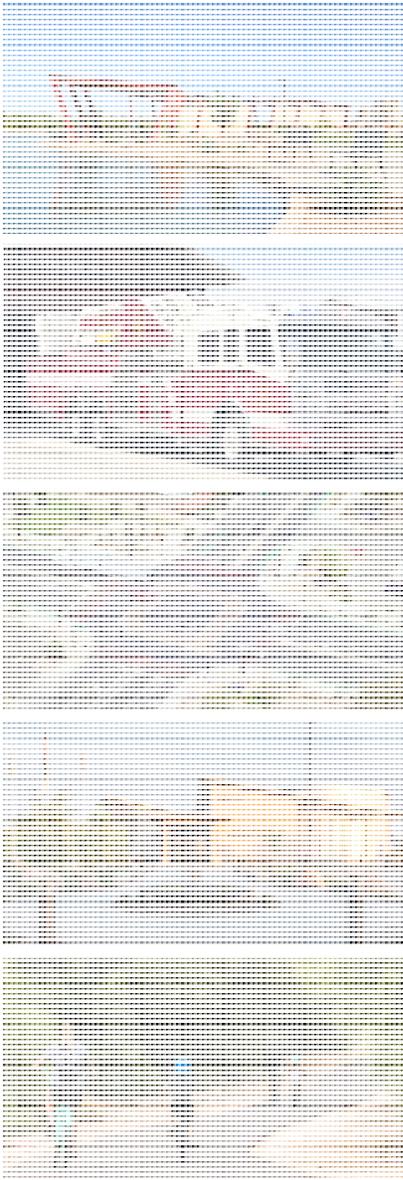
(Ord. No. 4939, § 2(Exh.), 10-12-20)

#### 22-6. - Notification to the Arizona Department of Revenue.

A. Within 30 days after a verified violation, the Director shall notify the Arizona Department of Revenue and the owner of the short term rental of the verified violation.

B. The notification provided under paragraph A of this section will include the amount of any civil penalty assessed against the owner of the short term rental under section 22-5(E) and any other information required by law.

(Ord. No. 4939, § 2(Exh.), 10-12-20)



# Short Term Rentals

2022 Council Strategic Planning Session  
February 25-26, 2022



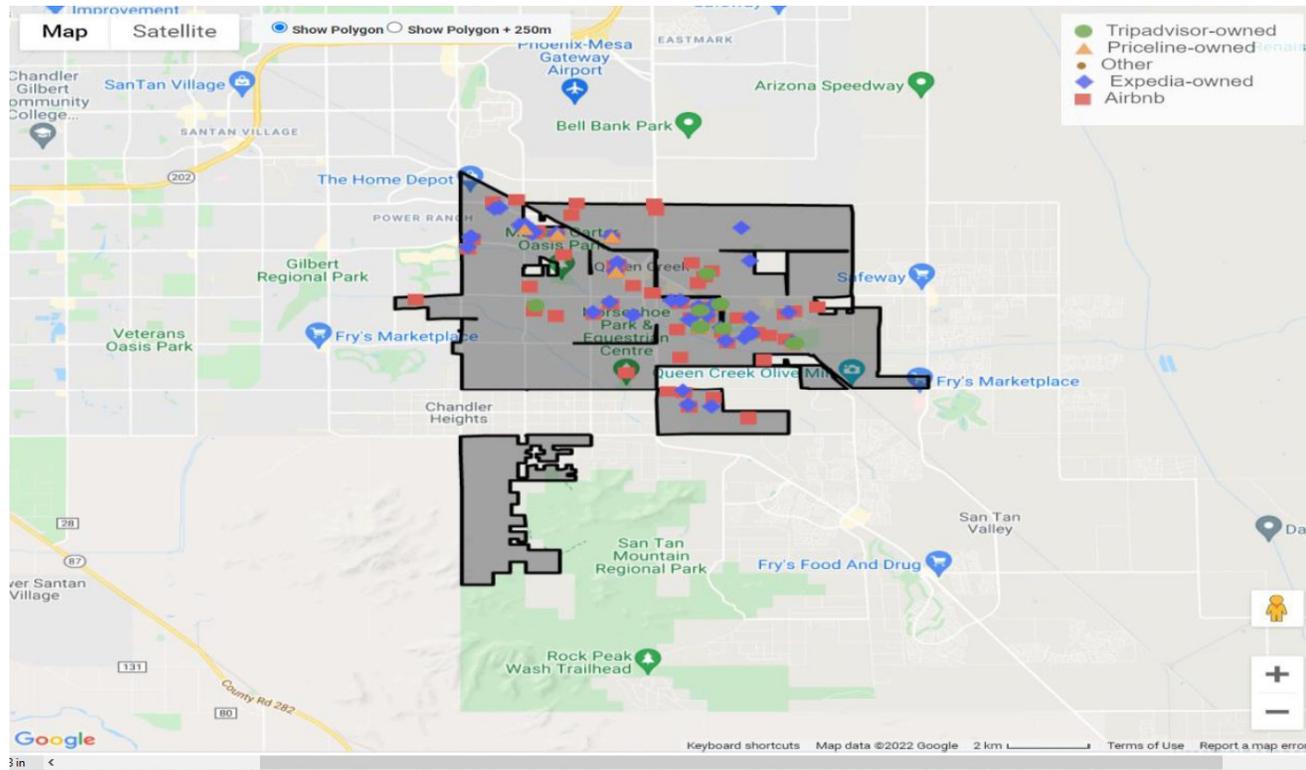
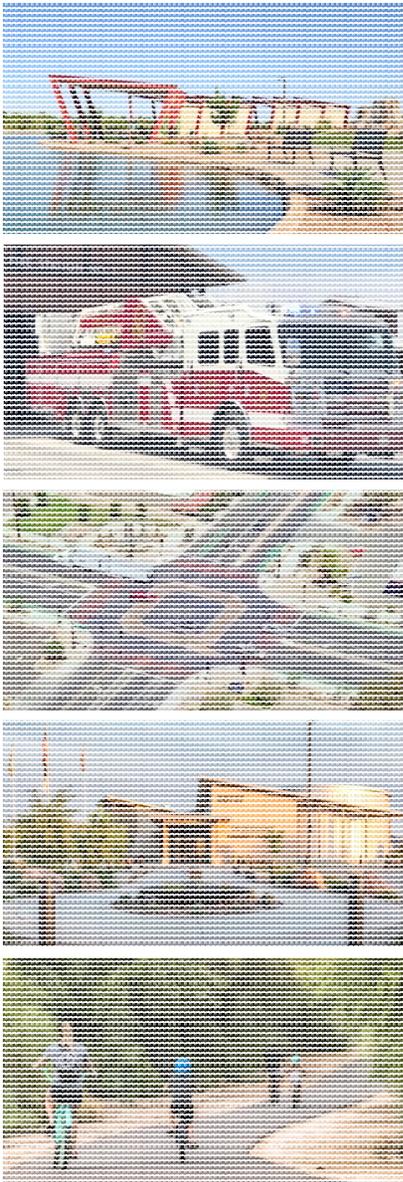
# Agenda

- State statute overview
- Current status of STRs in Queen Creek
- Overview of other valley cities' approach
- Discussion

# State Regulations

- Prevents municipalities from prohibiting STRs
- Can regulate for:
  - Protecting the public's health and safety
  - Adopting and enforcing residential use and zoning ordinances
  - Prohibiting housing sex offenders, operating or maintaining a sober living home, selling illegal drugs, liquor control or adult-oriented businesses
  - Requiring emergency contact registration
- Prohibits short term rentals from being used for nonresidential uses
- Requires STRs to have a Transaction Privilege Sales Tax and list the TPT # on each ad
  - Sets civil fines for non compliance
- Establishes a state issued civil penalty structure for violations (if the city issues a fine that is less than the fine amount set by Statute)

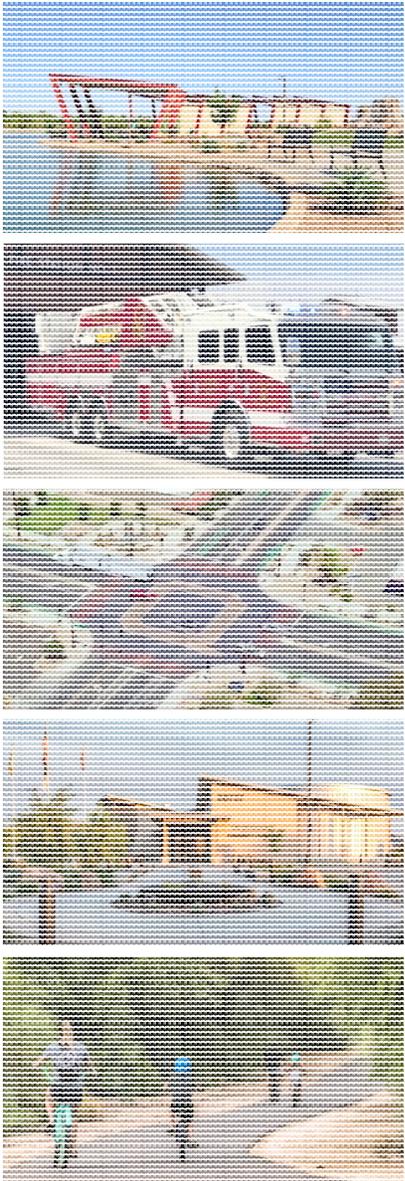
# Current Status of STRs in QC



92 units

## How do QC's codes address STRs?

- Required to follow all TC and ZO requirements, including building code requirements, noise, and property maintenance requirements.
- CC&Rs
- No registration requirement
- No complaints from residents



# What are other cities doing?

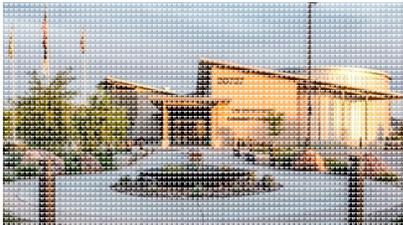
- Implementing ordinances following state law
  - Contact registration
  - Following building codes, town codes zoning ordinances, etc.
  - Prohibiting uses (group homes, non residential uses)
  - Reciting TPT requirements and registering property with the county
- Evaluating registration process and internal business processes for enforcement, outreach, and compliance

# What are other cities doing? – Paradise Valley

- Adopted ordinance following state law language
- Special event license
- Noise Ordinance
- Short Term Rental Ordinance
  - Require booking information to be registered with the Town
  - Require operators to meet with guest in person before occupancy to explain the rules.
  - Requires notices of the Town’s short term rental requirements to be posted in 14-point or larger font on laminated paper on the doors of the property.
  - Requires short term rentals to meet specific health, safety, and sanitation requirements including:
    - Liability insurance.
    - Smoke and CO2 detection, fire extinguishers, evacuation maps, air filters and replacement requirements, including requiring the replacement schedule to be made available upon request by the Town, local phone service, cleaning requirements following CDC guidelines, and monthly pest control.
  - Requires short term rentals to post language on their online lodging listing including referencing the Town Code, Town civil citation fees, and require the guest to meet in person with the property owner during check in

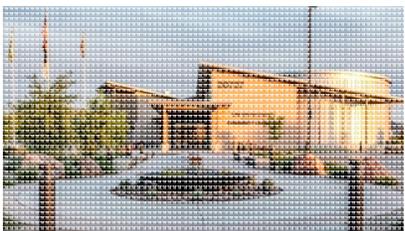
## What are other cities doing? - Scottsdale

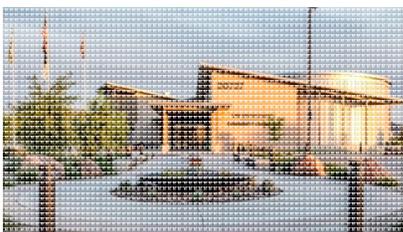
- Adopted ordinance following state law language
- Require response in person within 1-hour
- Nuisance Party and Unlawful Gathering ordinance



## What are other cities doing? - Sedona

- Adopted ordinance following state law language
- Require response in person or over the phone within 1-hour
- 24/7 hotline for STR complaints manned by 3<sup>rd</sup> party





## What are other cities doing? - Gilbert

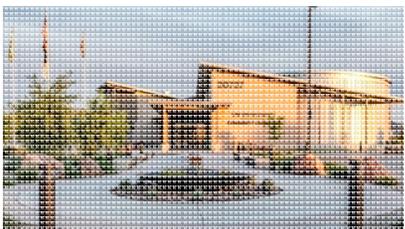
- Evaluating options for regulating STRs
  - Mandatory registration and no local fine.
  - No registration.
  - Voluntary registration.
  - Mandatory registration with fines.
- Evaluating option to include outside vendor for assistance with registration, complaint, and reporting process
- Awaiting Council direction



## What are other cities doing? - Chandler

- Adopted ordinance following state law language
- Require response in person or over the phone within 1-hour
- Require response in person or over the phone within 1-hour





THANK YOU.



**Town Council**

Last Name	First Name	Position	Brightest	Second	Third	Palest
Barney	Gail	Mayor	Yellow	Green	Blue	Orange
Benning	Robin	Council Member	Blue	Green	Orange	Yellow
Brown	Jeff	Council Member	Green	Yellow	Orange	Blue
Martineau	Leah	Council Member	Yellow	Blue	Green	Orange
Oliphant	Dawn	Vice Mayor	Yellow	Orange	Blue	Green
Turley	Emilena	Council Member	Yellow	Green	Orange	Blue
Wheatley	Julia	Council Member	Yellow	Orange	Green	Blue

**Key Council Support Staff**

Black	Mike	Information Technology Division Manager	Green	Yellow	Orange	Blue
Brice	Randy	Chief of Police	Orange	Blue	Green	Yellow
Brown	Michele	Human Resources Division Manager	Yellow	Green	Orange	Blue
Burningham	Brett	Development Services Director	Blue	Yellow	Orange	Green
Cott	Doreen	Economic Development Director	Orange	Yellow	Blue	Green
Gardner	Bruce	Assistant Town Manager	Green	Yellow	Orange	Blue
Gardner	Paul	Utilities Services Director	Orange	Green	Blue	Yellow
Gonzalez	Maria	Town Clerk	Green	Yellow	Orange	Blue
Gray	Vance	Fire Chief	Yellow	Blue	Green	Orange
Gunter	Missy	Management Specialist	Yellow	Blue	Green	Orange
Holcomb	Scott	Town Attorney	Green	Orange	Yellow	Blue
Kross	John	Town Manager	Green	Yellow	Blue	Orange
Lipinski	Dave	Capital Improvement Projects Director	Yellow	Green	Orange	Blue
McCarty	Scott	Finance Director	Green	Yellow	Orange	Blue
Schubert	Marnie	Communications, Marketing & Recreation Director	Orange	Blue	Green	Yellow
Wilkey	Heather	Intergovernmental Relations Manager	Yellow	Blue	Orange	Green
Womer	Samantha	Public Information Specialist	Orange	Blue	Yellow	Green
Youssef	Mohamed	Public Works Director	Blue	Green	Orange	Yellow

## Goals of True Colors

- Helps us recognize and encourage potential in ourselves and others
- Teaches us to bridge the gaps in communication, leading to respect and compassion for ourselves and others
- Provides us with the tools that help us to effectively communicate with our customers, both internal and external

ORANGE	GOLD	BLUE	GREEN
<p><b>ATTRIBUTES of <u>ORANGE</u></b></p> <ul style="list-style-type: none"> <li>• Playful</li> <li>• Energetic</li> <li>• Charming</li> <li>• Risk-taker</li> <li>• “Just do it”</li> <li>• Test limits</li> <li>• Quick witted</li> <li>• Master negotiator</li> <li>• Creative, inventive</li> <li>• “Let’s make a deal”</li> <li>• A natural entertainer</li> <li>• High need for mobility</li> <li>• Visual and kinesthetic</li> <li>• Pushes the boundaries</li> <li>• Natural nonconformist</li> <li>• Thrives on competition</li> <li>• Likes tangible rewards</li> <li>• External focus of control</li> <li>• Stimulates the economy</li> <li>• Impulsive and spontaneous</li> <li>• Appreciates immediate feedback</li> <li>• Tends to be left/right brain integrated</li> <li>• Most productive in informal environments</li> </ul>	<p><b>ATTRIBUTES of <u>GOLD</u></b></p> <ul style="list-style-type: none"> <li>• “Be prepared”</li> <li>• Loves to plan</li> <li>• Detail-oriented</li> <li>• Service-oriented</li> <li>• Values family traditions</li> <li>• Helpful and trustworthy</li> <li>• Conservative and stable</li> <li>• “Should” and “should not”</li> <li>• Rarely breaks the speed limit</li> <li>• Strives for a sense of security</li> <li>• Punctual, predictable, precise</li> <li>• Value order and the status quo</li> <li>• Duty, loyalty, useful, responsible</li> <li>• There is a right way to do everything</li> <li>• Tends to be left-brained and analytical</li> <li>• Strong belief in policies, procedures, rules</li> <li>• Most comfortable with a formal environment</li> </ul>	<p><b>ATTRIBUTES of <u>BLUE</u></b></p> <ul style="list-style-type: none"> <li>• Mediators</li> <li>• Optimistic</li> <li>• Caretakers</li> <li>• Passionate</li> <li>• Peacemakers</li> <li>• True romantics</li> <li>• Cause-oriented</li> <li>• Need to feel “special”</li> <li>• Always has a kind word</li> <li>• Enjoys symbols of romance</li> <li>• Strong sense of spirituality</li> <li>• Sensitive to needs of others</li> <li>• Peace, harmony, relationships</li> <li>• Motivate and encourage others</li> <li>• Cooperative rather than competitive</li> </ul>	<p><b>ATTRIBUTES of <u>GREEN</u></b></p> <ul style="list-style-type: none"> <li>• “Should be able to”</li> <li>• “Why?”</li> <li>• Intellectual</li> <li>• Theoretical</li> <li>• Idea people</li> <li>• Philosophical</li> <li>• Very complex</li> <li>• Perfectionists</li> <li>• Standard setters</li> <li>• Visionaries, futurists</li> <li>• Can never know enough</li> <li>• Cool, calm and collected</li> <li>• Work is play - play is work</li> <li>• Often not in the mainstream</li> <li>• Abstract, conceptual, global</li> <li>• Need for independence and private time</li> <li>• Explores all facets before making decisions</li> <li>• Knows how to spell and pronounce “big” words</li> <li>• Approaches interpersonal relationships in a logical manner</li> </ul>

<b>ORANGE</b>	<b>GOLD</b>	<b>BLUE</b>	<b>GREEN</b>
<p><b>OTHERS MAY PERCEIVE <u>ORANGE</u> AS:</b></p> <ul style="list-style-type: none"> <li>• Goofing off too much</li> <li>• Manipulative</li> <li>• Untrustworthy</li> <li>• Unable to stay on task</li> <li>• Scattered</li> <li>• Taking unnecessary risks</li> <li>• Resisting closure or decisions</li> <li>• Obnoxious</li> <li>• Immature</li> <li>• Self-centered</li> </ul>	<p><b>OTHERS MAY PERCEIVE <u>GOLD</u> AS:</b></p> <ul style="list-style-type: none"> <li>• Rigid, inflexible</li> <li>• Controlling, bossy</li> <li>• Too serious</li> <li>• Resistant to change</li> <li>• Opinionated</li> <li>• System-bound</li> <li>• Lacking imagination</li> <li>• Judgmental</li> <li>• Boring</li> <li>• Uptight</li> <li>• Predictable</li> <li>• Autocratic</li> </ul>	<p><b>OTHERS MAY PERCEIVE <u>BLUE</u> AS:</b></p> <ul style="list-style-type: none"> <li>• Very emotional</li> <li>• Overly sensitive</li> <li>• Mushy</li> <li>• Too tender-hearted</li> <li>• Easily persuaded</li> <li>• Too nice</li> <li>• Too trusting</li> <li>• Smothering</li> <li>• Too soft, too giving</li> <li>• Weak</li> <li>• Talking too much</li> <li>• Illogical</li> </ul>	<p><b>OTHERS MAY PERCEIVE <u>GREEN</u> AS:</b></p> <ul style="list-style-type: none"> <li>• Arrogant, a know it all</li> <li>• Cold, hard</li> <li>• Insensitive</li> <li>• Head in the clouds</li> <li>• Cool, aloof, unfeeling</li> <li>• Afraid to open up</li> <li>• Critical, fault-finding</li> <li>• Lacking compassion</li> <li>• Unappreciative of others</li> <li>• Intellectually demanding</li> <li>• Argumentative</li> <li>• Absent minded</li> </ul>
<p><b><u>ORANGE</u> MAY PERCEIVE SELF AS:</b></p> <ul style="list-style-type: none"> <li>• Flexible, easy-going</li> <li>• Having a playful attitude</li> <li>• Exploring new possibilities</li> <li>• Clever, good negotiator</li> <li>• Open to change</li> <li>• Having many interests</li> <li>• Able to do many things</li> <li>• Adventurous, courageous</li> <li>• Valuing freedom</li> <li>• Bold, assertive</li> <li>• Fun-loving, enjoying life</li> <li>• Independent</li> </ul>	<p><b><u>GOLD</u> MAY PERCEIVE SELF AS:</b></p> <ul style="list-style-type: none"> <li>• Consistent</li> <li>• Providing structure</li> <li>• Goal-oriented</li> <li>• Firm or traditional</li> <li>• Knowing right from wrong</li> <li>• Loyal to organization</li> <li>• Realistic</li> <li>• Decisive, seeking closure</li> <li>• Dependable</li> <li>• Concerned about security</li> <li>• Following a routine</li> <li>• Having leadership ability</li> </ul>	<p><b><u>BLUE</u> MAY PERCEIVE SELF AS:</b></p> <ul style="list-style-type: none"> <li>• Having feelings</li> <li>• Compassionate</li> <li>• Romantic</li> <li>• Idealistic</li> <li>• Empathetic</li> <li>• Caring</li> <li>• Seeing best in others</li> <li>• Nurturing</li> <li>• Liking to please people</li> <li>• Wanting harmony</li> <li>• Great communicator</li> <li>• Valuing feelings</li> </ul>	<p><b><u>GREEN</u> MAY PERCEIVE SELF AS:</b></p> <ul style="list-style-type: none"> <li>• Confident</li> <li>• Mentally tough, strong</li> <li>• Logical, rational</li> <li>• Visionary, inventive</li> <li>• Self-controlled</li> <li>• Enjoying one's own company</li> <li>• Good at analysis</li> <li>• Objective</li> <li>• Having ability to reprimand</li> <li>• Having high expectations</li> <li>• Knowledgeable</li> <li>• Thinking deeply</li> </ul>

## TIPS ON HOW TO COMMUNICATE WHEN WORKING TOGETHER

<p style="text-align: center;"><b>BLUE</b></p> <p>Clearly outline your expectations for performance in a friendly, but frank way.</p> <p>Recognize their contribution often.</p> <p>Identify rewards for achievement individually and in teams. This builds cooperation and excitement.</p> <p>Couch your comments in feelings terms. "I value your uniqueness and your contribution. You are important to me as a person, and I care about how you feel."</p> <p>Provide personal contact through pats on the back or a light touch of approval.</p> <p>Recognize their creativity and the depth of feeling they put into their work.</p>	<p style="text-align: center;"><b>GOLD</b></p> <p>Clearly established expectations short and long- term goals, and plans for achieving them give specific measures for their performance and achievement.</p> <p>Tangible rewards have the greatest appeal.</p> <p>Provide clear, specific feedback regarding the work accomplished and its contribution to the organization.</p> <p>Traditions, rituals and ceremonies are meaningful. When pre-planned, they provide incentives for performance.</p> <p>Hierarchical structure and clearly defined roles aid their performance.</p>	<p style="text-align: center;"><b>GREEN</b></p> <p>Clear expectations and project outcomes with the latitude to figure out how to accomplish them works well.</p> <p>Provide sincere recognition only when warranted. This color group does not appreciate "hoopla".</p> <p>Assign tasks requiring designing new models or thing up new approaches.</p> <p>Compliments relating to his/her intelligence are the greatest source of esteem.</p> <p>Reinforce through the contributions their knowledge provides for completing projects.</p>	<p style="text-align: center;"><b>ORANGE</b></p> <p>Outcome based short-term goals will be most effective.</p> <p>Focus on behavior and performance more than the finished products.</p> <p>Reward by freeing them to act on their own initiative</p> <p>Tangible rewards and competitive situations create stronger incentives.</p> <p>Set high expectations, which challenge their skills casing them, to know they have really earned the recognition received.</p> <p>Clearly identify the impact their performance has on the organization.</p>
<p><b>Praise Their:</b></p> <p>Unique contributions</p> <p>Personal achievements</p> <p>Personal characteristics that are valued and meaningful</p> <p>Honesty and sincerity</p> <p>Energetic and enthusiastic manner</p> <p>Contributions to the performance of the group and the organization</p>	<p><b>Praise Their:</b></p> <p>Accomplishments</p> <p>Thoroughness and sense of responsibility</p> <p>Provide a "pat on the back" regularly and consistently</p> <p>Contributions to the growth and development of the organization and its performance traditions</p>	<p><b>Praise Their:</b></p> <p>Competence</p> <p>Quality of work</p> <p>Language capabilities</p> <p>Independent initiative and ingenuity</p> <p>Analysis abilities</p> <p>Clear, logical explanations in precise terms</p> <p>Good ideas and capabilities</p>	<p><b>Praise Their:</b></p> <p>Cleverness</p> <p>Skill</p> <p>Quickness</p> <p>Spontaneity</p> <p>Versatility</p> <p>Quick and timely responses</p> <p>Creativity</p> <p>Motivational skills</p>
<p><b>They Dislike:</b></p> <p>Insincerity</p> <p>Hypocrisy</p> <p>Deception</p>	<p><b>They Dislike:</b></p> <p>Non-conformity</p> <p>Ambiguity</p> <p>Waste</p>	<p><b>They Dislike:</b></p> <p>Incompetence</p> <p>Unfairness</p> <p>Injustice</p>	<p><b>They Dislike:</b></p> <p>Rigidness</p> <p>Authority</p> <p>Rules</p>

## 2021 Town of Queen Creek Accomplishments (by department)

In 2021, nearly 80,000 hours of service were donated through volunteerism. Volunteers assisted with events, the senior program, youth sports and the Community Emergency Response Team known as CERT.

### Communications, Marketing & Recreation

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#### Communications & Marketing

##### *Social Media*

- 4.2% FB page fan increase, surpassing 25,000 followers
- 901 net followers gained IG, surpassing 12,000 followers

##### *Events & Outreach*

- Assisted with the coordination and marketing of 12 blood drives. The Town partnered with Vitalant to host monthly drives, with all drives meeting or exceeding the blood drive goal.
- Coordinated a modified Ice Cream Social providing department updates and supporting local businesses. Residents had the opportunity to engage with select departments through a Facebook Live and meeting them onsite (possible video)
- Coordinated the Town's annual Pancake Breakfast and Touch-A-Truck to include modifications as a result of COVID-19 (individually wrapped condiments and cutlery). Banner Ironwood provided flu vaccines for the community at the event.
- Created a video highlighting Steve Sossaman's contributions to planning and the community for the award received by AZ APA
- The division's efforts were recognized by local and national organizations through the following awards:
  - PRSA Phoenix: awards of merit Hay QC campaign and the outreach efforts conducted in support of the Law Enforcement Study
  - 3CMA: Queen Creek's recycling event, including the new "fast pass" feature, was awarded the Award of Excellence
- Marnie Schubert elected as president of the City-County Communications & Marketing Association.
- Launched the See Click Fix system, the Town's digital reporting system with a robust outreach program, there were nearly 1,200 reports in 2021.
- Support for QCFMD through:
  - Celebrated the groundbreaking of Fire Station 2 and 5 with modified events that were shared through Facebook Live and news releases.
  - Assisted with the promotion of COVID vaccine clinics.
- Support for QCPD
  - Continued community engagement through social posts (including department updates, officer intros, a request for words that will embrace the QCPD to help shape the MVV)
  - Coordinated outreach activities (examples include reading to students throughout QC for Read Across America Day, participation in Roots N' Boots trail ride, a bike ride along the QC Wash and participation in QCUSD's Booster Club Car Show, attending multiple QC high school graduations, coordinating Chief Brice as the keynote speaker for ALA, participation in bike ride along the QC Wash with the rangers and distributing other pops at the park).
- Better Roads Ahead
  - Coordinated and executed a groundbreaking for Ocotillo Road, Ironwood to Signal Butte

- Supported Pinal County's groundbreaking of Meridian, Germann north to the SR 24 (joint project)
- Coordinated and executed a groundbreaking for Sonoqui Wash trail extension
- Updates on Rittenhouse and coordination of a photo op when the project was substantially completed
- Coordinated and implemented the 2021 Virtual State of the Town, highlighting the Town's success from the previous year. The all-digital format was well received
- Assisted with the design of the FY22 Budget Book, 2021 Corporate Strategic Plan and Water Quality Report
- Coordinated a multi-media campaign surrounding the safe and legal use of fireworks (information shared through a news release, the water bill, eNews and social media with videos and graphics related to proper disposal, being considerate - especially around animals and knowing which fireworks are legal).
- Participated in Cities & Towns Week highlighting projects and staff through a combination of videos and graphics.
- Supported Economic Development through:
  - Promotion of Economic Development Week, Small Business Week and Travel & Tourism Week
  - Creation and distribution of a vintage QC postcard
  - Assistance with multiple high-priority projects
  - Coordination of a video highlighting Banner Ironwood for the annual EVP meeting (possible video)
  - Spearheading the ShopQC bag contest in conjunction with EDC
  - Outreach regarding additional funding for the small business grant
  - The downtown mural in partnership with CLI
- MCSO projects
  - Continued the multimedia campaign in partnership with MCSO to encourage residents to lock their doors
  - Continued highlighting the importance of safe driving through the Drive to Arrive campaign, including working with local schools on awareness video
- Worked with IT on the conversion to a .gov website and domain. Efforts included transitioning the website, creating standard email signatures and an extensive outreach plan.
- Promoted the Town as an innovative and fiscally responsible municipality through the Pension Reserve release
- Assisted with hyper-local media coverage on a range of topics and regional media coverage related to QCPD, QC being ranked as the 10<sup>th</sup> Best Suburb, economic development and the Town's water portfolio.
- Reimagined Why Wednesday to TidBit Tuesday to provide a fresh approach to communicating weekly topics to residents (possible video)
- Conducted the 2021 Citizen Survey with continued positive input from residents
- Enhanced QC Wash Trail with signs installed highlighting the geography of the QC Wash, plants and animals along the trail and the cultural significance.

## **Recreation**

### *Division*

- Awarded two Arizona Parks and Recreation (APRA) 'Best of the Best' awards for the Camp Live Play Learn program (possible video)
  - Outstanding Program - Youth Enrichment
  - Marketing & Communications

- Outreach regarding trail expansions and using the trails safely (no motorized vehicles)
- At the direction of Town Council, a survey was conducted to determine resident's feedback on the priority of park sites and whether to move forward with the construction and operation with one of three choices: 1) Multi-Generational Center, 2) Family Aquatic Center, 3) Combined Multi-Gen / Aquatic Center. Survey results concluded that residents would like to see the build out of East Park first; followed by Mansel Carter Oasis Park Phase II or Desert Wells Park. By an overwhelming majority, residents support building a combined multi-gen and aquatic center, which was then approved by the Town Council at its December meeting to build over the next few years.

#### *Customer Service*

- Facility Rentals
  - 1,141 permits were completed for field, ramada, and room reservations with a total of 1,687 facility transactions for fields, ramada and room reservations.
  - Total Facility Revenues were \$425,000
  - 19,792.58 hours of facility usage.
- Class Registrations
  - 2,605 registration transactions for recreation programs or activities processed.
  - Total SIC Revenue was \$290,000

#### *Special Interest Classes*

- A new communication tool was introduced to keep in touch with our Special Interest Instructors.
- We welcomed 13 new Independent Contractors this year. Little Soccer Champs, Fit4Mom, Theresa Weinberg, Beginner's Edge Sports Training, Aerobic Fitness with Ariann Davis and Bevany Garfield, Hiking safety & etiquette, Musically LLC (singing/performing and ukulele lessons), Taekwondo (all ages including special needs and para-athletes), Wellness Collective for Women & Children, Let's pARTy Paint and Create, and East Valley Kickball.
- The Silver Sneakers class honored member, Lee, who turned 92 this year and has been participating in classes for years.
- New dance room flooring was installed in August.
- Multiple Special Interest Classes held programs in the Town's parks, from Paladin Sports for Adult Softball; Fit4Mom for Stroller Strides and Body Well; Beginner's Edge Sports Training for Soccer, Baseball, and Track; and Phoenix Skyhawks for Tennis, Golf, Flag Football, Cheerleading, Soccer, Track, and Basketball.
- A variety of special interest instructors participated in our community events this past fall. Lim Karate, 8\*Count Dance, and Let's Belly Dance designed hay bales for HayQC!. Snapology held an interactive LEGO booth at Founders' Day. Musically LLC and Fitness with Bevany passed out candy and decorated their trunks for Trunk or Treat, while 8\*Count Dance took the stage to showcase their dancing skills.
- New administrative programs for Special Interest Classes were introduced this past year to improve efficiency and reduce environmental impact. September brought the first edition of the digital newsletter. A new outdoor signage program was implemented for SIC instructors to display to easily advertise their class and share that they are an approved recreation partner. Additionally, new administrative programs include an Independent Contractor Guide and Google Drive.
- 8\*Count Dance and ABC/123 Preschool Classes celebrated their 13th year of partnership with the Town recreation classes.
- Throughout the year over 730 Special Interest Classes were offered to the community ranging from categories of Arts & Hobbies; Dance, Tumbling, Cheer, & Music; Equestrian; Fitness; Preschool; Sports; Martial Arts; and Specialty Programs taught by over 33 instructors to over 8,000 participants.

### *Partnerships*

- Arizona Soccer Club finished their 2021 partnered soccer season with 749 participants with games held at Mansel Carter Oasis Park.
- Arizona Soccer Club had over 3,200 hours of volunteer service provided by the league coaches and site staff.
- Queen Creek Little League Baseball finished their partnered spring season with 600 youth participants with games held at Mansel Carter Oasis Park.
- Queen Creek Heat Little League Softball ended their partnered spring season with 516 youth participants with games held at Desert Mountain Park.
- The Arizona Cricket Association hosted cricket matches at Mansel Carter Oasis Park for the first time. Games were held between May and July.
- San Tan Youth Football League completed their 2021 flag football season with 206 participants across three age divisions. Volunteer coaches and league reps provided roughly 1,500 hours of community service.
- San Tan Youth Football League completed their 2021 tackle football season with 835 participants across five age divisions. Volunteer coaches and league reps provided roughly 30,000 hours of community service.
- San Tan Youth Football held their annual opening night event at Desert Mountain Park, where teams and players were announced, as well as vendors, carnival games and food trucks for all to enjoy.
- Pony Baseball began their fall 2021 season at Mansel Carter Oasis Park and hosted their annual Labor Day weekend tournament.
- 2,906 youth participated in official youth sports partnered seasons.
- Arizona Soccer Club held its annual Copper Cup and Heritage Cup Tournaments at all three Town parks in March and November. Teams from all over the state and southwest competed at these three-day club level tournaments. Teams were from Arizona, Northern and Southern California, and New Mexico.
- Several multi-day softball and baseball tournaments were held in Queen Creek throughout the year. Some of these tournaments included teams from out of state, directly supporting our local economy with hotel stays, food and entertainment activities.
- Several other non-partnered youth sports groups utilized long term rentals

### *Special Events / Festivals*

- The year started with virtual events, as well as the opportunity for virtual sponsorships for Spring Into QC. The team secured 11 virtual sponsorships for a total of \$5,000.
- Cupid's Quest was another virtual option for residents to participate in our special events. Participants received clues from our social media page, they had to break the code to find out where Cupid would be and visit the location to collect a heart from Cupid's basket. There were 35 participants with 18 winners!
- In partnership with Queen Creek FFA the team created The Great Eggscape, an interactive story walk for residents. The story walk encouraged residents to visit our trail system and interact with the story boards via QR codes. Total scans of the QR codes from March 5 through March 21, were 1,905.
- Continuing the Spring Into QC festivities, residents were invited to take part in QC Bunny Bound by visiting participating businesses found on the map, post a photo to social media using the hashtag #QCBunnyBound, and finally showing the post(s) at the Recreation Annex to receive an Easter egg with treats.
  - 46 local Queen Creek business participated

- A total of 293 bags of candy were handed out
- 33 prize basket winners
- Got Peeps was a virtual contest also a part of Spring into QC. The community was encouraged to create scenes using marshmallow Peeps! Contestants submitted a registration form with their marshmallow Peeps diorama to be eligible for prizes. Participant entries were posted on social media and on the Town website with winners selected from multiple entry categories. PRAC members participated as judges for the contest! We had a total of 27 submissions that were split into 4 categories: Festive, Movie/Book, Sports/Recreation, and Open/Other. In each category there were 5 winners.
- Our Recreation team partnered with the municipalities of Apache Junction and Florence to create a community fitness/active challenge; REC Connect: Get Moving! A free program that encouraged being physically active in the community. The goal of the program was to accumulate 200,000 active minutes between the three organizations' communities from March 1 - May 31. With 252,909 minutes logged.
- The team was beyond excited to bring back our fall events! Kicking it off with celebrating the Town's 32nd Anniversary at Founders' Day (possible video). The highlight of the event is of course Battle of the Badge, which included our very own Queen Creek Police Department. This event had a great turnout. Attendance was estimated to be 6,000. Participation and revenues are as follows:
  - Commercial/Non-profit Vendors - Qty. 36 - \$5,410
  - Food Vendors - Qty. 15 - \$4,584.59
  - Sponsorship - Qty. 12 - \$18,400 (2019 sponsorship revenue was \$10,700)
  - Wristband Sales - \$8,495 (2019 revenue was \$4,960)
- The community favorite Trunk or Treat was a huge success, with an estimated 18,000 in attendance (possible video) Participation and revenues are as follows:
  - Commercial/Non-profit Vendors - Qty. 44 - \$4,850
  - Food Vendors - Qty. 14 - \$4,392.75
  - Trunk Hosts - Qty. 44 - \$1,975
  - Carnival Booths - Qty. 12 - \$1,037
  - Sponsorship - Qty. 13 - \$24,700 (2019 Sponsorship revenue was \$12,100)
  - Ticket Sales - \$20,230.85 (2019 ticket sales were \$17,256.30)
- As a part of Trunk or Treat, we brought back our HayQC program where businesses sign up to decorate a hay bale, and their business is featured on a map for the community to vote on their favorite one. In partnership with Sun Valley Church volunteers come out to decorate 20 bales that were displayed outside of the Recreation Annex.
- Partnerships:
  - FFA - Queen Creek High School FFA ran the FFA Zone at Founders' Day. This area included animal interactions and animal related activities. For Trunk or Treat, they hosted Haunting on Heritage haunted house. All the students ran the area which included set up, decorating, dressing up as the characters working in the haunted house, and breaking down the area at the conclusion of the event.
  - Theater Group - Queen Creek High School Theater group ran Nightmare on Ellsworth with interactive scenes from popular Halloween movies. They set up the area, decorated, had actors in each scene, and broke down the area at the conclusion of the event.
- Staff processed 18 Special Event Permit applications and 14 Block Party applications.
- We had 144 volunteers at Founder's Day who assisted with food eating contests, setup and teardown of the event, and made sure to help staff wherever it was needed. This resulted in 295 hours of volunteer time at Founder's Day.

- We had 179 volunteers at Trunk or Treat, who helped with set-up, run Nightmare on Ellsworth, Haunting on Heritage, and etc. This resulted in 3,023.65 hours of volunteer time at Trunk or Treat.

#### *Senior Program*

- For the first part of the year, the Senior Program continued to run virtually. Staff communicated with Senior program participants regularly and created programs that allowed our Seniors to engage in various ways, including ‘take home kits’ with crafts to be done at home.
- We welcomed back 63 seniors on June 16. In-person programming included visits from QCPD, QCFMD (blood pressure checks and flu vaccines), CERT (emergency preparedness) and social events.
- From June to mid-December, we had a total of 187 volunteer hours.
- From June through November, we averaged 61 participants each week.

#### *Promotion/Marketing/Branding*

- The Town of Queen Creek Parks & Recreation (Official) Facebook page reached 95,112 people in 2021 and saw an increase of 10% in followers.
- The team continued with “Mikey Myers” during the month of October and introduced two new friends: Fred and Jay. The trio traveled around town bringing the Halloween Spirit (TOQC P&R Facebook Page).
- Staff provided community outreach and fun at the Town’s annual Pancake Breakfast encouraging residents and promoting quality of life programming in the community by providing fun activities.
- Recreation staff designed and hosted a Candyland themed float for the annual Holiday Festival and Parade.
- Elfsworth (Elf on the Shelf) is back and making sure everyone is on their best behavior during the month of December 1st - 25th! Rabbi Rittenhouse also joined in on all the fun between November 28th - December 6th (TOQC P&R Facebook Page)
- QR codes were introduced on marketing collateral (flyers, brochures, etc.) to help provide easy and convenient access for customers.

#### *Special Projects / CIP*

- We celebrated the groundbreaking of the Sonoqui Wash Trail extension.
- Staff worked with the WhiteWing developer to include new ramps where the Sonoqui Wash Trail connects with Hawes Rd.
- Based on the staff-developed parks master plan, Council approved a \$136M 5-year parks construction program that includes finishing Mansel Park and designing and constructing East Park, a Rec Center, and an Aquatic Center.
- Finalized an agreement with CivicRec for our new Recreation Management Software System. The last half of the year consisted of implementation including data transfer, new system procedures, testing, and onsite training.

#### **Development Services**

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- Permitted an estimated one billion dollars in construction value, ensuring quality and safe development that provides housing, residential and non-residential options for the community.
- Issued nearly 1,950 Single Family Permits.
- Continued to process record numbers of additions and alterations to existing single-family homes including Swimming pools, spas, ramadas, outdoor kitchens, and room additions.
- Reviewed 198 business licenses.
- Processed over 6,605 permits and applications, a 12% increase from last year while maintaining current staffing levels and importantly, expected customer turnaround times for permit issuance.

- Development Services staff maintained a consistent level of quality customer services throughout COVID-19, keeping projects on schedule, maintaining inspection requests, and shepherding permits and applications through the development process all with an increased workload.
- Worked with the Finance and IT staff to develop enhance permit payment options, streamlining the payment process to facilitate more efficient permit issuance.
- Worked with the Town's Attorney's Office, Development Services, and QC Police Department staff to update Town Code to address a number of elements including noise violations, property and landscape maintenance
- Outreach Project in Plaza Neighborhood removing 14 tons of trash.
- Staff worked closely with the Economic Development Department in preparing detailed fee cost estimates for projects interested in developing in Town.
- Engineering had 701 applications submitted, a 4% increase from last year.
- Engineering worked closely with both the QCUSD and the Jorde Farms South Team to establish the alignment, right-of-way dedication, and roadway design for the Crismon Road alignment that is not a standard section line roadway alignment. Efforts also included right-of-way dedications for Crismon and Riggs Road needed for new QCUSD High School and also Signal Butte Road and Empire Road. All four roadway dedications were requirements of the Jorde South Pre-Annexation Development Agreement.
- Engineering participated in two Area Drainage Master Plans (ADMP) with Maricopa County Flood Control and one ADMP with Pinal County Flood Control. The ADMP's provide a roadmap for future development and possible CIP Drainage projects. Engineering supported the Arizona State Lands Department (ASLD) Letter of Map Amendment to FEMA to correct and remove the Special Flood Hazard Areas (SFHA) within the 4140 Acres annexed into the Town. The removal of the SFHA's will allow future development on State Lands to proceed without the additional requirements of the National Flood Insurance Program.
- Staff worked closely with the Arizona State Land Department, other outside agencies, and other Town Departments to manage and facilitate development interest in the 4,150-acre ASLD project area located in the northeast area of Town.
- Completed the plan review for the 154,687 square foot Costco building located at the northwest corner of Ellsworth and Queen Creek roads.
- Completed four annexations: Jorde Farms South (632 acres), Meridian (131 acres), Residences at QC Commons (10 acres), and Durham Queen Creek (20 acres).
- Completed two major rezoning cases in the ASLD area, rezoning 1,600 acres to Urban Employment, providing for employment uses with ancillary commercial opportunities, in response to the increased interest in the employment sector on the ASLD property.
- Processed three text amendments (Food Truck, CUP Drive-thru, and RDR)
- Completed the rezoning of 750 acres for a master planned community, Jorde Farms South, this area includes a potential 90-acre Town park and a third QCUSD high school.
- Completed the plan review/approval and are completing the inspections for the new Fry's Marketplace center (QC Commons), which includes approximately 163,520 SQFT of retail space.
- Welcomed Jeff Nielsen to the Planning Commission, providing training and assistance for his new role as Planning Commissioner.
- Welcomed Leah Gumm to the Board of Adjustment.
- Planning had a total of 255 applications submitted, a 35% increase from last year.
- Steven Sossaman was recognized by the Arizona Planning Association as the 2021 Distinguished Public Official Awardee for his contributions to the town planning profession. His contributions included developing the Town's General Plan updates, assisted with the Town's Zoning Ordinance

major update, and established the Town's agritainment zoning district to improve the Town's agritainment destinations (possible video)

- Commenced staff training in the 2021 International Residential Code through International Code Council.
- Performed over 4,600 Plan reviews with an on-time rate of 99.995%.
- Performed over 73,000 building inspections.
- Developed and instituted an innovatively new program to improve how we issue residential single-family Certificates of Occupancy.

### **Economic Development**

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- The updated Economic Development Strategic Plan was approved by the Town Council. The new plan outlines the departments targeted sectors and key initiatives.
- The Downtown Queen Creek Arts & Placemaking Sub Advisory Committee helped coordinate a mural "Small Town, Big Dreams" in Downtown Queen Creek. The mural was designed and painted by a group of Citizen Leadership Institute participants.
- Jennifer Lindley, Downtown Development Manager, was awarded Economic Developer of the Year-Medium Organization, by the Arizona Association of Economic Development.
- Staff continued to work on a land exchange project for the Downtown Core that will help further the vision for the Town Center Plan.
- Staff continues to work with Dibble Engineering on the Town Center drainage and infrastructure design for the downtown.
- The Town continued to administer the Facade Improvement Program which encourages improvements to the street-facing exteriors of commercial buildings in Town Center.
- Staff issued two Requests for Proposals for Town owned property with the Town Center and is currently reviewing proposals for new development.
- Staff responded to numerous requests from ACA and GPEC for large employment projects interested in the 4,100-acre State Land site that was annexed into the Town in August 2019. In a record year, several major projects toured and evaluated the State Land site, collectively totaling: \$118.4 Billion in capital investment, 24.3 million square feet, and nearly 29,000 jobs with an average annual wage of \$64,800 a year, over the next 20 years in potential investment.
- Staff presented at various conferences throughout the year including: the International Downtown Association, Arizona Association of Economic Development, and provided community tours and overviews to real estate organizations.
- The Small Business Grant Assistance program developed to assist QC businesses with unexpected expenses due to Covid-19 concluded in July 2021. The program assisted 131 unique businesses and provided over \$539,000 to Queen Creek businesses.
- The Invest the QC website was refreshed, and a new power point presentation template was created to better exemplify the Invest the QC brand.
- The QC Botanical Gardens is now open. The Gardens feature 10-acres of gardens and the only fully operational industrial age water mill in the American southwest and amplifies Queen Creek's reputation as an agritainment tourism destination.
- ALDI opened in December 2021.
- Fat Cats opened on Riggs Road offering QC residents and visitors additional options for family entertainment.
- The first full year of being open, QC's first hotel, Hampton Inn, had a 71% occupancy rate.

### **HPEC**

- Fiscal Year 2020-2021 had the best revenue to date, and we are on track in 2021-2022 to beat last year's record.
- In 2021, we added some great new events to our calendar including: Art of the Cowgirl, All About U Barrel Racing, Cisco Productions Team Penning and Sorting, San Tan Stampede, Gilbert Days Rodeo, and our first Queen Creek Professional Bull Riding (PBR) event.
- HPEC Staff have continued working on improvement projects at the facility - building additional fences, gates and cattle pens to accommodate our larger events.
- "One Town One Team": Over the summer, we worked with the Water Department to install new backflows and bypass the underground pipes that were having consistent issues with leaks.

#### **Looking Ahead to 2022:**

- QC Crossing, anchored by Costco, will commence construction.
- Fry's Marketplace at Ellsworth and Riggs will open in early 2022.

#### **Finance**

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- Bond Ratings Affirmed - Reviewed by Fitch, affirmed 'AA' rating on the Town's excise tax revenue bonds
- With the suspension of water disconnections beginning in April 2020 due to the COVID-19 pandemic, the Town experienced an increase in the outstanding accounts receivable balance. Through outreach efforts by customer service staff and implementation of a phased plan approach to returning to normal business practices, the overall outstanding accounts receivable balance has significantly declined. In December 2020, the Town had 760 utility accounts that were 3 or more months delinquent with a combined balance of over \$279,000. From December 2020 to February 2021, the delinquent balance for customers 3 or more months delinquent has declined by 60%. The Customer Service staff performed exemplary work in their outreach efforts including contacting customers to seek payment and offering payment arrangements, distributing letters to customers, and directing customers to non-profit funding assistance. Through these efforts, we have achieved our goals of shrinking the overdue caseload and arrearages, maintaining good community relations, and providing for a smooth transition to normal utility billing practices and procedures. A major achievement in these unprecedented times.
- The Town's residential rate structure did not have a water usage cap used to calculate the average residential winter water consumption. Typically, residential homes that use greater than 12,000 flow gallons per month (at 70% use) means the large flow is related to outdoor water use and that large amount of wastewater is not flowing to the treatment plant. With the implementation of the sewer cap beginning with the July 2021 sewer bill, 965 residential customers will experience a savings due to a lower bill amount. The total savings is about \$250,000 annually.
- Finance staff developed an outstanding accounts receivable policy to the Town Code, including formalizing the Town's collection policy and adding the ability to apply a collection fee and recover all costs of litigation and collection. The amendment to the Town Code to incorporate the collection policy was approved by Town Council on October 6, 2021. Town staff will now be able to contract with a collection agency to provide collection services. Contracting with a collection agency could help the Town's debt recovery efforts, reduce write offs, and keep costs down for all utility customers.
- Implemented a new procurement software platform to allow a more streamlined solicitation process, contract management, etc. Besides eliminating paper processes, the new platform provides excellent transparency to town staff and vendors throughout the solicitation process.

- Added a 2.4% fee, paid by customers, on all credit and debit card transactions in Development Services. Expect to save \$435K annually by not having to pay the credit card fees for these high-dollar high-volume transactions.
  - Added an option for high-volume high-dollar customers of Development Services (e.g., home builders) to deposit a lump sum with the Town and then draw down those funds as permits are issued. This option allows these customers to avoid the 2.4% credit card service fee or having to pay for each permit one at a time by using a bank account.
- Implemented a new timekeeping and payroll tracking software for the Police Department.
- Caught up on all required impact fee audits, received clean audit results for both the FY17-FY18 and the FY19-FY20 audit reports.
- Received a clean opinion from the Town's independent auditors on our financial statements; prepared the statements in-house for the 3rd year in a row; received the GFOA award for excellence in financial reporting for the FY20 financial statements (16th consecutive year).
- Provided recommendations to the Town Council on financing new parks and recreation facilities. Discussions began in April 2021 and culminated in direction from the Town Council in December 2021 to move forward with completing East Park, Mansel Carter Phase 2, a multi-generation center, and an aquatic center.
- Preparing for election in August 2022 - received direction from the Town Council to prepare for a permanent base adjustment election, rather than the Home Rule option.

### **Fire & Medical**

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- Promoted one BC
- Promoted two Engineers
- Promoted three Captains
- Graduated one firefighter from the fire academy
- Added the Battalion Safety Officer position increasing safety for emergency responses and succession planning
- Began construction on the new Fire Stations 2 and 5
- Upgraded all Automatic External Defibrillators (AEDs) in town buildings
- Provided new AEDs for Queen Creek Police and Park Rangers
- Provided all fire staff vehicles with AEDs
- Graduated four new members to CERT and all members completed refresher training (possible video)
- Started construction on the replacement fire apparatus for Station 2
- Upgraded all cardiac monitors on front line fire apparatus
- Updated Fire Master Plan
- Implemented new Applied Resuscitation Education Specialized Training (AREST) program dealing with cardiac arrest patients
- Graduated four paramedic students
- Upgraded patient care software to improve efficiency in records management
- Completed design of the Resource/Skills Center Building and working towards construction
- Completed an Engineer's promotional process
- Hosted five COVID vaccine clinics (two for staff and three for the community), partnering with 911 Occ Med and DocGo
- Antique fire engine

### **Capital Improvement Projects Department**

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The Town created a Capital Improvement Projects (CIP) Department to consolidate all of the Town's construction activities under one Department. CIP manages all public infrastructure and building construction projects for the Town including roads, utilities, parks, public safety facilities, and other Town buildings.

#### **Construction projects completed in 2021**

- Signal Butte Road and Queen Creek Road intersection improving Queen Creek Road from Signal Butte Road west one-quarter mile and Signal Butte Road north of Queen Creek Road for one half mile improving traffic handling capacity, improving regional drainage management, and providing a new connecting route for travel to and from Ellsworth Road relieving traffic through downtown.
- Eastbound Germann Road to southbound Signal Butte Road right turn lane improving traffic flow along Germann Road to Ironwood.
- Rittenhouse Road - drainage, street and traffic signal improvements from 213<sup>th</sup> Street alignment to Riggs Road improving traffic flow and capacity along this important major roadway and completing the improvement series originally planned for Rittenhouse Road within the Town.
  - [American Council of Engineering Companies](#), Arizona Chapter, Honor Award for the Rittenhouse Road Project from Ocotillo Road to Riggs Road.
- Sossaman Road and Queen Creek Road intersection improvements removing the roller coaster profile and smoothing the ride. (Design and construction in conjunction with Public Works.)
- Completed Chandler Heights Road improvements from Via del Arroyo to Power Road adding traffic, pedestrian and equestrian capacity along this significant travel route and improving drainage management capabilities.

#### **Projects that completed design and commenced construction in 2021 (or will commence in early 2022)**

- Chandler Heights Road improvements from Power Road to Recker Road.
- Power Road improvements from Brooks Farm Road to Chandler Heights Road.
- Ocotillo Road improvements from Signal Butte Road to Ironwood Road.
- Queen Creek Road improvements from Ellsworth Road to Crismon Road.
- Meridian Corridor
  - Meridian Road improvements from Combs Road to Cherrywood Drive. (In conjunction with Pinal County.)
  - Meridian Road improvements 600 feet north and south of Ocotillo Road. (In conjunction with Pinal County.)
  - Meridian Road improvements from Queen Creek Road to Germann Road. (In conjunction with Pinal County.)
  - Meridian Road drainage and street improvements from Germann Road to State Route 24. (In conjunction with Pinal County.)
- Signal Butte Road improvements from German Road to Pecos Road (in conjunction with City of Mesa)
- Queen Creek Road improvements from Ellsworth Road to 206<sup>th</sup> Place.
- Sonoqui Wash Trail from Hawes Road to Crismon Road.
- Fire Station No. 2 at 24787 S. Sossaman Road.
- Fire Station No. 5 at 245 W. Combs Road.

#### **Projects that commenced design in 2021**

- Chandler Heights Road improvements from Via del Arroyo to Hawes Road.
- Power Road improvements from Chandler Heights Road to Riggs Road.
- Hawes Road improvements from Rittenhouse Road to Julius Road.

- Signal Butte Road improvements from Appleby Road to one-quarter mile north (connecting to development provided improvements.)
- Queen Creek Wash Trail from Crismon Road alignment to Rittenhouse Road.
- Queen Creek Wash Trail from Rittenhouse Road to Meridian Road.
- Ellsworth Road intersection and turn lane improvements from Queen Creek Road to Fulton Parkway.

## **Utility Related**

### *System Items Constructed*

- RWCD Reclaimed Water Discharge Phase 2
- Bridal Ranch Lift Station
- Signal Butte: Germann to Queen Creek water (1 Mile)
- Meridian & Combs PRV
- Meridian & Queen Creek PRV
- Meridian Road: Queen Creek to Germann sewer (1 Mile)
- SR-24 Utility Sleeves
- Chandler Heights: Recker to Power water (1 Mile)
- Chandler Heights: Gantzel to Meridian water (1 Mile)
- Recker Road: Chandler Heights to Brooks Farm Road (1/2 Mile)
- Queen Creek & Signal Butte Intersection water (1/8 Mile)
- Combs: Coyote to Schnepf water (1 Mile)
- Kenworthy: Combs to Hashknife sewer (1 Mile)
- Queen Creek @ Meridian Sewer Bore (1/8 Mile)
- Signal Butte: Ocotillo to Queen Creek (2 Mile)
- Sossaman Road: Appleby to Sliver Creek Ln (3/4 Mile)
- Ocotillo Road: 186<sup>th</sup> to Sossaman (3/4 Mile)
- Power and Pecos Sewer CIP Liner (1.1 Mile)

### *System Items in Construction*

- Barney Farms 3 MGD Water Storage Tank (possible video)
- Harvest 2 MGD Water Storage Tank
- Meridian Road: Queen Creek to Barney Tank water (1/3 Mile)
- Meridian Road: Queen Creek to Barney Tank transmission line (1/4 Mile)
- Meridian Road: Germann to SR 24 water (1 Mile)
- Meridian Road: Germann to SR 24 sewer (1 Mile)
- Germann Road: Meridian to Mckenzie water (1/2 Mile)
- Germann Road: Meridian to Mckenzie sewer (1/6 Mile)

### *System Items in Design or Waiting Construction*

- 32 Miles of Water Lines are in Design or To Be Designed
- 14 Miles of Sewer Lines are in Design or To Be Designed

### *Well Site Construction*

- Villages well site wall and gates.
- Links North wall and gates.
- Gary well site wall and gates.
- Combs ranch well improvements.
- Terra Ranch well rehabilitation.
- Empire Jorde well rehabilitation.

- Cortina tank repair.

*Tank inspections completed*

- Cortina
- Pecan South tanks one and two.
- Castle Gate tanks one and two.
- Links
- Hill Top tanks one and two
- Victoria

**Real Estate Activity**

*Real Estate Activity at a Glance*

• Annexations (project related)	3
• Abandonments	3
• Surveys/Legal Descriptions (non-project related)	2
• Title Reports Ordered	43
• Appraisals Ordered	27
• CIP Acquisitions (fee simple)	29
• Easements (all departments)	65
• Water Dept. Acquisitions	12
• Other Department Acquisitions	0
• Leases/Licenses/Renewals	6 (1 License, 5 Cell Towers)
• Sales/Transfers (Town owned property)	0
• Property Tax Ownership Reviews	168
• Property Research (all departments)	82
• Properties Managed (includes land buildings and cell towers)	12
• Public Presentations	4

*Ongoing Real Estate Projects*

- Creating a Procedure Manual for Real Estate Division **50% Complete**
- Creating a reference system for all of the Town owned property **10% Complete**
- Document/Template standards and streamlining **90% Complete**
- Offering Notary Services to the citizens of the Town of Queen Creek
- Real Estate Policy development **30% Complete**

*Real Estate Acquisitions of Note*

- Acquisition of 55 acres of a former sand and gravel pit for future use as reclamation lakes for water treatment
- Lease with Hughes Equipment for a portion of the Fire Resource Building – Provides priority service for large fire apparatus' **85% complete**
- Acquisition of 6.68 Acres for a new lift station site in the southeast quadrant of Town

**Police Department (lots of video options)**

- Amid a pandemic- recruited, interviewed, and hired more than 70 officers, recruits and support staff members. All of whom bring varying years of experience, top notch skills, backgrounds, and diversity that will represent the Queen Creek Police Department. QCPD accomplished this as neighboring established police agencies faced a personnel shortage, and aggressively ramped up their own recruiting efforts, by offering thousands of dollars in incentives to bring officers onto their

teams. The department received hundreds of applications from those who wanted to be a part of building not only a brand-new police department, but also a new police culture.

- Developed a robust and thorough training program to keep new hires engaged, and ready to police the Queen Creek way upon launch. All of this training emphasized community-oriented policing with problem solving and proactive policing as the core foundation. This training also helped get every officer on the same page when it comes to the department's mission, vision, values, and philosophy. It served as a refresher for some and new education for others. The training included everything from legal issues, to use of force scenarios, crisis calls involving those mental/behavioral health issues, to immigration, cultural awareness, implicit bias, and serving those who are deaf, deafblind, and hard of hearing and diagnosed with autism.
- Started community outreach by participating in events and activities to introduce QCPD officers and philosophy to the community. From Trunk or Treat, to school career days, toy drives, and the senior program, officers are already starting to build relationships, and leave a lasting impression on town residents they have encountered. In addition to that the department has opened up conversations with several cultural and interfaith groups in the community and continues to foster these relationships by attending events and meeting regularly with these groups
- Major milestone-- of ordering supplies, equipment, vehicles, and installing the technology necessary to run a police department in the middle of a global supply chain crisis. This includes purchasing and outfitting 44 police vehicles, 7 specialized vehicles, uniforms, and gear. This also includes setting up the digital infrastructure, AXON, radios, and other network and IT infrastructure needed to run a police operation smoothly.
- Continued police-community relationships that were initiated in 2020 by using social media and traditional broadcast and print media to outline our achievements, successes, goals, and visions. The department has received positive coverage from all local media outlets, including Univision. This coverage helped highlight the department's efforts to be transparent, accountable, culturally competent, collaborative, and visible in the community.
- Effectively established partnerships with neighboring agencies to handle situations involving SWAT, air support, dispatch, mental/behavioral health calls, and advocacy centers.
- Helped create and revise the town code to accommodate and give authority to the police department to be able to do its job fairly and effectively.
- At a time when women constitute less than 13% of total officers, QCPD joined the national 30x30 Women in policing challenge- which was to have 30% of the police workforce be women, by the year 2030. QCPD has already accomplished that way ahead of schedule (possible video)

### **Public Works**

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- Six new traffic signals were installed: Rittenhouse/Village Loop N; Fire Station #4; Ocotillo/Meridian; Rittenhouse/Creekside; Queen Creek/Signal Butte; and Fry's/Ellsworth Road.
- The Town of Queen Creek led a multi-agency cooperative effort to fix the damaged asphalt north of the railroad tracks on Sossaman Road. The intersection of Germann Road and Sossaman Road is bound to the north by Mesa and to the south by Queen Creek. The intersection is not owned or maintained by Queen Creek, Mesa, or Maricopa County.
- The intersection of Queen Creek and Sossaman roads was reconstructed to remove the valley gutters that were causing severe horizontal displacement. The challenges of retrofitting an existing roadway included making the drainage function without the concrete gutters and limiting the closure time in order to profile the final asphalt lift.
- Implemented additional safeguards to keep residents and staff safe and healthy during recycling events as a result of current pandemic. Event program operations changes included pre-registration

and a fast pass system in order to create a Contactless Event. The implementation of changes to the program received the SAVVY Award of Excellence from 3CMA. The SAVVY Awards recognize outstanding government achievements in communications, public-sector marketing and citizen-government relationships throughout the nation.

- Environmental Educational program in partnership with Environmental Education Exchange, a non-profit group, delivered the Conservation in the QC Activity Book for 3rd-5th Grade to 1,449 students at 12 schools and the Conservation in the QC Activity Book for 6th-8th Grade to 1,735 students at 11 schools. In total, the two activity books reached 3,184 students at 19 different schools.
- Implemented an online scheduling tool for residential bulk collection service, in partnership with Waste Connections of Arizona. The tool allows residents to select the quantity and categories of materials to be collected, receive a reminder of the scheduled pick-up date, and cancel the services.
- Traffic applied for several MAG Roadway Safety Program grants and received approval for a project in the amount of \$169,720 to install retro-reflective tape on the signal heads to improve signal visibility at intersections.
- The Trails at Horseshoe Park - Worked with Maricopa County on creating a parking area and pedestrian walkway at The Trails at Horseshoe Park.
- Diverted over 3.82 tons of household hazardous material from the landfill.
- More than 1300 residents registered for QC Recycle Drop-off Events diverting 72.54 tons of materials from the landfill.
- The Recycling Drop-off Center helped divert over 313 tons of materials from the landfill.
- Over 1,096 gallons of oil was diverted from the landfill and/or the Town's sewer system through the Town's Cooking Oil recycle program.
- More than 1600 hours were dedicated to the Town's facility preventive maintenance program.
- Improved safeguards for staff and citizens as a result of the pandemic by installing guard shields, raised furniture walls providing for social distancing, and installation of hand sanitizers at various locations throughout Town owned facilities.
- Replaced the Citrus Ramada in Founders Park.
- Refurbished the Ramada's in Desert Mountain Park.
- Refurbished and recoated the floors in the restrooms at Founders Park.
- Installed new Fire Alarm and Suppression system, painted exterior building of the Town's Community Center.
- The fleet department ordered, received, up fitted, and deployed 44 new vehicles for the Town's Police Department (possible video)
- More than \$135k was saved by conducting in-house repairs and preventative maintenance on the Town's fleet maintenance program.
- Renovated Pocket Park for Pups consisting of deep-till and laser leveling the park site, installation of approximately 22,200 square feet sod, repainted and replaced doggy waste stations, re-leveled access walkways, installation of new granite around the park's perimeter and a new gate for separation of K-9 (possible video)
- A 50 ft. drywell was installed at Mansel Carter Oasis Park to address and eliminate the standing water in the basin between the splash pad and the playground hill.
- 1,095 documented playground safety inspections were completed at Town-owned playgrounds to ensure safety issues are identified and addressed.
- Repaired 146 incidents of graffiti/vandalism on Town properties, parks, and trails. Ninety-eight percent (98%) were repaired within 24 hours.

- 152 permanent signs and mile markers within the Town's parks and trails system were repaired or replaced.
- Approximately 540 cubic yards of trash, debris, and excess vegetation within the town's washes and undeveloped properties was cleared and removed.
- Approximately 300 tons of landscape materials such as granite, topsoil, sand, playground surfacing, and ball field infield mix was installed to athletic fields.
- Approximately 480' of path edges along the Town's trail system were repaired due to erosion to protect the asphalt path and improve safety conditions for trail users.
- Excavated and installed 1200 sq. ft. of new armored bank protection within the Queen Creek wash to help prevent storm and flow erosion and provides for cleaner and safer paths.
- Repaired over 20,000 sq. ft. of storm damaged landscape areas throughout the Town's parks and trail system.
- Applied 94,072 pounds of crack seal and 600,000 square yards of sealcoat on Town roads as part of the Pavement Preservation program. Additionally, two lane-miles of pavement was replaced on Combs Road near Encanterra from the Town's repair program.
- Over 1,925 square feet of sidewalk panels were repaired.
- More than 265 drainage system inspections were conducted, the drainage system maintenance management plan consists of 811 segments of storm pipe, 644 storm basins, 1769 storm inlets, 76 storm outlets and 383 storm culverts.
- Approximately 4,250 staff hours were dedicated to the Right-of-Way maintenance program consisting of debris obstruction, graffiti removal, dead animal pick up, vegetation management, dust control, pavement repairs, pothole repairs, shoulder and road edge repairs throughout Town.
- More than 400 inspections were conducted in the streets sign and pavement marking maintenance program resulting in approximately 500 hundred sign and pavement marking repairs. The maintenance program consists of 9,432 signs and 5,094 supports inclusive of regulatory, warning, informational, and specialty signs.
- Contributed more than 3,900 hours towards Special Project activities consisting of preparation for special events such as traffic control, soil stabilization, temporary parking construction and signage installation. Other categories include services to external departments such as grading and concrete activities.

## **Utilities Department**

### **Water Repair & In-House Construction**

- 35 Service Install
- 73 Water Service Repairs
- 23 Hydrant Repairs
- 5 Valve Repairs
- 13 Water Main Repairs
- 1350 Valves Operated
- 41 Water Valve and Hydrant Valves shot in
- 43 water shut downs to assist Inspections and Repairs
- 50 arterial street valve lid replacements with 24-pound lids
- 5 Valve Box Re-alignments
- 155 Valve box and Hydrants shot in (GPS)
- 14 completed tasks for Well site construction and Repairs

### **Water Production**

- Booster control room full enclosures completed for Pecan South, Pecan North, Shea South, Links Main Campus and Gantzel.
- Links Main Campus: Complete rehab including, 4 new vertical inline boosters, both reservoir tanks resurfaced, new chlorine room and Grundfos cl2 pump injection system. E&H multi sample analyzer for Chlorine residual, Nitrates and pH installed and operational via SCADA.
- Links North well operational and filling tanks at Links Main Campus.
- Links South well operational and filling tanks at Pecan North. Links South also has new chlorine room with Grundfos cl2 injection system.
- Pecan South: South tank (#1) complete floor rehab and tank coating.
- Cortina: Alternate automated fill installed and operational via SCADA. Upgraded chlorine injection from LMI to the new Grundfos cl2 injection system. E&H multi sample analyzer for Chlorine residual, Nitrates and pH installed and operational via SCADA.
- Riggs Rd automated Flow Control Valve completed and operational via SCADA.
- Shea South: VFD drive installed on well with sound enclosure. Upgraded waste valve from old style ClaVal to automated Rotork with SCADA control. Installed new chlorine room and Grundfos cl2 pump injection system. E&H multi sample analyzer for Chlorine residual, Nitrates and pH installed and operational via SCADA.
- Laredo Ranch Well site (old Diversified Well#3): Removed existing gas chlorine 150lb tanks and fiberglass building with new chlorine room and Grundfos cl2 pump injection system. E&H multi sample analyzer for Chlorine residual, Nitrates and pH installed and operational via SCADA. Removed ClaVal well waste valve assembly with new automated Rotork valve.
- Archer Meadows (old Diversified Well Site 2): Removed existing gas chlorine 150lb tanks and fiberglass building with new chlorine room and Grundfos cl2 pump injection system. Installed new cl2 injection quill on well discharge piping. E&H multi sample analyzer for Chlorine residual, Nitrates and pH installed and operational via SCADA. Removed ClaVal well waste valve assembly with new automated Rotork valve.
- 7 tanks inspected internally with Water Production staff using underwater drone. (DeepTrekker)
- 5 Tanks cleaned by contracted diving company.
- 5 Tanks drained and inspected.
- Booster Pump Impellers replaced: 7
- Booster Pumps converted from analog to ethernet connectivity for SCADA control: 6
- Transitioned SCADA software from Wonderware platform to Ignition platform, included with this transition was a backup and upgraded servers with the IT dept. This new platform allows for detailed and specific water operations reporting and data collection. Unlimited operator login capabilities and the use of a mobile app.
- Completed and submitted the Water Department Emergency Response Plan (ERP) with the US Environmental Protection Agency.

### **Inspections**

- Inspected 24.72 miles of new water line in commercial and residential developments
- Inspected 15.42 miles of new sewer line in commercial and residential developments
- Inspected 1,785 new water service lines.

### **GIS / Blue Stake**

- Completed an estimated 29,000 Blue Stake tickets
- Completed 200 Public Records Requests

### **Wastewater**

*FOG Management Program*

- Review and approve new grease traps, oil water separators for restaurant’s, schools and automotive facilities.
- Regularly inspect grease traps, oil water interceptors, and sand interceptors to prevent spills and blockages in the wastewater collection system.

*Collection System Maintenance Program*

- Routine inspection of manholes throughout system and videoed parts of the wastewater collection sewer line to keep track of any defects that might be found.
- Flow monitoring with Isco Laser flow sensors and meters for the wastewater interconnection from Epcor at two sites and the City of Mesa two sites.
- Collect composite samples once a month at two sites for the strength of wastewater for billing purposes to the Epcor Utility Company.
- Added a third dosing site for the purpose of decreasing odor in the Town limits.
- Annual cleaning of all the Towns trunk line sewer system.
- Annual cleaning of all subdivisions in the Towns sewer district
- Annual cleaning of all the Towns commercial areas.
- Completed Phase 2 of the Insituform Slip line project on the 42” sewer line at Power rd. and Pecos rd. sewer line outfall.

*Cartegraph Asset management Program*

- Continue to update and add all sewer assets to our program including Pre-treatment, Laterals, cleanouts, manholes, mains, sewer repairs and miscellaneous projects.

**Metering**

- Completed the installation and upgrade of our Regional Network Interface (RNI) software version from 4.7 to 4.9 for Sensus FlexNet (AMI) meter reading system. With this year’s new meter install it brings or active meter count to over 38,000+ meters.
- Completed the Phase 3 (Diversified Area) of our “Meter & MXU-Change-Out Program” with Utiliuse Inc. The three-month contract complete the 1800+ units in February 2021.
- Completed the “Large meter Change-out Program” this consisting of changing out over 600 meters 1.5” and larger. This was done to upgrade old units to make them lead free and upgrade them to being field testable Sensus Omni style meters.
- Completed the installation and configuration of 4 Recovered Effluent Lake meters: BARNEY FARMS LAKE, VILLAGES LAKE, HARVEST LAKE, PECAN LAKE.
- Completed the operation of changing over 6000+ Transfer and Final Bill work orders to electronic versions, this means no on-site field visit is necessary to obtain the meter information it can be done using FlexNet Analytics (AMI) system. Only those that we are not able to get a current reading in AMI are done through a field visit.
- Converted HPEC form a single 6-inch master meter system to an overall individual meter per location allowing for better tracking of usages and sewer charges to specific areas within the park.
- Completed 17,755 estimated daily work orders that included installing 2,717 new customer meters and changed out 1,100 failed existing meters along with the following daily work orders.

TOTALS 2021 ESTIMATED	
New Meter	2717
Meter Change Out	1101
Transfer	6378
Repair	1107

MXU Change out/Repair	3422
Lock/Unlock	1731
TEST	321
New Work Order	0
Temp	343
Re-Read	21
Register Malfunction	0
Zero Use W/O's	189
Hydrant Meters	425
FlexNet Meter	0
FlexNet MXU	0
	<b>1775</b>
	<b>5</b>

### Water Conservation

- The Town of Queen Creek’s water conservation division continued to grow its HOA monitoring program with Waterfluence.
- The Town of Queen Creek contracted with Sensus to provide hourly water use data for all of our HOA’s in our Waterfluence HOA program. This allows Waterfluence to send out leak notifications and water spike notifications if a system runs over 38 gph for more than 48 hours.
- Due to Covid and its in-person limitations, water conservation again took its water conservation workshops virtual in 2021 by partnering with the City of Chandler. The workshops were limited to 90 minutes, but we were able to increase our outreach in this area by offering 24 virtual water conservation workshops beginning January 2021 through December 2021.
- Water Conservation worked with Abracadabra again in 2021 to provide a virtual water conservation magic show to our 2nd through 5th graders. These classes are offered to schools in the Town's water service area.
- We were also able to go virtual again in 2021 with our EEE water conservation program which teaches our 4th graders about the water cycle. An environmental activity booklet was created by EEE that covered important aspects of water conservation, storm water, solid waste and recycling.
- With the Library re-opening, the Town was able to have its interactive water conservation floor graphic design installed. This design encouraged our young residents to jump, skip and hop their way to learning about water conservation. The Water Use It Wisely water tower graphics were displayed for all families to see as they entered the Library doors.
- An ever-green water conservation banner “Plant Like you Live in the Desert” was designed and installed during the summer at the Town’s overpass.
- A banner “Be a Leak Detective” was designed and installed across Ellsworth Rd. which tied into the theme of the floor graphics that were installed at the Library.

### Water Resources

- The Town of Queen Creek (TOQC) entered into an agreement with Central Arizona Project (CAP) to receive an allocation of 4,162-acre feet of Non-Indian Ag (NIA) phase two water allocations. These agreements have not been finalized but will be in January and at that time the TOQC will have over 20% of sustainable water available for their citizens. This is a big step toward the Town continuing to

move away from groundwater pumping and to provide a sustainable source of water for Town residents.

- The Town of Queen Creek entered into an agreement with Harquahala Acres to purchase land that has groundwater rights. The purchase agreement is 500,000-acre feet over 100 years. This will provide 5,000-acre feet of sustainable water for the next 100 years. This is another step in the process for Queen Creek to move off of CAGR groundwater and provide Town of Queen Creek residents with a sustainable water resources future.
- The Town is overseeing an environmental analysis (EA) to determine the environmental feasibility of receiving 2,033-acre feet of water from Cibola Valley. When the EA is completed, it is anticipated the Bureau of Reclamation will find environment impact insignificant and transfer the Cibola Valley water rights to the Town. The water rights transfer could occur in mid-2023. This will add another 10% of production of sustainable water for the TOQC residents.
- The TOQC entered into an agreement with SRP to be part of a feasibility study to analyze modifying Bartlett Dam on the Verde River. SRP expects the Bartlett Dam modifications to be completed in 2035. When completed, the Bartlett Dam modifications could yield an additional 36,000 to 91,000 af/year of new water supply in central Arizona. By actively participating and funding the Bartlett Dam modifications studies, design, and construction, the Town anticipants acquiring up to 25% of the new water supply. The Town is in the first step in a process that could lead to a large amount of affordable, sustainable water for TOQC residents.

#### **Water Quality**

- Diversified Interconnected completed and turned on. Diversified system absorbed into TOQC physically and administratively.
- Integrated Environmental Compliance Plan with updated population tiers. Taking increased sampling for Coliforms and DBPs.
- Added sampling points to accommodate increased sample tier EPA requirements
- Pecan Lake Recovery 10- year Permit
- RWCD Reclaimed Water Permit Renewal
- PFA contamination review and additional sampling
- Links North and South Well activated
- Links Main Campus Tanks and EPDS112 activated
- Pecan North and Gantzel Nitrate Blending Plan approved and on standby for use. No longer needed due to minimal nitrates, but available to be used in the future if needed.
- EPA Lead and Copper Rule Revision Training and Preparation
- 4.51% Water Loss for FY20/21, well below the State Required 10%.
- Appointed MAG Water Quality Committee Vice-Chair

#### **Studies**

- In process of completing the Town's first Comprehensive Utility Master Plan
- In process of securing Assured Water Supply Physical Availability Determination with ADWR
- Transmission/Distribution Mainline Studies

#### **Other**

- EPCOR Sewer Interconnection
- ASLD Utility Easement Acquisition

### **Workforce & Development Department**

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#### **Human Resources**

- It was a banner year with respect to hiring. HR successfully hired and onboarded 118 new employees in 2021. 53% QCPD and 47% a combination of all other departments.
- Successful implementation of a fully paperless onboarding system which has created a smoother process for the new hires and greater efficiency for HR.
- For the second consecutive year we received a Platinum level “Healthy Worksites Award” in recognition of our Employee Wellness Program. The Healthy Arizona Worksite Program is a statewide public health initiative designed to support employers who are making evidence-based efforts to improve the health and well-being of their employees and families.
- For another consecutive year there was no insurance premium increase for employees for medical, dental insurance and vision insurance.
- In support of the Maricopa County Travel Reduction Program, Town employees curbed Single Occupancy Vehicle trips to work to just 67% of respondents, the second lowest percentage in 7 years (typically around 80%). This means more and more individuals are using alternate methods of working/reporting to work, with a Compressed Work Week and Telecommuting providing the largest impact on pollution prevention.

### **Information Technology**

- Implementation of the Town’s Public Records Request Software for the Town Clerk and Queen Creek Police Department
- Launch of SeeClickFix and its mobile application
- Transition primary domain from QueenCreek.org to QueenCreekAZ.gov
- Provided Town wide training to employees: 24 classes of various topics/software
- Selectron’s self-service customer engagement platform for Development Services inspection scheduling moved from on on-prem to a cloud-based platform to further support the Information Technology Strategic plan
- Implemented Trust Accounts in Accela to provide an additional payment for customers.
- Implemented service fees for credit card transactions in Accela for Development Service activities utilizing the Town integration services platform.
- Migrated unified communications call analytics software
- Completed QCFMD dispatch migration
- Migrated from SA-Announce to Revolution for phone system broadcasting
- Completed Utilities Administration Building conference rooms
- Completed conference room in FS4
- Streets building conference room completed
- Began backup technology platform migration
- Replaced the traffic control system servers
- Upgraded the Utilities supervisory control servers
- First floor front desk remodel
- Cabling specifications completed
- RFP for video production, entered a contract with J2 for video production
- Added phones to Parks and Recreation Annex classrooms for emergency calls
- Implemented RedSky software to provide locations for 911 calls from Town locations
- Entered into a new contract with Granicus to provide updated software for Council meetings (agendas, staff reports, Council live video feed, voting, etc.)
- Deployed cloud-managed camera system at HPEC to replace outdated Pelco
- Queen Creek became an official member of the AZGeo data hub that was created by the Arizona Geographic Information Council in partnership with the Arizona State Land Department. AZGeo provides access to online map services, FGDC compliant metadata, geospatial data downloads, and

applications which are utilized by municipal, regional state and tribal governments, private companies and the public to support the needs of Arizona's citizens.

- Upgraded our all of GIS software systems to version 10.8
- Supported the Parks Department's award-winning Hay QC event with an interactive map and pictures of all the entries.
- Created a new Maps and Open Data site where the public can view maps and download GIS datasets. The new site replaces the old map gallery on the Maps and Directions page of the Town's website.
- Migrated from Primary Rate Interface (PRI) voice circuits to Session Initiation Protocol (SIP)
- Migrated Nexus switches
- Implemented new process for importing records into Firehouse due to changes in Mesa CAD file formats
- Prepared systems for migration of SCADA system
- Worked with Sentinel to complete initial draft of the IT strategic plan
- Entered into contract with Sentinel to provide Virtual Chief Information Security Office (VCISO) services
- Police
  - Hardware procurement and installation in each PD vehicle
  - Okta software installation for police device security
  - Netmotion installed for secure connections to Town network from police vehicles and laptops
  - Installed new servers and storage for PD
  - Provided hardware/software for information kiosk for police
  - Provisioned new internet circuit for PD
  - Configured and deployed one VM server for PD
  - Took delivery of all PD printers for the Public Safety Building
  - Hired a new systems administrator as well as an applications and desktop support analyst to support PD
  - Installed new firewalls for PD
  - Worked with vendor (EWS) to design for implementation of Emergency Responder Radio Communications System (ERRCS)
  - Implementation of QCPD Time keeping and Advanced Scheduling software

# TOWN OF QUEEN CREEK

Corporate Strategic Plan 2021 – 2026



Introduction . . . . . 3

Guiding Principles . . . . . 4

Strategic Priorities . . . . . 5

Effective Government . . . . . 6

Safe Community . . . . . 8

Secure Future . . . . . 10

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Quality Lifestyle . . . . . 14

## **QUEEN CREEK TOWN COUNCIL**

Gail Barney  
*Mayor*

Dawn Oliphant  
*Vice Mayor*

Robin Benning

Jeff Brown

Leah Martineau

Emilena Turley

Julia Wheatley



In 2007, the Queen Creek Town Council undertook a new process to establish a vision for the community. In prior years, the Town Council would develop annual goals by making a long list of various issues, tasks, and assignments. While this effort was beneficial during that time, a different process was needed to achieve a more accountable, responsive, and efficient municipal government. The Town Council established a new planning process where they created broad-based focus areas with underlying goals, assignments, and established timelines for completion. This formalized process resulted in the creation of the first Corporate Strategic Plan.

The Corporate Strategic Plan attempts to encompass in one document a five-year organizational plan of action. Through the plan, the Town Council creates priorities and provides policy direction to the Town Manager. It translates Queen Creek's mission, vision, and values statements into actionable goals; it also provides the public with a source of reference for information about government activities. After the Corporate Strategic Plan has been finalized, the Town's management team uses approved goals to outline an administrative work program for all of staff, the progress of which is reported on quarterly.

The Town focuses resources on what is most important to achieving the Town Council's vision by designating five strategic priorities. These priorities guide Town departments as they shape programs and set long-term goals. The five strategic priorities are: **Effective Government, Safe Community, Secure Future, Superior Infrastructure** and **Quality Lifestyle**. The strategic priorities are defined in more detail in the following pages; each includes key result areas and related goals.

Each year the Town Council holds a strategic planning session to discuss long-term policy issues and outline new priorities. Goals proposed by Town departments are brought forward during these discussions and are refined through the annual budget development process. The updated plan is officially adopted each year at a Town Council meeting in May or June, setting forth the Town Council's desires for programs, services and projects that need to be considered during the new fiscal year that begins on July 1.

The Corporate Strategic Plan is an integral part of the Town's annual work program; it establishes a clear direction for the Executive Management Team, comprised of the Town Manager and all department directors.

For additional information, please contact the Town Manager's office at (480) 358-3905.



## **VISION**

To ensure a high quality of life, promote a strong sense of community, protect our residents, and provide world-class public service.

## **MISSION**

We honor our past and embrace our future in being the best place to live and do business.

## **VALUES**

RESPONSIVE

INNOVATIVE

TRANSPARENT

RESPECTFUL

FRIENDLY





## EFFECTIVE GOVERNMENT

An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.

### KEY RESULT AREAS

- Financial Stability
- Intergovernmental Relations
- Council Professional Development



## SAFE COMMUNITY

Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.

### KEY RESULT AREAS

- Public Safety
- Community Involvement



## SECURE FUTURE

Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.

### KEY RESULT AREAS

- Environment
- Land Use & Economic Development



## SUPERIOR INFRASTRUCTURE

With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.

### KEY RESULT AREAS

- Capital Improvement Program
- Technology



## QUALITY LIFESTYLE

Queen Creek will leverage its strong image as a tight-knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.

### KEY RESULT AREAS

- Image & Identity



*An effective local government is aware of citizens' needs and provides the services that residents want. This can be achieved by managing the price of government and introducing innovative business practices, using new technology, hiring quality employees and leveraging Town partnerships to save resources.*

## **INTENDED OUTCOMES**

- Increase effectiveness and efficiency of government services.
- Pursue opportunities for maximizing limited resources by evaluating public and private sector partnerships. Preserve existing revenue sources for the growing needs of the community.



## FINANCIAL STABILITY

- 1.1 Maintain a stable long-term cost and revenue structure that ensures intergenerational equity and an appropriate allocation of costs.
- 1.2 Adopt balanced budgets each year to ensure costs are kept within available revenues.
- 1.3 Evaluate and implement strategies to fully fund pension liabilities for public safety and general employment.
- 1.4 Continue to monitor and update employee benefits strategies and evaluate trends.
- 1.5 Continue progressive strategies to attract and retain high-performing staff.
- 1.6 Maintain staffing levels that are consistent with the community's goals.

## CAPTIAL IMPROVEMENT PROGRAM

- 1.7 Develop a collaborative Capital Improvement Program (CIP) with the counties and adjacent communities for construction of the regional network of roads, and ensure the Town's arterial roads are prioritized for connecting within the region, notably Gilbert, Mesa, Apache Junction, Florence, Maricopa and Pinal counties, and State Lands.

## INTERGOVERNMENTAL RELATIONS

- 1.8 Cultivate relationships with the state, counties, local, regional, and statewide partners to: encourage other levels of government to work collaboratively with the Town on issues of mutual interest; protect local funding and self-determination; enhance opportunities to improve the Town's economic sustainability; and secure existing revenue to provide for public safety and needed infrastructure development.
- 1.9 Sustain collaboration with the community's schools on issues that are of benefit to the Town as a whole.

## COUNCIL LEADERSHIP ROLES

- 1.10 Continue to strengthen the effectiveness of the Town Council through professional development training opportunities and strategic planning sessions.
- 1.11 Leverage leadership roles as well as membership with organizations such as Maricopa Association of Governments, Central Arizona Governments, East Valley Partnership, League of Cities and Towns, and other regional and national organizations to promote sound public policy, advance critical transportation and water/wastewater projects, partner with the business community and take advantage of unique and innovative opportunities to enhance the lives of our current and future residents.

**98%** OF  
TOWN RESIDENTS  
**WOULD RECOMMEND  
QUEEN CREEK AS A GOOD  
PLACE TO LIVE.**



SOURCE: TOWN OF QUEEN CREEK  
CITIZEN SURVEY 2019

## FULLY FUNDING THE TOWN'S PENSION RESERVE



The FY 2021-22 budget fully funds the Town's Arizona State Retirement System (ASRS) pension

reserve that was established by Town policy. The Town's public safety pension reserve is already fully funded, making the Town the first municipality in the state to have fully funded pension reserves. This eliminates the need to pay down large unfunded pension liabilities in the future and saves nearly \$2 million annually.



*Queen Creek has low crime rates and strives to meet adopted standards for police and fire services. Residents continue to rate their interactions with public safety personnel highly in community surveys. As our Town grows, ensuring the safety of the public continues to be among our highest priorities; this means hiring and training quality first responders, and finding innovative ways to maintain and improve delivery of emergency services.*

## **INTENDED OUTCOMES**

- Meet community standards for law enforcement and emergency service responses.
- Ensure high-quality emergency ambulance transport services.



# SAFE COMMUNITY

## PUBLIC SAFETY - QUEEN CREEK FIRE & MEDICAL DEPARTMENT (QCFMD)

- 2.1 Proactively work to provide fire services to the eastern portion of the community and to expand the Town’s fire district, where applicable, within the remaining municipal planning area.
- 2.2 Maintain emergency transport service agreement addressing community needs and standards, with a qualified private sector provider. Evaluate options for ambulance services in Queen Creek by researching both private sector and public sector opportunities.
- 2.3 Continue and update the Emergency Operations Plan (EOP) for response capabilities and community preparedness and Community Emergency Response Training (CERT) classes. The QCFMD has established a goal of certifying 10 percent of Queen Creek’s population by 2023 in CPR, including “hands-only” CPR. Continue efforts in training and developing plans to better prepare Queen Creek when responding to and mitigating hostile events, such as active shooters.
- 2.4 Maintain efforts towards completion of the elements of the CIP such as construction of new fire stations in order to meet the level of service.
- 2.5 **NEW** Formally adopt new QCFMD mission, vision, and core values as drafted in Center for Public Safety Management (CPSM) fire master plan study.

## PUBLIC SAFETY - QUEEN CREEK POLICE DEPARTMENT (QCPD)

- 2.6 Continue building the department infrastructure and foundational elements including policy/procedure, staffing, training programs, internal oversight, communication, workflows, technology, reporting, equipment, supplies, software, IT systems, budgets, deployment plans, schedules, and other processes. With these organizational rudiments, QCPD will be able to ensure a smooth transition from county law enforcement to local policing methodologies.
- 2.7 Increase community engagement and partnership by focusing on building trust, transparency, legitimacy and a safe social environment.
- 2.8 **NEW** Develop and implement the police program facets outlined in the 2019 police services study (e.g., “Desired Police Program – Defined”). These steps, philosophies, systems, and operational patterns will provide a structured effort necessary to engage the community, develop partnerships, deliver desired level of service, and maintain a high quality of life.

## HOW DO QUEEN CREEK RESIDENTS FEEL ABOUT SAFETY IN THEIR NEIGHBORHOOD?

The following indicates the percentage of residents in 2019 who gave their neighborhood a **safe rating**:



SOURCE: TOWN OF QUEEN CREEK CITIZEN SURVEY 2019

THE QC TOWN COUNCIL CONTINUES TO INVEST IN PUBLIC SAFETY



PUBLIC SAFETY BUILDINGS 1989-2021

0 TO 6





*Securing Queen Creek's future involves strengthening the Town's financial condition by implementing strong management strategies within the organization, and by increasing the number of employment opportunities available to residents. This priority also relates to securing our water supply for the benefit of future residents.*

## **INTENDED OUTCOMES**

- Increase employment opportunities in the Town.
- Complete water and wastewater master plans.



## ENVIRONMENT

- 3.1 Continue development of sustainable long-range plans for water, reclaimed water, and wastewater that supports the General Plan. The Town will evaluate and possibly pursue water acquisition strategies such as a Town "effluent" lake program, acquiring new effluent, water credits, available water rights consistent with Arizona water law and policy and other strategies as determined necessary.
- 3.2 Ensure a continued safe and sustainable water supply that fully implements the General Plan.

## LAND USE & ECONOMIC DEVELOPMENT

- 3.3 Plan for an economically sustainable build-out.
- 3.4 Collaborate and partner with Phoenix-Mesa Gateway Airport, Visit Mesa, GPEC, and EVP on economic development and tourism related initiatives to leverage the Town's tourism assets; and partner with other groups as appropriate.
- 3.5 In partnership with the State Land Department, proactively plan for the development of State Trust Lands.
- 3.6 Continue evaluating potential annexations of lands that support the Town's strategic priorities.
- 3.7 Generate more economic synergy within the Town Center, enhance the sense of place, and attract additional investment through implementation of the Town Center Plan; attract new investment to Town owned land.
- 3.8 Implement strategies outlined in the Economic Development Strategic Plan (EDSP) to attract private investment and foster job creation by focusing on product development, Town Center development, business attraction/retention, entrepreneurship/innovation and marketing/communications.
- 3.9 Continue to evaluate and re-calibrate the requirements and standards in the zoning ordinance and design standards for improvement and consistency with evolving industry standards and statutory changes. Regularly review processes and procedures in our application permitting area for improvement to continue to provide high quality service to citizens and the development community.
- 3.10 Work with the Arizona State Land Department (ASLD) on a marketing initiative to increase speed to market for employment uses and manufacturing opportunities. Work on a marketing package that outlines details about the site with input from the Town, ASLD, SRP and Pinal County. Designate team to fast track and facilitate process for strategic projects.
- 3.11 Implement the "strategic projects" internal program to assist key projects through the development services process, furthering the goals outlined in the General Plan and Economic Development Strategic Plan.

## FINANCIAL STABILITY

- 3.12 Ensure customer rate structures are appropriately set to pay for adopted service levels.

## POPULATION OF QUEEN CREEK 1989-2021



## QUEEN CREEK MEDIAN INCOME

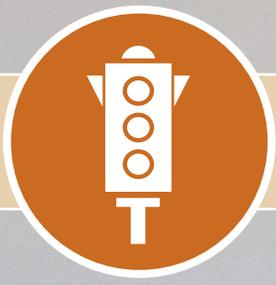


Nearly **500,000 square feet** of new commercial, office and industrial space was permitted in FY22.

SOURCE: TOWN OF QUEEN CREEK FINANCE DEPARTMENT. PROJECTED AS OF JUNE 30, 2021.

## WATER / WASTEWATER INFRASTRUCTURE ASSETS 1989-2021





*With the growth of residential and non-residential development comes the challenge of satisfying public demand for quality streets, lights, utilities and parks. The construction and maintenance of a high-quality public infrastructure is a priority.*

## **INTENDED OUTCOMES**

- Completion of the Capital Improvement Program.
- Enhance current infrastructure plans in pavement maintenance and road improvements that are linked with other jurisdictions.



## CAPITAL IMPROVEMENT PROGRAM

- 4.1 Annually develop a 5-year comprehensive CIP Plan.
- 4.2 Implement the Parks and Recreation Master Plan.
- 4.3 Maintain a Pavement Preservation Plan that is cost effective and utilizes current best practices.
- 4.4 Complete the design for the QC Sports Complex as indicated in the Parks and Recreation Master Plan. Initial implementation will be completing grading and drainage infrastructure of the design.
- 4.5 Ensure long-range financial plans are in place to adequately build, maintain, and replace needed infrastructure.
- 4.6 Develop an innovative infrastructure system that meets the needs of future generations.
  - Develop policies that encourage public and private investment in transportation technology related to autonomous vehicles.
  - Leverage the use of new and emerging technologies to enhance operational capabilities of the transportation system.
  - Conduct a transit feasibility study to determine the timing for providing transit services for the elderly and the disadvantaged and consider alternative approaches to providing these services, such as: ride share, UBER, and LYFT.
  - Implement the Water Master Plan.
  - Implement initial phases of Town Center infrastructure, including roadways, water, sewer and storm drain systems. Partner with private sector on infrastructure as appropriate to leverage resources and accelerate investment.

## TECHNOLOGY

- 4.7 Continue to work with technology providers to provide services Town wide (cell, internet, fiber, etc.).
- 4.8 Implement recommendations and strategies of the prior Information Technology Strategic Plan (ITSP), and implement recommendations from new ITSP as applicable.
- 4.9 Continue to research, identify and implement relevant technologies, innovations and SMART practices that advance a resilient and high quality of life for our residents and businesses.

## FINANCIAL STABILITY

- 4.10 Improve the Town’s bond ratings in order to lower borrowing costs.

## INTERGOVERNMENTAL RELATIONS

- 4.11 Advocate for opportunities to advance the Town’s freeway and arterial transportation needs through the inclusion of projects in the Maricopa and Pinal regional transportation plans and if approved by the voters, transportation funding shared by the respective jurisdictions.

## INVESTING IN INFRASTRUCTURE

66% of the FY 2021-22 budget is dedicated to building and expanding infrastructure for our growing community.

**INFRASTRUCTURE TOTAL:  
\$323.2M**

Transportation	<b>\$119.2M</b>
Water Rights	<b>\$53.0M</b>
Water	<b>\$51.0M</b>
Wastewater	<b>\$28.6M</b>
Parks	<b>\$26.0M</b>
Fire	<b>\$23.0M</b>
Contingencies	<b>\$20.0M</b>
Police	<b>\$1.5M</b>
Municipal Facilities	<b>\$0.9M</b>



Queen Creek will leverage its strong image as a tight-knit, family friendly community to encourage more residents to participate in public events, attract new businesses and further establish our reputation as one of the best destinations in Arizona. We will seek to enhance this unique lifestyle through our commitment to investing in necessary infrastructure, new recreational opportunities, cultural events and public art.

## INTENDED OUTCOMES

- Increase in business expansions and new businesses in the community.
- Make new health, fitness and recreation options available to residents.



## IMAGE & IDENTITY

- 5.1 Continue development of the Town’s brand awareness including existing and new partnerships.
- 5.2 Evaluate current and future park amenities to ensure the community has access to a variety of up-to-date parks, trails and publicly accessible open spaces.
- 5.3 Continue to support the Downtown Arts & Placemaking Advisory Sub Committee which is consistent with the Town Center Plan, the Economic Development Strategic Plan goals and Council goals. The Downtown Core Arts & Placemaking Sub-Advisory Committee should consider developing a master plan / action plan with a phased approach to implementation with the downtown core identified as a key area to create an environment of creativity and placemaking (as part of a larger initiative to activate the downtown core).
- 5.4 Preserve and enhance the Town’s natural resources (i.e. washes and San Tan Mountains).

**97%** OF TOWN RESIDENTS  
**WOULD RECOMMEND  
QUEEN CREEK AS A GOOD  
PLACE TO RAISE CHILDREN**

SOURCE: TOWN OF QUEEN CREEK CITIZEN SURVEY 2019

### PARK AND TRAIL ASSETS 1989-2021



PARK ACRES  
**11 TO 89**



TRAIL MILES  
**0 TO 9.5**



Mansel Carter Oasis Park received two awards from the American Council of Engineering Companies.

In partnership with Maricopa County, the Town opened 1.3 miles of new trails with the addition of the Trails at Horseshoe Park.

In 2020, monthly blood drives with Vitalant resulted in 345 blood donations, a 366% increase from 2019.

**TOWN OF QUEEN CREEK**

22358 South Ellsworth Road  
Queen Creek, AZ 85142  
480-358-3000

[QueenCreekAZ.gov](http://QueenCreekAZ.gov)  
[Facebook.com/QueenCreek](https://www.facebook.com/QueenCreek)  
[Twitter.com/TownofQC](https://twitter.com/TownofQC)  
[Instagram.com/TownofQueenCreek](https://www.instagram.com/TownofQueenCreek)  
[YouTube.com/TheQCChannel](https://www.youtube.com/TheQCChannel)

