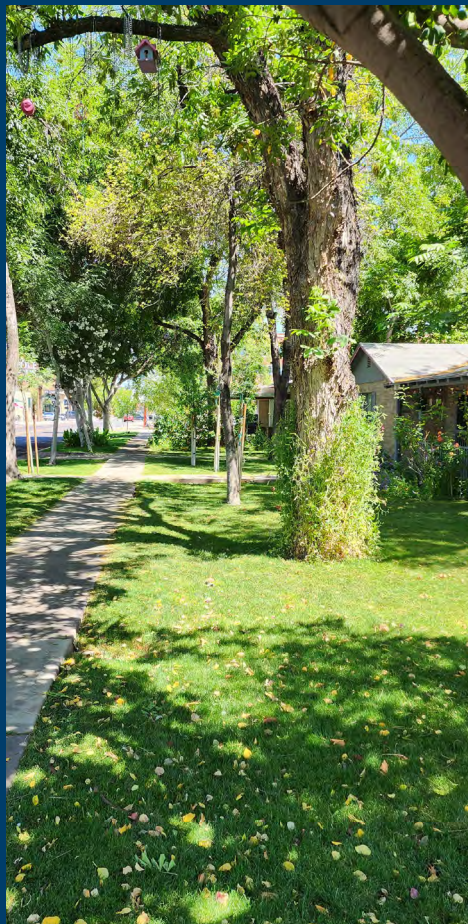




TEMPE TOMORROW

GENERAL PLAN 2050



August 2023

TEMPE TOMORROW

GENERAL PLAN 2050

Prepared by

Community Development Department
Planning Division

Adopted

August 24, 2023
Resolution # R2023.114



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LAND ACKNOWLEDGEMENT

We wish to acknowledge that Tempe is the homeland of the Native people who have inhabited this landscape since time immemorial. Anthropological studies document large and advanced Ancestral O’Odham settlements located throughout the entirety of present-day Tempe and recognize the ancestral lands of the O’Odham (known as the Pima), Piipaash (known as the Maricopa), and their ancestors as extending far beyond our community. This land continues to be spiritually connected to the O’Odham of the Salt River Pima-Maricopa Indian Community and Gila River Indian Community. The SRP-MIC and GRIC, located northeast and south of Tempe, respectively, are confederations of two unique groups with their own languages, customs, cultures, religions, and histories; the O’Odham and the Piipaash. Both the O’Odham and the Piipaash are oral history cultures.

The landscape is sacred to the O’Odham and Piipaash and reflects cultural values that are central to their way of life and their self-definition. Their oral history and song culture are indelibly tied to tangible places that are associated with specific historic, cultural, and religious values. Settlement patterns, advanced irrigation practices, and other lifeways driven by a deep understanding of and respect for the landscape are directly attributable to the ancestors of the O’Odham and Piipaash and served as the template for the establishment of Tempe.

We accept the responsibility of stewarding those places and solemnly pledge to consider this commitment in every action.





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VISION & THEMES





PRINCIPLES & VISION

GUIDING PRINCIPLES

Once every ten years, Arizona cities are required to update their General Plan. The Tempe Tomorrow General Plan 2050 provides the vision for how Tempe will grow and look in 2050.

The Maricopa Association of Governments (MAG) projects that between 2020 and 2050, Tempe will grow by 71,874 new residents and its economy will add nearly 72,047 new jobs (data from MAG 2023 Socio-economic Projections, see Economic Development Element). Tempe Tomorrow - General Plan 2050 will guide how Tempe will maintain a high quality of life for community members while managing to accommodate the projected growth in a well-planned manner.

The guiding principles for the General Plan 2050 include: balanced land use; enhanced quality of life, preservation of neighborhood character and tangible pieces of cultural or historic importance; increased economic vitality; enhanced mobility for all; and sustainability and environmental stewardship that includes adaptation and management of climate change and extreme heat. An abundance of good jobs and availability of varied housing types will elevate Tempe as the regional leader in urban living as a desirable place to live, work and play.



In addition, several emerging trends have influenced the planning process nationally. Tempe will also be impacted by many of these trends that are driven by changing environmental, technological and behavioral trends in society. They include issues such as climate change, extreme heat, micromobility, remote working, new transit options and sustainability matters.

VISION

The community’s vision for Tempe in the year 2050 is one of a high quality of life and sustainability: a city with a diverse, active and engaged community; a city that is visually attractive and delightful and physically accessible by multiple modes of transportation, especially transit, walking, biking, and micro mobility options, with parks and cultural facilities that attract residents and businesses; a city comprised of and defined by vibrant mixed-use development and mobility hubs that not only provides for daily needs, but functions as a leisure destination for its residents and visitors; a city with homes of distinctive design quality and varied residential density and types, revitalized neighborhoods that are walkable, pleasant and safe, and connected within a 20-minute walk, bike or transit ride.

Further, Tempe will be known for equity (including shade equity - fair access to shade irrespective of



income and identity), inclusiveness, economic and social diversity, and its programs for mitigation of extreme heat. Further, Tempe will create climate-friendly development, consisting of green infrastructure and buildings, and public health-friendly development that will create blue zones (healthy geographic areas) to support community health. Tempe will aim to become a cultural and transportation leader in the region.

Tempe Tomorrow – General Plan 2050 will support and advance the five City Council priorities for the community: safe and secure communities, strong community connections, quality of life, sustainable growth and development, and financial stability and vitality.



MAJOR THEMES

The General Plan 2050's three central themes reflect a vision defined by the community.

FOSTER SUSTAINABLE AND CLIMATE FRIENDLY DEVELOPMENT

- Champion sustainable development practices to make Tempe an attractive place to live, work and play for all ages, incomes, and abilities.
- Make Tempe a leader in climate-friendly development that helps reduce carbon emissions, and mitigates the impact of extreme heat on communities.
- Make Tempe a leader in shade

equity, inclusiveness, and healthy physical environments.

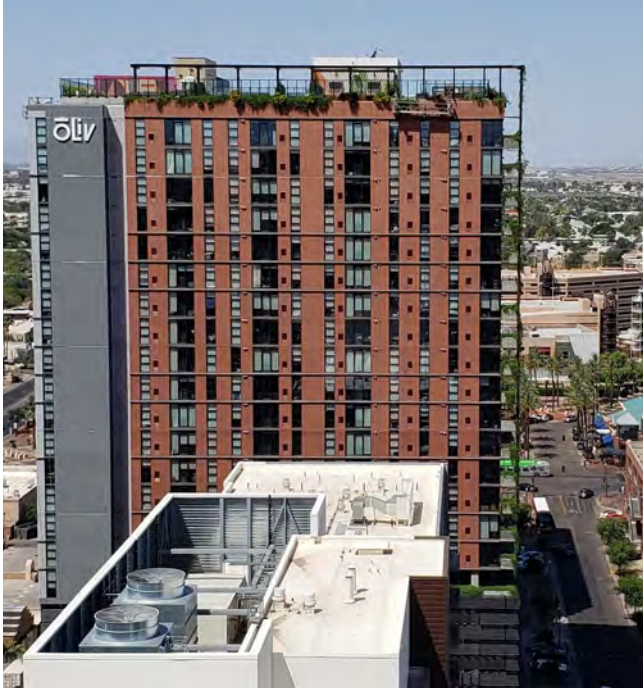
- Promote green infrastructure and use low impact development approaches to manage stormwater runoff, and infrastructure whenever feasible in infrastructure and vertical development.
- Support opportunities for urban agriculture (including on roof top, balconies, and yard) and community gardens for food and encourage the use of edible landscape.
- Build upon the amenities essential to quality of life such as public art and art centers, preserving and repurposing historic places and structures, museums, library,

public transportation and biking network, walkable downtown and hubs, multi-generational centers, parks, and recreational facilities, and ensure these remain available as the community grows.

- Support neighborhoods to maintain and enhance diversity and distinct character, and support preservation and revitalization efforts.
- Promote healthy community living through choice for housing, access to recreation, fresh food, healthcare, and all daily amenities that are easily accessible by walking, biking, micro-mobility, or transit within 20 minutes.
- Create supportive environment and support system to help individuals and businesses to reach their full potential.

CONTINUE TO PROMOTE MIXED USE AND GREEN DEVELOPMENT

- While Downtown/Town Lake/ASU/ Apache Boulevard Corridor will continue to be the central urban core of Tempe, new mixed use development will infuse existing commercial or employment hubs to establish appropriate density and intensity activity centers that offer goods, services, and amenities.
- Provide a healthy transition between the central urban core and its surrounding single family neighborhoods.
- Continue to integrate the



suburban-type development in Tempe with the highly urbanized commercial and mixed use hubs in various parts of the City.

- Support the growth of industrial and commercial centers and hubs that provide a manufacturing, assemblage, and employment base for the City while enabling gradual transition to include residential development in appropriate parts of the industrial locations such as the Smith Industrial Innovation Hub and Maker Innovation District.
- Encourage and promote green infrastructure and buildings to support sustainability, environmental conservation, and climate friendly developments. These development will also support the desires of Tempe residents to live in Blue Zones (healthy environment that support



active lifestyles and longevity for the citizens).

- Encourage development of “pocket parks” for use as hubs in the City.

ENHANCE TRANSIT ORIENTED DEVELOPMENT WITH PEDESTRIAN AND BIKE ROUTES WITH MICRO MOBILITY OPTIONS, AND ESTABLISH MOBILITY HUBS.

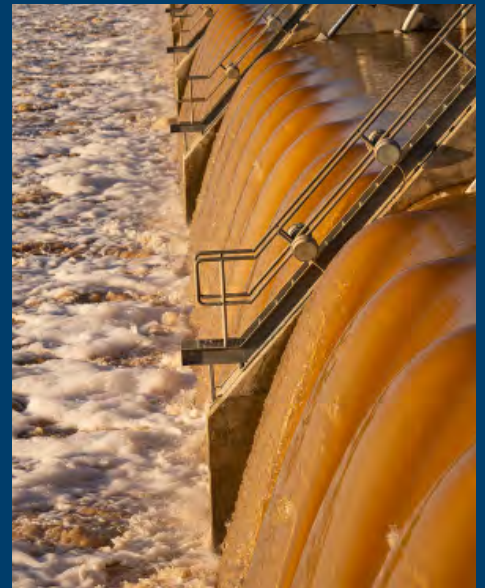
- Integrate parks, plazas and open spaces as rest stops for local employment centers, commercial districts, and mixed-use developments that allow 20-minute walk or bike ride, creating breaks in the urban pattern.
- Connect transportation hub locations to achieve the 20-minute city goal.

- Create safe and comfortable pedestrian and bike connections to schools, parks, and multi-generational centers, within a 20-minute walk, bike ride or local-serving transit.
- Ensure that new urban development contributes to creation of urban open spaces, plazas, and shaded places to relax among the urban activities.
- Make Tempe an urban leader in transit and transportation including various modes such as streetcar, light rail, bus, circulators, bikes, micro-mobility, and walking.
- These themes define and drive the contents of the chapters of the General Plan 2050 to create a vibrant, inclusive, and equitable urban community.





INTRODUCTION





INTRODUCTION

The City of Tempe consists of approximately 40.51 square miles of land (including 0.47 square miles of county islands) located at the crossroads of the Phoenix metropolitan area. Tempe straddles the Salt River and is generally bounded on the east and west by 101 freeway, and Interstate 10 freeway, with state US highway 60 and loop 202 freeways running east-west within the City. Tempe is an integral part of the Phoenix metropolitan area and is bounded on all sides by adjacent communities: Scottsdale to the north, Salt River Pima-Maricopa Indian Community (SRPMIC) and Mesa to the east, Chandler to the south and Guadalupe and Phoenix to the west.

Tempe is one of the oldest, incorporated, and historic communities in the Valley and one of the most densely populated. The settlement and growth of the Salt River Valley in the late nineteenth and early twentieth centuries was largely a result of an agricultural economy buoyed by an irrigation system emanating from the Salt River and other water sources. Tempe can trace its roots from its early beginnings to a modern urban hub of high technology, and home to an internationally renowned university, sprawling offices and commercial establishments, and highly desirable residential developments all supported by an efficient infrastructure system.



The General Plan is the overarching policy document to guide future growth for the City. It expresses the community's vision for the future and provides policies about how the community wants to grow and change over the next 30 years.

The Tempe Tomorrow - General Plan 2050 updates the General Plan 2040 plan that was adopted in 2013 and voted in by citizens in 2014. The 2050 plan retains many forward looking concepts from the 2040 plan that are still valid today and new ideas, like:

- Mixed-use development to reduce the need for driving.
- Strategic, innovative, and connected growth areas for economic development.
- Integration of historic preservation and neighborhood enhancement.
- Alternative transportation modes for greater accessibility that emphasize transit, walking and biking.
- Availability of abundant open space, parks and recreation amenities for all to use.
- A climate friendly city with plans to mitigate the impact of extreme heat.
- A city that promotes and actively supports green infrastructure, green buildings and low impact development.
- A 21st century city that promotes and pursues sustainability and connection with nature.



- An oasis of urban trees, community gardens, and urban agriculture.
- Equitable urban living for all with varied and diverse housing and good jobs.
- Opportunity to age in place and find affordable housing.
- Public art and cultural amenities that add to the quality of life.
- A city that incorporates public health and safety considerations.

From its founding, Tempe has provided leaders and leadership in matters concerning the whole state, most recently in the following areas:

- Compact urban infill - as the most densely populated city in the state, Tempe provides more jobs than its population.



- Bicycling - Tempe provides the highest volumes of bicycle ridership per 1,000 population in the valley, with more than 180 miles of bikeways.
- Walkability - With Mill Avenue, University Drive, Rural Road, Town Lake side pathways, ASU campus and many other areas which are noted for pedestrian-friendly environment, Tempe offers extensive opportunities for walking activity.
- Sustainability - All the new public buildings built by the City are either LEED certified or utilize green building principles. Tempe also actively practices and promotes green infrastructure activities in development.
- Tourism - Tempe Town Lake is the second most visited destination

in the State. In addition, Tempe has several regional and national tourist attractions such as the ASU campus, Mill Avenue, Hayden Butte, Hayden Flour Mill, Tempe History Museum, several key historic and cultural buildings and sites, and a vibrant downtown and ASU Novus Innovation Corridor.

- Transit usage - ASU Light Rail stations in Tempe can boast of highest ridership on the light rail line; and Tempe provides the only modern streetcar and an extensive bus circulator system in the Phoenix Valley.
- Arts and culture - Tempe has some exemplary art and culture events and facilities, such as Tempe Center for the Arts, the History Museum, two senior centers, the annual Downtown Arts Festival, and many other events throughout the year.



The Tempe Tomorrow - General Plan 2050 envisions that Tempe:

- Produces balanced land use containing interesting, diverse, and lively neighborhoods and contains multiple mixed-use hubs with appropriate density cores of commercial, residential, entertainment/recreational, or civic activity that are infused with cultural amenities and are connected by parks, paths, or transit.
- Supports and values Tempe's

established single family neighborhoods provide historic, cultural, and diversity in housing types that is distinctive to Tempe.

- Enables residents to comfortably and safely walk, bike, or take transit within a 20-minute distance to access any of the daily necessities and amenities and also to local employment centers and commercial and mixed-use developments.
- Provides superior public services, and housing and transportation to enable long-term residency and aging in place opportunities for everyone.
- Easily connects people in Tempe and to the region on a multi-modal transportation system along complete, functional, and attractive streets and paths; and allows residents the option to live, work, and play in Tempe without relying on a car.
- Integrates sustainable actions in the community for a circular economy to reduce, reuse and recycle, such as to use water resources wisely, reduce energy consumption and greenhouse gases, and manage extreme heat.
- Integrates the City’s utilities, infrastructure and services to a smart city system run by new technology to help reduce the use of energy and optimize utility loads.
- Incorporates sustainable practices including passive systems related








to rainwater harvesting, shaded walkways and public spaces, therapeutic gardens, urban forestry, and urban agriculture.

- Creates a resilient city that can respond quickly and effectively to public health issues such as extreme heat events, pandemics and communicable diseases; and,
- Operates and manages effectively and efficiently a wide variety of public services and facilities.



LINKING CITY COUNCIL STRATEGIC PRIORITIES AND PERFORMANCE MEASURES

Tempe City Council set five strategic priorities for the community. The associated performance measures have been created to ensure the City's plans and actions reflect these priorities. The performance measures are detailed in the individual chapters

-  **Safe and Secure Communities** - Ensuring a safe and secure community through a commitment to public safety and justice.
-  **Strong Community Connections** - Developing and maintaining a strong community connection by emphasizing the importance of open government, customer service and communication with community members.
-  **Quality of Life** - Enhancing the quality of life for all Tempe residents and workers through investment in neighborhoods, parks, the arts, human services, and city amenities, with an emphasis on equity and diversity.
-  **Sustainable Growth and Development** - Implementing sustainable growth and development strategies to improve Tempe's environment, quality of life and economic outcomes. Tempe strives to make long-term generational investments in technology, infrastructure and public transit that create a safe, clean, equitable and healthy city.
-  **Financial Stability and Vitality** - Maintaining long-term financial stability and vitality by focusing on economic development, business retention and generating employment to create a robust and diverse economic base.

Each measure is outcome-based with baselines and targets. Performance is benchmarked against high-performing cities (top 10% in the country) and industry standards. To connect the Tempe community with the City Council’s Strategic Priorities, a [dashboard](#) is published on the City’s website to regularly release data and performance status.

PERFORMANCE LED BUDGETING

In preparation for the annual Operating and Capital Improvement Program budget process, Council prioritizes select performance measures to accelerate achievement. Utilizing the S.T.A.R.T. tool (Strategy Tool for Aligning Resources for Tempe), Council allocates a theoretical \$100 across the performance measures. While not appropriating funds, the S.T.A.R.T. tool provides the Mayor and Council an early opportunity to communicate areas of focus for the upcoming budget year. The S.T.A.R.T. tool contains opportunities for improvement identified in the city’s community, business, and employee surveys that rate of high importance yet achieves lower satisfaction. This data is presented alongside performance measure targets and status. Budget Acceleration Models are created to inform the council’s decision-making with data



and strategies for the projected achievement of those performance measures the Council identifies for hyper-focus and acceleration.

AUTHORITY

Arizona state statutes require each city to adopt a comprehensive, and long-range General plan to guide the physical development of the community. On or before the 10th anniversary of the plan’s most recent adoption, the city is required to either re-adopt the existing plan, or adopt a new General Plan and take the document back to the ballot for citizen ratification by majority affirmative vote.

Tempe Tomorrow - General Plan 2050 provides general goals, objectives



and strategies for guiding Tempe's planning and redevelopment efforts through 2050, with policies, goals, and strategies that enhance the quality of life and help maintain a vital, sustainable, attractive, and unique city. The goals, objectives, and strategies of the General Plan must be broad enough to be consistently applied throughout the municipality in all areas related to development, growth, and infrastructure.

The purpose of the General Plan is to assist the City Council, Boards and Commissions, staff, developers, and residents through the development process by presenting goals, objectives, and strategies by which land is planned, developed, and used. This includes high level policies for land use, circulation, recreation, public services, economic development, historic preservation, open space, environment, and other elements that impact the quality of life, and to guide how the city grows and develops.



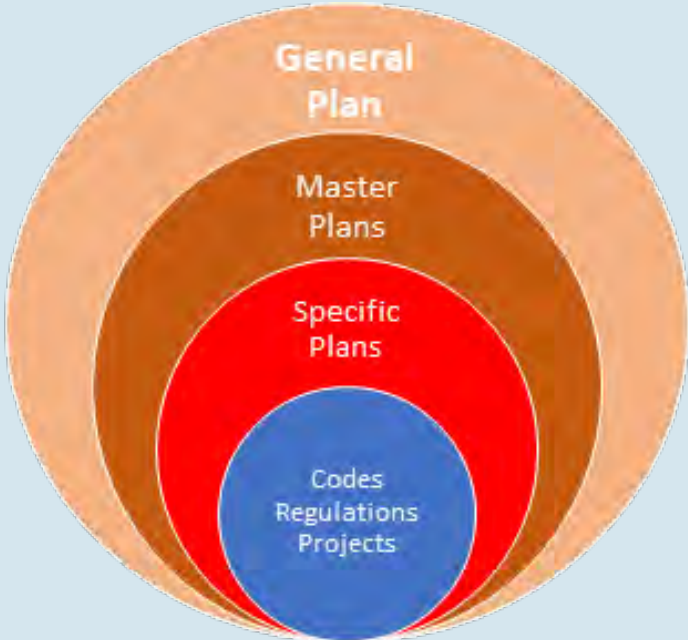
Tempe's Development Review Commission (DRC) uses the General Plan as a reference to evaluate proposed developments. The City's other boards and commissions also use the General Plan as a reference document for applicable goals and policies. The City Council uses the Plan to evaluate policy changes and to substantiate the benefit or need for programs and projects through funding and budget decisions. City staff use the General Plan for guidance in their day to day work related to planning, growth, and development.

The General Plan is used when refining the vision and goals into more detailed plans such as master plans, character area plans, and specific plans. Master plans identify the programs and projects needed to fulfill what is envisioned in the General Plan and recommend further studies or changes to codes and regulations. For example, plans such as transportation master plan, water master plan, and forestry master plan refer to the General Plan for guidance.

Implementation documents provide detailed analysis of specific areas or provide the regulatory guidance for development. Master plans and implementation documents form the basis for seeking state or federal grants, planned capital improvements and/or budget allocations.

The General Plan is referred to when implementing zoning requests,

Figure 1: How the General Plan is Used



The General Plan guides how our City plans for development , land use, sustainability, transportation, transit, economic development , historic preservation, neighborhood enhancement, open space and recreation, public art, cultural amenities, and human services.

The General Plan is used when refining the vision and goals into more detailed plans such as master plans, area plans, specific plans, and character area plans. The more detailed plans identify the programs and projects needed to fulfill what is envisioned in the General Plan and recommend further studies or changes to codes and regulations. Implementation documents provide detailed analysis of specific areas or provide regulatory guidance for development. Master plans, area plans, and specific plans and implementation documents form the basis for seeking State or Federal grants, planned capital improvements and/or budget allocations.

For example, the General Plan is referred to when implementing zoning requests, for building permits, for economic development decisions, and when designing roads, parks, paths, and public facilities.

Before approving development plans, the General Plan is referred to for consistency with the goals, objectives and the projected land use and density maps.



for building permits, for economic development decisions, and when designing roads, parks, paths, and public facilities.

Before approving development plans, the General Plan is referred to ensure that the projects are consistent with the goals, objectives and the projected land use and density maps.

Residents and neighborhood groups use the Plan to understand Tempe's long-range goals in order to protect private property values and quality of life in smaller geographic areas.

TEMPE TOMORROW - GENERAL PLAN 2050 AUTHORIZATION

The Federal Standards in Planning Act and Standards in Zoning Act of 1928 enabled states to grant local jurisdictions with planning authority for their communities. Arizona Statute 9-461.05 Chapter 204 requires that every city prepare a comprehensive, long-range general plan for the future



development of the municipality. The general plan consists of a statement of community goals and development policies. It includes maps, diagrams and text that establish the objectives, principles, and standards to guide growth and development. By State law, the plan is also required to have specific planning elements: land use; circulation; environmental conservation (including sustainability and resilience); recreation and open space; public facilities and services (including safety); water; housing; preservation, rehabilitation, and redevelopment; growth areas and cost of development. It is also required that the community participates in its development, review, and approval of the plan, through a documented public participation process. Lastly, the plan must identify processes for adoption, implementation, and revision of the General Plan, including definitions for amendments and major amendments.

GENERAL PLAN 2050 AS A LONG-RANGE GUIDING POLICY DOCUMENT

Tempe's General Plan is based on community driven goals and objectives that address quality of life issues throughout the City. Legally, this Plan has State required elements to address local and regional issues. Tempe's General Plan must consider the larger Valley community in its planning policies. The General Plan promotes the community's vision by establishing goals, objectives,

and strategies within the required elements. These elements also include consideration of regional issues, but are designed to be specific to Tempe. The General Plan guides community development and growth over a 25 to 30 year period. Because of this long-range view, the Plan must be general enough to apply to the whole city and flexible enough to respond to changes in the economy, environment, or community. The Plan provides high level vision, goals and objectives and is responsive to unforeseen challenges or opportunities in a dynamic urban community.

THE ADMINISTRATION OF TEMPE TOMORROW - GENERAL PLAN 2050

The General Plan is a living and dynamic document, as long-range decisions will need to be periodically reconsidered to reflect new conditions related to growth, development, and technologies. Each elected City Council will represent collective changes in the community’s needs and perspectives, and modify policies to reflect their constituents. The General Plan is an important tool, reflecting changing perspectives and attitudes in the community.

The General Plan should be referenced for every proposed General Plan amendment requests. At the time of preliminary submittal, the applicant shall refer to the General Plan and its supporting goals and objectives, and complete the General Plan amendment form. This



form provides information for staff, boards and commissions and the City Council, to review a project on its merits of meeting the goals and objectives of the General Plan.

An annual General Plan report will be compiled to monitor the status of the General Plan implementation responsibility, and any amendments made, an assessment of the goals and objectives, and a progress statement on plan implementation. Problem areas or suggested updates should be detailed for Council consideration at an annual public hearing. At a minimum, every decade the document will be reviewed and revised through a formal public process. As with any flexible policy document, there is room for interpretation of the policies and goals in order to meet the overall objectives of the plan. Under the advisement of the Development Review Commission and City staff, the City Council has the final authority for interpretation of this document.



GUIDING PRINCIPLES

Tempe occupies an enviable position within the Valley of the Sun (Metro Phoenix Valley) due to its convenient access to all other cities, proximity to the Phoenix Sky Harbor International Airport, its authentic walkable downtown, and as a strong employment and innovation center. Tempe is also known for its commitment to a high quality of life for its residents. These attributes along with Tempe's established boundary (as a landlocked city) position Tempe as a great urban environment in Arizona to live, work, learn and play. Tempe's commitment as a leader in urban living is represented by beneficial projects such as Light Rail, Tempe Streetcar, Town Lake, Mill Avenue District, Tempe Marketplace, ASU Campus, Marina Heights, Diablo Stadium, Kiwanis Park, Sports Complexes, Tempe Center for the Arts, Tempe History and Peterson House Museums, Public Library, multi-generational recreation centers, Ken MacDonald and Rolling Hills Golf Courses, bike paths and trails, desert preserves, ASU Research Park, Arizona Mills, Tempe Autoplex, and Emerald Center Retail Complex. However, it is not just about development; it is about the happiness of the people that call Tempe home for their families and businesses.

Tempe Tomorrow - General Plan 2050 will help enhance urban living by providing a long-range, strategic approach to growth and development, as well as balancing other city services and programs to ensure that growth is sustainable, and resilient, and quality of life is retained. The following guiding principles for the plan identify the means to protect, enhance and support the quality of life in Tempe.

PRINCIPLE: A BALANCED LAND USE

- Ensure that land use is balanced to provide work opportunities, housing variety and affordability, along with locations for shopping and services as well as access to recreational opportunities supported by a multi-modal transportation system.
- Establish land use and development of distinctive quality and varied density.
- Activate commercial and employment activity centers as mixed-use hubs with high density cores supplying daily needs and social gathering places while providing adequate open spaces.
- Reinforce the importance of land use and transportation relationships.
- Support growth and development that results in social, cultural, and economic benefits to the community and the City’s sustainability goals.

PRINCIPLE: ENHANCED QUALITY OF LIFE, AND STABLE NEIGHBORHOODS

- Preserve, enhance, and create conditions that keep neighborhoods desirable, safe, attractive, and healthy with a strong sense of community.
- Heighten the spirit of giving and caring with programs to serve those who are most vulnerable.



- Enhance the opportunity for people to walk, bike and shop in areas near their homes; for workplaces, homes, or schools accessible by transit, and to preserve important historic and cultural assets of the City, which make neighborhoods unique and desirable.
- Include open space, parks, recreation, and the arts as essential parts of that desired quality of life.
- Engage citizens in the community and include them in shaping changes that affect their neighborhoods.
- Ensure equity of public investment to enhance quality of life and neighborhood preservation and ensure that they are fairly distributed throughout the city, such that all communities benefit from public investment.



PRINCIPLE: INCREASED ECONOMIC VITALITY AND SUSTAINABILITY

- Support development efforts and promote well-managed and sustainable economic growth throughout the City.
- Promote pro-business policies that are balanced with community aspirations and sustainability objectives essential for retaining existing jobs and attracting new ones.
- Enhance economic vitality and jobs within the community and for all segments of the community, allow businesses, residents, and individuals to thrive.
- Emphasize education quality and accountability as a critical component of economic vitality, providing businesses with a skilled workforce.



- Highlight Tempe as a destination with attractive cultural, educational, and recreational attributes. Seek opportunities for economic development that build on the links between land use and transportation systems.

PRINCIPLE: SUSTAINED MOBILITY / GREATER ACCESSIBILITY

- Continue to be a leader in multi-modal transportation. No single mode of transportation, by itself, will be sufficient to meet the mobility needs of Tempe.
- Emphasize movement of people and goods instead of movement of cars only, to encourage reduction of single occupancy vehicle (SOV) trips. Ensure accessibility to transportation modes for persons of all abilities.
- Continue to make investments in rail and bus transit, improved bike and pedestrian connections, micro-mobility, technology innovations, along with asset management will all be necessary to meet the mobility needs of the community.

PRINCIPLE: SUSTAINABILITY, CLIMATE FRIENDLINESS, AND ENVIRONMENTAL STEWARDSHIP

- Focus efforts on stewardship of resources (that includes air, water, land, desert and riparian habitat), and human behavioral practices (energy conservation, recycling, on-site water harvesting,

low impact development, green building, and alternative transportation modes).

- Pursue planning approaches that maintain or improve community public health.
- Provide balance between social, environmental, and economic components of sustainability and resilience.
- Continue to promote climate resilience as per Tempe’s Climate Action Plan.
- Practice a circular and regenerative economy, where resources should be used and reused in a sustainable manner to make them available for future generations.
- Support the principles of Blue Zones, which provide opportunities for people to live a healthy, active, and long life.
- Foster the establishment of Resilience Hubs and Resilience Infrastructure Hubs.

PRINCIPLE: HOUSING AFFORDABILITY, ACCESS, AND DIVERSITY OF TYPES

- The citizens of Tempe have spoken loud and clear on this topic, placing affordable housing as one of the top priorities for the City and on any annexed lands.
- In 2021, Tempe initiated the [Hometown for All](#), program that helps accelerate the building of affordable housing through a sustainable funding stream.



- The initiative ensures that Tempe can continually support affordable and workforce housing opportunities in the City.
- Tempe will continue to promote housing that is affordable and accessible to a variety of individuals who call Tempe home. This should be achieved by promoting and encouraging a wide array of dwelling units that include the missing middle (duplex, triplex, fourplex, townhomes, 3-4 story walks ups, courtyards, live-work, smaller multi-unit complexes and similar types that cover the middle range between single family homes and large mid to high rise multi-unit buildings.
- Through appropriate policies and plans, the City should also help people age-in-place if they wish.



HOW THE PLAN RELATES TO OTHER PLANNING TOOLS

The General Plan is one of many tools used to guide decision making. It is the umbrella document over many other plans that address land use, infrastructure, open space and growth. A General Plan may include references to master plans, which often relate to infrastructure such as a Water/Wastewater Master Plan, Park Master Plan, or a Transportation Master Plan. These plans address the specifics of one issue (e.g., water) or a group of related issues (different forms of transportation) as the issues pertain to the entire city. Likewise, a General Plan also builds on many other plans that Tempe has adopted such as Climate Action Plan, Forestry Master Plan, Historic Preservation Plan and Affordable Housing Strategy. The General Plan

will guide the preparation of strategic, specific, and redevelopment plans that apply to smaller areas of the community. However, these plans are not exclusively the policy statement for a specific area; they work in conjunction with the General Plan and other plans. The General Plan is a comprehensive policy document that serves as the broad foundation for all plans and references them as tools for implementing long-range community goals.

RELATION TO ORDINANCES AND ZONING

In addition to the different types of plans described, the Zoning and Development Code is the primary tool used to implement the General Plan. The basic purpose of zoning is to segregate seemingly incompatible uses. The code includes a zoning map, and describes the intent, character, and composition of each of the zoning districts and provides detailed development requirements. It regulates how a site is developed and describes allowed uses, densities, heights, building setbacks, site coverage and other development standards. The zoning map is also distinct from the General Plan's projected land use map, which is a vision for general land uses in the future. To change zoning, a property owner must apply to re-zone and go through a public notification and hearing process that follows prescribed rules. If a requested rezoning request is not compatible



with the General Plan, map the General Plan must be amended first. The strategies in the General Plan also guide the policy decisions made with the code, such as variance approvals or denials.

The City uses codes and ordinances and programs as implementation tools to meet the goals and objectives of the General Plan. Each reflects the General Plan, and can be modified as necessary to reflect new General Plan policies. These codes, and programs are defined in more detail in the Land Use Element.



DOCUMENT ORGANIZATION

The Tempe Tomorrow - General Plan 2050 document is divided into chapters representing different planning issues. These chapters generally group the elements consisting of similar topics. While state law requires the majority of these elements, the other elements are reflective of community values for the expected quality of life in Tempe. (Elements shown in parentheses are required by state law).

- INTRODUCTION
- LAND USE AND DEVELOPMENT CHAPTER (includes Land Use, Housing, and Redevelopment Elements)
- ECONOMIC DEVELOPMENT CHAPTER (includes Cost of Development, and Growth Areas Elements)
- SUSTAINABILITY & RESILIENCE CHAPTER (includes Conservation, Environmental Planning, and Water Elements)
- CIRCULATION (includes Circulation and Bicycle Elements)
- OPEN SPACE, RECREATION & CULTURAL AMENITIES (includes Open Space and Recreation Elements)
- PUBLIC FACILITIES & SERVICES (includes Public Buildings, Public Services, and Safety Elements)
- APPENDICES



PUBLIC PARTICIPATION

The City of Tempe values public input and believes that community members should be engaged early on in decisions that affect them. A [Public Involvement Plan \(PIP\)](#) was specifically created for and adopted by the City Council in March 2022 to create an open and transparent process to guide the design of Tempe Tomorrow - General Plan 2050.

Positioned on a foundation of extensive, inclusive and equitable public participation, this general plan reflects the community’s vision, goals and objectives. The PIP served as a road map to guide approximately two years of a diverse public participation process including outreach, research, hearings and analysis that culminated in the creation of Tempe Tomorrow - General Plan 2050. Outreach efforts were facilitated by a dedicated project webpage, email address; three rounds of bilingual postcard invitations to Tempe households; utility bill newsletter inserts; mentions on the city’s social media platforms, podcast, email, community satisfaction survey; neighborhood meetings, school flyers and focus groups. Comments were then compiled and used in the development of the draft General Plan 2050 that was released in May 2023.



Four community-wide meetings and outreach on the General Plan were held in multiple locations including the Legoland Discovery Center, Tempe History Museum, ASU Housing Fair, cafeterias in local high schools, community centers, Movies in the Park, GAIN Night in neighborhoods, Escalante Fall Festival, FanCon, Unity Walk, Arts in the Parks events, Hayden’s Ferry Festival, Tour de Tempe, the Neighborhood Celebration, city public meetings and neighborhood and homeowners’ association meetings. This allowed the project team to meet people where they were at and to hear from those who may not always participate in traditional feedback processes. Combined, thousands were given the opportunity to participate in sharing feedback. In addition to in-person outreach, four online public surveys were conducted. More than 1,050 survey responses provided

valuable insight that was used in the development of this plan.

An essential piece of the public involvement process included the Council appointment of a 25-person [Community Working Group](#) to advise staff during the development of the general plan. The group, which stabilized at 17 members, met monthly over ten months from August 2022 through July 2023, including three additional meetings beyond the monthly meetings to cover all the material. Members held lively discussions and shared feedback

Tempe also created a Technical Advisory Group (TAG) to help in crafting the concepts and details of the plan. The TAG was comprised of 70 subject matter experts including representatives from Tempe’s partner organizations, interdepartmental staff and boards and commissions. Staff made numerous presentations at relevant boards of commissions, school boards, neighborhood associations and several other groups. The TAG met twice monthly from July 2022 for more than a year.

The public involvement process emphasized feedback regarding major issues the City faced, future land use and economic development goals and planning for an efficient transportation network. Other topics specifically addressed during the public input process included the environment, extreme heat, climate change, sustainability, conservation,



historic preservation, neighborhood stability, transportation, pedestrian, bike and micro mobility issues, public safety, public facilities, open space and recreation needs and development preferences. The process worked to ensure that public concerns were continuously noted, understood and considered in the plan. However, while traditional methods (meetings, presentations, and hearings etc.) played an important role in public engagement, digital communication tools were used extensively to share information, broaden outreach, and gather input. Community members were provided opportunities to comment on the draft plan through its adoption.

Additionally, the Tempe Development Review Commission (DRC) held one study session and two public hearings in 2023 to review the plan and gather community comments prior to sending their recommendation to the City Council. Staff presented the draft plan at the City Council Work Study Session on April 27, 2023, to seek guidance and direction from the Council.





An early step in the Public Involvement Plan was to identify the internal and external community members that have an interest in the process.

Internal:

- Mayor and Council
- Council Committees
- City Departments
- General Plan 2050 Community Working Group (CWG)

Boards and Commissions:

- Arts and Culture Commission
- Aviation Commission
- Board of Adjustment
- Commission on Disability Concerns

- Desert Conservation Commission
- Development Review Commission
- Historic Preservation Commission
- Housing Trust Fund Advisory Board
- Human Relations Commission
- Joint Review Committee
- Mayor’s Youth Advisory Committee
- Neighborhood Advisory Commission
- Parks, Recreation, Golf and Double Butte Cemetery Advisory Board
- Sustainability and Resilience Commission
- Transportation Commission
- Veterans Commission

External:

- Residents
- Property owners
- Neighborhood and Homeowners’ Associations
- Civic, Nonprofit, Religious, Healthcare and Youth Groups
- Educational Groups (school districts, community colleges and ASU)
- Major employers and businesses
- Landowners and Developers



Government agencies and service companies that are required to review and comment:

- Arizona Department of Commerce
- Arizona Department of Transportation
- Arizona Department of Water Resources
- Arizona Public Service
- Arizona State Land Department
- City of Chandler
- City of Mesa
- City of Phoenix
- City of Scottsdale
- Flood Control District of Maricopa County
- Maricopa Association of Governments
- Maricopa County
- Salt River Pima Maricopa Indian Community
- Salt River Project
- Southwest Natural Gas
- Town of Guadalupe
- Valley Metro

A NOTE OF THANKS

On behalf of Tempe’s elected leaders, and for the benefit of community members, Tempe Tomorrow - General Plan 2050 is committed to building and maintaining an attractive, livable, climate-friendly and sustainable community. Tempe Tomorrow - General Plan 2050 is the result of the passionate and engaging work by Tempe community members, stakeholders, City leaders and staff all of whom gave a lot of time to the process. Special thanks are due to the members of the Tempe Tomorrow - General Plan 2050 Community Working Group (CWG), Technical Advisory Group (TAG), City Boards and Commissions, residents, business owners, nonprofit organizations and all who made valuable contributions by attending public meetings and providing important input on surveys and providing their expertise to ensure that the General Plan 2050 reflects the character and spirit of Tempe. Many individuals and groups have contributed to the development of General Plan 2050. Their names (not exhaustive) have been listed in Appendix E.



PLAN IMPLEMENTATION AND ACCOUNTABILITY

Without a timely plan implementation and monitoring, the Tempe Tomorrow - General Plan 2050 may not achieve its full potential as set by the community and the City leaders. Plan accountability and implementation establishes the activities that need to be taken to carry out the strategies and actions expressed in General Plan 2050. The three implementation components of the plan include: role of stakeholders, priorities for action, and plan monitoring.

ROLE OF STAKEHOLDERS:

Stakeholders in the planning process include public sector (City Council, Boards and Commissions), development community, private/nonprofit organizations, and the community at large. The role of stakeholders is to work together to define the principles and vision, stay informed and involved and provide feedback as we achieve the vision for Tempe.

PRIORITIES FOR ACTION:

These new initiatives and ideas may be lost without common understanding of their importance to the vision of the community and the role that each city department plays in implementing the Tempe Tomorrow - General Plan 2050. City of Tempe will, upon plan adoption, undertake a multi-departmental process to identify each department's role to establish recommended actions and a timeframe for each. The prioritization will be presented to City Council for consideration during the annual

budget process. A brief concept for monitoring the Plan implementation is provided in the Appendix A.

PLAN MONITORING:

Monitoring and evaluating the progress in achieving the goals of Tempe Tomorrow - General Plan 2050 ensures its success and provides opportunities for adjustments in response to economic, social, and other emerging changes. The City of Tempe will undertake a multi-departmental process to identify the indicators used to measure the annual progress of General Plan 2050. Monitoring activities will include

development of community indicators to determine how effective the General Plan has been at achieving its vision. The performance measures related to the Council Priorities will also help in assessing the impact of the General Plan 2050. An annual report card should be prepared to review progress made in achieving indicator targets over the course of the year and whether a change in policy may be needed.

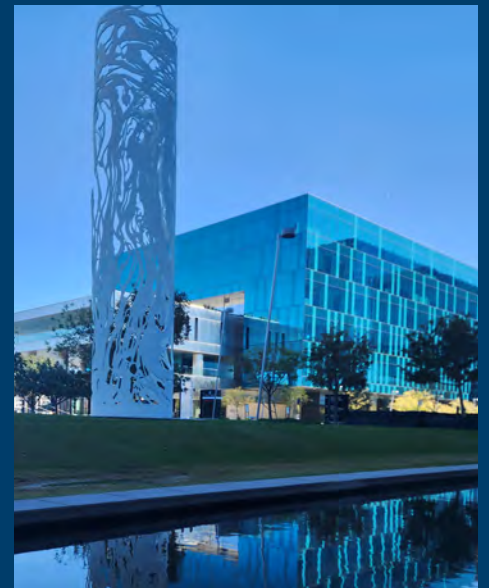




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LAND USE & DEVELOPMENT





PREAMBLE

The Land Use and Development chapter contains five elements that includes Land Use, which identifies the existing land uses and the projected general distribution of land uses in the future. In addition, the chapter includes Community Design, Historic Preservation, Neighborhood Preservation and Revitalization, Redevelopment and Housing elements. These elements address how land uses are translated into community planning values and policies and are important in defining Tempe's unique character and economic vibrancy, making it an

attractive and comfortable place to live, work or visit.

Tempe is a dynamic community located at the crossroads of a rapidly growing desert valley. Its land-locked condition between other jurisdictions necessitates a focus for the evaluation of growth with potential higher densities and intensities, infill development, and taller building heights (as opposed to growing out horizontally). Tempe's future land use patterns support balanced employment, housing and activity centers with high and



moderate density mixed-use hubs serving neighborhoods. The balance of land use will promote healthy and active lifestyles, availability of accessible employment, retail services, open space and recreational opportunities, and mobility options to allow travel in Tempe without dependence on a single-occupancy automobile. Housing variety with a wide range of cost points should make it possible for residents to afford housing and remain in Tempe in all phases of their lives. Wise use of resources and energy, and practice of circular economy principles (minimization of waste and resource regeneration) should define the growth characteristics of the city to promote sustainable development and resilience.

Tempe’s rich history was forged by visionary settlers. From the ancient Huhugam and Hispanic agricultural settlements to the influx of diverse cultures creating a vibrant community and growing Arizona State University campus, all enrich the City. Tempe now hosts people from across the continent and around the world. As the most densely populated and almost fully developed city in Arizona, Tempe achieves its livability, attractiveness and sense of place with thoughtful encouragement of diverse, compact and high-quality development.



STRATEGIC PRIORITIES & PERFORMANCE MEASURES

The Land Use and Development elements are primarily aligned with the [Council Strategic Priorities](#) “Safe and Secure Communities”, “Quality of Life” and “Sustainable Growth and Development.”

The performance measures that operationalize the associated priorities are provided on [the City of Tempe website](#).



LAND USE ELEMENT

The Land Use Element provides guidance for land use decisions to maintain an attractive, livable, healthy and economically sustainable city and to guide future development. State law requires that the Land Use Element designate the proposed general distribution, location and extent of land used for housing, business, industry, agriculture, aggregate resources, recreation, education, public buildings, open space and other categories of public and private uses as may be appropriate to the City. The element also includes a statement of the standards of population density and building intensity recommended for various land use categories covered by the plan. It identifies specific programs and policies that the City may use to promote infill or compact form development and locations where those development patterns should be encouraged. The Land Use element generally describes land uses, and does not identify or propose zoning changes for land parcels. The state law requirement to address air quality and access to solar energy is incorporated into the Environmental Element of the Sustainability & Resilience Chapter.



The Land Use Element addresses several principles and goals, including:

1. Maintain and expand the downtown/Town Lake/ASU as a central urban core of Tempe and infuse new mixed-use development into hubs by establishing high-density land use to support revitalization with services and activities serving residents' daily needs, and creating social magnets for residents.
2. Introduce new residential and commercial development at sufficient densities to support transit, walkability and neighborhood commercial activities.
3. Provide a distinct transition between the urban core of downtown/Town Lake/ASU and established single family neighborhoods by creating various residential density categories as appropriate for the location.
4. Create pedestrian and bike connections to schools, parks and multi-generational centers, and decentralized commercial and local employment establishments, with transit, bikes and walking.
5. Integrate parks, plazas and open spaces as rest stops into development to encourage a comfortable 20-minute walk or bike ride to all daily amenities.
6. Ensure that new urban development contributes to the



creation of urban open spaces, plazas, and shaded places to relax.

7. Improve air quality and mitigate noise pollution by promoting transit, biking and walking, organizing compatible land uses together, and promoting urban forestry.
8. Promote and actively advance sustainable and climate-friendly development, mitigate extreme heat and enhance resilience of urban functions by sustainable land use planning and development policies and programs.
9. Promote and incorporate appropriate smart city and "blue zone" (healthy areas) elements in Tempe's planning and design endeavors.



PROJECTED LAND USE & DENSITY MAP

The projected land use map graphically depicts the potential future use of all land in the City. Projected land uses are those anticipated to gradually occur within the next 30 years. These land uses are defined by the primary use that occurs on the property. Both existing and projected land uses may not always reflect the property’s zoning. As a result, some locations may have a zoning that allows for residential density and a Land Use that projects no density. Tempe Tomorrow - General Plan 2050 provides a single map that shows both the land use and residential density in the different areas of the City.

The following table details the categories and designations for projected Land Uses and their respective projected densities. Designations are specific projected uses and densities over the 30 year horizon of the plan. Categories are groups of designations which will be utilized when making determination of minor or major amendments, as detailed in the General Plan Amendment scetion and in Figure 8.

DESIGNATION	DESCRIPTION
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LAND USE CATEGORY: SINGLE-FAMILY RESIDENTIAL

<p>Cultural Resource Area</p>	<p>Cultural Resource Area are residential areas identified on the land use map that are considered culturally significant to the character the respective neighborhoods, and Tempe. The designation is made based on the 2001 Post World War II Subdivision Study and the interest of older established neighborhoods (1945-1970). It supports the desire of the residents to maintain the character of these areas. The underlying zoning district’s maximum allowed residential density should remain as the appropriate projected density and development intensity for the area. This designation does not imply any historic preservation overlay or related protection.</p> <p>The objective of having a neighborhood area designated as Cultural Resource Area in the General Plan is that if a rezoning application is made on a property with such designation, approval of that request should limit denisty to the current zoning district’s standard. The typical low-density level in this designation is considered a character defining element of that neighborhood or area.</p>
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DESIGNATION	DESCRIPTION
<p>Single-Family Large Lot (Up to 3 du/ac)</p>	<p>Residential use with a density of up to three dwelling units per acre. These properties typically include substantial land for agricultural use, gardening, and the keeping of large animals. Lot size enables, guest quarters and/or outdoor recreation to occur on private property. The residences built here are typically large, detached homes of one or two stories, with significant setbacks and open space.</p>
<p>Single-Family Traditional (Up to 9 du/ac)</p>	<p>Residential use with a density of up to nine dwelling units per acre. These properties typically consist of detached homes, but they may also be attached, or have an accessory dwelling, consisting of one- or two-story structures. Through lot size and block configuration, residents have more opportunity for interaction with neighbors.</p>

LAND USE CATEGORY: MULTI-FAMILY RESIDENTIAL

<p>Multi-Family Low-Moderate (Up to 25 du/ac)</p>	<p>Residential use with a density of up to twenty-five dwelling units per acre. These dwelling units have limited private outdoor space and may rely on shared or common open space for recreation. They may be part of a mixed-use development or may have access to nearby open space or other facilities. The proximity to amenities and spatial configuration of residences encourages resident interaction and promotes walkability. These dwelling units are attached and may be multi-story or stacked.</p>
<p>Multi-Family Moderate (Up to 45 du/ac)</p>	<p>Residential use with up to forty-five dwelling units per acre. Proximity of such development to employment, entertainment and pedestrian activity encourages interaction and creates an urban environment. The residential housing types are multi-story and may be part of a mixed-use development which includes commercial activities. This level of intensity should either provide, or have access to, nearby open space, transit, and other amenities.</p>

LAND USE CATEGORY: COMMERCIAL

<p>Commercial</p>	<p>Commercial uses including retail, service, light industrial, and medical uses. This category includes many types of buildings, such as offices, restaurants, regional and neighborhood retail, and private and charter schools. The underlying zoning could permit residential uses to an intensity which would conform to current zoning standards, transit, and other amenities. Densities allowed in commercial zoning range from 10 to 25 du/ac.</p>
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DESIGNATION

DESCRIPTION

LAND USE CATEGORY: MIXED-USE

**Mixed-Use
Low-Moderate**
(Up to 25 du/ac)

Land used for a mixture of residential and commercial uses within a development with a potential density of up to twenty-five dwelling units per acre. This land use category encourages creatively designed developments to foster appropriate-scaled, neighborhood activity. This level of intensity should either provide or have access to nearby open space, transit facilities, and other amenities. Note for all Mixed-Use categories: Mixed Use can be vertical mixed use in a building or horizontal mixed use in separate buildings within the same lot or development site.

**Mixed-Use
Moderate**
(Up to 45 du/ac)

Land used for a mixture of residential and commercial uses within a development with a potential density of up to forty-five dwelling units per acre. This land use category encourages creatively designed developments to foster neighborhood activity, and an urban form that is reasonably scaled and compatible with the surrounding area. This level of intensity should either provide or have access to nearby open space, transit facilities, and other amenities.

Mixed-Use High
(Up to 65 du/ac)

Land used for a mixture of residential and commercial uses within a development with a potential density of up to sixty-five dwelling units per acre. This category encourages creatively designed developments to create a “village”, or activity hub integrated within the area. This level of intensity should either provide or have access to nearby employment, open space, transit facilities and other amenities.

**Mixed-Use
Urban**
(More than 65
du/ac)

Land used for a mixture of residential and commercial uses on a site with a potential density of up to and above 65 dwelling units per acre as approved by the City for a site through a Planned Area Development (PAD) process. This category encourages creatively designed developments that help create an urban core activity hub. This level of intensity should either provide, or have access to, employment, open space, transit facilities, and other urban amenities in close proximity.

**Mixed-Use
Industrial Low-
Moderate**
(Up to 25 du/ac)

Land used for a combination of residential, commercial, or light industrial uses on a site with a potential density of up to twenty-five dwelling units per acre. This category encourages developments that create a neighborhood activity hub. This level of intensity should either provide or have access to nearby open space, transit facilities, and other amenities. Allowable general industrial land uses may be permitted with underlying zoning.

**Mixed-Use
Industrial
Moderate**
(Up to 45 du/ac)

Land used for a combination of residential, commercial, or light industrial uses on a site with a potential density of up to forty-five dwelling units per acre. This category encourages developments that create a neighborhood activity hub. This level of intensity should either provide or have access to nearby open space, transit facilities, and other amenities. Allowable general industrial land uses may be permitted with underlying zoning.

DESIGNATION	DESCRIPTION
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LAND USE CATEGORY: INDUSTRIAL

Industrial	Industrial uses including research, refining, manufacturing, assembly, processing, demolition, wholesaling, or distribution. Uses typically have special infrastructure needs such as power or utility equipment, large truck delivery, air handling/venting systems, transmission corridors for power, and water or other characteristics potentially producing odor, sound, or visual conditions that may not be compatible with other nearby land uses – particularly residential uses. Office use and limited commercial activity could also occur in these areas.
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LAND USE CATEGORY: CIVIC

Civic	Civic uses primarily provide municipal services as well as quasi-public or nonprofit services. This land use category is reflective of the use, not the land ownership, as there may be government-owned properties used for recreation or residences, and likewise, government services provided from leased private property. Typical uses here include governmental offices and public safety facilities.
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LAND USE CATEGORY: EDUCATIONAL

Educational	Educational uses for primary, secondary, or graduate education, including public schools, Arizona State University, and public community colleges. This category does not include private and charter schools or facilities used for recreational classes or where education is secondary to another main use, such as commercial or residential.
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LAND USE CATEGORY: OPEN SPACE

Public Open Space	Land that is publicly accessible and is primarily used for outdoor recreation, observation, social events, and for preservation of natural resources or the promotion of public health and well-being. This includes public facilities, such as: parks, open fields, paths, plazas, golf courses, and retention basins. It includes bodies of water that can be viewed and enjoyed by the public, or that may be used for outdoor recreation, events, preservation of natural resources or the promotion of aesthetics, public health, and well-being. This includes public reservoirs, lakes, ponds, rivers, and canals. Although it is a part of open space, water is shown in the map separately for clarity.
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LAND USE CATEGORY: RECREATIONAL/CULTURAL

Public Recreation/Cultural	Land primarily used for active or passive recreation or cultural activities which does not qualify as open space due to significant site infrastructure such as a multi-generational center, library, arts center, or museum.
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Schools

Many schools have developed open space and play fields that provide recreation for students. While the primary function of these sites is education, the fields on the campuses are counted as public open space. This does not imply that the school fields are always accessible for use by the general public, as the schools may restrict access.

Aggregate Resources

In accordance with Arizona law, the Land Use Element includes currently identified sources of aggregates from maps provided by the state. Aggregate resources include lands primarily used for active mining of cinder, crushed rock or stone, decomposed granite, granite, pumice, and sand. The types of geologic formations used as aggregate resources were historically found along the Salt River in Tempe.

No aggregate resource activities by state law definition are present in Tempe today. Many parcels along the Salt River were previously mined for aggregates and the mine pits were later converted to landfill sites. Development of the Salt River levee in the 1980's protected these parcels from flooding. These river's edge parcels comprise the Rio Salado development area and the consequences of prior mining and landfill activities reflect the brownfield conditions on new development.

Active mines in Arizona are shown

on the map [Arizona 2021 Directory of Active Mines](#). Tempe has one mine site with aggregate-type activity and it is where construction debris is recycled on a former landfill site. The site is currently approved for urban density commercial and residential redevelopment and is not required to be designated as a source of aggregate for current or future development.

Arizona State University (ASU) Property

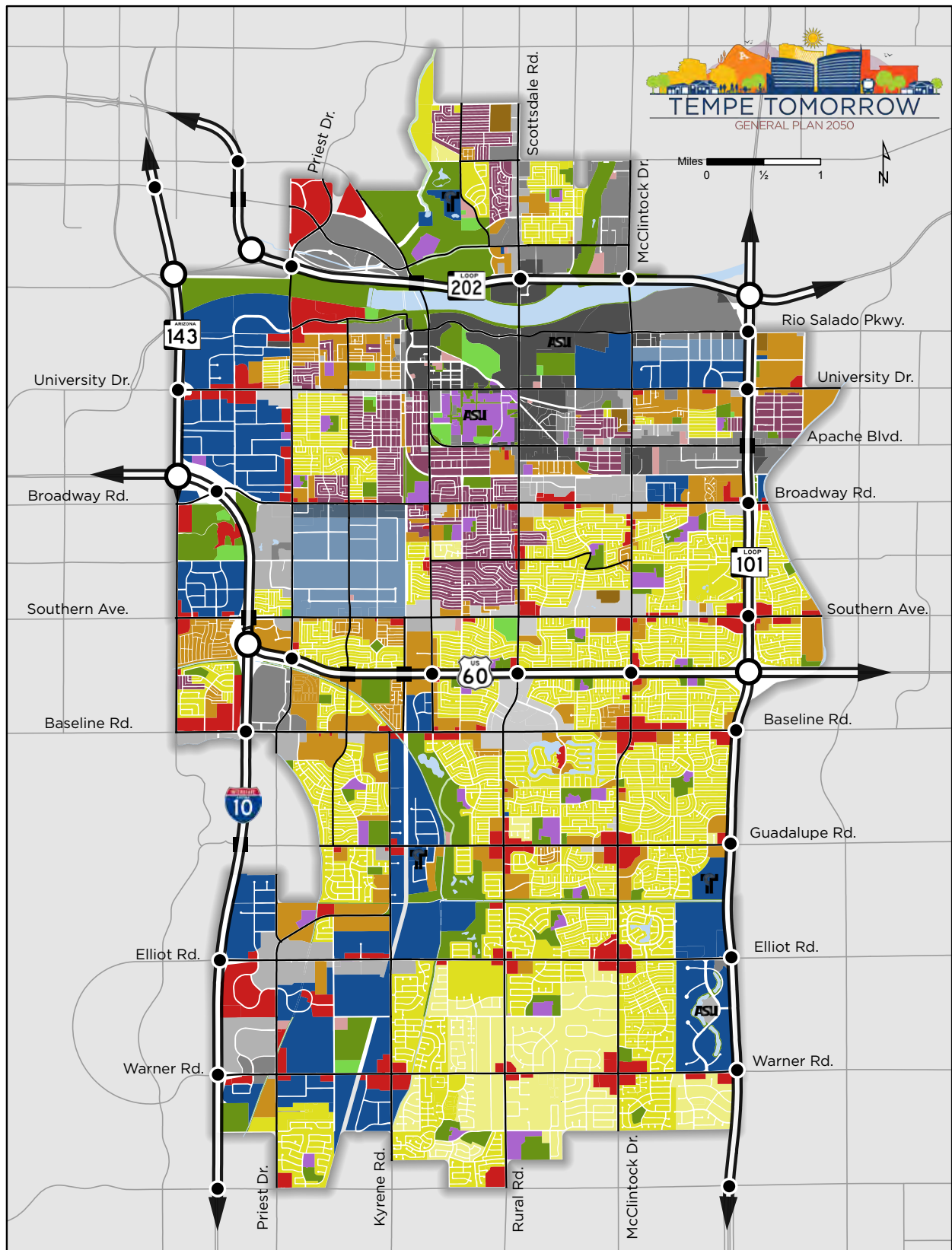
ASU properties are identified with a symbol to differentiate student housing, ASU's cultural/recreational land, community open space on campus, as well as private development on university land and operations/functions that serve the academic mission of the university.

Municipal Operations

Properties identified with a symbol to differentiate between public and private land, where municipal property may be used for industrial or operational uses (such as a water treatment plant), and therefore not shown as civic.

Appendix A contains an inventory of existing land use and explanation of the concepts used to promote infill and compact development and locations where those development patterns are encouraged. Refer to Figure 28 in the Appendices to existing land uses in Tempe, as of 2022.

Figure 3: Projected Land Use & Residential Density Map



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PROJECTED LAND USE & RESIDENTIAL DENSITY

- | | | | |
|---|---|---|----------------------------|
| Cultural Resource Area, Refer to existing Zoning District | Multi-Family Moderate, up to 45 du/ac | Mixed-Use High, up to 65 du/ac | Industrial |
| Single-Family Large Lot, up to 3 du/ac | Commercial, Refer to existing Zoning District | Mixed-Use Urban Core, more than 65 du/ac | Civic |
| Single-Family Traditional, up to 9 du/ac | Mixed-Use Low-Moderate, up to 25 du/ac | Mixed-Use Industrial Low-Moderate, up to 25 du/ac | Education |
| Multi-Family Low-Moderate, up to 25 du/ac | Mixed-Use Moderate, up to 45 du/ac | Mixed-Use Industrial Moderate, up to 45 du/ac | Public Open Space |
| | | | Public Recreation/Cultural |



EXISTING & PROJECTED LAND USE

Table 1: Existing and Projected Land Use

Land Use Categories	2023 Current Land Uses*		2050 Projected Land Uses	
	Acres	Percent of Current Land Uses	Acres	Percent of Projected Land Uses
Residential, Single-Family	7,933.2	38.9	7,330.4	36.1
Residential, Multi-Family	2,228.5	10.9	2,025.3	10.0
Commercial	1911.8	9.4	1,226.6	6.0
Mixed-Use	756.3	3.7	3,800.6	18.7
Industrial	4349.6	21.3	2,859.9	14.1
Civic	74.7	0.4	72.1	0.4
Educational	441.5	2.2	443.7	2.2
Public Open Space**	2,414.2	11.8	2,375.9	11.7
Recreational/Cultural	173.7	0.9	168.7	0.8
County	107.3	0.5	0	0.0
Total of Land Uses (Excluding ROW)	20,390.8	100.0	20,303.2	100
Gross Total (Acres)	25,626.5		25,924.8***	
Gross Area (Square Miles)	40.15		40.51	

* Current Land Uses based on Property Use Codes from Maricopa County. Reflects active use of property, not zoning or General Plan 2040 designation.

** Open Space includes bodies of water

*** Gross acreage of Tempe's Municipal Planning area

RELATING LAND USE TO ZONING

Zoning divides the City into areas organized by compatible uses, defined by districts which specify permitted uses and development standards. It defines development rights for a property. Zoning is the means to implement the projected land use plan, to promote land use compatibility, enhance aesthetics, to help maintain property values, protect and improve public health, safety, and welfare, and ensure adequate municipal services. The general plan projected land use and residential density map assists in determining the desired zoning districts during the re-zoning hearing process. To achieve the projected land use for General Plan 2050, zoning districts that most closely match the related land use category are preferred, as shown in Table 2. See Appendix B for the breakdown of acreage by zoning districts.

Table 2: Implementing Zoning for General Plan Land Use

General Plan Land Use Category	Zoning Districts (Typical)		
Residential, Single-Family			
Single-Family Large Lot (up to 3 du/ac)	AG	R1-15	R1-10
Single-Family Traditional (up to 9 du/ac)	R1-8 R1-7	R1-6 R1-5	R1-4 R1-PAD
Residential, Multi-Family			
Multi-Family Low-Moderate (up to 25 du/ac)	R-2	R-3R R-4	R-3
Multi-Family Moderate (up to 45 du/ac)	R-4	R-5	R-6*
Commercial	RO CSS	PCC-1 PCC-2	RCC CC
Mixed-Use			
Mixed-Use Low-Moderate, Moderate, High and Urban	MU-1 MU-2 MU-3	MU-4 MU-ED CC R-4	R-5 R-6*
Mixed-Use Industrial Low-Moderate and Moderate	MU-1 MU-2	MU-3 MU-4	LID GID
Industrial	LID	GID	HID

* Future zoning district



LAND USE

GOAL: Foster quality development through land use that provides sustainable growth, reduces commute, promotes compatible uses, avoids conflicting uses, and enhances quality of life.

OBJECTIVES & STRATEGIES

LU1 - Establish land use hubs with higher density cores serving the surrounding neighborhoods as its mixed-use activity center (see Figure 4). A land use hub is a center of activities and mobility in an area where commercial retail and amenities are located for use by nearby residents and employees to support the 20-minute city concept.

1. Promote higher density mixed-use redevelopment within hubs.



2. Promote development within the hubs to provide housing, access to open space, goods, services and activities that support the neighboring areas served, and promote the 20-minute city goal.
3. Utilize street patterns to promote smooth traffic flow and transit facilities to provide multi-modal connections within the neighborhood that connect to other hubs within the City.
4. Utilize parks, plazas and other amenities within the hubs for urban open space.
5. Ensure streets and paths provide shade, lighting and seating to support pedestrian, bicycle, and micromobility circulation.
6. Recognize, celebrate and preserve important historic buildings and sites within hubs.
7. Create safe, comfortable pedestrian, bicycle and micromobility connection to neighborhood schools and parks from the land use hubs and amenities including local employment centers and commercial and mixed-use establishments.
8. Respect and recognize local heritage including existing small business, live music, arts and creative scenes.
9. Celebrate existing social, economic, and cultural resources through land use or design.

LU2 - Promote land use patterns that encourage sustainability and resilience.

1. Develop sustainable land uses in development patterns that include open space, facilitate pedestrian travel and transit access.
2. Ensure mixed-use developments are well connected to each other and to other services and amenities.
3. As much as possible, locate future development on:
 - a. Infill sites;
 - b. Sites with current or anticipated infrastructure capacity for additional development;
 - c. Sites with access or adjacent to existing street connectivity;
 - d. Sites near a high level of transit service and mobility hubs; and
 - e. Sites that are convenient for neighborhood commercial uses.
4. Promote the development of a range of housing types such as attached and detached single-family, condos, multi-family, and the “missing middle” housing types such as duplexes, quadruplexes, live-work spaces, accessory dwelling units, mini and micro units.
5. Support citywide location of sustainable local food systems including farmers markets, urban agriculture, community gardens, federal food assistance programs and healthy food retailers.



6. Promote urban farming and fresh food production at residential sites, vacant lots, on building roofs, balconies and terraces to support urban food systems.
7. Identify, respect, and incorporate/ embrace existing local social, economic, and cultural contexts.

LU3 - Seek balance and compatibility of new land use development with established residential neighborhoods.

1. Encourage mixed-use development that provides needed local services and housing on a neighborhood scale.



2. Support the visual transition of density from more intense uses to single-family neighborhoods.
3. Create mixed-use development patterns that support pedestrian travel, enhance walkable environments and provide connection to transit, and micromobility opportunities.
4. Support a variety of uses such as food retail, community-serving retail, services and civic/ community facilities within walking distance of residential areas.
5. Provide flexibility in siting and design of new development to protect neighborhood character.
6. Promote and encourage community gardens, edible landscape, produce growing space, greenhouses and related facilities within residential areas and also in

appropriate public lands including sidewalks and medians.

LU4 - Encourage diversified land uses that balance residential and employment opportunities.

1. Provide citywide land use that supports a balanced job to housing ratio.
2. Preserve employment-based land use, including industrial uses, for current and future job development.
3. Identify vacant or underdeveloped commercial and industrial land for employment-related development.
4. Encourage commercial or industrial uses that support the City's employment and tax-base.
5. Promote appropriate residential and mixed-use developments in the Smith Innovation Hub and Tempe Maker District.

LU5 - Provide land use and transportation integrated planning, design and development that reinforces and enhances the character of the community as desired by residents.

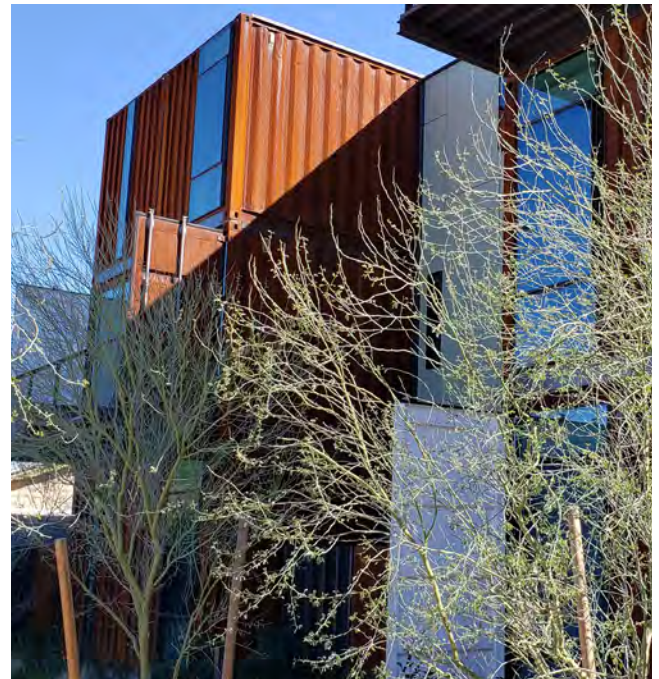
1. Develop transit-oriented design principles for arterial streets with transit that extends to adjacent communities.
2. Develop and adopt design guidelines that enhance land use and transportation connections.



3. Develop plans to preserve and direct future development and revitalization of neighborhoods.
4. Utilize plan documents, codes and programs to develop geographically unique plans and direct land use and design decisions within the City including the following actions as and when necessary:
 - a. Complete and update Character Areas plans
 - b. Create District or Neighborhood Plans
 - c. Create Specific Plans
 - d. Maintain Redevelopment Plans
 - e. Utilize Housing Reinvestment and Revitalization Programs
 - f. Update the Zoning and Development Code
 - g. Utilize Planned Area Developments (PAD) to meet the needs of the areas around development sites

LU6 - Promote compact and efficient infill development.

1. Allow compact infill, with flexibility in housing location, type and density within the land use densities permitted by the General Plan.
2. Allow flexibility in lot size, configuration and vehicle access to facilitate compact and efficient infill development, as appropriate.
3. Encourage an appropriate mix of



land uses, building orientation, parking supply and location and multi-modal access to transit to promote pedestrian travel in and around neighborhoods.

4. Utilize compact infill development to contribute to healthy lifestyles for residents that will contribute towards making Tempe a 20-minute city.
5. Coordinate local land use and transportation decisions with regional plans and policies.
6. Encourage building affordable housing through infill development.
7. Inventory and evaluate potential sites in the City for infill development.
8. Attract a wide variety of healthy food resources such as full-service grocery stores, ethnic



food markets, farmers markets, community gardens and edible landscapes in all areas, and specifically in the food desert areas.

9. Identify food desert areas where access to fresh fruits and vegetables is lacking.

LU7 - Develop and implement different types of plans that address the needs of, and vision for, geographic areas near the city borders.

1. Participate in regional planning efforts for growth-related programs that are beneficial to Tempe and the Phoenix valley.
2. Plan infill development where infrastructure is available for serving growth.
3. Work with adjacent jurisdictions

to coordinate future land uses to maintain a stable tax base for Tempe and to bring mutually beneficial developments along municipal borders.

4. Develop and implement design standards for communities adjacent to municipal borders.
5. Develop strategies to address development concerns related to the widening of the I-10 freeway and other freeway corridors.
6. Develop connectivity concepts for county islands within the municipal planning area to facilitate vehicular, bicycle, pedestrian and micromobility connectivity, and compatible aesthetics in design and streetscape with the adjacent developments.

LU8 - Promote neighborhood enhancement, quality of life and livability.

1. Ensure that reinvestment in the community's cultural resource areas is reflective of the character of each area.
2. Identify the best examples of architectural use and style in sub-areas and promote compatible aesthetics.
3. Support placement of new commercial and mixed-uses that enhance vitality and livability at neighborhood and community hubs.



4. Promote adaptive reuse strategies.

LU9 - Ensure that public participation process includes ongoing communication and active involvement of pertinent stakeholders.

1. Implement the [Tempe Involving the Public \(TIP\) Manual](#) that describes the specific planning and public processes for all planning projects.
2. Widen the community notification boundaries to include properties and neighborhood or homeowner associations that could be directly impacted by the project.

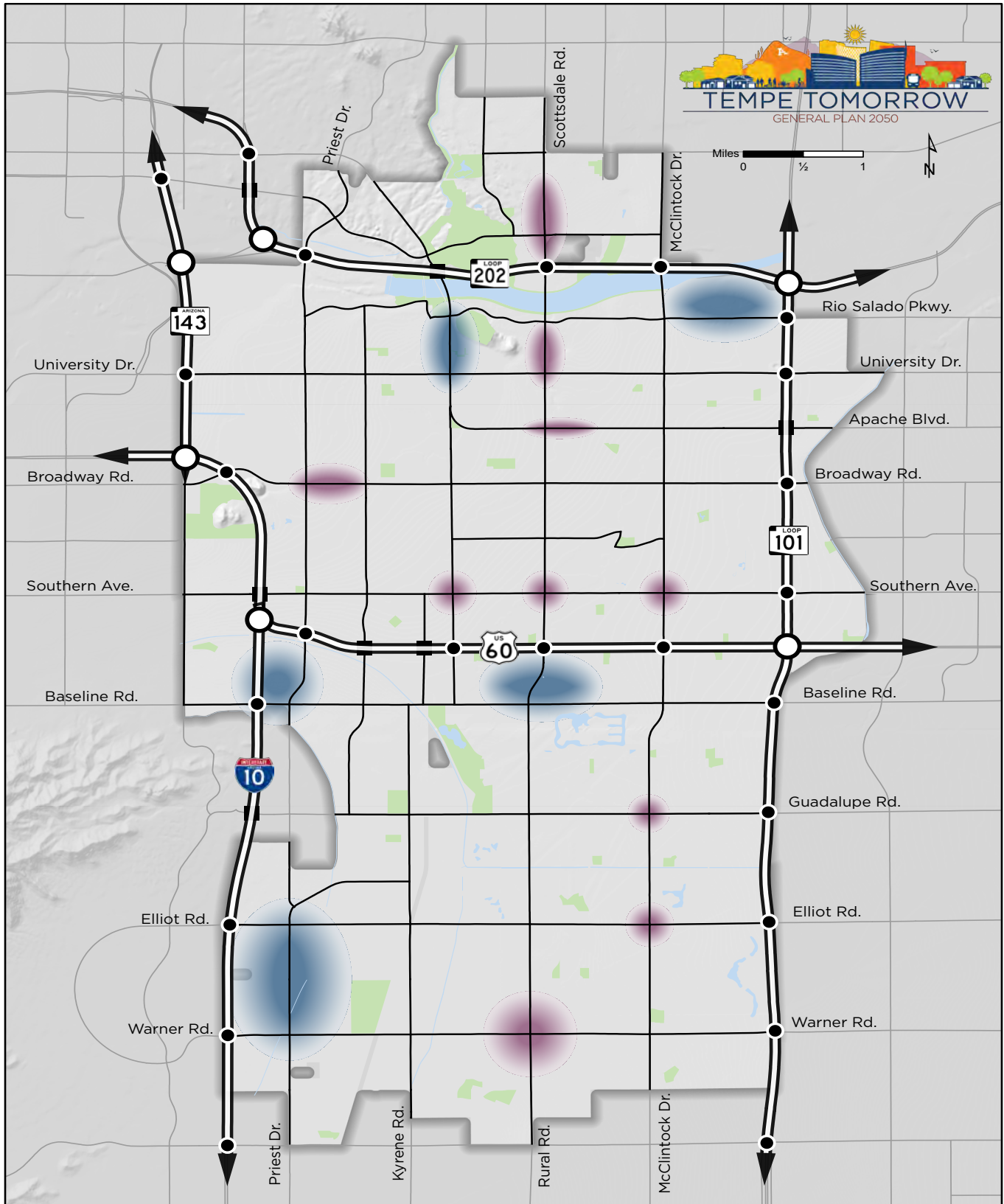


LU10 - Identify, recognize, respect and nurture existing local social, economic and cultural resources.

1. Protect existing small businesses and cultural resources from incompatible land use or design.
2. Protect existing live music venues or event spaces from incompatible land use or design.
3. Protect commercial environments that support existing social, economic and cultural resources.
4. Respect the services that existing neighborhood retail centers provide to neighborhoods and the broader community.

Tempe Tomorrow - General Plan 2050 calls for the continued implementation of land use hubs within activity centers. Land use hubs are shown on Figure 4.

Figure 4: Land Use Hubs Map



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LAND USE HUBS

Hub Type



Local



Regional

*Note: Hub boundaries are conceptual bubbles

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COMMUNITY DESIGN ELEMENT

Building and urban design are important factors in shaping Tempe's built form. Tempe is recognized for its contemporary design guidelines, stringent sign standards, dark sky protection, crime prevention environments, sustainable building and landscape requirements, public art provisions, transit-oriented design, and character area planning and design principles. Tempe enhances its sense of place and pride through the refinement, development and support of programs and policies that result in the highest possible standards of design in the built environment.

Limited in expansion by municipal boundaries, the future of Tempe's built form will be determined not by sprawl, but by well-designed infill development, redevelopment, rehabilitation, and preservation of building and spaces. Tempe's design foundation is its distinctive character and creation of a sense of place, supported by the following design principles.



Visual Integration of Design Elements

Within Tempe, the street grid established by the original township serves as a visual connection between destinations for all modes of transportation. To facilitate accessibility and mobility, these connections should be protected and enhanced rather than impeded by large block developments. Providing visual access to pedestrian pathways, views of upcoming transit stops, clear views of building signage, proper illumination to prevent glare and shadows, visibility for natural surveillance, shade for human comfort and energy efficiency, visual access to open space, natural light and changes in weather should be considered in all aspects of design. Appropriate variations in scale and depth from the public realm, changes in building materials, vegetation and appropriate scale and character are needed to prevent the monotony created by uniform building blocks. Provisions for open space connecting neighborhoods with parks, preserves, paths, lakes, and canals and activating public spaces provides opportunities for active and healthy lifestyles for all residents including those with disabilities. Integration of site planning, landscape and building design supports public health, safety and good urban aesthetics.

Innovative Design

Community design should provide a sense of discovery and identity that enhances the experience



for individuals in public areas. Development should creatively combine new and traditional materials, forms, color and design to produce sometimes unexpected and pleasant visual surprises. Design can be contextually relevant to the character of an area without being mundane or repetitive of trends that limit the longevity of the design and style. Innovation in design should encompass the following principles:

- Accommodate access creatively while respecting the street connectivity and urban context to enhance human comfort, promote interaction, and facilitate wayfinding.
- Relate building entries and windows to the street to engage passers-by regardless of use in the building.



- Integrate signage, public art, and other design elements comprehensively into the design of a development.
- Establish landscape and hardscape that relates to the site context and theme and contributes to a special sense of place through amenities such as shade, seating, sidewalk dining, and other activities.
- Design to exceed minimum standards, use green building principles, smart technology, and sustainable materials.

Well-Defined Physical Forms and Spaces

New development and redevelopment should differentiate from, yet relate to existing development through design and materials by use of well-defined forms and spaces:

- Develop gateways for sense of transition between areas, where appropriate.
- Recognize and establish visual

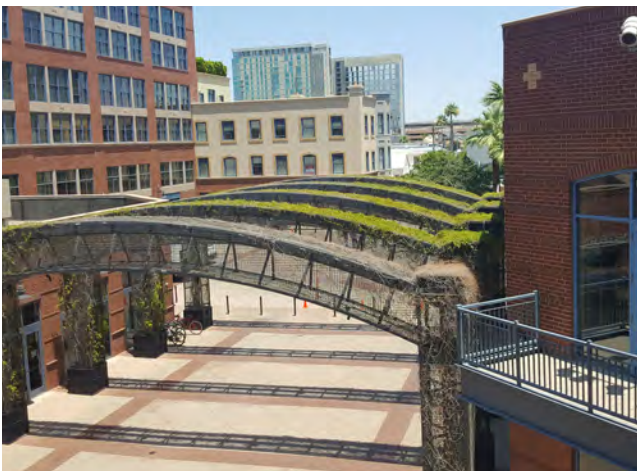
elements within design that contribute to create distinctive character.

- Utilize landscape and hardscape for continuity and create a visual rhythm along streets and within building sites.
- Signage, lighting, street furnishings, landscape and hardscape should contribute to overall user experience and assist in wayfinding and orientation to users who navigate the area.

Space Articulation

At the pedestrian level, it is important to create a human scale design. Undulation (change in direction, depth and height) and permeability (ability for a user to see through) create interest, while maintaining openness and accessibility. Vegetative landscape can give soft edges to otherwise hard surfaces and add the element of green and shade as respite from the desert heat. Undulation in building façade and landscape provides an interplay of light and shadow accentuating relief and providing visual and functional interest for the viewer.

These community design principles are intended to stimulate design and function of the public and private design elements.



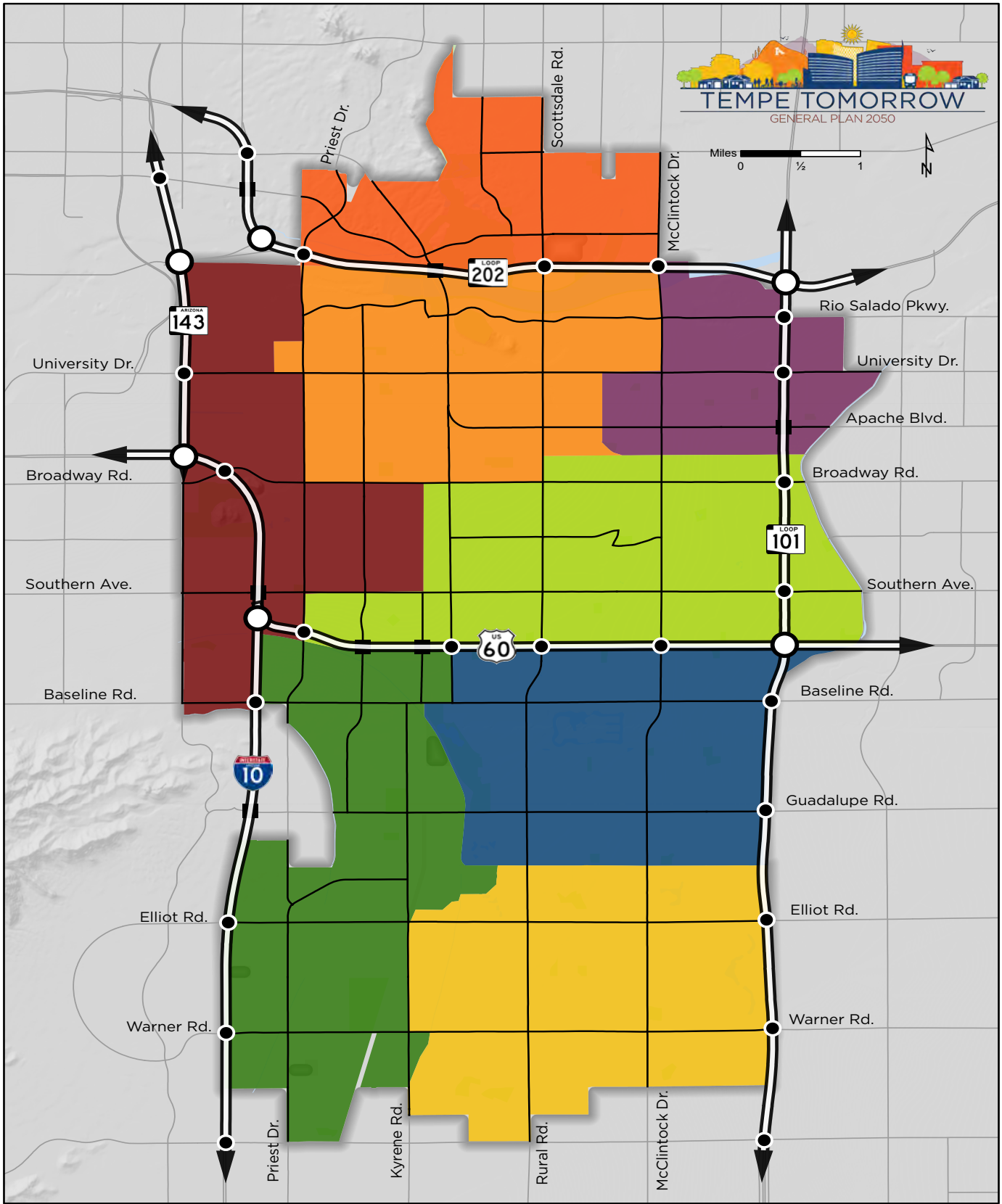
CHARACTER AREA PLANNING

Character Areas were envisioned in the Tempe General Plan 2040. Tempe is divided into eight character areas (Figure 5). As of 2023, Tempe has prepared and adopted six character area plans, which were crafted based on extensive consultation with the concerned communities. Character areas recognize groups of neighborhoods and geographic areas that contain common design, land use and commercial characteristics distinct from nearby areas. Similarities in age of housing, styles of architecture, patterns of development, materials, land use or street patterns, lot size, landscaping, landmarks, and physical forms create some of the recognizable differences between areas. Consistent with the goals of the General Plan, the adopted character area plans provide design and planning principles related to several elements such as walkability, aesthetics, landscape, shade, design, construction materials and mobility that are tailored to the areas. Character Area Plans also emphasize sustainability issues such as water conservation, biodiversity, and green infrastructure and construction. They also promote planning and design to help mitigate greenhouse gas emissions and reduce heat island effects.

The City utilizes the Character Area Plans while reviewing development proposals and designs within the respective boundaries. Staff ensures that the design, landscaping, and public realm design principles in the adopted Character Area Plans are addressed in the new development proposals as appropriate. The City also utilizes the Character Area Plans while making decisions related to public investments in the areas. Character Area Plans will be updated when necessary, and as required by major changes in the community’s aspirations and design needs.











Figure 5: Character Areas Map



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CHARACTER AREAS

- | | | | | | |
|---|------------------------------------|---|-----------------|---|--------------------|
|  | Papago/North Tempe |  | Apache |  | Kiwanis/The Lakes |
|  | Double Butte/Northwest Tempe |  | Alameda |  | Corona/South Tempe |
|  | Rio Salado/DT/ASU/NW Neighborhoods |  | Southwest Tempe | | |

SUSTAINABLE DESIGN

Sustainable design is a holistic approach to planning and building that incorporates climate-friendly building design, low impact development and green construction techniques to minimize environmental impact, reduce energy consumption, limit pollution and waste, reduce life-cycle costs, and contribute to human health and comfort. Buildings, infrastructure, and public spaces must be designed to meet the needs of the current population without adversely impacting future generations.

Developments should utilize planning and design techniques that combine passive design elements and active technologies to conserve the use of water, energy, and other resource inputs. Sustainability is supported by

mixed-use developments, walkable streets and neighborhoods, compact developments, sufficient open spaces, and a variety of housing options and transportation choices. In addition, buildings designed and constructed according to sustainable principles must also be safe, economical, durable, functional, comfortable, inviting, aesthetically pleasing, and in concert with community and neighborhood goals. Sustainable design should also utilize the principles of circular economy that minimizes waste, regenerative design, and resource conservation.

Benefits of sustainable design include:

- Lower construction costs resulting from use of recycled materials and lower waste disposal costs.
- Reduced operating costs from lower utility costs through energy savings and reduced operation and maintenance costs.
- Better health and increased productivity for residents and occupants resulting from better air and light quality and fewer hours lost to health-related factors.
- Overall environmental improvement from reductions in pollution and the “urban heat island” effect on site.
- Reduction of water use for landscaping and other uses often through the adoption of on-site water harvesting and reuse.

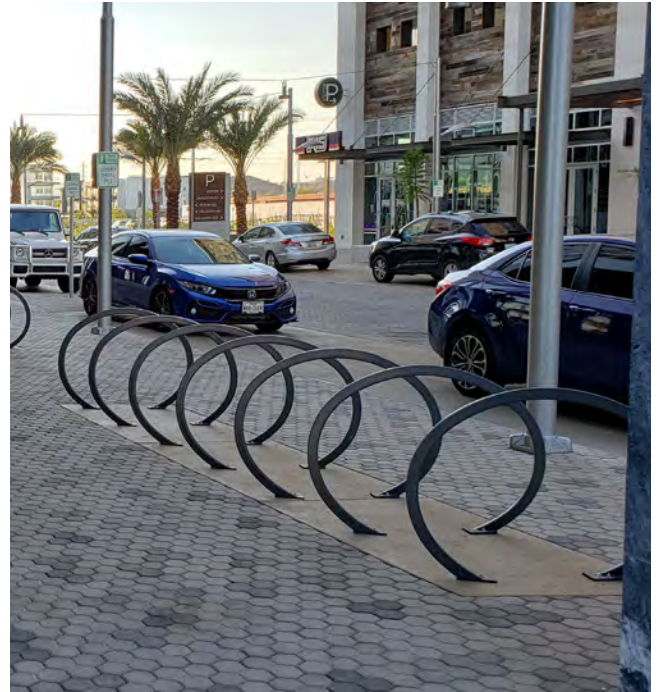




- Better public health achieved through opportunities to maintain personal (social) distances with wide hallways and walkways to accommodate wheelchairs and facades, floors and walls that can be easily cleaned.
- Attractive and efficient design that elevate the quality of the community design for decades.

UNIVERSAL DESIGN

Improving access to employment opportunities, government services, public accommodations and transportation for those with disabilities, mental constraints or limited physical or mental capabilities provides everyone the opportunity to realize their full potential and achieve their dreams. Improving how buildings and places function to serve all users by design and composition of an environment so that it can be accessed and used to the greatest extent possible by all people regardless of their age, size and ability is the premise of universal design which benefits the quality of life for all users. Tempe supports implementation of standards for access to public and private buildings and services for people with physical and mental constraints regardless of age. Accessibility is an issue that impacts all members of the community at some point, with or without physical limitations.



Through illness, accidents or natural aging, most individuals will experience difficulties in walking, seeing, hearing, driving, getting around and remembering things. The inconvenience or inability, discomfort, and the frustration of accessing facilities or services affects the disabled, injured and elderly populations. Further, as our population ages, these challenges will impact an even larger numbers of residents or visitors seeking access to facilities, services, or events. As a centrally located community with extensive public transportation and services, Tempe is attractive to individuals with special needs. Accommodating this growing population requires sensitive attention to land use planning details and facilities design. Buildings and structures, through their placement, arrangement of forms and expression

of function and materials, convey ideas and attitudes, not only about their purpose, but also provide value for the community and their users.

HEALTHY COMMUNITY DESIGN

Some of the critical issues confronting communities in Arizona are the impacts of extreme heat and communicable diseases on public health. Tempe is committed to promoting health and well-being by designing a community that facilitates an active and healthy lifestyle. It is important to be an active, inclusive and responsive city where healthy habits are encouraged by our developed environment. This requires acknowledging links between the built environment and health, particularly



the connections land use, density and street design have on chronic diseases, an aging cohort and health disparities.

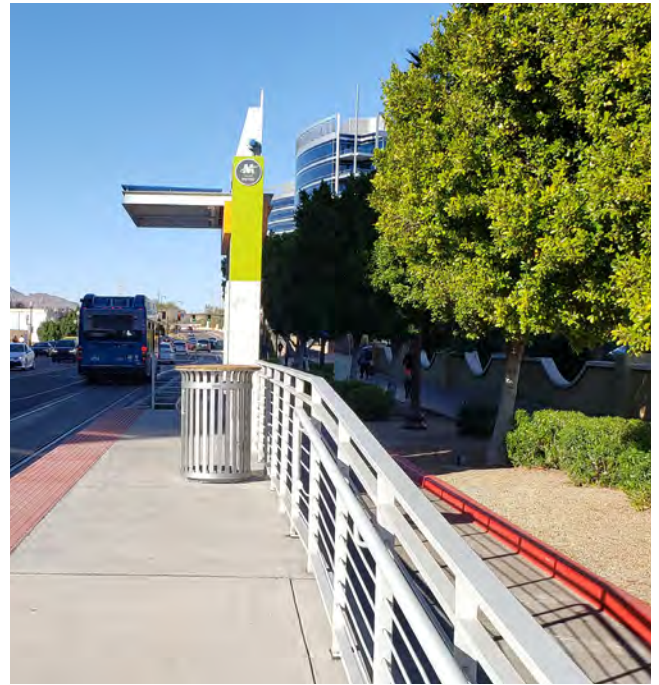
As experienced during the Covid-19 pandemic of 2019-22, public health-friendly design can help deter the spread of communicable diseases and promote better health. The following strategies can be used for planning and design to safeguard public health during pandemics.

- a. Adequate space to facilitate physical distancing should be provided in buildings that include communal living spaces.
- b. Design of public spaces should provide opportunities for physical distancing and accessibility.
- c. When possible, the common exterior walls and floors, particularly in stairwells and elevators should be made with washable materials that can be easily disinfected and washed to reduce the spread of communicable diseases.
- d. Provisions should be made for handwashing and sanitizing stations on large developments and in areas where people gather such as in parks, public bathrooms, transit stations, public and private plazas, courtyards, squares, sidewalks and terraces of public buildings.
- e. Open spaces should be provided in large developments to offer



opportunities for people to seek recreation, fresh air and to support their mental and physical health.

- f. Open spaces could also be used as staging grounds for make-shift medical facilities such as testing, vaccination and distribution areas when necessary.
- g. Common open spaces should be provided in developments so that people can get outside for fresh air.
- h. Publicly accessible open spaces should include urban parks, plazas, community gardens and public squares to serve as “Therapeutic Gardens” or “Healing Landscapes” having aesthetically pleasing combination of flowers, greeneries, water elements, open spaces and seating areas to provide a relaxing and stress-reducing ambiance for visitors.
- i. Walking areas should be accessible to those with mobility limitations.
- j. Increased self-sufficiency for the community in fruits, vegetables and grains through use of roof gardens, urban farming and community gardens should be promoted. On-site production of food helps supplement the food supply when transportation systems cannot meet demand.
- k. Walking and biking should be promoted as critical components of an urban transportation system which helps to improve public health and quality of life.



- l. Wide sidewalks should be encouraged in urban environments that allow people to physically distance themselves from others, and to queue outside essential businesses and at transit stops. Wide sidewalks also allow people to walk together, two way pedestrian traffic and adequate personal space.
- m. Utilize state and local community health information to create targeted health improvement programs for the communities.

COMMUNITY DESIGN

GOAL 1: Promote design and development standards that improve the community’s visual quality, urban form and functions to enhance the quality of life for current and future generations.

OBJECTIVES & STRATEGIES

CD1 - Create a “sense of place” through design.

1. Utilize the design principles of connectivity and visual

transparency to enhance the quality of development.

2. Recognize, preserve, and enhance the unique character of an area and location.
3. Identify opportunities for public and/or private enhancements that create a sense of place.
4. Use landscape, hardscape and sign designs to create unique, attractive and comfortable environments.
5. Continue the implementation of the [Art in Private Development Program \(AIPD\)](#).





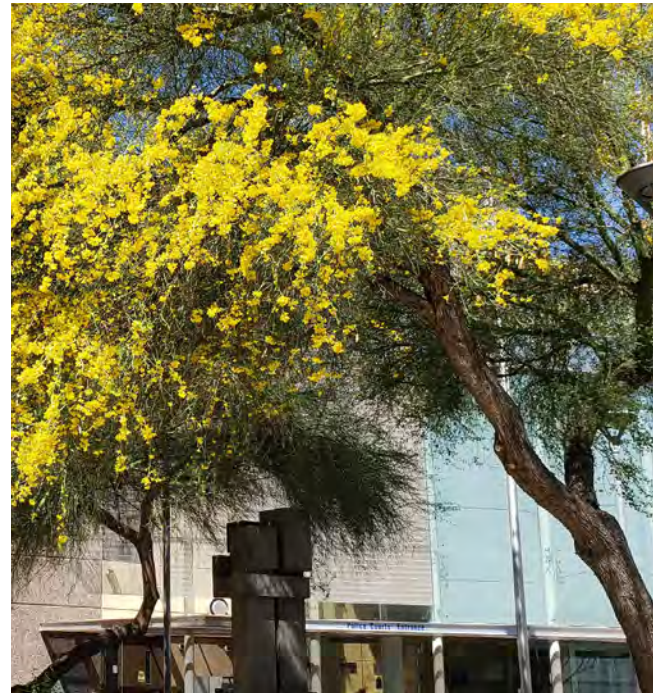
CD2 - Provide visual and functional focal points in different geographic areas and in developments.

1. Arrange spaces for optimum views and functions.
2. Provide points of interest within developments.
3. Provide building entrances that are well defined, accessible and conveniently located in relation to the site and building.
4. Recognize the identifying focal points that schools, churches and other social institutions provide in neighborhoods.

CD3 - Achieve diversity and contextual compatibility in design.

1. Promote architectural design that draws from and relates to its context by expressing function and aesthetics through creative combinations of forms, colors and materials.
2. Promote a compatible yet distinct relationship between new and existing development.
3. Promote designs that are specifically suited to a location and its physical context.
4. Avoid replication of building form, material or color trends that inhibit creative architectural expression.

CD4 - Respond to climate-related factors to achieve human comfort.



1. Encourage shade, orientation, evaporative cooling and other means of providing human comfort.
2. Consider factors, such as ambient temperature, precipitation, wind direction and solar angles in building and site design.
3. Limit use of water features to minimize the use of potable water, but maximize cooling effects when using water features.
4. Maximize northern areas of building for light, and maximize southern and western exposures for shade coverage.

CD5 - Provide opportunities for interaction in public spaces.

1. Design public and semi-public spaces – streets, parks, squares

and plazas- to encourage social interaction.

2. Encourage design features such as picture windows, bay windows, balconies, patios and shaded rest areas as opportunities for social interaction and observation.
3. Create spatial circumstances for natural surveillance where people's activities can be seen by others to increase the perception of safety. However, consider safety concerns for vulnerable groups in the design of spaces.

CD6 - Encourage mixed-use designs, both vertical and horizontal.

1. Encourage housing near employment and service locations.
2. Provide flexibility in lot size, configuration and vehicular access to facilitate compact and efficient infill mixed use development.



3. Provide opportunities for flexibility in design standards and guidelines where creative solutions can serve the community.
4. Provide flexibility in building design to accommodate changes in market demand.
5. Promote a range of retail and service options including neighborhood-serving and street-front retail, medical care and grocery stores in mixed-use settings.
6. Provide a visually pleasing, safe and comfortable pedestrian realm adjoining the ground floor of buildings.

CD7 - Encourage timeless architecture to withstand changes in style and economy, enabling adaptive reuses in the future

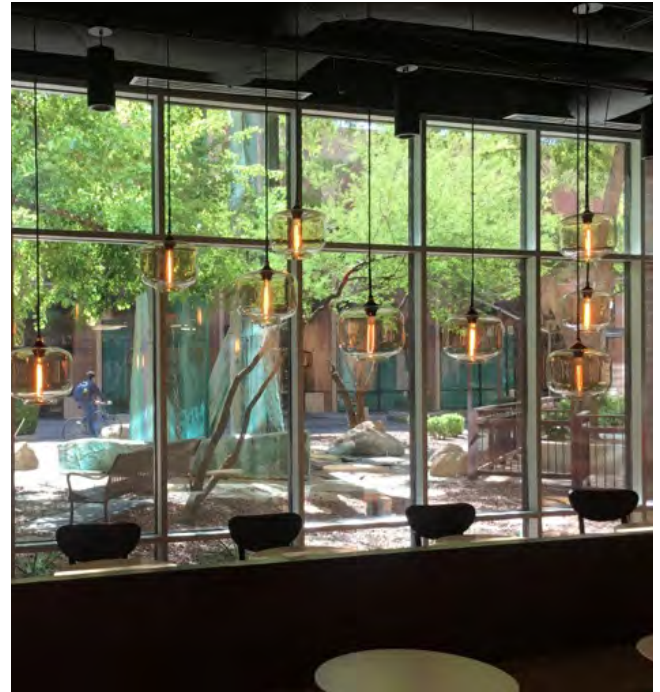
1. Develop and implement design guidelines that pay special attention to the attributes that make the built environment active and attractive.
2. Continue to follow technological advancements in building construction techniques and materials.

CD8 - Promote sustainable design concepts.

1. Consider the potential life-cycle cost in time and money savings against the initial investment required for achieving sustainable design.



2. Utilize landscape to provide shade, reduce glare and heat, enable water retention, control soil erosion, and promote evaporative cooling.
3. Maximize use of indigenous, adapted, and low water use plant materials wherever appropriate and feasible.
4. Utilize gray water and harvested rainwater for landscape irrigation where feasible, and use drip and other water saving irrigation systems where appropriate.
5. Implement green building practices and low impact design for all public buildings and encourage these in private developments.
6. Promote and study ways to incentivize environment-friendly design and green building standards in private buildings. Consider density bonus programs for potential incentives towards sustainable design beyond code requirements.
7. Evaluate and update ordinances and codes to reflect cutting edge construction methods and sustainability practices.
8. Consider modifications to code requirements to facilitate adaptive reuse of historic structures.
9. Promote and encourage mixed-use developments, walkable neighborhoods, compact designs, shaded streets and a variety of transportation options.



CD9 - Reduce the adverse impact of artificial lighting on night skies.

1. Implement dark sky (free from trespassing light) lighting provisions to limit light trespass and glare without affecting aesthetics, safety and function.
2. Utilize research for improved lighting technology that provides safe, energy efficient and dark sky friendly solutions.
3. Develop a program to track and reduce or eliminate light trespass through design changes.
4. Update zoning code lighting level requirements to reflect appropriate illumination levels for site design and use.
5. Work with regional and state agencies to limit light pollution in the skies over the valley.

CD10 - Recognize and celebrate geographic distinctions in the architectural character of buildings.

1. Utilize the development review process to ensure that design reflects contextual character and is of high quality.
2. Promote the implementation of design principles from character area plans and other design guidelines applicable to the site.
3. Provide standards of appropriateness for redevelopment and alteration of historic buildings and for other development that may affect historic buildings.
4. Rehabilitate historic buildings to accommodate new uses and design new buildings to complement the history and culture of the area.



5. Assist established businesses by encouraging reinvestment in properties that enhance local character.
6. Complete character area plans for all areas and update them when necessary to address the changing needs of those communities.

CD11 - Utilize the built environment to promote a healthy community and to encourage active lifestyles.

1. Promote safe and walkable neighborhoods and inter-connected streets through the design of streetscapes and public gathering places in all types of development.
2. Design for active use of public and private spaces within neighborhoods and commercial areas to provide “eyes-on-the-street.”
3. Expand opportunities for urban agriculture including home gardens, community gardens, urban farms and farmers markets to promote local availability of fresh food.
4. Provide for a range of housing types and affordable housing within walking distance of schools, community centers, workplaces and community facilities (libraries, transit centers, multi-generation centers, health clinics and similar facilities).



GOAL 2: Support the community needs through universal designs that provide inclusive access and benefit to public and private facilities, services, and programs.

OBJECTIVES & STRATEGIES

CD12 - Create adaptive environments that meet the current and future needs of the community.

1. Implement codes and ordinances to bring the facilities that do not meet the industry standards or federal regulations for accessibility into compliance.
2. Monitor and assess accessibility features in city facilities.
3. Complete an internal audit and review of existing and proposed city facilities for accessibility.
4. Work with Tempe's Commission on Disability Concerns to address accessibility issues.
5. Seek creative solutions that integrate accessibility criteria in building design.

CD13 - Utilize universal design principles.

1. Identify key City staff to provide timely and accurate response to public input and to ensure implementation of universal design goals and objectives.
2. Identify opportunities for implementing accessibility in city-



owned properties and seek capital improvement funding for the task.

3. Monitor emerging technology and research that may help develop more efficient and effective means of meeting accessibility challenges.
4. Encourage universal design to facilitate aging-in-place for those who wish to remain in the same building or facility for life.

CD14 - Where possible, create multi-user access in all facilities.

1. Provide opportunities for people of all abilities to meet, live, work or play together in facilities.
2. Encourage design for accessibility for all private facilities and developments so that they can be used by individuals of varying physical abilities.

CD15 - Promote ergonomic design and human-scaled environments.

- 1. Provide educational material on design guidelines for accessibility and ergonomic design (safe, comfortable and productive workspaces).
- 2. Encourage residential remodeling, reinvestment and new development that is accessible or readily adaptable for future accessibility.
- 3. Encourage flexible, accessible and adaptable design that can be reconfigured to serve different user needs.

- 4. Promote design that exhibit human-scale (easily relatable to human body size and reach) and proportions for building heights, door size and other elements.

CD16 - Utilize Healthy Community Design principles.

- 1. Partner with emergency preparedness planning staff in building new and/or modifying City service buildings.
- 2. Work with public health planners for environmental analysis and emerging trends for optimal health solutions.





HISTORIC PRESERVATION ELEMENT

The Historic Preservation Element provides a long-range blueprint to guide the process of historic preservation in Tempe through 2050, including the identification and treatment of historic, archaeological and cultural resources, to support programs and policies and to integrate historic preservation into the general plan and development process. This element provides goals, objectives and strategies intended to sustain and improve the quality of Tempe’s built and cultural environment and to promote awareness and enthusiasm for the unique identity and heritage of Tempe.

As of July 2023, Tempe has 45 properties and 5 districts listed in the National Register of Historic Places, 53 properties and 4 districts listed in the Tempe Historic Property Register, more than 30 properties classified as Historic Eligible for listing in the Tempe Historic Property Register, and 2 desert preserves. Locations of these historic resources are shown on Figure 4. Protection, preservation and enhancement





of Tempe’s heritage is critical to preserving the identity, character and history of our community. Tempe’s built environment tells the story of its growth through a blend of the past with the present, enriching our city and providing a “sense of place” for those who live, work and visit Tempe.

In June 2022, the City of Tempe adopted an updated [Historic Preservation Plan \(HPP\)](#), which has significantly expanded the scope of historic preservation planning and policies for the City. The main elements of the HPP are as follows:

- Increase public outreach and support through education, public meetings and advocacy.
- Improve interdepartmental coordination through completion of inventory of historic properties, working with City attorneys, and collaborating with other departments to protect and showcase historic properties.
- Augment property designation and review processes by identifying

all eligible historic properties and rehabilitating the City-owned properties per federal standards.

- Implement City planning and policy improvements by encouraging appropriate amendment to the City Code and Zoning and Development Code, and proposing review processes for demolition requests of older buildings.
- Enhance procedures related to archaeology and repositories by developing discovery and monitoring methodologies and by consulting with Tribal governments.
- Expand Tribal consultation and coordination by closely working with the Tribal governments and holding regular meetings.

To celebrate local character and heritage of all places within the City, a study of heritage areas may be helpful. Such study can help identify common and connected cultural and historic resources and their interconnectedness.



HISTORIC PRESERVATION

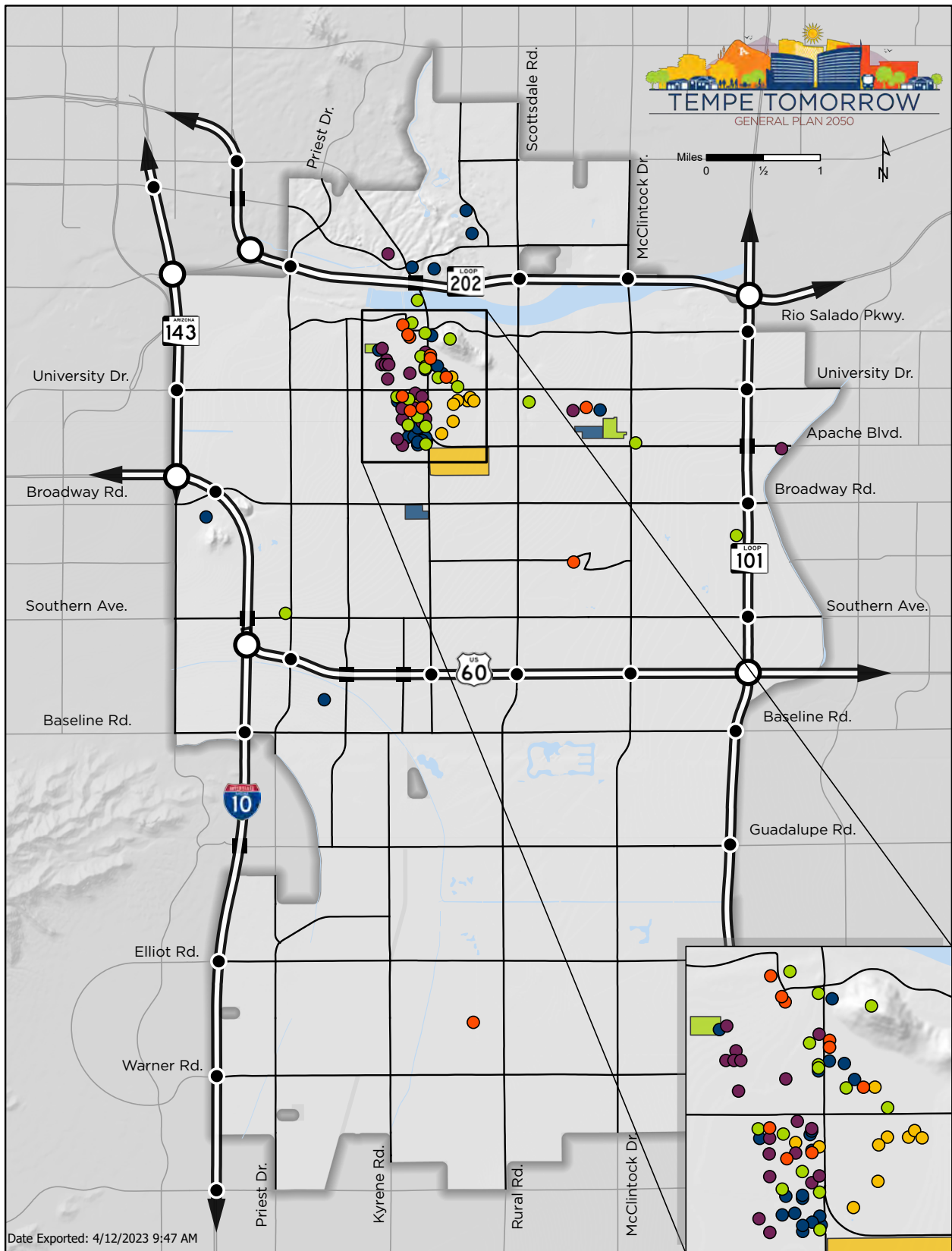
GOAL 1: Enhance community character and heritage through the identification and preservation of significant historic sites, properties, structures and districts.

OBJECTIVES & STRATEGIES

HPI - Identify, preserve, and protect significant historic properties and archaeological sites.

1. Utilize the input of the Historic Preservation Commission, neighborhoods and the public participation process to identify, establish, preserve and protect historic properties, including buildings, structures, objects, desert landscapes, archaeological sites and historic districts.
2. Consult with Tribes, including the Four Southern Tribes of Arizona, to assist in identifying and protecting Native American archaeological resources.
3. Review proposals that may impact designated and potentially eligible historic properties, including nearby development that may visually or structurally impact a historic property.
4. Create a grant program for eligible historic properties.
5. Promote Tempe's history and encourage proactive thinking about historic preservation by fostering relationships with students, residents, visitors, realtors, neighborhood associations, homeowners' associations, businesses and historic property owners.
6. Consult with other Certified Local Governments (CLG) in Arizona on historic preservation matters.
7. Provide early notification to property owners seeking redevelopment of historically significant properties and encourage creative solutions for the protection of identified historic elements.
8. Continue to implement the Historic Preservation Plan (2022).
9. Remain familiar with new findings regarding the location and scale of archaeological resources in Tempe.
10. Consult with representatives of the Four Southern Tribes to identify concerns regarding the treatment of archaeological resources and Traditional Cultural Properties.
11. Encourage preservation in cultural resource areas through maintenance of culturally significant features of the built environment, landscape and design.
12. Discourage incompatible design in cultural resource areas.
13. Encourage infill development

Figure 6: Historic Properties & Districts Map



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HISTORIC PROPERTIES & DISTRICTS

Historic Properties

- Tempe Historic
- National Historic
- Historic Eligible
- Tempe and National Historic
- National Historic and Historic Eligible

Historic Districts

- Tempe Historic
- National Historic
- Tempe and National Historic



that maintains the existing massing, character and street front lot width pattern of surrounding buildings in cultural resource areas.

HP2 - Identify properties and districts for historic designation and preservation.

1. Continue the process for historic property identification, interpretation, documentation, designation, registration, review of impacts and public participation.
2. Identify, inventory and assess historic buildings, structures, districts and archaeological sites to provide property use options. Use the information and insights gleaned from the Council-approved inventories of historical resources to set preservation priorities and promote the identification and classification of properties that are eligible for historic designation.
3. Recommend appropriate properties and districts to the Historic



Preservation Commission, Development Review Commission and City Council for designation and listing in the Tempe Historic Property Register.

4. Compile historic information about properties and character of Tempe and utilize Council-adopted inventories of historical resources to assist in identifying sites worthy of preservation and to inform how to balance historic preservation and current and future development needs.

HP3 - Foster economic vitality through preservation and adaptive rehabilitation of historic properties that contribute to the character of the community.

1. Preserve and promote the historic character and cultural significance of the urban core of Tempe around downtown, and other parts of the City, including not only buildings, but also archaeological sites, and desert preserve areas.
2. Encourage historic property ownership and neighborhood preservation by assisting owners in rehabilitation, restoration or maintenance through incentives obtained or developed with City, state, or federal assistance.
3. Provide opportunities for visits to and use and interpretation of historic properties while retaining the historic integrity of the properties.
4. Promote historic preservation as a

tool to drive tourism and economic development.

5. Promote the unique identity of cultural resource areas through gateway artwork and neighborhood signage that creates a sense of place and celebrates the character of the area.

HP4 - Integrate historic preservation planning with boards, commissions, neighborhood, and redevelopment planning efforts to protect and enhance community heritage and complement city redevelopment and revitalization efforts.

1. Advise City boards, commissions, and Council on all matters pertaining to historic properties.
2. Maintain City as a National Park Service-Certified Local Government (CLG) to administer historic preservation programs.
3. Consistently engage the Tempe Arts and Culture Commission on development projects that have a significant impact on landscape character and identity.
4. Refer to traditional subdivision plat lot configurations in redevelopment of properties to maintain the rhythm of street front building and massing.
5. Prioritize revitalization and adaptive reuse over redevelopment in cultural resource areas.

HP5 - Preserve the historically significant character of single-family homes that use repair or rehabilitation programs.



1. Develop revitalization options that retain character-defining historic elements while updating the functionality or efficiency of single-family homes.
2. Disseminate guidelines to property owners who want to protect or restore historic assets.
3. Provide additional attention and deliberation of applications to alter or demolish historic properties.

HP6 - Recognize and promote the common themes in historic preservation and sustainability goals.

1. Incentivize adaptive reuse of historic properties that no longer serve their original function.
2. Promote historic preservation to support environmental, cultural, and neighborhood sustainability.
3. Demonstrate to the public the economic and cultural benefits of preserving historic properties.



GOAL 2: Support the creation of location-specific preservation plans, especially in the downtown area, to better preserve historic properties and cultural resources in those locations

OBJECTIVES & STRATEGIES

HP7 - Develop and promote a plan for a Downtown Historic Core (DHC), that includes design and planning guidelines, and the identification of boundaries.

1. Promote restoration of existing historic buildings consistent with the standard practices for historic preservation and the Secretary of the Interior's Standards for the Treatment of Historic Properties.
2. Develop formal municipal guidance and associated ordinances that support historic preservation and conservation goals.
3. Explore the use of Transfer of Density or Development Right (TDR) opportunities to help protect historic properties by transferring potential development rights on the site to a more appropriate external site in the City; and other means to acquire preservation easements.
4. Honor the historic connectivity between the Hayden Butte Preserve and the Downtown Historic Core, as our Desert Heritage is a critical aspect of our downtown's history.
5. Seek continuing input from City commissions and boards on how to improve preservation practices, methods and goals within the Downtown Historic Core.
6. Work closely with the Tempe History Museum, SRP-MIC, SHPO along with local community organizations to help guide the proposed Downtown Historic Core.
7. Activate and promote the proposed Downtown Historic Core as an educational resource for students, residents, and tourists to connect with our cultural and environmental heritage using interpretative centers, signage, public art, and programming.
8. Collaborate with the City of Tempe Economic Development Department, Tempe Tourism Office, Tempe Downtown Authority, and other partners to promote the proposed Downtown Historic Core goals while encouraging innovative civic, commercial, and residential usages for historic properties.
9. Leverage the Downtown Historic Core as a signature cultural nexus for the greater metropolitan area to help facilitate a world-class creative economy.
10. Encourage public art installations that reflect and narrate local cultural and environmental heritage of the proposed Downtown Historic Core.

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NEIGHBORHOOD PRESERVATION & REVITALIZATION ELEMENT

This Element recognizes the importance of strong and stable neighborhoods and the need to keep the community livable and relevant to changing needs through conservation, revitalization, investments, and in some cases, redevelopment. It identifies strategies for community members to participate in land use planning, and ensures efficient services to maintain and improve neighborhoods.



NEIGHBORHOOD PRESERVATION

Neighborhood preservation addresses the desire that established neighborhoods be well-maintained, safe, attractive, comfortable, and that they continue to receive improvements to help retain or increase property values and preserve neighborhood character.

Growing interest in maintaining quality housing within established safe and healthy neighborhoods, especially within Tempe’s aging areas, cannot be met if neighborhood improvement and conservation are neglected. The goals and objectives of General Plan 2050 promote a high quality of life in neighborhoods, and support consistent enforcement of the City’s nuisance and property maintenance codes, stabilizing and improving neighborhoods, protecting property values, and promoting a healthy and safe residential environment. Additionally, the Neighborhood Preservation element will ensure that any new mixed-use and high-density development adjacent to established residential neighborhoods must respect the integrity of the neighborhoods and provide compatible transitions between the new and old.

Neighborhoods tend to remain strong when community and owner reinvestment takes place. Tempe’s neighborhood grant program



supports efforts to improve and enhance community spaces and cultivate opportunities for neighbors to commission artwork, landscaping, streetscape, and other improvements. The art-integrated sites are attractive to residents and visitors alike. For example, an irrigation standpipe can serve as a backdrop for historical dialogue between the past and present, and a neighborhood gateway is a welcome door to a special community.

The neighborhood grant program is funded and managed by the Tempe Neighborhood Services Division and supported by the Public Art and Water Conservation programs. Tempe has also established programs designed to make improvements easier and less expensive, thereby encouraging owner reinvestment. Tempe encourages reinvestment



in residential properties through programs targeted to maintain the vitality, sustainability, and attractiveness of Tempe's neighborhoods. Since the start of the program in 2007, hundreds of homes have been improved through the City's permit rebate program. Other residential neighborhood programs, including the adaptive reuse program, are being developed and implemented to provide tools for neighborhood enhancement.

Tempe understands the importance of including neighborhoods as part of public involvement in the planning process. Neighborhood/homeowner associations are one way to bring people together for local leadership, initiative, problem-solving and information gathering. As of 2023, Tempe has 83 voluntary neighborhood associations, 147 homeowner

associations (legal entities with CC&Rs), five affiliate associations and one property owners' association registered with the City. These groups or any property owner, resident or business owner may participate in planning projects within specified areas of Tempe.

The [Tempe Involving the Public \(TIP\) Manual](#) was developed to maximize public input and engagement in the City's planning efforts. The manual provides guidance in designing and implementing a public involvement program for a variety of projects related to land use and development. For example, anyone proposing development within one of these association areas is required to contact nearby residents and associations early in the planning process to facilitate dialogue with stakeholders. Community member involvement are essential to successful neighborhood preservation.

NEIGHBORHOOD REVITALIZATION

Neighborhood revitalization involves actions taken to enhance neighborhood resources, provide economic development and improve public services and quality of life for residents. Neighborhood revitalization actions are achieved through partnerships and funding by local governments, non-profit organizations, small businesses, and



community groups. Neighborhood revitalization works best when it does the following.

- **Builds neighborhood cohesion**

When people organize, collect and analyze information, and become more knowledgeable about their community, they can be significant contributors to preserving and revitalizing their neighborhood. A diverse group of residents working together can generate creative approaches to change, mobilize new assets and generate positive outcomes.

- **Prioritizes public services**

The people who live and work in a neighborhood are the best judges of their neighborhood’s priorities, opportunities, and needs. Tempe provides a forum for all neighborhood voices to be heard and creates opportunities for elected officials, City staff and residents to interact and collaborate, which can lead to appropriate budget priorities and new methods of delivering public services.

- **Increases collaboration**

Efforts to communicate and coordinate services within and between cities, county, tribal governments, state and non-profit agencies and partnership with private industries can provide residents with more benefit for each public dollar spent.

- **Creates a sense of community**

Neighborhood revitalization ultimately



depends on a sense of neighborhood identity and a commitment by residents to make their neighborhood a better place to live, work, learn and play. Tempe provides neighborhood residents a framework and support system to come together to create that commitment. A galvanized community can get things done. Revitalization of neighborhood hubs reinforces the importance of these centers play in the 20-minute city.

- **Encourages reinvestment**

The ripple effect of revitalization can bolster confidence in property owners to make improvements to their own properties. Whether it be needed maintenance, upgrades for energy efficiency or enhancements to the landscape, over the course of several years the initial investment can have transformative impacts on a neighborhood.



REVITALIZATION STUDY AREAS

Neighborhoods in which homes, businesses, and infrastructure have aged and not kept up with maintenance reflect an apathy and frustration within the community. Tempe is making extraordinary efforts to keep neighborhoods safe, attractive, and active. Revitalization study areas identify potential areas for data collection, analysis, alternatives identification and goals for revitalization while engaging the neighborhood to participate. Several areas within the City are identified as potential areas for revitalization study in Figure 5.

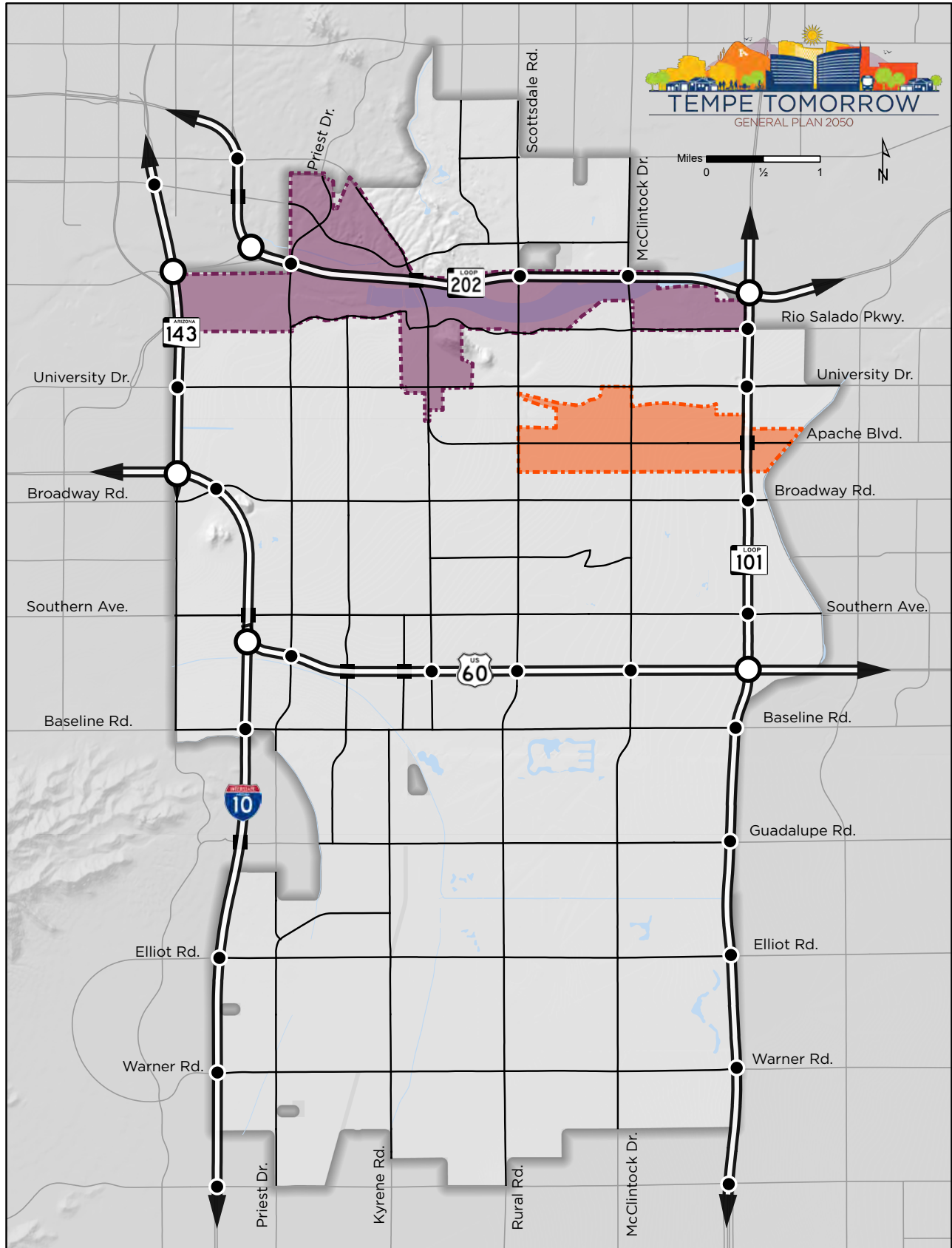
GOAL 1: Strengthen community by encouraging residents to engage in their neighborhoods.

OBJECTIVES & STRATEGIES

NP1 - Provide a participatory planning process and programs that engage, educate, and involve the public and neighborhoods in City processes.

1. Identify non-active neighborhood associations and homeowner associations and encourage registration in the City's neighborhood program for communications affecting their communities.
2. Ensure that the planning process is open to all residents and businesses of the community, allowing for public comment through all stages of a clearly defined process.
3. Utilize the Neighborhood Advisory Commission as a venue to address neighborhood issues.
4. Utilize multi-lingual communication methods to reach a diverse community.
5. Inform neighborhoods of land use plans and provide a forum for them to comment, as well as a mechanism for providing feedback that ensures their input has been considered.
6. Follow the approved communication process in the [Tempe Involving the Public \(TIP\) Manual](#) (2015) that describes the specific planning and public engagement processes for all city planning tools, informs the public of their role in the planning process, and encourages their participation.
7. Implement participation standards that include ongoing communication with neighborhood organizations, residents, property owners, businesses, and stakeholders.

Figure 7: Revitalization & Redevelopment Areas Map



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REVITALIZATION & REDEVELOPMENT AREAS

-  Apache Boulevard Redevelopment Area
-  University / Hayden Butte Redevelopment Area



GOAL 2: Enhance neighborhoods with community-inspired solutions, helping to improve the quality of life for residents.

OBJECTIVES & STRATEGIES

NP2 - Attain the best possible neighborhood condition and appearance through collaboration between property owners and the City.

1. Develop City policies and programs to enhance neighborhoods through reinvestment in, and maintenance of, private properties and consider regional and state and funding sources to implement programs that benefit neighborhoods.
2. Create guidelines supporting compatible, yet distinct, relationships between new and old buildings, paying special attention to attributes that make

the neighborhood a desirable place to live.

3. Continue programs and plans that benefit neighborhoods, such as the neighborhood services program, streetscape and transportation enhancement program, historic preservation program, housing services program, and neighborhood conservation plans.
4. Establish guidelines as necessary to guide improvements or encourage new investment in neighborhoods.
5. Compel rental property owners to be responsible for maintenance of their property, through code enforcement.
6. Allow for flexibility in house-types and configurations, as well as infill and the “missing middle” housing types (cottage homes, courtyard homes, duplexes, triplexes, fourplexes, accessory dwelling units, etc.).
7. Encourage business development that provides local services to neighborhoods at commercial hubs.
8. Continue and strengthen enforcement programs, such as code compliance including zoning and building code violation reviews.
9. Implement targeted neighborhood revitalization programs.
 - a. Implement programs to



facilitate improvement of under-maintained commercial properties.

- b. Implement residential neighborhood programs to assist residents with design and permitting for interior and exterior improvements to their homes and increase the quality and livability of owner-occupied housing with emergency repair assistance.

10. Identify trees that are failing in health or have impacts to utility infrastructure and encourage replacement rather than removal.

NP3 - Promote a healthy and safe neighborhood environment.

- 1. Identify gaps in community needs within the revitalization areas.
- 2. Analyze the impact that aging buildings and landscape have on the neighborhood environment, and formulate strategies to mitigate any negative impacts.
- 3. Encourage renovation of older homes to address any health-related concerns including the existence of lead-based paint, mold and moisture retention, dust, asbestos, radon and carbon monoxide, indoor air pollution, termite, scorpion, insect, and rodent control and related issues.
- 4. Minimize traffic impacts within neighborhoods.
- 5. Develop walkable neighborhoods



and ensure safe walkways to neighborhood schools and parks to encourage walking.

- 6. Develop accessible, safe, health-promoting open spaces within neighborhoods.
- 7. Promote alternative modes of transportation to connect neighborhoods
- 8. Encourage revegetation of yards with site appropriate plants.
- 9. Encourage reinvestment, infill, land re-use and revitalization and preservation appropriate to each neighborhood by involving residents in the land use planning process.
- 10. Maintain stability of neighborhoods by encouraging residents to maintain and improve their properties, becoming active in their neighborhoods, and lending support to neighborhood service organizations.



REDEVELOPMENT ELEMENT

The Redevelopment Element identifies goals, objectives, and strategies to encourage reinvestment and redevelopment of designated areas where conventional planning techniques alone are inadequate to address unique or extreme conditions of an area.

Tempe is land-locked between other jurisdictions. However, due to its central location and connectivity, it offers geographic advantage for businesses and residents to invest in redevelopment. As one of the oldest established communities in the valley, Tempe's infrastructure is quite extensive. As infrastructure and buildings age, however, they may require improvements. Some areas that are old and economically depressed, or with structures and buildings that are underutilized have potential for redevelopment. Such areas could be redeveloped to their full potential.

Redevelopment areas are delineated based on the Federal and State's legal requirements and guidelines. Redevelopment areas attempt to improve the situation



in blighted areas. ARS 36-1471 defines blighted areas as “areas, other than slums, where sound municipal growth and the provision of housing accommodation is substantially retarded or arrested in a predominance of the properties....”. It lists several challenging conditions that may include defective streets, unsanitary conditions, deterioration of site and obsolete subdivisions, infrastructure, or buildings.

Revitalization planning tools may be used in areas designated as redevelopment districts. These tools seek by protection of public health, safety, welfare, and therefore, are led by public efforts. Redevelopment areas, or districts, proactively seek development through public/private partnerships.

GOAL: Sustain or maximize the efficiency of land uses within areas of stagnation or decline by promoting the greatest economic, social, and cultural potential of the area.

OBJECTIVES & STRATEGIES

RD1 - Encourage reinvestment, rehabilitation, redevelopment, or reuse.

1. Utilize public/private partnerships and government programs to facilitate redevelopment activities.
2. Encourage affordable housing initiatives in redevelopment areas.
3. Preserve structures through rehabilitation or relocation, or rebuilding.



4. Preserve historic neighborhoods through rehabilitation, and investment. Integrate sustainable priorities in analyzing sites for redevelopment.
5. Encourage adaptive reuse where feasible and appropriate.
6. Encourage business retention and relocation to areas in need of employment or services in underserved areas.

RD2 - Prevent and eliminate slum conditions, and blight.

1. Encourage reinvestment and redevelopment appropriate to a particular area.
2. Utilize non-profit and volunteer assistance to help property owners when needed.
3. Utilize federal grant programs to



assist in the purchase of blighted parcels.

4. Utilize federal grant program assistance for improvements of blighted areas including for sidewalks, storefronts, and commercial facades.
5. Utilize appropriate state laws to remedy blighted areas.

RD3 - Stimulate private investment.

1. Evaluate private development and, when appropriate, consider availability of tax abatements and/or rebates of permits and fees.
2. Apply targeted financial and development incentives.
3. Explore the use of Government Property Lease Excise Tax (GPLET) programs to encourage redevelopment.



4. Promote private investment by recognizing efforts of property owners through design awards, publications, and website acknowledgement.
5. Partner with real estate community in promoting the meaning of home to live in rather than just an investment.

RD4 - Attract new development that supports and enhances urban livability.

1. Leverage publicly-owned parcel sales to facilitate desired new urban development.
2. Create opportunities for on-going public involvement within redevelopment areas.

RD5 - Ensure the provision of adequate infrastructure.

1. Coordinate infrastructure planning within redevelopment areas to ensure adequate capacity in transportation, power, technology access, water supply, wastewater, and drainage to support appropriate development.
2. Utilize appropriate tools for financing necessary upgrades to infrastructure, such as Capital Improvement Program (CIP), special assessment property tax, special district sales taxes (Capital Facilities District, Utility Improvement District, etc.), authorized fees, developer debt, value capture and grants.

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HOUSING ELEMENT

Tempe is treasured for its character and urban and town vibe, welcoming atmosphere, diversity, safety, and natural assets that contribute to its desirability as a place to live, learn, work and play. Tempe offers a broad choice of housing types in a wide range of prices. During the past two decades, Tempe has experienced a greater variety in the type and price of new home construction, including apartments and condominiums in several mid and high-rise buildings, small infill cottages, accessory dwelling units, townhomes, micro-homes, a car-free multi-family development, live-work units, and single-family homes. New homes blend with existing homes and the natural environment retaining valued characteristics of some historic and many well-preserved neighborhoods.

As of 2023, approximately 39 percent of the land in Tempe is developed with single-family housing. Approximately, 11% of the total land has multi-family housing development including low-rise, mid-rise, and high-rise apartments and condominiums.

Multifamily housing choices have increased drastically, especially in the mixed-use developments in downtown and along Apache Boulevard and in areas close to Arizona



State University Tempe campus. New residents are increasingly choosing to live in downtown, Town Lake area, and University Drive, Rural Road, and Apache Boulevard areas to be close to employment and learning opportunities, transit and light rail, dining and shopping, connections to parks and trails and other amenities. The residential infill in these and other areas has resulted in marked change and often innovation in housing styles.

The Housing Element, as required by Arizona law, is to address Tempe’s programs and policies for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety, affordability and for provision of adequate sites for housing. It is designed to provide access to housing for all segments of the community regardless of race, color, creed, or economic level. Relevant details of Tempe’s households, housing stock, occupancy, incomes that affect housing affordability and Tempe’s Housing programs are provided in the Appendices.

In July 2019, the City Council adopted an [Affordable Housing Strategy](#) (AHS) document for Tempe to guide decision-making on the production and preservation of affordable housing in the City of Tempe. The AHS establishes the City’s goals and objectives for improving the availability of quality housing for residents of different income levels, and lays out strategies to



achieve housing affordability. The AHS includes the following key recommendations.

The City of Tempe faces increasing challenges related to affordable housing. According to the American Community Survey (2018) estimates, almost 50% of renters in Tempe spent 30% or more of their income on rent and were thus, housing cost burdened (The City of Tempe “Housing Inventory and Affordability Analysis” report prepared by Matrix, June 2021 p 36). The City’s housing issues are also related to factors such as the lack of affordable housing near places of employment, and workers’ choices of where they want to live.

Generally, a more abundant supply of housing units helps towards creating more affordable units being available, as supply helps to restrain price rises.



The AHS strategies prioritized the following:

- Implementing Affordable Housing Impact Statement (AHIS). The AHIS collects data on the loss and addition of affordable housing units in developments.
- Strategies that do not require immediate financial outlay or dedicated funding sources (fee waivers, reimbursements, and abatements).
- Strategies that can leverage existing tools, such as a demonstrated commitment to identify a dedicated source of

funding by a specified date.

Tempe’s [“Hometown for All”](#) program is an initiative by the mayor to support the growth of affordable housing through a sustainable funding stream in the City. The initiative creates a dedicated funding source through voluntary contributions from developers, and redirected funds from the permitting fees to help Tempe create the next generation of affordable and workforce housing opportunities in the City to ensure that Tempe has a variety of housing types and price points for anyone who wants to live here. While private property owners will continue to





develop market-rate infill housing, the Hometown for All program will help expand new affordable home options.

Housing Units

In 2020, Tempe had an estimated 83,760 housing units as estimated by the Maricopa Association of Governments based on the American Community Survey 2016-2020, of which about 8 percent were vacant. Of the total occupied housing units, 55% were renter occupied and 37% owner occupied.

The Maricopa Associations of Governments (MAG) prepares socioeconomic models (using data, surveys and assumptions collected by estimates and projections

of population, housing, and employment) and develops growth projections in 10-year increments through 2050. Housing units identify the residential buildings and total number of units available. Typically, the numbers of households are slightly less than housing units due to vacancy in housing units and that some people live in group quarters. Housing units within Tempe are projected to reach 110,655 in 2050, an increase of nearly 28,000 units (or an average of 929 units per year) over a period of nearly 30 years.

Tempe Housing Assistance & Homeless Programs

Tempe administers a variety of housing and housing assistance



Table 3: Housing Unit Projections in Tempe 2022

Census Year	Housing Units	Increase	% Change
2010	73,182	-	-
2020	83,760	10,578	14.5%
2030 (projected)	97,454	13,694	16.3%
2040 (projected)	107,557	10,103	10.4%
2050 (projected)	110,655	3,098	2.9%

Source: 2023 MAG Socio-Economic Projections, June 2023

programs that are principally funded by the federal government to assist low-income individuals and families, elderly, and people with disabilities. They include:

- Rental Assistance Programs (Housing Choice Vouchers, Veterans Affairs Supportive Housing, Mainstream Vouchers, Family Unification Vouchers,

Emergency Housing Vouchers)

- Community Action Program
- Emergency Solutions Grant
- Section 8 Homeownership Program
- Down Payment Assistance for First Time Homebuyers
- Homeowner Emergency Repairs, Accessibility Modifications, and Rehabilitation



Tempe is dedicated to preserving existing affordable housing in the community and creating new housing opportunities for residents with fixed, low, and moderate incomes. Pressures on the existing housing stock in Tempe from market forces and changes to state and federal laws will impact affordable housing opportunities for low- and moderate-income persons and families. Tempe works with private and non-profit affordable housing developers and multifamily property owners to ensure that economic diversity continues to flourish and that longtime residents

have the opportunity to remain in their homes.

The City of Tempe actively works to address homelessness throughout the community. The City and service providers respond to business and resident concerns about homelessness. Tempe staff continues to use best-practice models of combating homelessness. The City team works with approximately 400 homeless individuals on an annual basis. Of that number, about half are new clients each year. According to surveys, the average homeless person in Tempe is a male between the ages of 30 to 50, living with serious mental illness and a substance abuse disorder, and who has been homeless for over a year. Using Phoenix metropolitan area data, about 10 percent of the homeless population in Tempe is potentially comprised of youth. A point-in-time count done in August 2022 showed the total number of unsheltered individuals in Tempe to be 384, which is consistent with prior annual point in time counts

GOAL: Provide a diverse range of housing opportunities for all income levels and household types, with affordable housing, for aging in place and intergenerational households.

OBJECTIVES & STRATEGIES

HO1 - Encourage mixed-income housing developments and neighborhoods.

- 1. Use programs that support resident choices.



- 2. Encourage diversity of housing type (such as accessory dwelling units, , condominiums, townhouses, apartments, and single-family houses) to provide residents with product choice.
 - 3. Create an inventory of available planning or building permit data, single-family, multi-family, group, student, and senior housing to identify housing gaps.
 - 4. Continue implementation of the [Affordable Housing Impact Statement](#) (AHIS) program to have an up-to-date inventory of new and any demolished affordable housing units.
 - 5. Update Tempe’s Affordable Housing Strategy (2019).
- HO2** - Facilitate property reinvestment to maintain the condition and value of existing housing.



1. Continue reinvestment programs to address substandard and aging housing stock.
2. Develop City communications with property owners, property managers and residents.

HO3 - Support housing development that meets the needs of the disabled, those with special needs, older adults and those aging in place, and housing for inter-generational households.

1. Establish and maintain a registry of adaptable and/or accessible housing units.
2. Partner with non-profits to assist in addressing substandard issues for the special needs of households requiring modifications to their homes.
3. Explore the feasibility and demand for more cost-effective special

needs housing units such as single-room occupancy and congregate/shared living.

4. Investigate and address barriers to creation of single-room-occupancy housing units.
5. Create density bonuses for proposed housing projects that include affordable or special needs housing.
6. Support agencies providing affordable housing through site acquisition and development activities.
7. Avoid the gentrification of neighborhoods or sub-areas within neighborhoods to enable residents to stay within their desired community.

HO4 - Enhance the quality of housing through housing rehabilitation assistance to low- and moderate-income households.

1. Continue to enforce building codes to protect the health, safety, and welfare of residents.
2. Aggressively market existing housing rehabilitation programs.
3. Encourage the conversion of single-family rental properties to owner-occupied residences where appropriate.

HO5 - Increase affordable owner-occupied housing options including the “missing middle” types of housing units that include duplex, triplex,



fourplex, cottage, courtyard, and live-work types of housing units.

1. Continue to implement Tempe’s [“Hometown for All”](#) program.
2. Seek opportunities to increase the amount of financial and/or technical resources available for affordable housing opportunities.
3. Work to encourage housing developers that benefit from City’s programs to include affordable and/or accessible housing units within the project.
4. Provide targeted area revitalization emphasizing rehabilitation of homes.
5. Invest City resources to create affordable units in market-rate housing developments.
6. Educate Tempe employers on the benefits of employer down payment assistance programs.
7. Explore options to develop zoning and development policies to produce affordable housing units within new housing developments; or alternatively, utilize a per-unit fee for creation of affordable housing citywide.
8. Explore a sliding-scale investment that increases in conjunction with the affordability period in excess of Federal guidelines.
9. Explore the opportunity to create housing density bonus programs within the scope of Arizona laws.



H06 - Increase affordable rental housing and rehabilitation of existing rental housing including the “missing middle” types of housing units that include duplex, triplex, fourplex, cottage, courtyard, and live-work units.

1. Encourage location dispersion of rental properties to provide choice to the residents of the neighborhood.
2. Provide educational programs for renter rights and responsibilities, and landlord rights and responsibilities.
3. Continue programs to increase the number of affordable rental housing units.
4. Continue the program for identifying and tracking rental building type and occupancy of properties.



5. Maintain the program to license and register rental housing units.
6. Work with ASU to identify student housing development opportunities that mutually meet university and neighborhood objectives for quality of life.
7. Explore incentives for developers to provide affordable housing units to low- and moderate-income households.
8. Encourage conversion of short-term rentals to provision of long-term permanent housing.

HO7 - Support affordable housing initiatives and work with other public and private non-profit agencies through site acquisition and development activities.

1. Collaborate with financial institutions and non-profit

organizations to convert vacant/abandoned properties (including underutilized hotels/motels) into affordable housing rental residences units.

2. Use available federal, state, and local funds to meet homeowner housing needs.
3. Solicit participation in and support of affordable housing initiatives.
4. Leverage private investment in affordable housing and accessible housing in both single-family and multi-family developments.
5. Create, in partnership with service providers and neighboring communities, a publication of regional affordable housing resources.
6. Encourage and incentivize private developers to add to the City's affordable and accessible housing stocks.
7. Support and join other valley communities in issuing mortgage revenue bonds and mortgage credit certificates for homeownership to help low-income families.
8. Encourage single-family home sellers to consider housing programs that support workforce housing for police officers or schoolteachers, such as the U.S. Department of Housing and Urban Development's (HUD) Good Neighbor Next Door program.
9. Partner with service providers



when developing special-needs housing.

10. Continue to explore the use of micro-housing and tiny home units to help the affordable housing supply.

HO8 - Create opportunities for low- and very-low-income households to achieve permanent housing.

- 1.** Encourage location dispersion of low-income housing to provide neighborhood choice for the residents, and to avoid concentration of low-income housing.
- 2.** Administer HUD programs for rental housing to very-low to low-income (30 percent Area Median Income).
- 3.** Establish opportunities for “right of first refusal” for rental conversion to low-to-moderate-income owner-occupied housing.
- 4.** Develop a mobile home park conversion ordinance.
- 5.** When possible, encourage locating affordable and workforce housing closer to the employment centers.
- 6.** Work with residents to identify utility cost reductions through building or landscape modifications and lifestyle changes to mitigate or off-set increasing costs (affordable utility services).

HO9 - Support housing that allows for the greatest level of self-reliance, dignity, and independence for the occupants.



- 1.** Establish citywide policies to create and maintain long-term affordable housing.
- 2.** Continue self-reliance or lifestyle programs that encourage financial independence.

HO10 - Encourage development of needed housing in close proximity to transit, walkable corridors, mobility hubs, employment, and services.

- 1.** Encourage special-needs and senior housing that is accessible to transit and other services.
- 2.** Help make housing affordable by locating near transit to reduce transportation expenses.
- 3.** Continue crime prevention housing strategies.
- 4.** Promote options for supporting Accessory Dwelling Units (ADU) provisions in appropriate zoning districts.



5. Explore expanding the availability and eligibility for Accessory Dwelling Units (ADU) in appropriate zoning districts.

HO11 - Coordinate a collaborative process to reduce the number of people experiencing homelessness locally and regionally.

1. Convene homeless service providers, City staff and key stakeholders to form the Tempe Homeless Coalition to promote resource sharing, best practices and reducing the length of homelessness experienced by Tempe individuals and families.
2. Through the Tempe Homeless Coalition, study the current homeless services delivery system in Tempe, identify gaps and

secure funding to implement best practices that can be replicated in Tempe.

3. Participate in regional efforts including the [Maricopa County Continuum of Care](#) and similar programs to end homelessness.
4. Increase outreach to Tempe homeless people, provide longer term case management and connect them to the services that can lead them out of homelessness.
5. Encourage development and creation of temporary, short-term units for homeless individuals and families.
6. Promote conversion of hotels and motels for emergency, short term, and long-term housing units for homeless individuals.



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GENERAL PLAN AMENDMENT

It is the City of Tempe's policy to periodically review the General Plan. This periodic review process allows for reasonable changes and timely updates, referred to as amendments to the General Plan, based on public input, Board and Commission recommendations, as well as economic and environmental conditions. This process is also essential in keeping any adopted General Plan viable and up-to-date, and assures that the Plan is in concert with planning and development policies of the Mayor and City Council. The amendment process defines a course of action for both public and private applications, beginning with a formal request to make a change or amendment to the adopted General Plan. There are two types of General Plan Amendments; major and minor. The process for both is described in this section.



Determination of Major Amendment

Pursuant to Arizona legislation, a major amendment is a substantial alteration of the municipality’s land use mixture or balance, as established in the municipality’s existing general plan land use element. For major amendments, State legislation also requires that the plan must hold two or more public hearings before the Development Review Commission and City Council and must be adopted by a two-thirds majority of the City Council. A proposed plan or project would require a major amendment to the General Plan if any one of the following applies:

- 1. A specific plan that decreases any land use category within the specified area by one percent,
- 2. The plan or project results in significant alteration to or deviation from the Water Master Plan,
- 3. The plan or project results in significant alteration to or deviation from the Comprehensive Transportation Plan (Transportation Master Plan), or
- 4. The plan or project decreases the acreage of any projected land use in the adopted General Plan at the time of application by the following criteria:
 - a. Residential land uses (single-family or multi-family) by one percent



- b. Open Space land use by one percent
- c. Any other land use category by two percent.

The complexity of the proposed amendment and/or attendant issues will determine the extent and nature of support material needed for the amendment. The Community Development Director will make this determination.

If a requested General Plan Amendment is below the thresholds defined for a major amendment, the amendment will be processed as a minor amendment.

Criteria for Considering a General Plan Amendment

- 1. Written justification for the amendment should consider



long-term and short-term public benefit and how the amendment, considering land use principles, will help the City attain applicable objectives of the General Plan.

2. If the proposed amendment is only to the General Plan's text, there should be objective discussion of the amendment's long-term and short-term public benefit and the larger issue of its impact on the city attaining applicable objectives of the General Plan.
3. If the proposed amendment impacts the General Plan's Projected Land Use Map only, there should be objective discussion of the amendment's impact on the projected land use within a minimum of a half-mile radius of the subject property.
4. With a proposed amendment to the General Plan Projected Land Use Map, the applicant/developer's written discussion on the proposed amendment should respond to the land use principles in the Land Use Element of the General Plan. The principles are presented below, in a generalized request/response format:
 - e. Quantify the public benefit of the proposed amendment in terms of increase/decrease in intensity and its impact on adjacent land uses versus the impact of the present land use designation.
 - f. Describe the public benefit of

the proposed amendment in terms of impact on the City's infrastructure (i.e., water, sewer, utilities, streets, in terms of anticipated traffic generation, projected carrying capacity, projected volume, availability of transit, need for additional access, or City services such as fire and police staffing and response times, etc.) versus the impact of the present land use designation.

- g. Describe the proposed development quality of life in terms of how its components reflect unique site design, building design, landscaping; integrate or provide access between varied uses; deal creatively with multi-modal transportation; and reduce/eliminate physical barriers, as well as provide residential, employment, shopping, and local services opportunities.
- h. Describe the use of open space, parks, or green belts, and how the development separates, and links, residential and nonresidential components, if the proposed development incorporates a residential component. If applicable, describe how the proposed development impacts existing parks.
- i. Describe the proposed development in terms of supporting regional and local

transit objectives for arterial streets; implementing the goals and objectives of the transit plan; describe the internal street system in terms of supporting the above goals and objectives and incorporating uniquely designed transit facilities along the arterial streets.

- j.** Describe the proposed amendment in terms of effects on the school districts (enrollments and facilities).
- k.** Identify additional quality of life components of the proposal in the criteria to justify a General Plan Amendment.

12. If there are concerns, consideration of the proposed amendment shall be granted only if the potential negative influences are mitigated, and the proposal is deemed acceptable by the City Council.

Amendment Process

The amendment process diagram for both major and minor general plan amendments can be found on Figure 8. Any amendment must follow the following process:

- 1.** The Community Development Department Director or designee shall review a proposed amendment.
- 2.** With the submission of a formal application, the Community Development Director or designee will prepare a staff report on the proposed amendment, with

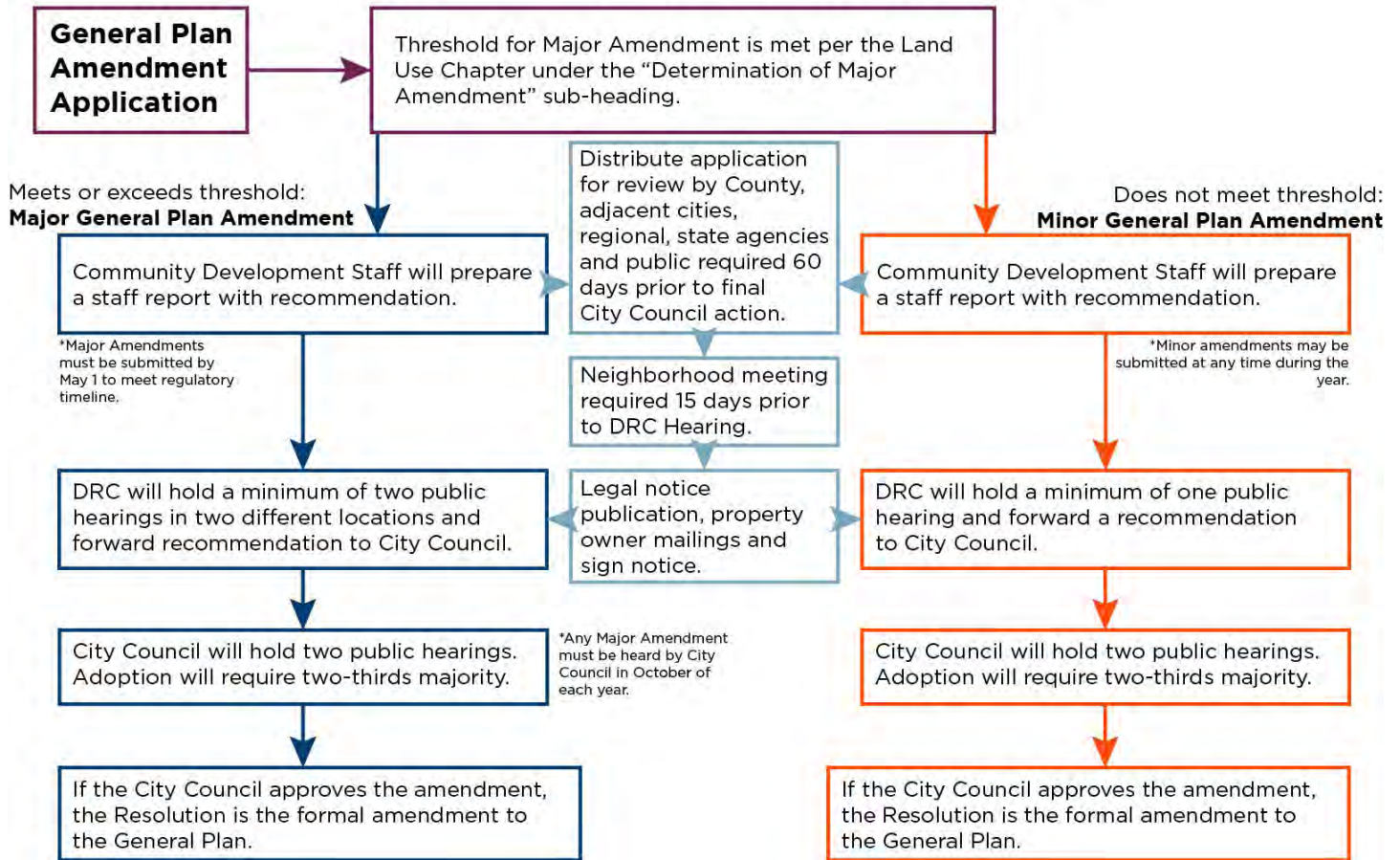
a recommendation and support material for consideration by the Development Review Commission.

- 3.** The Development Review Commission will hold a minimum of two public hearings on a proposed major amendment, or a minimum of one public hearing on a minor amendment, and forward a recommendation to the City Council.
- 4.** The City Council, with the recommendation of the Development Review Commission and attendant support material, will hold two public hearings on the proposed amendment. The material will include a Resolution to adopt the amendment to the General Plan.
- 5.** If the City Council approves the proposed major or minor amendment by a two-thirds majority, the Resolution is the formal acknowledgment of the Council amending the General Plan.



Figure 8: General Plan Amendment Process

GENERAL PLAN AMENDMENT PROCESS



DRC: Development Review Commission



ECONOMIC DEVELOPMENT





PREAMBLE

The Economic Development chapter contains three elements: Economic Development; Cost of Development; Innovation Hubs and Growth Areas. These element address the visions, goals and strategies related the enhancement of employment opportunities, providing commercial business needs, areas planned for innovation and growth hubs, and examining private developments’ role in supporting the infrastructure and amenities they will utilize.



STRATEGIC PRIORITIES & PERFORMANCE MEASURES

The Economic Development elements are aligned with the Tempe City Council priority “[Financial Stability and Vitality](#)”. The most relevant performance measures that operationalize the associated priorities are:

Financial Stability and Vitality

- 5.02** New Jobs Created
- 5.03** Capital Investment Created





ECONOMIC DEVELOPMENT ELEMENT

The mission of Tempe's Economic Development Department is to lead the City in entrepreneurship, innovation and sustainable economic growth fueled by the strength of the community, and to enhance the City's competitive position by attracting, retaining and growing high quality jobs and investment. Growing personal incomes and wealth in the City expands the tax base, allowing Tempe the means to provide the expected level of services. Further, a diversified and healthy economy is essential for community well-being.

Economic development expenditures are a community investment, and revenues generated by these investments support city services such as parks, libraries, police and fire. The revenues also support the capital investments in infrastructure and utilities. Influencing and investing in the process of economic development allows a community to determine its future direction and guide appropriate types of development according to the goals and objectives of the General Plan.



ECONOMIC DEVELOPMENT

Economic development refers to the sustained and concerted actions of policy makers and communities that promote the standard of living and economic health of a specific area. Economic development reflects the quantitative and qualitative changes in the economy of the city. These actions can involve multiple areas including development of human capital, critical infrastructure, regional partnerships, environmental sustainability, social inclusion, health, safety, literacy and other initiatives. Economic development differs from economic growth, in the sense that economic development is a policy intervention with the aim of economic and social well-being of people, whereas economic growth is a phenomenon of market productivity and rise in gross domestic product (GDP).



Tempe’s economic development trend includes a knowledge-based economy requiring a skilled and enterprising workforce. Prospering in this economy requires:

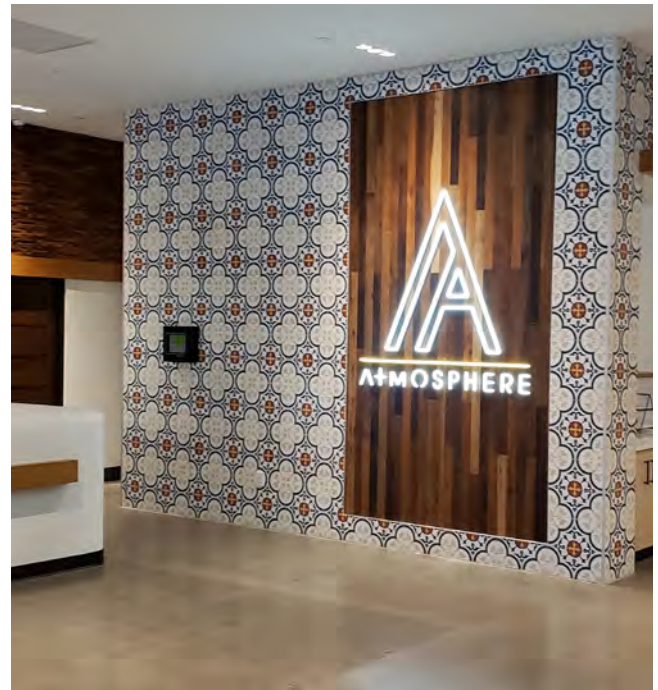
- Knowing the region’s economic function in the context of the regional, national, and global economies;
- Creating a skilled, educated, well-trained and enterprising workforce;
- Investing in infrastructure to support development and innovation;
- Creating a high quality of life to attract and retain entrepreneurs and all types of workforce;
- Fostering a supportive business climate that promotes innovation and use of technology;
- Reinventing and digitizing government, including laying fiber in the City; and
- Collaborating with other governments, agencies, educational institutions and businesses in the region.



Tempe's economic environment attracts a variety of services and industries on the cutting edge of technology and services. Tempe's economic development programs target the businesses that will generate new products and ideas for tomorrow while maintaining the success today.

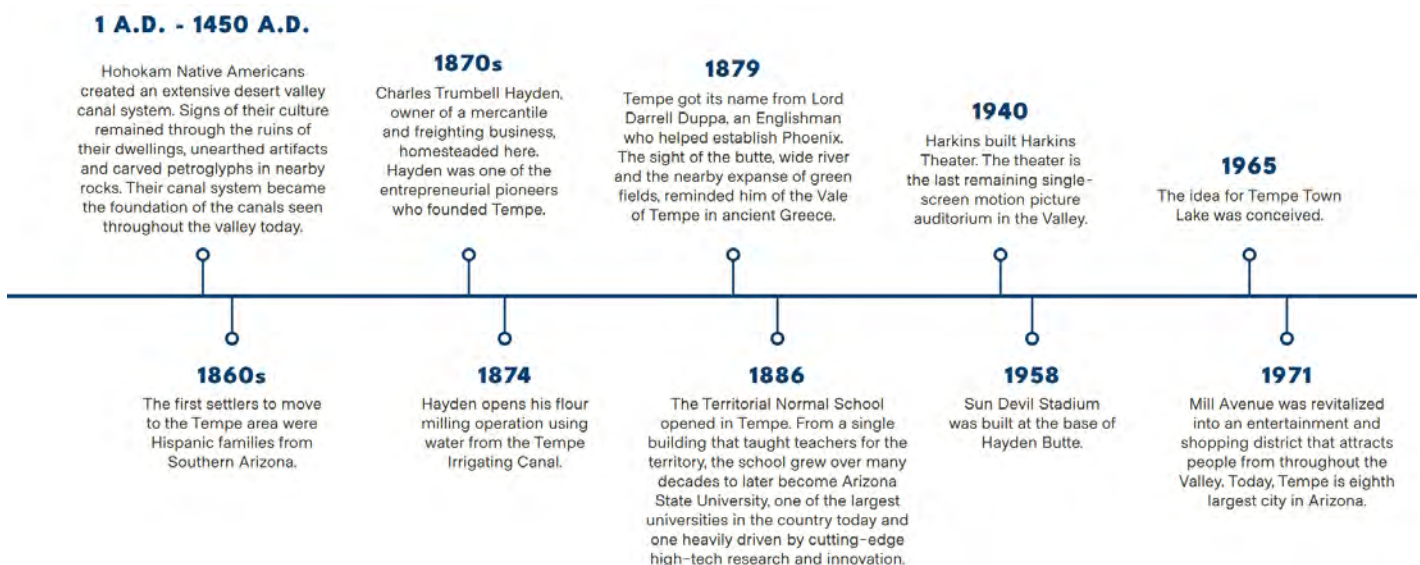
Figure 9 shows a timeline of Tempe's history of innovation for the period up to 1971.

Tempe's dynamic business atmosphere draws talented people from the region and around the world to work in targeted development areas that include: aerospace, biotechnology, financial technology, medical technology, information and high technology, software, retail, and tourism. The focus of the City's economic development program efforts is with commercial,



office, industrial, specialty retail, development, business retention, expansion, attraction, assistance and equitable economic development initiatives such as promoting black, indigenous, and people of color (BIPOC) entrepreneurship.

Figure 9: A timeline of Tempe's history of innovation for the period up to 1971



Source: [Experience Downtown Tempe](#), a brochure by Tempe Economic Development Department.

Tempe is a great place for technology-driven economic development and has been successful in attracting technology companies and locating innovative industrial and economic investments. About 30 percent of Tempe’s jobs are tech-related and a significant percentage of those include aerospace, nanotechnology, solar energy research, software development, manufacturing and assembly. The City’s 54 million square feet of industrial and office space attracts top research, technology, and manufacturing firms.

Tempe is working to allow multiple service providers to offer broadband internet, voice, and other services to customers through fiber optic cable. By encouraging competition and fostering innovation, open access fiber can drive economic growth



and provide high-speed, reliable connectivity to a larger portion of the population.

The synergy gained from Tempe businesses and higher education institutions, such as [ASU](#), [Rio Salado College](#), [Sonoran University of Health Sciences](#), and the [University of Advancing Technology](#), have spawned start-ups and business incubators which contribute to economic sustainability. By developing strong links and sharing best practices, an efficient and practical partnership will help boost the economy, benefiting both businesses and the universities.

Tempe’s business assistance programs include technical assistance, resource referral, and other resources that help retain and grow businesses. Tempe also develops and maintains partnerships that support and enhance business opportunities. These actions support creating a diverse employment base and enhancing economic vitality within the community.



GOAL: Stimulate a sustainable, diversified, and vibrant economy and workforce.

OBJECTIVES & STRATEGIES

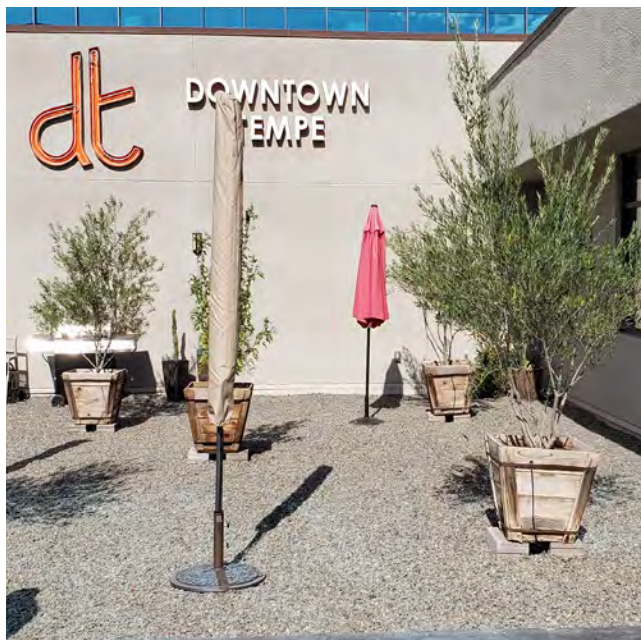
ED1 - Promote a sustained improvement in the standard of living and quality of life for all residents.

1. Encourage educational, cultural, and recreational opportunities that make a well-balanced community, and that contribute to the quality of life.
2. Promote citizen involvement in the process of development and redevelopment planning.
3. Identify industry gaps and promote business infill with services that improve quality of life and standard of living for the residents.
4. Promote diversification of businesses and discourage

undesirable clustering of uses that can impact health and financial wellness of the community.

ED2 - Sustain a business climate that fosters private business investment.

1. Support the Economic Development Strategic Implementation Plan to stimulate well-managed growth.
2. Sustain a proactive business retention program.
3. Adopt an incentive policy targeted to quality companies with significant positive economic impact, without increasing costs to residents.
4. Streamline and facilitate city processes for development and redevelopment saving time and development costs.
5. Coordinate efforts with Community Development Department to facilitate permitting processes to create a seamless path to support development applications.



ED3 - Expand the municipal tax base.

1. Continue economic diversification by pursuing emerging industries which are relevant to regional industry clusters and hubs.
2. Target businesses to develop in disadvantaged areas, and in innovation hubs to encourage economic vitality through the creation of new jobs, new private and public investment, and the

stabilization and enhancement of property values.

3. Retain and recruit business and workforce to support a diverse retail and commercial base.
4. Market and develop Tempe as a highly attractive destination for the continued growth of the high-tech economy.
5. Market and develop Tempe as a tourism and event destination by working in partnership with Tempe Tourism Office.

ED4 - Remain flexible and adaptable in a constantly changing local, regional, national, and global economy.

1. Keep up with cutting edge trends related to economic development.
2. Engage with research entities to identify important trends affecting Tempe.
3. Encourage public-private partnership for technology, and business incubator programs.
4. Evaluate the potential re-use of vacant city-owned properties or buildings for economic development.
5. Maintain and develop revenue sharing partnerships.
6. Identify greyfield sites and work with the property owners to promote investment and higher utilization of the property.



ED5 - Attract businesses and employers that provide jobs and wages at or above the regional average.

1. Attract primary employers in sectors targeted by the economic development strategy identified as appropriate for Tempe.
2. Recognize and increase ties to ASU graduates (particularly in life science, business, bio-chemistry, high technology, and engineering) to facilitate career launching and sustain a technology based workforce.
3. Use strategic community investments that retain and attract families to live and work in Tempe.



4. Evaluate the sale of city-owned land to consider:
 - Appraised value of the land before the sale;
 - Whether long-term lease of commercial land may provide a better option to the City in the future;
 - Property tax implications;
 - The link between economic development and growth areas; and
 - Consistency with Tempe's General Plan vision.

ED6 - Attract and retain a highly trained workforce.

1. Target and recruit the graduates of ASU and other institutions of higher learning (in life science,

business, bio-chemistry, medicine, technology, engineering, and social sciences) to stay, live and work in Tempe.

2. Attract knowledge based workers by developing technology, social and cultural amenities throughout the City.
3. Connect businesses with education partners to foster internships, research and employment relationships.
4. Evaluate reuse of vacant City properties or buildings through public-private partnerships for incubator or shared working space.
5. Support industry sectors that are innovative and have high growth/high value potential to provide future opportunities for economic development.



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GROWTH AREAS ELEMENT

The Growth Areas Element identifies seven innovation hubs and growth areas designated for special development focus. It addresses efficient multi-modal circulation, economic infrastructure expansion and rational land development that supports sustainability and open space, connects with adjacent areas, and coordinates timely and financially sound planning and development.

General characteristics of growth areas:

- Strong employment corridors
- Planned for multi-modal transportation
- Planned for infrastructure expansion and improvements
- Compatible with available utility capacity, and opportunities for expansion
- Designed to support a planned geographical concentration of development
- Designed to promote and integrate a variety or mix of land uses
- Some are formally identified by redevelopment, overlay, innovation hubs, or other types of district or area designation
- Designed to be compatible with the surrounding areas and serve their needs.

GROWTH PROJECTIONS

The Arizona Department of Economic Security (DES) develops state and county population estimates and projections for 50 years for each city and town with a population greater than 1,000 people. It also authorizes Councils of Governments to prepare sub-regional estimates and projections using the county population as a control.



The Maricopa Association of Government (MAG) prepares socioeconomic modeling that uses data, surveys, and assumptions (collected by estimates) and projections of population, housing and employment and develops growth projections in 10-year increments through 2050. According to the current projections, an estimated 71,874 persons will be added to Tempe between 2020 and 2050, bringing the total population of Tempe to 253,489. During the same period, the data projects that there will be additional 72,047 jobs in Tempe. These projections are subject to adjustments in the future.

Table 4: Tempe Employment Growth Projections 2020-2050

YEAR	TOTAL EMPLOYMENT	CHANGE	PERCENT CHANGE
2018	171,713	-	-
2020	192,362	20,649	12.0%
2030 (Projected)	233,749	41,387	21.5%
2040 (Projected)	253,417	19,668	8.4%
2050 (Projected)	264,409	10,992	4.3%

Source: Maricopa Association of Governments. 2023 Socioeconomic Projections, June 2023.

Tempe’s diverse employment base provides jobs for residents living throughout the valley. MAG’s 2023 Socioeconomic Projections indicate that more people work in Tempe than live here, continuing a trend of more than 20 years. Tempe is fortunate to have a large office and industrial employment base. Tempe’s employment projections prepared by MAG are shown in Table 4. The largest percentage of employment increases are projected to occur within one mile of the light rail corridor, near the Broadway curve of I-10, and along Loop 101 between Elliot Road and Warner Road.



Figure 10: Employment Distribution by Employment Sectors 2020 and 2050

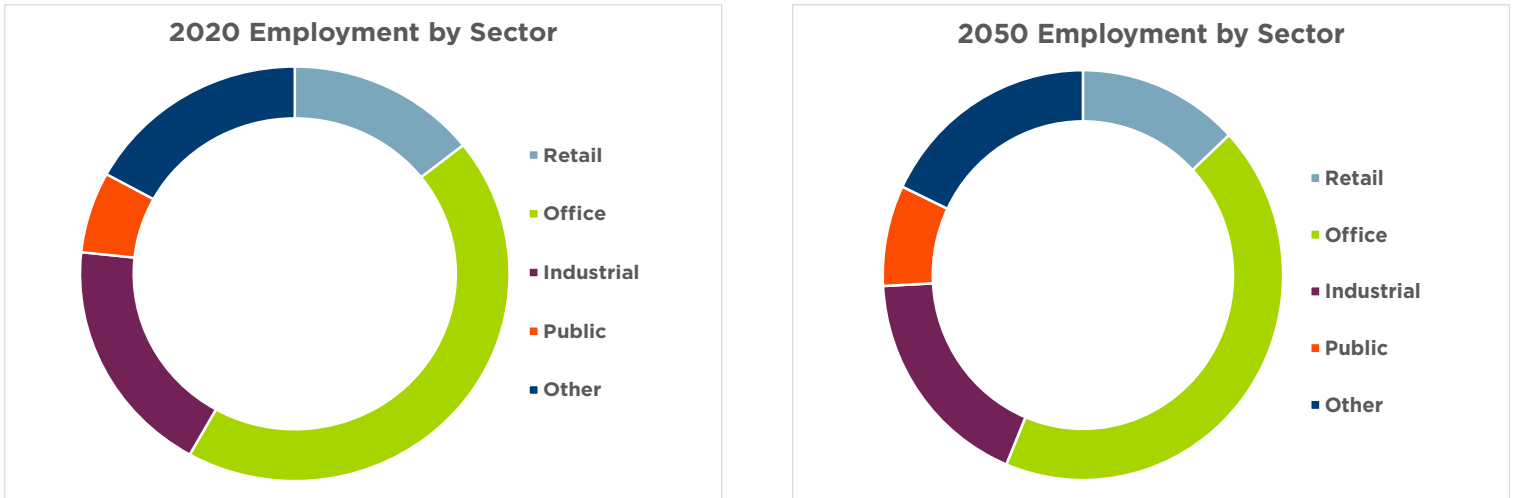


Figure 11: Growth Projections - Population, Housing Units and Employment in Tempe

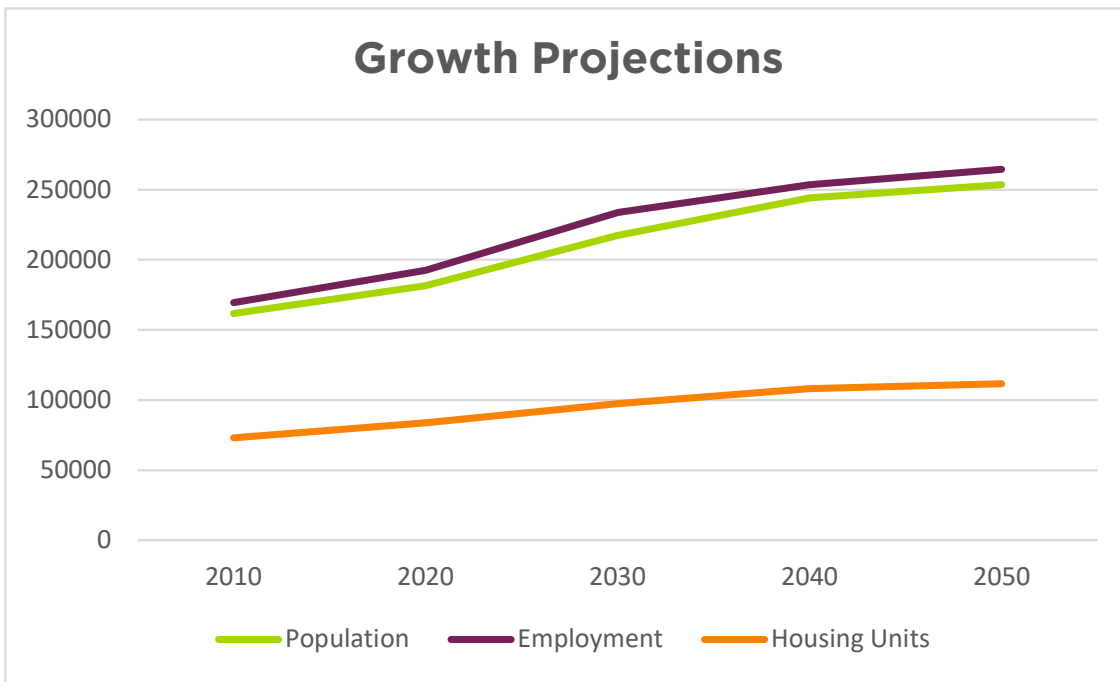


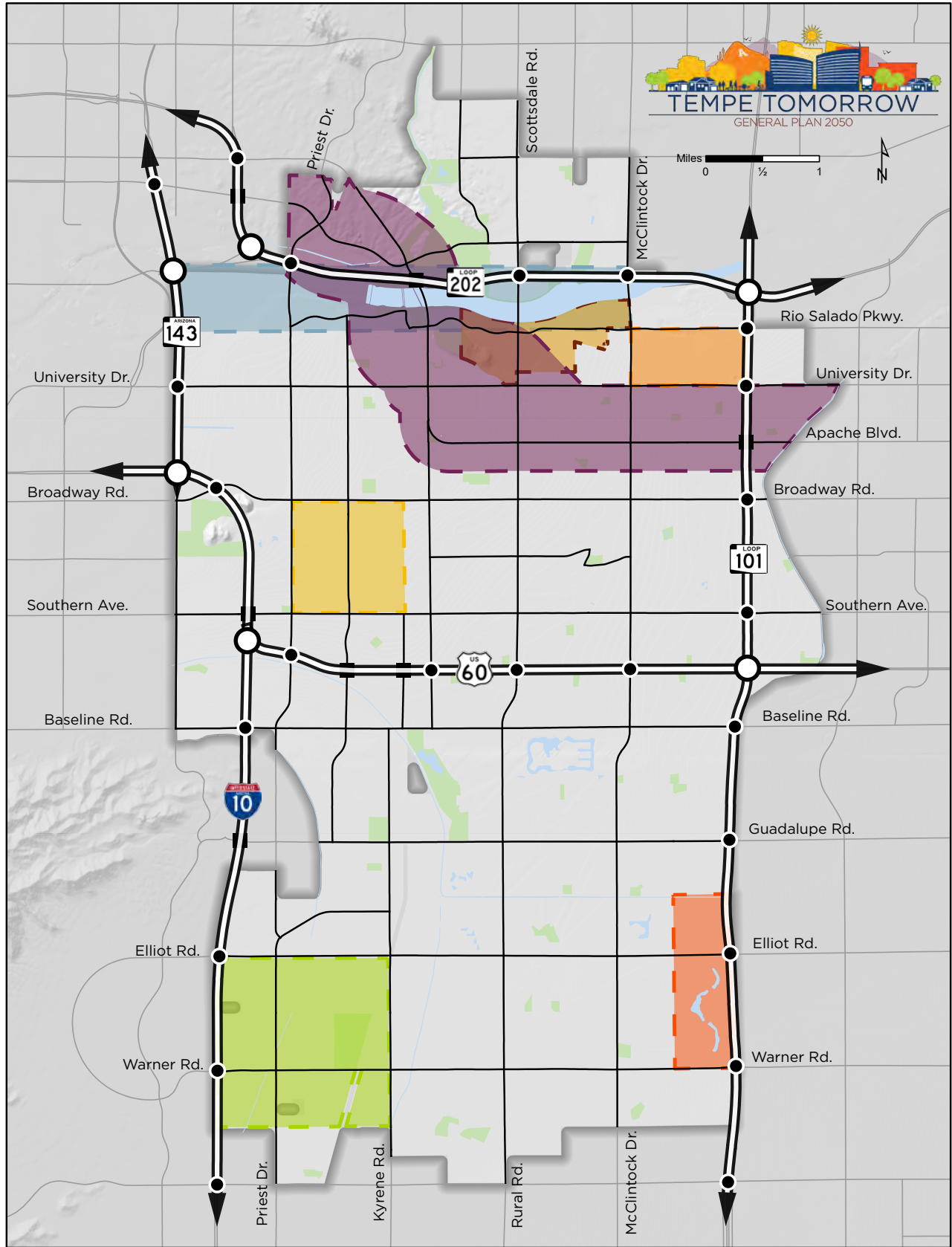
Figure 10 & 11 Source: Maricopa Association of Governments 2023 Socioeconomic Projections, June 2023..



TEMPE’S INNOVATION HUBS AND GROWTH AREAS

An innovation hub is a geographic area that shares similar industry and development characteristics and where innovation is promoted. Innovation Hubs identify locations within Tempe where a concentration of development and a mix of uses are planned and where infrastructure such as city facilities, utilities and multi-modal transportation may be added to achieve the planned development. Businesses in these areas partner with the City to improve and brand their areas. Tempe has eight distinct innovation hubs and growth areas.

Figure 12: Growth Area & Innovation Hubs Map



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GROWTH AREAS & INNOVATION HUBS

- | Innovation Hubs | | Growth Areas |
|---|---------------|--|
|  | Lake District |  Tempe Maker District |
|  | NOVUS |  ASU Research & Discovery Business Campus |
|  | Smith |  Emerald Center & I-10 |
| | |  Rail Corridor |

LAKE DISTRICT INNOVATION HUB

Tempe’s largest innovation hub continues to evolve as part of the urban core and commercial technology district in the region. The Lake District Innovation Hub extends from the McClintock Drive west to State Route 143 and from the north side of the Loop 202 freeway south to Rio Salado Parkway. Tempe Town Lake is a two-mile urban lake that features distinctive architecture, recreation opportunities, world renowned events, cultural venues and the beauty of nature. Its patterns of development, urban design and architectural character are inspired by natural features and developing technologies resulting in an eclectic urban oasis of aesthetics, culture, lifestyle, and commerce.



GOAL: Develop a regional destination for employment, residents, cultural amenities, and recreational opportunities.

OBJECTIVES & STRATEGIES

LD1 - Attract distinct development to the district.

1. Promote high quality architecture and landscape design in private and public spaces.
2. Encourage events that complement the downtown area and are not detrimental to the daily functions of government, residents, and business.
3. Provide public improvements that encourage private investment.
4. Extend the streetcar line along Rio Salado Parkway from downtown Tempe to the east and west borders of Tempe to serve residents and businesses.
5. Promote the multi-modal transit benefits to commercial tenants in this district.
6. Encourage uniquely designed architecture reflective of the design guidelines for the Town Lake character to promote a strong “sense of place” and marketable identity distinct from other areas within the region.
7. Encourage water transit options and utilize the Town Lake as part of an integrated multi-modal transit system serving residents, businesses and visitors.



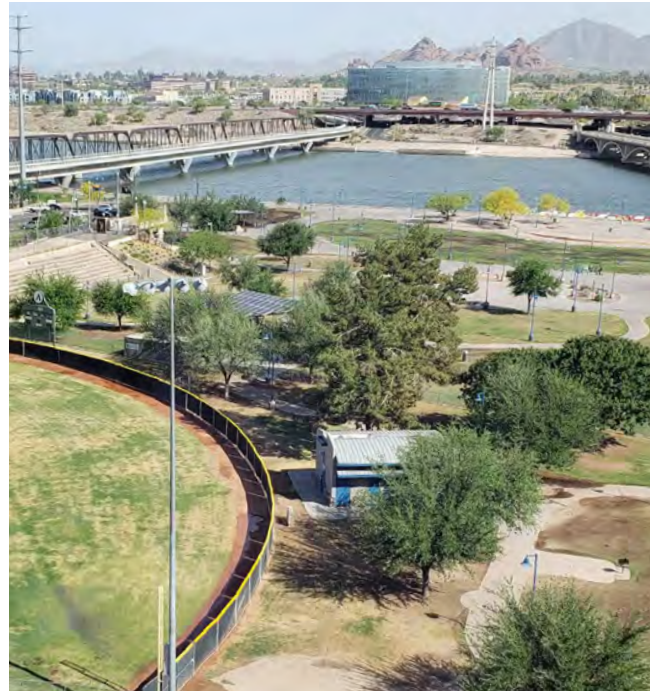
8. Encourage underground parking to minimize emphasis of parking structures surrounding the Town Lake.

LD2 - Position the Town Lake to obtain a maximum return on investment and be fiscally sustainable.

1. Encourage flexibility for investments and development to change with market demands.
2. Encourage vertical mixed-use development to maximize land use within the urban core.
3. Encourage mixed-income housing opportunities to create a more diverse and sustainable community.
4. Encourage uses that support employees and residents to meet their daily needs without dependence on driving to obtain goods and services.

LD3 - Establish Town Lake as a regional centerpiece and national destination for recreation and culture.

1. Continue using public-private partnerships to economically stimulate developments that further Town Lake as a live-work-play destination, and strengthen the relationship between Mill Avenue and the Town Lake area.
2. Continue the art theme throughout the project: “Discover the past, Engage the present, Serve the future,” by integrating art into area planning including in infrastructure, architecture, landscape, and open spaces.



3. Provide amenities in Tempe Beach Park that reinforce its role as an outdoor music and entertainment venue.
4. Work with Tempe Historic Preservation Office and Tempe Tourism to address historic assets that promote Tempe’s history, connect with residents, attract tourists, and enrich the community.

LD4 - Utilize sensitive environmental planning approaches.

1. Encourage a variety of green recreational areas, shaded paths, habitat projects, and low water use parks.
2. Recognize the valuable and unique environmental and cultural heritage established along the Salt River, Hayden Butte (‘Oidbad Do’ag) and Papago Park.

3. Ensure that development construction shall be compatible with the Intergovernmental Agreements, including those with Arizona State University, Maricopa County Flood Control District, and Phoenix Sky Harbor International Airport.
4. Encourage development to utilize Town Lake design guidelines including landscape unique to the riparian and bosque environment along the Salt River corridor.

TEMPE MAKER DISTRICT INNOVATION HUB

The Tempe Maker District growth area consists of more than 600 acres, approximately a full square mile, of commercial, industrial and manufacturing uses. The area is bound by Broadway Road on north, Southern Avenue on south, and Priest Drive on west and the Union Pacific Railroad (the Kyrene Road alignment) on the east. This area is close to several amenities, markets and access corridors.

This hub has numerous assets including its proximity to freeways (US60, the I-10 and close access to the Loop 202), Arizona State University’s Tempe campus, and sporting and entertainment venues



such as Tempe Diablo Stadium and the Mill Avenue corridor. It is surrounded by single-family and multi-family residential units and more than 380 higher-end hotel rooms. The area has lately seen increased industrial vacancies as some of the older building stock is becoming less suitable for emerging industrial uses. In this context, the Tempe Maker District lends itself to redevelopment opportunities with potential residential uses and densities in some areas, and with more diversified land uses including mixed-use light industrial.



GOAL: Redevelop the aging industrial area into a mixed-use/industrial destination with a focus on creative and innovative manufacturing in its strategic location, growing base industries, attracting supply chain companies and integrating mixed-use, residential and adaptive reuse projects.

OBJECTIVES & STRATEGIES

TM1 - Provide urban mixed-use/industrial redevelopment opportunities that can build on the

area's industrial assets and prime location due to freeway access.

1. Develop a distinct character for the Tempe Maker District growth area incorporating the [Maker District Design Guidelines](#).
2. Integrate pedestrian, bike, and transit connections to provide access into and through this growth area while maintaining safe industrial vehicle access to businesses.
3. Integrate housing, retail, services,



jobs and amenities to improve neighborhood sustainability by activating and revitalizing the area.

4. Adapt older building stock for new uses to encourage new business development and meet new industry needs.
5. Introduce mixed-use development that adds housing to support businesses and promote walkability.
6. Create a live-work-play environment by introducing mixed-use residential projects that integrate live/work.
7. Encourage residential uses to include affordable housing (including workforce housing).
8. Encourage restaurants and other local amenities for people working and living in the Tempe Maker District.

TM2 - Master plan both sides of Broadway Road and areas within the district to create a “sense of place” and identify primary entrances to the Tempe Maker District.

1. Work to improve the street frontage along Broadway Road including shaded sidewalks, landscape and safe bike lanes to promote walkability.
2. Ensure multi-modal connectivity within the Tempe Maker District and to adjoining areas.
3. Incorporate signage and art



reflective of an evolving mixed-use and industrial district.

4. Provide entry features to indicate the sense of arrival to a distinct area.
5. Introduce open space, plazas and pocket parks throughout the area to make the Tempe Maker District attractive for residents, workers and visitors.

TM3 - Celebrate manufacturing in the district.

1. Work with property owners to repurpose existing building stock for creative and innovative manufacturing.
2. Attract entrepreneurs and “makers” to start up and invest in the area.
3. Provide public improvements that encourage private investment.



4. Identify and protect transportation access for supply chain needs while mitigating risks to pedestrian, bike, and micro-mobility commuters.

TM4 - Increase base industry value and supply chain businesses in Tempe.

1. Attract both traditional and advanced making/manufacturing which creates quality job opportunities, enables growth of Tempe's base industries and brings new dollars into the local economy.
2. Encourage supply chain and service providers to locate closer to their primary customers in order to reduce cost and improve time to market.
3. Partner with local technical schools and businesses to provide skill-based training to enhance the

employee base.

4. Promote the proximity to Phoenix Sky Harbor International Airport and freeway access as a benefit for business relocation and expansion.

TM5 - Integrate adaptive reuse and mixed-use.

1. Market existing buildings that are no longer suited for industrial uses to be adapted for other types of uses via the adaptive reuse code of Tempe.
2. Promote mixed-use redevelopment with increased densities for integrating affordable and workforce multi-family residences.
3. Encourage integrated residential developments with loft style living within industrial warehouse architecture that includes restaurants and retail services.



RAIL CORRIDOR GROWTH AREA

The Light Rail Corridor Growth Area consists of the downtown and areas along University Drive, Rural Road, Terrace Road, Washington Street and Apache Boulevard to support transit-oriented development along the light rail and Tempe streetcar systems. The Light Rail Corridor Growth Area generally includes land within one-half mile of the existing light rail.

The growth area intersects the Lake District Innovation Hub as the light rail bridge spans Tempe Town Lake to connect riders to downtown Tempe and beyond. Within downtown Tempe, the growth area will continue redevelopment and revitalization of Mill Avenue’s historic character combined with new transit-oriented

development where the City has the greatest density. Development within the downtown hub will create a blend of Class A office, creative redevelopment projects and high-energy activities as the City’s urban core mixed-use hub. The modern streetcar reflects the type of infrastructure to support additional growth.

Along the Apache Boulevard section of the rail corridor, development partnerships between public, private and non-profit stakeholders will be used to increase investments and facilitate mixed-use redevelopment and revitalization. The infusion of high density mixed-use, consistent with transit-oriented-development, will continue to evolve along Apache Boulevard.



GOAL 1: Attract mixed-use development along the corridor and create a dynamic and eclectic urban environment to maximize public investment.

OBJECTIVES & STRATEGIES

RC1 - Focus mixed-use development near transit to increase ridership and reduce transportation costs for residents.

1. Design buildings with flexibility to change with market demands.



2. Eliminate pass-through traffic from residential areas and promote efficient local circulation.
3. Encourage sites to have several access points that reduce large block-related impediments to pedestrian, bike and micro-mobility circulation.
4. Provide public improvements that encourage private investment.
5. Create quality live, work, learn and play experiences in the built environment.
6. Encourage businesses that fill gaps in local needs to reduce commute needs for basic goods and services such as daycare, dog daycare, medical services, dry-cleaning, groceries and retail.

RC2 - Create a walkable community supported by rail, streetcar, bus and circulator transit.

1. Ensure streets and building floors at street level are designed for pedestrians of all abilities.
2. Prioritize pedestrian and bicycle access around and through developments.
3. Ensure safety and security of pedestrians.
4. Provide shade opportunities.
5. Provide wayfinding signage.
6. Promote the concepts of community design principles: Downtown/Mill Avenue District,



and relevant character area plans.

RC3 - Encourage land use and development that creates a sense of community and place.

1. Create placemaking opportunities in underutilized public places that reflect the character of the community.
2. Provide spaces for multiple activities that draw people in.
3. Provide a variety of uses such as residential, commercial, entertainment and services for the community.
4. Support adaptive reuse of buildings and sites.
5. Integrate open space and public art into the design of development.
6. Identify gateway opportunities that

define distinct areas to enhance a “sense of place.”

RC4 - Preserve historic structures and buildings.

1. Preserve and promote the historic and cultural significance of the downtown, ASU, lakeside, and Apache Boulevard areas.
2. Recognize and celebrate those features with signage and similar but distinct building materials.

GOAL 2: Support development of City and valley-based employment centers in the rail corridor.

OBJECTIVES & STRATEGIES

RC5 - Revitalize underutilized areas to enhance business opportunities and employment.

1. Support adaptive reuse and redevelopment for mixed-use projects in appropriate areas.



2. Identify relationships with ASU as opportunities for new related businesses to locate in the area to support education and employment programs.

RC6 - Maintain high design standards in landscape and building treatments.

1. Incorporate transit-oriented design in new developments.
2. Provide pedestrian, bicycle and micro-mobility connections between existing businesses.
3. Develop shaded areas using structures and trees to enable comfortable pedestrian connections.
4. Prioritize underground parking where feasible and encourage fully wrapped or screened parking where underground structures are not feasible.
5. Utilize new technologies and materials in building design.
6. Encourage materials that are timeless and weather resistant.
7. Provide building setbacks sufficient to promote healthy natural tree canopy growth supportive of shade and climate needs.
8. Encourage diversity of plant and building materials.

RC7 - Ensure improved access to jobs for households of all incomes.

1. Expand programs with Arizona



Commerce Authority (ACA) and Greater Phoenix Economic Development Council (GPEC) to promote employment and location opportunities for new businesses.

2. Foster connections between employers and Arizona State University to grow local job opportunities of all incomes.
3. Support [Career Ready Tempe](#) to promote youth workforce readiness.

GOAL 3: Continue investment in improvements to make the Papago area an employment hub, the downtown area a professional and civic entertainment hub, ASU as an academic, athletic, and professional hub, and Apache Boulevard Corridor as a diverse cultural hub within the region.

OBJECTIVES & STRATEGIES

RC8 - Sustain the Mill Avenue District as a regional destination.

1. Provide public improvements that encourage private investment.
2. Establish amenities in downtown that reflect its prominence as a public gathering place.
3. Enhance opportunities for culinary experiences along Mill Avenue.
4. Ensure adequate and accessible parking for the success of businesses.
5. Activate underutilized alleys with



lighting and art features.

RC9 - Create a balance of residential, commercial, recreational and educational uses.

1. Encourage flexibility in land use and building types to change with market demand.
2. Provide opportunities for small incubator companies as well as large employment centers.
3. Enhance and diversify retail offerings for residents and visitors.
4. Partner with ASU to address parking, transit, housing, service, and employment needs of students, staff and faculty.
5. Maintain and enhance open space for passive and active recreation near residents and employees.



RC10 - Create vibrant and unique environments within each portion of the rail corridor: a desert corporate environment in Papago, an urban environment in downtown, an academic environment around ASU and a culturally diverse residential and commercial environment along Apache Boulevard.

1. Design and implement a human-scale, high quality pedestrian environment.
2. Promote the concepts laid out in the Downtown Community Design principles, Mill & Lake District Streetscape Principles & Guidelines, Papago/North Tempe Character Area Plan, Downtown Tempe/Rio Salado/ASU/NW Neighborhoods Character Area Plan, Apache Character Area Plan, Hayden Ferry Lakeside Design Guidelines, and Hayden Ferry South Development Guidelines.

3. Preserve and promote the historic and cultural significance of the downtown area.
4. Encourage rehabilitation and adaptive reuse of buildings that reflect a “sense of place” unique to the area.

RC11 - Encourage development that builds a strong sense of community.

1. Promote high quality architecture and landscape design in private and public spaces by utilizing the design guidelines and the character area plans for this area.
2. Encourage uses that have a positive impact on the high-quality image or property values of the area and that bring people together.
3. Encourage cultural and social events that complement the area and are not detrimental to the daily functions of government, residents and businesses.
4. Encourage vertical mixed-use development with ground level open space to maximize land use within the urban core.
5. Encourage gathering places, activation of areas, events, commercial services and use of open space to bring residents and employees together to foster community.



GOAL 4: Encourage reinvestment and establish compact, desirable and walkable urban neighborhoods.

OBJECTIVES & STRATEGIES

RC12 - Continue investment in public transit and support transit-oriented design and development. Develop a strong neighborhood-serving business community within the Light Rail Corridor Growth Area.

1. Utilize undeveloped or under-developed property.
2. Upgrade commercial development through business improvement programs and support of viable long-term businesses and mixed-use projects.
3. Encourage shared parking that serves several groups of users during various times of day and reduces the total amount of parking needed.

RC13 - Enhance quality of life for existing and future residents.



1. Create a “sense of place” with an aesthetically-pleasing theme.
2. Promote enhanced pedestrian and bicycle circulation with appropriate amenities and conveniences.
3. Improve vehicle, pedestrian and bicycle flow through neighborhoods.
4. Create a safe, well-lighted environment for streets and paths.
5. Provide community facilities and social services for residents.
6. Continue to support Apache Boulevard redevelopment as a multicultural and arts area.
7. Document, record, preserve and restore buildings that are historically significant.
8. Seek alternative funding sources for implementing community objectives.
9. Continue rehabilitation of existing residential structures and redevelop sites with rundown structures that cannot be rehabilitated.

RC14 - Promote desirable reuse of land.

1. Provide for the cleanup and mitigation of environmental problems by creating public/private partnerships for the redevelopment of blighted areas.
2. Integrate Apache Boulevard and its services with the surrounding residential areas.

RC15 - Stabilize and improve the Apache Boulevard area.

1. Promote redevelopment of city-owned land for affordable and workforce housing.
2. Enhance the gateway to Tempe through the improvement or removal of unsightly conditions and the addition of new gateway features.
3. Enhance resident participation in community associations.
4. Coordinate programs with city departments and outside agencies.
5. Encourage site planning that integrates with existing communities and provides access from neighborhoods to transit and commercial areas along Apache Boulevard; avoid full block developments that cut off the existing community.

RC16 - Balance density and open space.

1. Cluster higher density development around light rail transit stations.
2. Enhance recreational opportunities for residents.
3. Encourage vertical development that provides ground floor open space, playgrounds, pet areas and parks with active and passive recreational amenities.

ASU NOVUS INNOVATION HUB

ASU identified 355 acres just south of Tempe Town Lake for an urban, master-planned development called ASU Novus with “world-class” sports facilities surrounded by residential, office and retail spaces. [ASU Novus Innovation Hub](#) covers property adjacent to Tempe Town Lake, as far south as University Drive, east to McClintock Drive and adjacent to the APS Ocotillo Power Plant. The ASU Novus website calls it one of the nation’s most progressive, urban, mixed-use developments — located adjacent to the Arizona State University campus in Tempe, Arizona. The Novus Innovation Corridor provides the foundation for “bold, inspired visionaries.” The University would lease the land to developers and collect a fee up to the amount that could be charged for property taxes. The intent is that businesses developed within the district would pay a fee in lieu of property taxes and ASU applies the money towards fixing its athletic facilities, most notably Sun Devil Stadium. The entire project could take 20 years or more to fully develop.



These dense mixed-use urban developments need to include pedestrian and bike paths in order to reduce reliance on cars. Rio Salado Parkway would transform into a walkable “parkway,” lined with commercial development. Street-level businesses would wrap around parking structures. Office and residential space would be located on the upper levels of buildings with solar panels blanketing rooftops. A 30-acre area would likely be preserved as a golf practice facility at the former Karsten Golf Course. The corridor’s proximity to the rest of the ASU campus south of University Drive would potentially attract ASU employees, who could live there and walk or bike to work. The ASU Novus Innovation Corridor is one of the hubs identified for new urban mixed-use development.



GOAL: Facilitate development of a lively, mixed-use district that complements the campus and community.

OBJECTIVES & STRATEGIES

NV1 - Integrate comprehensive innovation corridor, stadium district, and municipal planning efforts.

1. Support a joint framework plan for development that coordinates land use, infrastructure, open space, public services and transportation.

NV2 - Engage new efforts for quality growth and development within the ASU Novus Innovation Corridor.

1. Utilize the Joint Review Committee process to facilitate planned development within the Novus Corridor.

NV3 - Develop mutually beneficial economic development programs.

1. Utilize city-funded enhancements to support compatible developments.

2. Address with ASU the infrastructure, open space, public services and facilities impacts to the City within the planned Novus Corridor development.

NV4 - Create a cohesive and compatible environment.

1. Retain views of Sun Devil Stadium/ Tempe Butte.
2. Ensure compatibility of scale (density and intensity) is used to define the spaces, places and streets.
3. Utilize urban open space to replenish green spaces lost within the Novus Corridor development.
4. Provide a human scale environment at the pedestrian level.
5. Connect and integrate the development and circulation in the corridor to the adjoining City's circulation system.

SMITH INNOVATION HUB

Significant new development and redevelopment in Tempe continues to enhance the area just west of the 101-202 interchange. This area has become known as the Smith Innovation Hub. The area is bound by the Loop 101 on the east, McClintock Drive to the west, Rio Salado Parkway to the north and University Drive on the south end. It was formerly known as an industrial area and has been transforming over the last several years, adding new uses such as housing, retail and office development.

With manufacturing, distribution, service businesses and newer office uses linked to the tech sector, the Smith Innovation Hub takes full advantage of its access to the Loop 101 and the valley's state and interstate highway system. The Smith Innovation Hub will also benefit from the potential extension of high capacity transit on Rio Salado Parkway.

The City of Tempe approved a General Plan Amendment in 2020 allowing for residential use in the northern sector of this area, north of Fifth Street, and that is helping to drive new investment. The [Smith Innovation Hub Infrastructure Master Plan](#) was also approved by City Council in 2022 and the first investment in infrastructure in the area since its





annexation into the city is in final design on Smith Road and will be under construction in 2023. Future infrastructure investments by the City and private developers are anticipated that will continue to enhance the area with the goal of attracting quality redevelopment making the area a highly desirable commercial, mixed-use and employment center. The area is also key to future transit opportunities as its northern boundary is an anticipated future streetcar corridor.

The Tempe City Council adopted the [Smith Industrial Innovation Hub Development Guidelines](#) in 2020. The guidelines envisioned that increased building height and new residential density along Rio Salado Parkway extending south to Fifth Street will help the area meet evolving needs, while taking advantage of the hub's well-connected location. Examples of residential use as a part of mixed-use development are two to three story live-work units, townhomes and loft-type mixed-use projects including retail, office, and/or housing.

Recognition of Mesa's development east of the interchange, more specifically the commercial center and Chicago Cubs spring training facility, has created a synergy and interest between the cities to look at the area as an economic and growth area for both Tempe and Mesa.



GOAL: Encourage redevelopment and new mixed use development by investing in infrastructure improvements set forth in the Council-approved Smith Innovation Hub Infrastructure Master Plan.

OBJECTIVES & STRATEGIES

SH1 - Provide urban mixed-use and certain types of residential and industrial redevelopment opportunities that can build on the area's industrial assets and prime freeway access.

1. Develop a distinct character for the Smith Innovation Hub utilizing the [Smith Innovation Hub Design Guidelines](#).
2. Integrate pedestrian, bike and transit connections to provide access into and through the area while maintaining safe industrial vehicle access to businesses in the area.

3. Integrate housing, retail, services, jobs and amenities to improve neighborhood sustainability by activating and revitalizing the area.
4. Adapt older industrial building stock for new uses to encourage business development and meet contemporary industry needs.
5. Introduce mixed-use development to support walkability, transit and the 20-minute city concept.
6. Create a live-work-play environment in the area by introducing mixed-use residential projects with appropriate types of residential development that integrate live/work.
7. Encourage residential uses to incorporate affordable housing (including workforce housing).
8. Encourage restaurants and other local amenities for people working and living in the area.

SH2 - Address needed infrastructure improvements to increase the safety and attractiveness of the area and attract new investment and jobs.

1. Pursue all available city, state, and federal funding for infrastructure projects in the hub.
2. Encourage private investment in infrastructure for the area as new projects develop.
3. Implement the [Smith Innovation Hub Infrastructure Master Plan](#).

SH3 - Implement new transit options to meet city sustainability and multi-modal transportation goals.

1. Work with the City of Mesa, regional, state and federal partners to obtain funding for future transit such as a streetcar line extension.
2. Support private land development that aligns with future transit needs.

SH4 - Encourage development that complements, rather than competes.

1. Focus to fill gaps in the East Valley real estate and business market.
2. Promote pedestrian, bike, transit and accessible connections between destinations within the hub and adjacent areas.

SH5 - Encourage employment and mixed-use development including appropriate housing types.

1. Utilize development to enhance this gateway into Tempe.

SH6 - Establish the Smith Innovation Hub area as a point of pride for the East Valley through collaboration between Tempe and Mesa.

1. Partner with the private sector and collaborate with the City of Mesa.
2. Provide notification to adjacent communities (ADOT, Mesa and SRP-MIC) during the public hearing process for redevelopment.



EMERALD CENTER & I-10 GROWTH AREA

The Emerald Center & I-10 Growth area is located along both sides of Warner Road between Priest Drive and the Interstate-10 Freeway extending across the Tempe/Chandler border. Providing some of the largest developable parcels of land in Tempe, and given its superior freeway visibility and arterial access, this area is a prime location for urban level development. Because of its accessibility to the valley, this hub area holds the most potential as a mixed-use destination as well as serving a specialty commercial and entertainment market. IKEA and other specialty commercial development have made Emerald Center & I-10 a shopping destination not only for Tempe but also for the Phoenix metro area. Utilizing key parcels of the remaining undeveloped acreage for mixed use will strengthen this growth area as a hub.

GOAL: Develop a regional destination and mixed-use employment center.

OBJECTIVES & STRATEGIES

EC1 - Provide urban mixed-use, office and specialty retail opportunities that can serve the adjacent development and recognize its prime location due to freeway access.

1. Infill with office, hospitality, urban residential and urban open spaces for a comprehensively developed area.
2. Develop a distinct design character for the Emerald Center and I-10 Growth Area.
3. Integrate pedestrian, bike and transit connections to provide access into and through this growth area.
4. Maximize freeway visibility by discouraging buildings from turning their backs to the freeway.
5. Enhance signage off freeways to encourage visitors to stop, shop and eat.

EC2 - Master plan both sides of Warner Road to ensure cohesive and compatible development.

1. Encourage signage and branding that is unified for both sides of Warner Road and provides a gateway presence along the freeway to this southeast corner of the City.
2. Identify landscape guidelines for Warner Road.
3. Improve safety measures for pedestrian crossings on Warner Road.
4. Create bike lanes on north side of Warner Road within mixed-use development to offer other modes of transportation beyond the car.



ASU RESEARCH PARK & DISCOVERY BUSINESS CAMPUS INNOVATION HUB

The ASU Research Park & Discovery Business Campus Innovation Hub is one of the hubs identified for new urban mixed-use development. The 324-acre ASU Research Park, set along the science and technology freeway corridor, is home to more than 26 research and development companies, corporate and regional headquarters, and more than 6,000 employees. There are 2.2 million square feet of facilities on 181 acres, with over 5 acres of land remaining available for lease. Oversight of the park is provided by an 8-member board composed of community leaders, deans from various ASU academic disciplines and senior ASU administration.



Directly north of and adjacent to the ASU Research Park is the Discovery Business Campus, a 136-acre office/ industrial park which sits at the northwest corner of Elliot and Price roads. The campus accommodates 11 sites offering approximately 1 million square feet of light industrial and commercial space. The Innovation Hub Area with residential uses closest to Elliot and Price roads at the ASU Research Park will establish it as a mixed-use employment hub. Employment growth along the Loop 101 freeway complements Chandler’s expanding technology corridor a few miles south.

GOAL: Facilitate expansion of technology industries as a regional employment center.

OBJECTIVES & STRATEGIES

RP1 - Support expansion of technology businesses to build on the success of the ASU Research Park and Discovery Business Campus.

1. Recruit companies that are leading technological change to relocate into this area.
2. Ensure businesses provide the greatest positive influence with the fewest negative impacts.

RP2 - Master plan both sides of Elliot Road within the corridor to ensure cohesive and compatible development.

1. Develop employment growth area design guidelines that address



urban design character, building massing, landscape and open space as well as parking and access.

2. Integrate transit options for employees.

RP3 - Provide a unique mix of technology businesses and industry in a serene setting complementary to adjacent residential development and the surrounding community.

1. Integrate landscape and environmentally sensitive transitions between businesses and adjacent residential uses.
2. Utilize the existing lake feature as a focal point.
3. Retain and enhance tree-lined streets and pathways.

ARIZONA STATE UNIVERSITY

Arizona State University (ASU) is a public, nationally-renowned education and research institute. As the largest employer and one of the largest land holders in Tempe, ASU is an important part of the community. Because it is a state entity, ASU's planning and development is subject to state planning laws. Both Tempe and ASU are land-locked, which affects the way each may grow. ASU's campus is in a constant state of evolution to meet the changing needs of its students. This may entail new construction, renovation or repurposing of existing buildings and open spaces. ASU's goal is to efficiently and effectively utilize campus buildings, infrastructure and open space to provide the best campus environment while achieving



the goals of the university. ASU now also has a significant number of students who attend classes remotely, thus giving some relief to its physical facilities. For these and other reasons, a collaborative relationship is critical to cooperatively developing comprehensive plans for growth that sensitively integrate ASU into the larger local context of the City.

GOAL: Collaborate on development, infrastructure capacity and land use decisions that are common to Tempe’s and ASU’s long-term needs and embed ASU in the community through increased campus and community relations.

OBJECTIVES & STRATEGIES

ASU1 - Engage in new efforts toward sustainable growth and development.

- 1. Encourage high quality, compatible architecture and site planning by the [Joint Review Committee](#) (JRC).
- 2. Encourage balanced mixed-use developments that meet student, resident and employee needs.
- 3. Promote the “oasis in the desert” concept with pedestrian-oriented shade and low water use principles.
- 4. Unify city and university transit and parking strategies.

ASU2 - Promote public health, safety, and welfare on and around campus.

- 1. Continue public safety coordination and response.

TEMPE/ASU JOINT REVIEW COMMITTEE (JRC)

The [Joint Review Commission](#) (JRC) was created for the purpose of reviewing and making decisions and recommendations on development actions within the MU-ED (Mixed-Use Educational) Zoning District in Tempe. The committee exercises the powers granted to the Board of Adjustment and Development Review Commission consistent with applicable law for those boards for any development action in the zoning district. It may, in connection with any development action, impose conditions as it deems necessary to carry out the provisions and intent of the Tempe Zoning and Development Code.

The members of JRC are appointed by the Mayor of City of Tempe and the president of Arizona State University.

- 2. Continue to work with ASU to provide student safety education.

ASU3 - Preserve and celebrate historic structures and buildings of significance on campus.

- 1. Work with state agencies and university staff to document, assess and promote historic structures.
- 2. Encourage appointment of an ASU representative with a high level of authority to the Historic Preservation Commission.



ASU4 - Provide diverse and compatible housing and academic development, complementary to the neighborhoods.

1. Identify redevelopment partnership opportunities to further Tempe and ASU's goals.
2. Work with ASU to facilitate development in and around the campus in a timely manner.
3. Provide opportunities for public comment on projects located near the campus perimeter.
4. Utilize the MU-ED zoning district to promote compatible development along the campus edge.

ASU5 - Culturally integrate the campus within the City.

1. Balance the density and open space of new ASU facilities.
2. Provide people connections between campus and the community.
3. Create amenities and facilities for ASU students, faculty, staff and visitors in the nearby areas.

ASU6 - Promote the ASU Tempe campus as a regional educational hub of the valley.

1. Provide opportunities within the City to facilitate student research, internships, and hands-on learning.
2. Connect with ASU researchers to advance solutions to local issues.
3. Collaborate with local schools to

encourage students to be ready for higher education.

4. Work with local businesses to promote continuing education at ASU.

ASU7 - Promote campus and community interaction.

1. Involve student government and faculty representatives in community planning forums.
2. Maintain the functions of the Joint Review Committee (JRC) for non-academic development projects by ASU.
3. Create and promote opportunities for diverse educational, recreational, cultural, social and employment experiences for ASU students.
4. Continue to encourage ASU faculty, students and staff to the City board and commission positions.
5. Encourage ASU faculty and students to take on real life projects in Tempe for research and study.
6. Coordinate city and campus infrastructure demands and funding.



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COST OF DEVELOPMENT ELEMENT

The Cost of Development Element identifies policies and strategies for developers to contribute to the cost of public infrastructure and service needs necessitated by new development, with appropriate exceptions when in the public interest. Being land-locked, Tempe is at an advantage; the general infrastructure is already established and available for development throughout the City. However, for projected land uses or intensified uses of properties, capacity of existing infrastructure may be exceeded. Tempe recognizes infrastructure is the foundation of

economic growth and development, and it must be maintained and improved to support the goals and strategies of the general plan. Currently, Arizona law provides guidance for various development items, such as development fees for on-site improvements and significant infrastructure capacity additions for water and sewer. Additional requirements may be the result of developer participation agreements. Further, as one of the matured communities in the valley, infrastructure and technology may require upgrades or replacement



with a new type of infrastructure within the next decade. Similarly, established park, transportation systems and digital infrastructure will require renovation and addition to address increased use that accompanies new development.

The City of Tempe is a fiscally responsible city that maintains a AAA bond ratings. The success of the community’s long-range fiscal plan has allowed and will continue to afford the community the resources for growth and maintenance of: public utility infrastructure, public facilities, parks and open space and transportation systems. These projects will continue to be funded through the capital improvements program and comply with the long-range forecast and debt management plan that links our future debt capacity to population, tax base growth and current level of general operating revenue.



GOAL: Ensure funding availability for growth and maintenance of all planned development, both public and private.

OBJECTIVES & STRATEGIES

CS1 - Encourage development that does not exceed planned infrastructure or service capacity.

1. Integrate long-range planning and strategic economic planning efforts to meet city goals.
2. Adopt service level standards for land uses with identified costs and revenues for all city departments.
3. Specify that proposed land use changes that intensify or significantly change existing land

uses may require an infrastructure/ service plan that outlines the needs and financing for each of the following:

- a. Fire protection;
 - b. Police protection;
 - c. Multi-modal transportation improvements;
 - d. Water and sewer improvements and services;
 - e. Parks and open space;
 - f. Solid waste disposal;
 - g. Storm drainage; and
 - h. Parking (within growth areas)
4. Apply development fees outlined in the Tempe City Code and as allowed by state law.
 5. Evaluate impact fees on new developments where appropriate



to address the impacts of projects that exceed planned infrastructure and service capacity.

6. Regularly update development fees.

CS2 - Ensure that land use intensification or redevelopment provide for necessary infrastructure or service capacity.

1. Include all affected departments in the review of proposed developments that may potentially impact city budget, infrastructure, or service demands.
2. Ensure new development pays its fair share, as allowed by state law.
3. Establish a rational nexus between new development and future capacity needed from that development.
4. Coordinate the work of Economic Development and Community Development to continue to support an integrated approach to permitting.



5. Direct high water use industries to SRP member lands to help stabilize rates for all customer classes.
6. Work with ASU on coordinated development to:
 - a. Identify university to city infrastructure impacts; and
 - b. Jointly seek funding mechanisms to accommodate additions to infrastructure, facilities and public services from university development.
7. Consider creation of special districts associated with specific capital or service needs.
8. Continue the use of financial tools to address long-term capital and maintenance costs in specific areas.

CS3 - Maintain fiscal stability for the City of Tempe.

1. Evaluate the impact and value of attracting and retaining industries or companies to ensure proper diversification of the tax base.
2. Continue to update development fee schedules to ensure a fair share of expenses are recovered.
3. Monitor costs and benefits of developments on the overall fiscal health of the City.
4. Continually refer to and be guided by the Council priorities related to [Financial Stability and Vitality](#), and work towards meeting the related performance goals.

CS4 - Promote a sustainable economy with economic development tools.

- 1. Utilize an economic impact model or other methods to evaluate the impact and benefit of new developments.
- 2. Partner with private development to maximize capital projects funded through bonds in-lieu of funds.
- 3. Attract and retain sustainable development.
- 4. Encourage joint use agreements where applicable to reduce land or facility needs to provide public parking, schools, parks, or public services.
- 5. Study the reduction or elimination of fees for the purposes of affordable housing, green building, historic preservation, or economic development in growth areas.
- 6. Study the utilization of user fees for regional transportation facilities.

CS5 - Provide opportunities for development that benefit the community.

- 1. Work with private utility providers to ensure future infrastructure capacity for development within the City and compensation for expanding service outside Tempe.
- 2. Encourage adjacent municipalities to coordinate with infrastructure improvements in Tempe that serve the greater metropolitan

community to minimize impacts to Tempe.

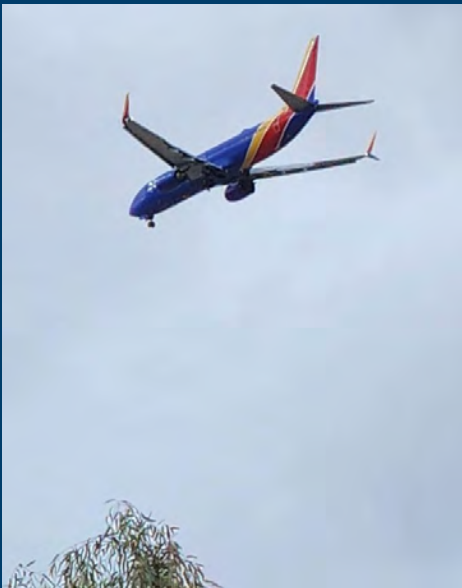
- 3. Identify opportunities to partner with adjacent cities in providing infrastructure or services that serve the greater community, such as parks, schools, park-and-ride and mass transit.
- 4. Ensure the Tempe City Code provides for rights-of-way, easement provisions, frontage infrastructure and open space requirements.
- 5. Continue the percent for arts program for art in private development and include mixed use development within the program.
- 6. Encourage sustainable infrastructure such as solar and electrical vehicle charging readiness and green infrastructure.



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CIRCULATION





PREAMBLE

The purpose of the Circulation Chapter is to guide the future development of a citywide multi-modal transportation system integrated with the City's land use, and sustainability and resilience plans, and community needs. The chapter identifies existing bicycle routes and facilities, pedestrian ways, existing freeways, arterial and collector streets, transit services and routes including light rail and streetcar, rail facilities including commuter rail and freight rail, air transportation, aviation, and other transportation issues as they relate to land use.



STRATEGIC PRIORITIES & PERFORMANCE MEASURES

The Circulation elements are primarily aligned with the [Tempe City Council priorities](#) “Quality of Life”, “Sustainable Growth and Development.” and “Safe and Secure Facilities”. The performance measures that operationalize the associated priorities are as follows:

Safe and Secure Communities

- 1.01 Fire Response Time
- 1.22 Pavement Quality Index
- 1.27 City Infrastructure and Assets
- 1.33 Alley Quality Index

Quality of Life

- 3.14 ADA Transition Plan
- 3.23 Right of Way Landscape Maintenance
- 3.26 20-Minute City
- 3.27 Traffic Delay Reduction
- 3.29 Transit System Satisfaction
- 3.36 Quality of City Services

Sustainable Growth and Development

- 4.10 Urban Core Vision
- 4.11 Tree Coverage
- 4.14 Facilities Contrition Index
- 4.18 Community Carbon Neutrality
- 4.19 Municipal Carbon Neutrality

Financial Stability and Vitality

- 5.09 CIP Funds Spent or Encumbered





CIRCULATION

The Circulation Chapter is guided by the following aims:

- Preserve neighborhood character, and enhance quality of life.
- Coordinate local and regional land use and transportation decisions, and better avail of regional funding opportunities.
- Promote a balanced and transit-friendly transportation system by integrating transportation demand management, high capacity, inter-city, local and neighborhood transit services, micro-mobility devices and hubs and reduce reliance on the automobile.
- Design and build streets that ensure safe and efficient use by all users including pedestrians, bicyclists, transit riders, and motorists, emergency services, other services, and deliveries.
- Enhance connections for pedestrian, bike, and transit to support a “20-Minute city” vision.
- Create safe and comfortable pedestrian and bike connections to schools, parks, employment centers, and civic centers with transit routes to hubs.
- Enhance pedestrian, bike, and micro-mobility options with shaded streets and shelters that connect parks and open spaces as rest stops for a 20-minute walk, bike, or transit ride.

The chapter highlights how a good transportation network in the City can improve quality of life for the residents. For purposes of defining livability and quality of life related to transportation, the important factors are: the availability of multi-modal connected networks; mobility; safety; accessibility to jobs, housing, and services; and streetscape attractiveness. To maximize the safety and efficiency of the circulation system in Tempe, the General Plan goals, objectives, and strategies encourage the use of a variety of transportation options, and promote neighborhood, local community, and regional accessibility.



THE 20-MINUTE CITY

A 20-minute city is characterized by a vibrant mix of commercial and residential establishments that allow any resident to find daily amenities within a one-mile walking distance, a 4-mile bike ride or 20-minute transit ride. Tempe’s Council priorities number 3 “Quality of Life” includes the goal of making Tempe a 20-minute city, and includes a performance measure that states “Achieve a percentage of dwellings where residents can utilize a multi-modal transportation system (walk, bicycle, or use public transit) to meet all basic daily, non-work needs within 20-minute city criteria.”

Tempe contains parks that were located to serve the surrounding one-mile area around the arterial streets. The 20-minute city premise is at the core of other planning concepts, such as:

- Traditional neighborhood designs that encourage walking and socialization, with a variety of housing choices, and a mix of retail and commercial spaces within or near the neighborhood;
- Transit-Oriented Development (TOD) that promotes high density and mixed uses in the immediate vicinity and within about a quarter-mile of transit service; and
- Complete streets - street designed to accommodate and balance the needs of all modes and abilities. Streets should be shaded where people walk and wait for transit.

The benefits to 20-minute neighborhoods are many. In addition to building a sense of community, they reduce transportation costs, reduce greenhouse gas emissions, improve public health, save time, and improve access for residents to their daily needs without using an automobile.





The Circulation Chapter contains five elements:

1. **The Pedestrian and Bikeways**

Element provides an inventory of bicycle and pedestrian walkways and proposed bicycle facilities such as bicycle routes, shared-use paths and separated freeway or railway crossings that connect activity centers within Tempe. It also speaks about micro-mobility options such as newer modes of travel including scooters, skateboards, shared bikes, and other forms of personal transportation. These modes reduce the demand for single occupancy automobile travel.

2. The Transit Element identifies the existing and proposed system of mass transit, circulator, high-capacity transit and emerging transit technology that can integrate seamlessly with the local and regional transit system. The 3-mile-long Tempe Streetcar project that opened in



2022 improves Tempe's transit infrastructure. The Tempe Streetcar connects the highly traveled areas from the Marina Heights to Dorsey Road/Apache Boulevard intersection passing through the downtown and ASU campus. Tempe also supports the possible expansion of the streetcar to Mesa, bus rapid transit, and inter-city passenger rail/commuter rail, and freight rail.

3. The Travelways Element identifies the character and quality of Tempe streets as multi-modal transportation conduits to move people and goods. It describes how streets may be planned, designed, operated, and maintained to enable safe, convenient, and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. The streets are the backbone in the City's transportation system. The streets allow the buses to operate and access bus stops. Streets allow police and fire medical rescue to respond to emergency situations. The street system also provides access for services such as solid waste collection, mail delivery, on-line package deliveries, and utilities such as electricity, water, sewer, and cable. The street system needs to be monitored and maintained to ensure that it continues to serve as a strong basis for the transportation system. The goal is to have streets that allow for safe travel by those walking, bicycling, driving automobiles, riding public

transportation, or delivering goods. Regional travelways connections facilitate movement of people and goods to and from the City by vehicle and rail and all modes. Travelways also recognize that emerging technologies including autonomous vehicles and other upcoming technologies and transportation modes need to be addressed by the travelways.

4. The Parking and Access Management Element highlights the supplementary role these transportation components play in making land use and circulation systems compatible with each other.

5. The Aviation Element identifies the connections to national and international air transportation provided by the Phoenix Sky Harbor International Airport, and reviews the growth of reliever airports in the region.

Tempe strives to provide a great quality of life for its residents, employees, and visitors, where transportation is a key factor. The goals established in this chapter reinforce this commitment and will help ensure that Tempe preserves its quality of life and becomes a sustainable community that offers a variety of transportation options to its residents. For example, the addition of light rail and streetcar transit in Tempe continues to transform the City’s transportation system and land use along its corridor. Transit Oriented Development (TOD) is the creation of compact mixed-use (e.g., residential, office, retail, entertainment) development, located within an easy walk of a transit station or stop. By concentrating compact development around transit stations, transit-supportive developments capitalize on public investments, and establish neighborhoods in which driving to one’s destination is not the only





option. Addressing details of land use within transit-oriented development typically produces moderate to high-density development, a mix of land use types, opportunities for mixed incomes and housing types, parking behind buildings or on the street, shaded sidewalks, plazas or public spaces, and public art.

CIRCULATION SYSTEM-WIDE GOAL:

Develop an effective multi-modal transportation system integrated with sound land use planning, to create safe, efficient, and accessible mobility for persons, goods and services within the City, and the region.

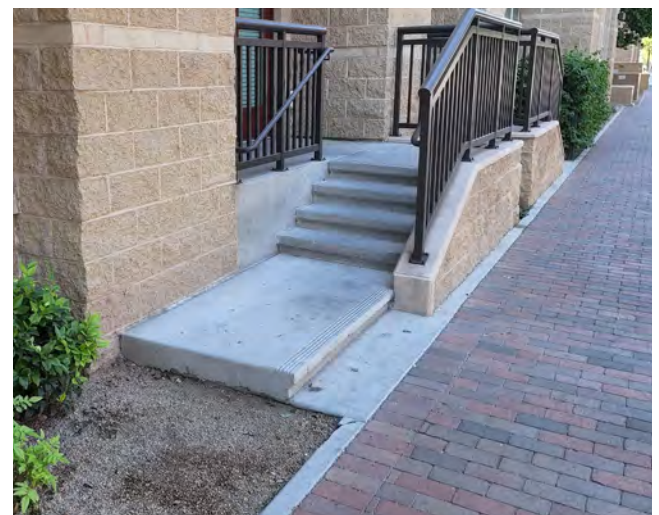
OBJECTIVES & STRATEGIES

CR1 - Develop a functional relationship between the diverse land uses in Tempe and the transportation system that serves them.

1. Provide a transportation system that connects activity centers and their high-density hubs and develop land uses that support the ability to provide multi-modal circulation options.
2. Implement strategies for strengthening cooperative land use and transportation planning and design efforts among the City of Tempe, Arizona State University, and other public and private stakeholders.
3. Continue to involve neighborhood and community representatives in ongoing planning and design of transportation systems, facilities, and services.

4. Ensure that transportation solutions preserve and enhance Tempe's neighborhoods.
5. Coordinate project development with Tempe's Transportation Master Plan, Climate Action Plan, Sustainability And Resilience Plan, [Vision Zero](#) program, ordinances, and relevant codes to ensure consistency among City goals and their implementation.
6. Encourage responsible use of micro-mobility options citywide.
7. Study and plan for the emerging autonomous vehicles.
8. Develop, design, and implement transportation programs and projects that support and implement equity goals of the City.
9. Create awareness about the benefits of using transit, bikes and walking.

CR2 - Accommodate local travel demands with transit and other micro mobility and active transportation modes, as alternatives to street





widening, to address capacity needs.

1. Continue the use of and access to alternative and all modes of transportation.
2. Develop and require Transportation Demand Management (TDM) as a trip mitigation measure for all developments in Tempe.
3. Provide support in developing Transportation Management Association (TMA) among employers.
4. Provide incentives to increase the number of transit trips and discourage the use of single occupant vehicles.
5. Coordinate with adjoining jurisdictions, and Valley Metro to improve mobility and connectivity to benefit all Tempe residents, visitors, and businesses.
6. Encourage the use of demand management strategies, new technologies, including electric and micro-mobility vehicles.



PEDESTRIAN & BIKEWAYS ELEMENT

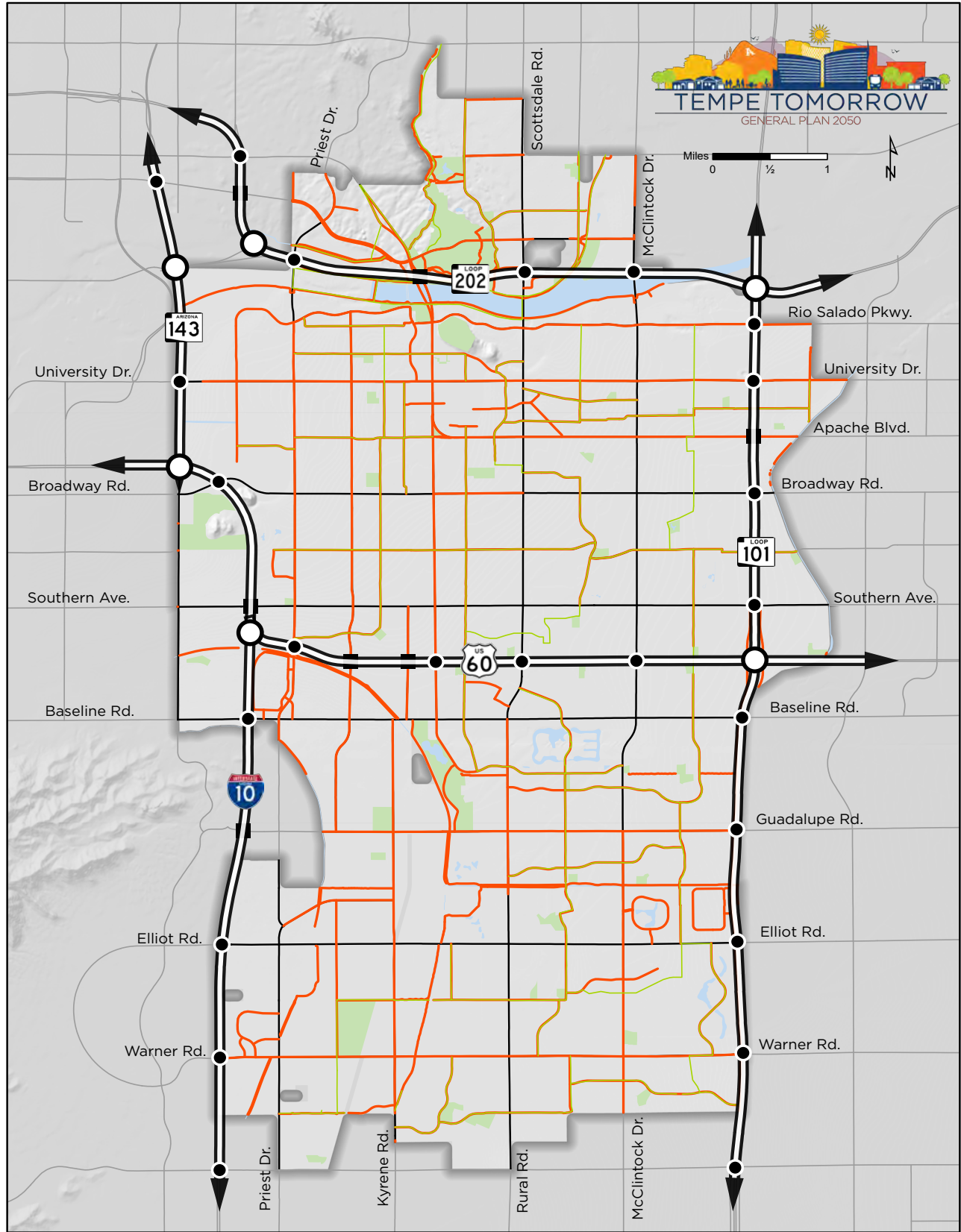
Every journey begins and ends as a pedestrian trip. The City of Tempe recognizes that pedestrian travel is an integral part of the citywide transportation system. The City is committed to improving conditions for pedestrians citywide for commuter, and recreational users. For example, the areas surrounding ASU and Mill Avenue generate significant pedestrian traffic. Many Tempe residents commute primarily by walking. Tempe seeks to guarantee a safe, secure, shaded, and attractive environment for walking to achieve its transportation goals. American with Disabilities Act (ADA) guidelines are followed as facilities are built or improved.

Bicycling is an important mode of travel throughout Tempe, and the City has a long-standing commitment to encouraging bicycling through the development of bikeways and various educational and promotional programs. Walkable and bikeable streets and paths serve as economic drivers, by attracting residents and employees or employers that recognize walking or biking as a benefit. Approximately 60% of Tempe residents had access to bikes in 2020. As an example, attracting tri-athletes to compete at Town Lake can create an economic benefit to the entire City. While the system is extensive, there

are discontinuities/gaps that need to be addressed. Providing complete pedestrian and biking networks throughout the City contributes to active and healthy lifestyles. Almost four percent of Tempe residents use a bicycle to commute to work. To support commuting, many major destinations in Tempe have bicycle parking. Bike racks on buses, as well as lockers located in areas served by transit are part of the bike-on-bus program. At many signalized intersections, push buttons are located on posts by the roadway for pedestrian and bicycle crossings.



Figure 13: Pedestrian & Bicycle Network Map



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PEDESTRIAN & BICYCLE NETWORK

— Bikeways

— Green Streets

■ Parks



PEDESTRIAN NETWORK GOAL:

Develop safe, comfortable walking environments and pedestrian connections to encourage pedestrian travel.

OBJECTIVES & STRATEGIES

PN1 - Enhance public awareness that pedestrians are prevalent in Tempe, and that pedestrian travel is an important part of the overall transportation system.

1. Encourage planning that provides a diversity of land uses and daily needs within a 20-minute walk for all Tempe residents.
2. Encourage development patterns and site configurations that maximize pedestrian access and circulation.
3. Provide shade along pedestrian routes to encourage walking, and educate residents of the health benefits of walking.



4. Partner with public and private organizations to promote walking.
5. Promote the achievement of higher walkability scores in areas with residential and commercial developments.
6. Utilize public education and outreach techniques to promote pedestrian safety and compliance with pedestrian-related laws and regulations.

PN2 - Provide convenient and safe pedestrian access to destinations to promote livability of neighborhoods .

1. Improve the pedestrian network to include: sidewalks on all streets; street crossing improvements, crossings at canals, freeways, and other barriers; and additional multi-use paths and crossings.
2. Evaluate the sidewalk system and pedestrian network to assess adequacy, and implement specific improvements, such as eliminating gaps, removing barriers, and widening sidewalk capacity to facilitate and encourage increased pedestrian travel.
3. Maintain the pedestrian network in school areas to make it safe and attractive to walk to school.
4. Encourage enhanced lighting for safe pedestrian crossings.

PN3 - Ensure pedestrian accessibility for all.

1. Raise awareness about the needs of all pedestrians, including

accessibility goals that meet the City’s Americans with Disabilities Act (ADA) Transition Plan requirements.

2. Develop design guidelines that include accessibility features as part of the pedestrian network.
3. Evaluate and implement improvements for pedestrian components within planned transportation projects.

PN4 - Enhance the pedestrian environment with opportunities for engaging and interesting pedestrian experiences.

1. Implement programs and projects that increase pedestrian accessibility, safety, and security.
2. Improve shading on all pedestrian paths to encourage pedestrian use.
3. Improve the pedestrian network to accommodate all types of pedestrians, and provide the opportunity to contribute to healthy lifestyles.
4. Improve pedestrian pathways design that catch the interest of pedestrians and promote sustainability.
5. Promote art, window treatments, and signage that are pedestrian-scaled, and oriented for exploration of the built environment.

BIKEWAYS GOAL: Expand and enhance bicycle travel within the City and the region.

OBJECTIVES & STRATEGIES

BW1 - Provide safe and convenient access between neighborhoods and schools, parks, shopping, transit, employment, and other destinations.

1. Provide bicycle access to all residents to, shopping, businesses, services, parks, schools, and other daily amenities within a 20-minute bike ride.
2. Establish connections between land use hubs, where mixed use development provides a destination for the nearby residents.
3. Utilize wayfinding signage and maps to identify bike routes that connect schools, parks, shopping, employment, other destinations and connection to light rail, streetcar, and buses.
4. Ensure the abundance of bikeable streets and paths that contribute to a healthy lifestyle.
5. Expand bike and pedestrian connectivity to parks and recreational areas such as Tempe Beach Park from nearby multi-use trails and bike paths.



BICYCLE NETWORK OPTIONS

Sharrows: Shared lane pavement markings (“sharrows”) are bicycle pavement markings placed on streets popular with bicyclists but too narrow for conventional bike lanes. Sharrows can be helpful on streets where there is insufficient space to add bicycle lanes.

Bike Boulevards: These are designated bike corridors that may include bike lanes, bridges, paths, local streets, or major streets that are specifically signed and treated for high volumes of bicyclists and preferred routes. Bike boulevards have system gaps removed and are specifically designed to emphasize bicycling, in some cases over car travel.

Bike Share: The concept of rental bikes available at many points throughout the community. The bike share system operates much like a car-share program and gives locals and visitors the opportunity to ride a bike for area travel, while supporting the local transit system.

Cycle Tracks: Separated bicycle facilities that run alongside a roadway. Unlike bike lanes, cycle tracks are typically separated from automobile traffic by a physical barrier, such as parked cars, bollards, a landscaped buffer, or a curb. Cycle tracks may be one-way running with traffic, one-way running against traffic, two-way on the same side of the road, or two-way on both sides of the road.

Buffered Bicycle Lane: A bike lane that lies within the roadway and is separated from motor vehicle traffic by a stripe painted on the road with an additional stripe painted beyond its outer edge that indicates the beginning of the motor vehicle lane or parking area. The space that is created between the bike lane and the motor vehicle lane/parking spaces is not intended for travel by any mode, but rather exists as buffer to create greater separation between bicycles and autos.

BW2 - Ensure that the circulation network and facilities will accommodate all types and levels of bicyclists,

1. Evaluate the bicycle network to assess adequacy identify gaps, remove barriers, address bike lanes and bike paths to encourage bicycle travel.

2. Identify bikeways that serve as commuter routes.

3. Identify bikeways that serve recreational users.

BW3 - Facilitate regional bikeway planning to ensure that Tempe’s bikeways connect with those in the neighboring communities and that Tempe’s system is a part of the region-wide bikeway system.

- 1. Participate in regional bikeway planning efforts to ensure connectivity for Tempe residents and businesses.
- 2. Continue to implement programs and special events that raise awareness about bicycling safety, the health benefits of biking, the needs of bicyclists, and the availability of bicycling opportunities in Tempe.
- 3. Provide opportunities for sheltered bike and tire repair stations along multi-use paths.

BW4 - Improve and expand the bikeways network.

- 1. Maintain an inventory of the City's bike network.
- 2. Prioritize and implement planned improvements identified on the Bikeways Network Map.
- 3. Implement the Bike Boulevard Plan. (See BikeiT Map)
- 4. Evaluate and implement, as appropriate, techniques for bicycle safety including: bike boxes, sharrows, bike boulevards, cycle tracks, and buffered bicycle lanes require all public and private development projects to provide shaded, secured bicycle parking.
- 5. Seek solutions to address bike theft and recovery.





TRANSIT ELEMENT

Tempe is the leader in the region in providing public transit with a transit system that provides a variety of services. The services can be defined by their hierarchy of transit types. The city bus routes provide service along the arterial streets and some collector streets. The neighborhood circulators, Orbit and [FLASH](#) (Free Local Area Shuttle), serve shorter trips with higher frequencies in high demand areas. Buses are equipped with wheelchair lifts to ensure accessibility for all users.

Tempe's bus transit program promotes the use of alternative modes of transportation and helps to create a livable community with an integrated and multi-modal transportation system. Bus service in Tempe includes local bus routes, express routes and circulators that operate year-round. Frequency is 15-minute peak-period service on many routes and 30-minute off-peak service. Tempe buses have bicycle racks accommodating up to three bicycles. All Tempe buses run on alternative fuel.

Valley Metro operates fixed-route transit service within Tempe and the region. Tempe provides free, high-frequency bus circulator services (FLASH), serving downtown and Arizona State University (ASU), and Tempe Orbit circulator system to neighborhoods north, south, east, and west of these destinations. ASU provides free campus shuttles between the Tempe campus, the East campus (Mesa Gateway), West campus (Glendale), and to Mesa Community College. Transit transfer centers provide a high concentration of bus routes for passenger connections. Tempe has two transit transfer centers: 1) ASU at Rural and University, and 2) the inter-modal Tempe Transportation Center at Fifth Street and College Avenue.

Valley Metro coordinates a system of publicly and privately owned park-and-ride lots throughout the metropolitan area. Tempe funds the regionally-oriented Dial-a-Ride service for senior citizens and people with disabilities. In addition, the Tempe Youth Transit Pass Program allows all eligible Tempe youth ages 6 to 18 to ride regional and local Valley Metro bus routes and the Metro light rail for free.



The Metro Light Rail Transit initiated its operations in December 2008. The planned 57- mile high-capacity system now has 26.5 miles of light rail system between Phoenix, Tempe, and Mesa, including 5.5 miles passing through the heart of Tempe, serving employment, activity and cultural centers, downtown Tempe, ASU, and Apache Boulevard. Valley Metro Rail operates 365 days a year, over 20 hours a day, with 12-minute peak frequency. In March 2020, peak hour service was adjusted to operate every 15 minutes as a response to COVID-19 impacts. The cost of operations is supported by rail member cities, passenger fares and advertising.

A streetcar system addition and connection to light rail that started in May 2022 offers a new mode for transit users in Tempe. The three-mile-long Tempe streetcar in the downtown serves as a critical connection to the existing transit system and provides mobility options for a community having a high demand for transit. The streetcar travels on Mill and



Ash avenues from Rio Salado Parkway and Marina Heights to Dorsey Lane and Apache Boulevard. It runs at the frequency of 15-20 minutes to serve one of the highest transit ridership centers in the region, and connects riders to downtown, neighborhoods, major business centers, and regional events and destinations. It differs from light rail as it shares the roadway with vehicle traffic. Streetcar vehicles have a capacity of 125 riders, and travel as a single car.

Maricopa Association of Governments (MAG) Regional Transportation Plan identified potential corridors for high capacity transit services in the region. Rural/Scottsdale Road is identified as a corridor for bus rapid transit. The proposed project will connect the cities of Chandler, Scottsdale, and Tempe. High-Capacity Transit include: Light Rail, Bus Rapid Transit, Streetcar and Commuter Rail. However, the City of Scottsdale has advised that it does not encourage the use of rail connectivity.

Community support for transit system enhancements will make possible Tempe's ability to meet future travel demands.

CONNECTING THE “LAST MILE”

Transit system planners have long struggled to solve what is called the “last mile” challenge. Many would-be transit riders need a good way to get to or from the transit stop itself because the stop may be just outside of walking distance. Neighborhood circulators can address the last mile accessibility by using relatively small transit vehicles to bring residents to transit stations or other nearby attractions. A resident of Tempe's residential neighborhoods should feel confident leaving their car at home, knowing that a neighborhood circulator bus will come along every 15 minutes to carry them to the light rail station, bus stop or a destination within Tempe.



GOAL 1: Coordinate and produce efficient, safe, convenient, and interconnected transit options to increase ridership.

OBJECTIVES & STRATEGIES

TR1 - Increase transit modes and services that support ridership increases and an expanded transit mode share.

- 1. Provide transit throughout the City that is supported by public funding and ridership revenue.
- 2. Provide transit service that is accessible to all users.
- 3. Ensure that frequent transit service is provided to achieve accessibility and mobility from any location within Tempe.
- 4. Attract new users to transit associated with special events.
- 5. Collaborate with Arizona State University transit programs



to redirect vehicle traffic to alternative modes.

- 6. Continue to Integrate [Intelligent Transportation System](#) (ITS) technologies into transit system plans and services.

TR2 - Facilitate connections among transportation modes.

- 1. Provide transit that is accessible to individuals of all abilities.
- 2. Implement improvements to facilitate increased use by pedestrians, and bicyclists seeking access to transit, including facilities for secure parking, and charging of bikes, eBikes and Scooters.
- 3. Implement the provisions of the Transportation Overlay District (TOD) in Tempe’s Zoning and Development Code along high capacity transit corridors.
- 4. Continue express bus service between Tempe and key regional locations and employment centers. Develop supporting facilities, including direct access ramps to and from freeway High Occupancy Vehicle (HOV) lanes.
- 5. Support regional park-and-ride facilities at regional centers or connection points to foster connectivity to transit.
- 6. Develop transit centers or mobility hubs in Tempe to serve light rail, streetcar, bus services and other major transfer locations.
- 7. Continue to improve the transit system in Tempe to ensure that



the network and facilities will accommodate all types of transit users, and meet or exceed the ADA standards.

8. Continue to expand neighborhood circulator services in residential neighborhoods to address “the last mile” by connecting residents with all the local and regional transit service and other destinations in Tempe.
9. Promote shading on bus and transit shelters and sidewalks that connect neighborhood hubs to transit stations.

GOAL 2: Support transit that facilitates regional and interregional commute patterns.

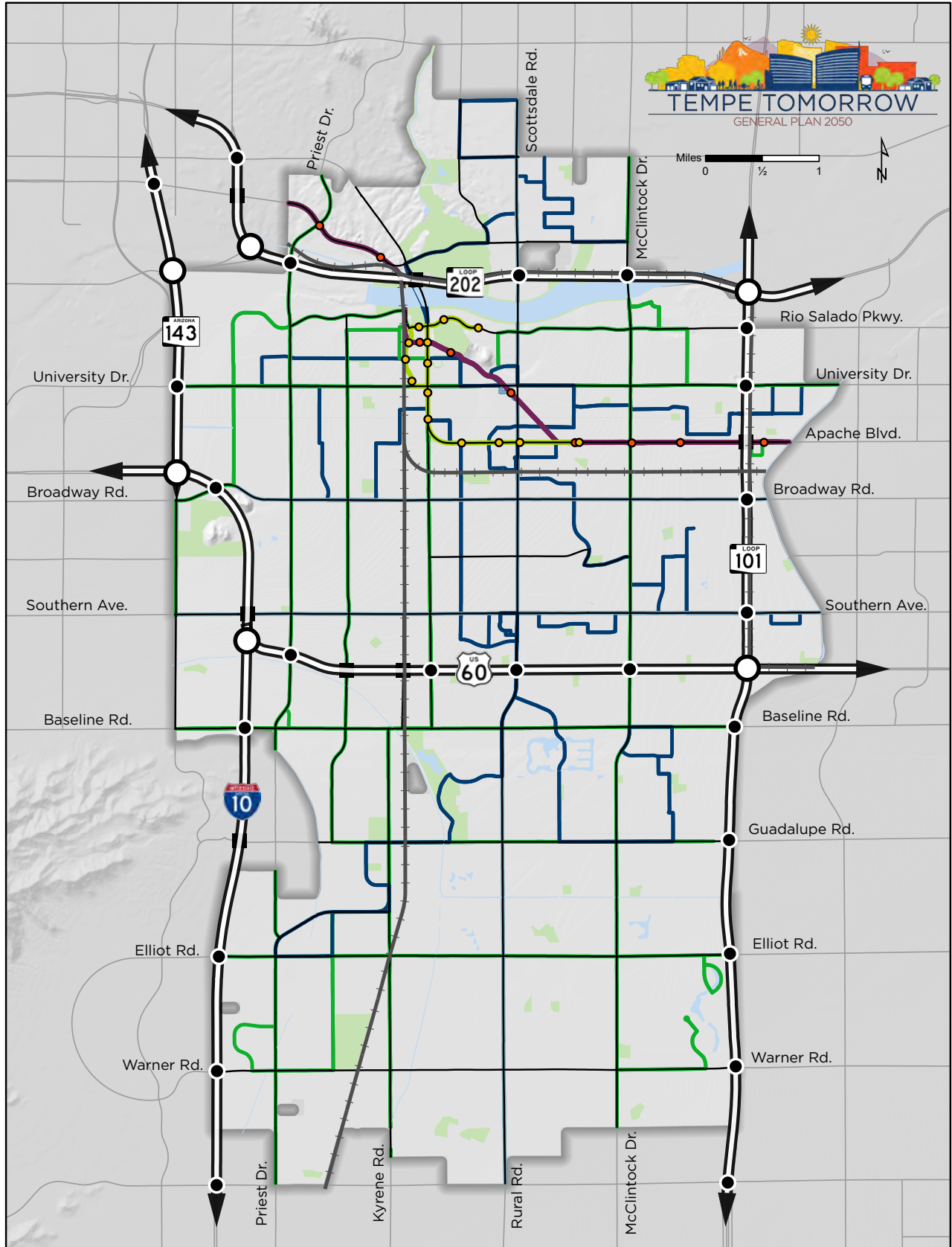
OBJECTIVES & STRATEGIES

TR3 - Expand transit availability to regional and interregional systems.

1. Implement regional Bus Rapid Transit (BRT) corridors with regional partners.
2. Develop a plan for future extensions to Tempe Streetcar line.
3. Coordinate with Maricopa Association of Governments on the High-Capacity Transit Study.
4. Study the viability of commuter rail along the Union Pacific corridors in Tempe including the placement of rail station(s) in Tempe.
5. Maintain bus routes and frequency level to complement the light rail stations and streetcar.
6. Facilitate regional transit and rail planning efforts to ensure that the systems connect to neighboring communities and the larger region.



Figure 14: Transit & Rail Systems Map



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TRANSIT & RAIL

Bus Routes

- Circulator
- Key Local
- Local

Rail Lines

- Light Rail Line
- Streetcar Route
- +— Potential Commuter Rail Corridor



TRAVELWAYS ELEMENT

Travelways (streets) provide connections to the places that people go to school, work, and shop. Travelways include freeways, arterials, collectors, and local streets. The best designed travel corridors provide for all users including transit, emergency services, deliveries, vehicles, pedestrians, scooters, and bicyclists. The travelways network is based on a hierarchy of functions with freeways providing regional access, arterials providing mobility across Tempe, collectors providing both mobility and accessibility to adjacent land uses, local streets providing direct land access, and alleys providing access for some service vehicles and utilities. In some locations, alleys also serve as secondary pedestrian and bike passageways. The length of trips follows the travelway hierarchy with longer trips produced on the freeways and shortest trips produced on local streets.

Tempe is a leader in the planning, designing, and constructing travelway corridors that accommodate all modes of travel for all types of users. Streets such as Mill Avenue, Apache Boulevard, Rural Road, University Drive, etc. accommodate pedestrian, bike, streetcar, light rail, and vehicular traffic. Tempe has a street network that accommodates pedestrians, bicyclists, disabled users, automobile drivers, bus drivers,

delivery drivers, and utility workers and others in an environment that is safe and accessible.

Tempe implements transportation projects that include multiple modes in the same scheme. Following this approach to streets, mobility and urban livability are improved by providing safe and comfortable transportation choices enhancing the street corridors with the incorporation of amenities such as street trees, lighting, and other streetscape improvements. This approach to streets reduces the reliance on automobiles, improves mobility, reduces greenhouse gas emissions and other air pollutants, enhances pedestrian safety, and promotes active lifestyles.

The City’s transportation infrastructure is largely in place already. The street system infrastructure is considered a major investment that must be maintained. The key is to maintain the roadways to avoid frequent and major reconstruction and equipment replacement.

Tempe is served by five freeways that are maintained, and operated by the [Arizona Department of Transportation](#) (ADOT). Access to the freeway facilities is provided at various interchanges allowing for regional and interstate connections.

One way to maximize the capacity of the existing transportation system is the application of technology that improves traffic flow. Tempe’s signal system continues to be updated and new technologies implemented such as adaptive signals, vehicle and bike detection, audible pedestrian signals, and transit system priority.

GOAL 1: Encourage redevelopment of street corridors that balance the needs for various types of travelers and that more fully serve all modes of transportation safely and efficiently.

OBJECTIVES & STRATEGIES

TW1 - Retain existing traffic capacity while gradually reducing reliance on the automobile.

- 1. Explore a travel demand model to





measure corridor performance.

2. Develop a measure for operational efficiency of travelways corridors that accounts for pedestrian, bicycle, and transit usage to measure user-capacity and demand.
3. Develop and implement projects that offer and promote alternative transportation choices (such as walking, bicycling, transit) within the street corridor projects.
4. Establish travelways planning and development that is consistent with the street classification system.

TW2 - Ensure the system integrity and capacity is protected through regular maintenance.

1. Monitor pavement performance and implement frequency standards for system maintenance.
2. Proactively repair and maintain the City's street system.
3. Manage public rights-of-way to minimize disruption to public services or access.

TW3 - Establish guidelines that enhance the land use and transportation connection.

1. Avoid widening streets as the solution to relieve traffic congestion.
2. Provide sufficient room along street frontages to sustain healthy

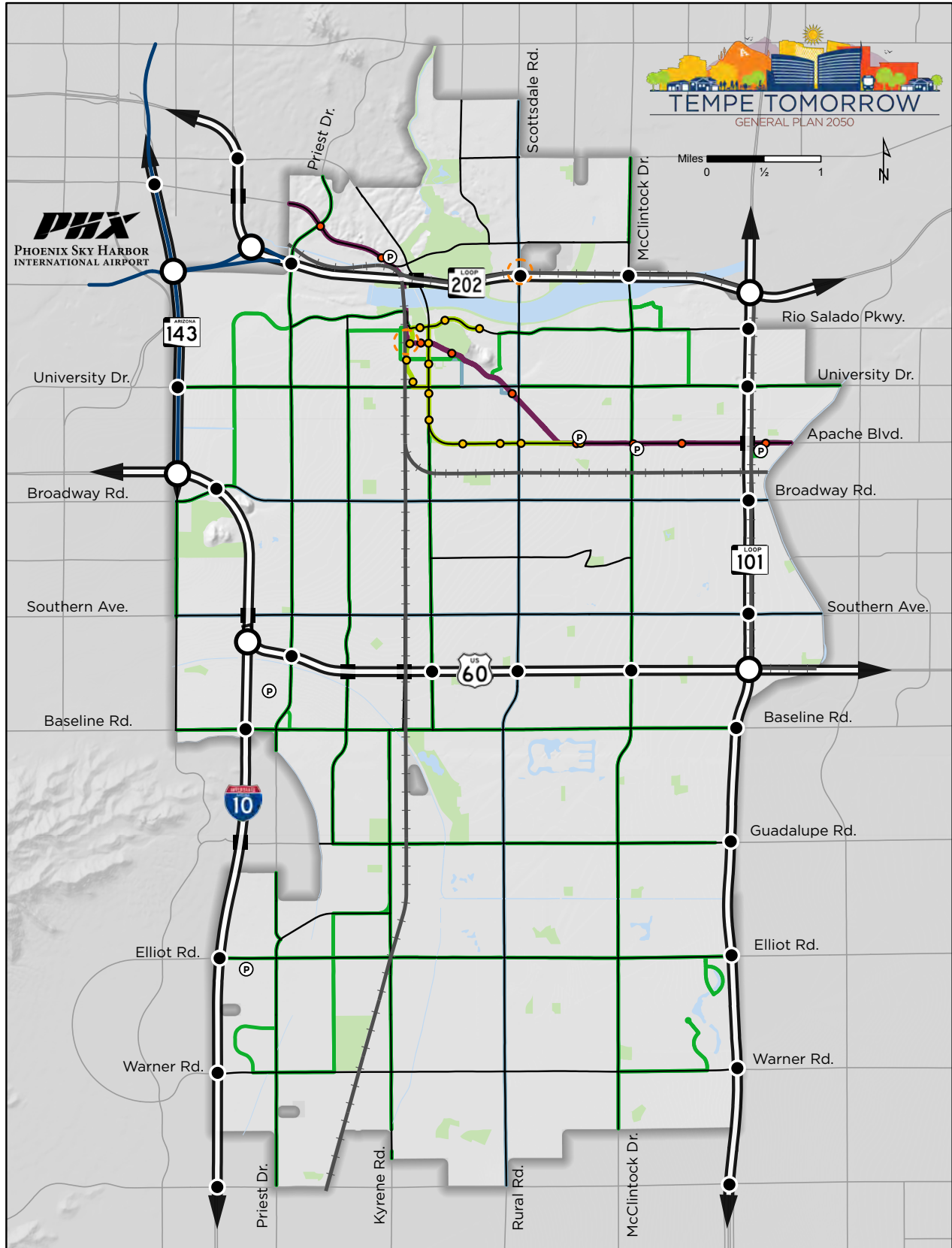
tree growth without impact to transit or public service vehicles.

3. Include street tree plantings and landscaping on collector and arterial medians and edges that provides shade and does not block sight distance.
4. Enhance the visual identity of Tempe streetscapes, street signage, and gateway features.

TW4 - Facilitate safe and efficient movement on arterial and collector streets.

1. Facilitate safe access to destinations for everyone regardless of how they travel.
2. Continue to implement and update the [Vision Zero Action Plan](#).
3. Identify collector streets that can increase non-vehicular traffic facilities and meet the needs of each mode of travel.
4. Continually investigate new and emerging transportation technologies for use in the design and operation of travelway corridors.
5. Continue to integrate [Intelligent Transportation System](#) (ITS) technologies into the street network and traffic flow control system where appropriate as identified in Tempe's ITS Strategic Plan.
6. Coordinate with emergency services to ensure that proposed

Figure 15: Travelways Map



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TRAVELWAYS

Bus Routes

— Key Local

— Local

Ⓟ Park N Ride Facilities

— Airport Access

⇄ Highway

— Potential Commuter Rail Corridor

⊘ Potential Commuter Stations



transportation projects include emergency vehicle signal preemption and lane widths that will assist in response times.

7. Work with neighborhoods to minimize negative impacts of transportation projects.

GOAL 2: Encourage interconnection between street, highway and rail networks that balance and more fully serve all modes of transportation safely and efficiently.

OBJECTIVES & STRATEGIES

TW5 - Develop comprehensive options to address traffic congestion.

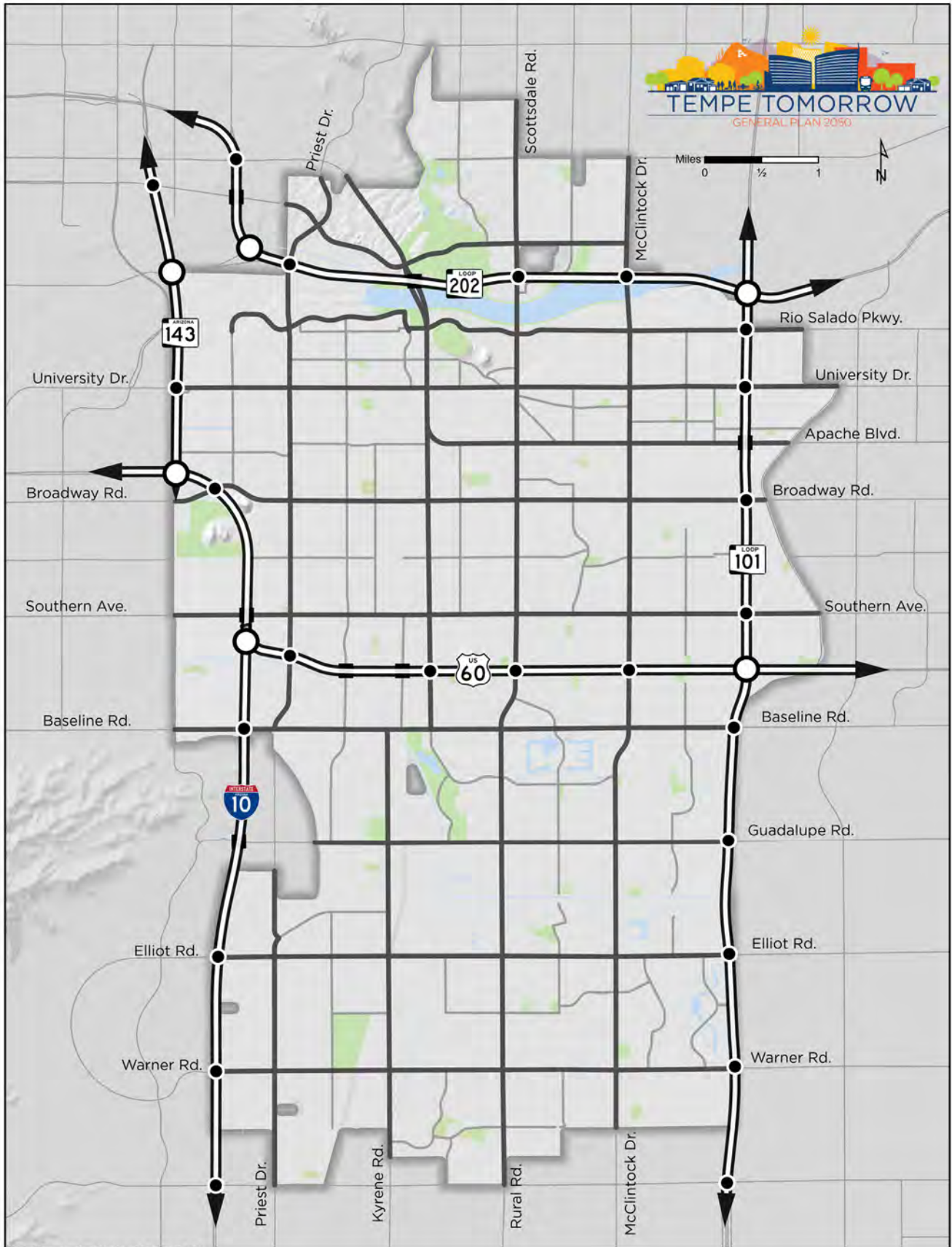
1. Advocate for other alternatives (e.g., HOV lanes, managed lanes /HOT lanes, high-capacity transit service, park-and-ride, etc.) to widening when Arizona Department of Transportation considers freeway widening proposals in Tempe.
2. Continue to implement Transportation Demand Management (TDM) policies through major employers to encourage alternatives to single-occupant vehicle trips.
3. Require any proposal to modify a freeway to include as part of the planning and design process provisions for noise abatement, avoidance of impacts on air quality and neighborhoods, and consideration of aesthetics, landscaping, and public art.

4. Monitor freeway congestion impacts on Tempe streets.
5. Explore the study of autonomous (self-driving) vehicle technologies, its potential eventual use and impact in Tempe's transportation system.

TW6 - Plan and encourage rail transportation where beneficial and feasible.

1. Support viable options for the rail movement of people and goods.
2. Monitor and participate in the Freight Transportation Framework Study.
3. Support inter-city and commuter rail planning that provides Tempe with a commuter rail connection.
4. Monitor noise mitigation strategies (such as Quiet Zone) for freight activities.
5. Evaluate rail transportation connections and free trade zone opportunities along the planned I-10 freight corridor.
6. Maintain access to identified freight rail corridors for businesses.

Figure 16: Street Classification Map



STREET CLASSIFICATION

— Collector

↔ Highway

— Arterial



PARKING & ACCESS MANAGEMENT ELEMENT

Specific areas within Tempe have varying needs for parking management. Downtown Tempe has metered on-street parking, for fee parking off-street, free public parking, and validated parking at specific locations. Parking in downtown is managed by the [Downtown Tempe Authority](#) (DTA) and private entities. Established residential neighborhoods may apply for on-street permit parking when impacted by proximity to outside uses and events. As a part of its Novus Innovation Corridor around the Tempe campus, ASU parking facilities have expanded to accommodate demands created by the mixed-use developments.

Service frequency influences the use of transit, such as light rail, streetcar, bus, and other transit forms. An ample and easily accessible supply of parking, such as that found in typical office parks, encourages auto use, and reduces attractiveness of transit options. Conversely, the concentrated uses and limited and costly parking supply found in downtown Tempe may lead to higher transit ridership. The decreased amount of land dedicated to parking not only

encourages transit ridership, but supports the development of compact and denser land uses.

Considering the potential adverse impacts of providing too much parking, there is a national trend in the US to reduce or even eliminate the requirements for minimum parking to be provided in development. Tempe also plans for transportation options that minimize the use of single occupancy vehicles.

Access management is a practice in roadway design that reduces the number of site driveways and targets a reduction of crashes, improves flow. Tools like medians, curbs, shared driveways, cross access, and limiting the number of driveways, are all used to implement access management. Specific access management objectives are to enable access to development while maintaining roadway safety and mobility through controlling access location, design, spacing and operation. This is particularly important for arterial roadways intended to provide efficient through-traffic movements.

GOAL: Incorporate parking and access management strategies that reduce conflict points and mitigate congestion.

OBJECTIVES & STRATEGIES

PM1 - Promote consolidated and shared use parking areas to minimize the amount of parking provided.

1. Promote and encourage shared use parking facilities.
2. Encourage private cross-access and shared parking agreements that promote flexibility in tenant mix and diversity of businesses.
3. Improve the visibility of parking facilities in the downtown.

PM2 - Promote a balanced and sustainable community access strategy.

1. Support automobile, transit, bicycle, pedestrian, and micro-mobility goals through the parking management programs.
2. Comply with development codes, and parking and access management provisions.
3. Implement on-street parking only where appropriate.

PM3 - Ensure neighborhoods are not adversely impacted by parking-related issues on their streets.

1. Encourage compliance with parking regulations, parking strategies, as well as, the Transportation Overlay District (TOD) provisions.

2. Continue the residential permit-parking program, where appropriate.
3. Evaluate infill projects for potential parking demand in excess of code requirements where on-street parking is limited.
4. Provide opportunities for flexible parking where needed that can be converted to open space for special events or community gatherings during non-peak parking times.

PM4 - Integrate good urban design principles in parking facility design, land use policies, and transportation and parking needs.

1. Continue to implement access management regulations, design standards, and review processes related to parking.
2. Continue agency coordination efforts related to parking issues.
3. Provide opportunities for services (pet or child daycare, bank, grocery, dry cleaner, mail center, etc.) that encourage park and ride use where transit is provided.





AVIATION ELEMENT

Aviation is a critical component of the regional transportation system and serves many businesses and residents in Tempe. The Phoenix Sky Harbor International Airport (PHX) is located in the City of Phoenix, and is less than 4 miles from downtown Tempe, and less than half mile distance from Tempe's municipal border with Phoenix. It is the primary airport for the Valley and nearby communities and a hub for U.S. domestic and international flights to Mexico, Canada, UK, Germany, the Caribbean, and Hawaii.

The Phoenix Metropolitan region's airports not only serve as important components of a multi-modal transportation system, but also are instrumental elements of our region's economy. In 2019, prior to the global Covid-19 pandemic, the Phoenix Sky Harbor International Airport served more than 46 million passengers with more than 400,000 landings and takeoffs. In the same year, [Phoenix-Mesa Gateway Airport](#) served nearly 1.8 million passengers, a growth of 15 percent from the previous year. (Source: [PHX Airport Statistics](#))

Aircraft passengers link directly with other transportation modes such as light rail and bus to and from the airport. In April 2013, a direct train link, the [PHX Sky Train](#), was opened for passenger travel. The PHX Sky Train runs between Metro light rail at

44th and Washington streets north of the airport to the airport East Economy Parking lot and Terminal 4. It serves both the airport terminals and the East Economy Parking Lot. The aircraft freight cargo connects to ground freight facilities to minimize contributions to roadway congestion.

With the benefits of Tempe's proximity to Phoenix Sky Harbor International Airport also come several challenges. The City of Tempe is a member of The Phoenix Airspace Users Working Group, a forum where





the local FAA Air Traffic Organization at the PHX Tower and Terminal Radar Approach Control (TRACON) keeps a dialogue with airports and the users of Valley airspace about the agency’s agenda and air traffic issues. Tempe participates in communication about noise mitigation and flight procedures in place for departing aircraft intended 1) to keep aircraft (departing to the east) over the Tempe Town Lake and Salt riverbed areas, 2) to keep them away from residential areas on both sides of the riverbed until they reach above the Price Rd/Hwy 101/202 intersection, and 3) to direct departures east and west of the airport in an effort to distribute the noise burden evenly on an annual basis between communities on both sides of the airport. Tempe works with the airport about the concerns the Tempe community has at an early stage in the process before airspace or procedure changes are approved for implementation. This is a rather unique opportunity since the Federal Aviation Administration (FAA) typically does not solicit formal input from the public on changes that are not subject to an Environmental Assessment or Environmental Impact Statement requirements.

Tempe continues to work with the City of Phoenix, and advocate improvements to the Phoenix Sky Harbor International Airport’s environmental programs. The goal is for cities to find reductions in the airport’s noise and emission footprint through fleet modernizations and flight procedures. Environmental programs need to be effective irrespective of whether the economy is booming or at a slow pace. The City of Tempe has a 1994 agreement with the City of Phoenix on flight procedures designed to mitigate aircraft noise over Tempe from the Phoenix Sky Harbor International Airport.

The Phoenix-Mesa Gateway Airport is a reliever commercial airport to Phoenix Sky Harbor International Airport and general aviation airport. According to the [Phoenix-Mesa Gateway Airport website](#), today, Gateway hosts more than 40 companies, serves more than 60 cities with non-stop service via Allegiant, Flair Airlines, Sun Country Airlines, Swoop, and WestJet, and contributes \$1.8 billion annually to the Arizona economy. Gateway is also developing as an international aerospace center with aircraft maintenance, modification, testing, and pilot training. In addition to the area’s skilled labor force, excellent year-round flying weather, three expansive runways averaging 10,000 feet, and access to international markets, Gateway’s assets make the



region a prime location for global-minded companies. Gateway has been designated as Foreign Trade Zone #221, as well as a Military Reuse Zone, offering aviation companies a significant financial edge in the global marketplace. The position of the airport as a large reliever airport to Phoenix Sky Harbor International Airport is contingent on the pace of suburban development and foreseeable capacity limitations or economic incentives for any major airline carrier to move its operations from the Phoenix Sky Harbor International Airport to Phoenix-Mesa Gateway Airport. It can also expand by initiating new services to popular destinations.

There are three private use heliports in Tempe: the Cross Cut, Tempe St. Luke's Hospital, and the Tempe Buttes. The Cross Cut is used by the Salt River Project (SRP) to facilitate power line inspections, the Tempe St Luke's for air ambulance operations and the Tempe Buttes for occasional sightseeing operations authorized by Westcor Aviation stationed at the Scottsdale Airpark. Because the airspace over Tempe is within Class B controlled airspace, all helicopter operations within central areas of Tempe follow procedures and agreed upon by the PHX Tower and the helicopter operators.

Aviation technologies related to drones and automated air delivery systems are emerging in technologies. Autonomous drones are being used for many urban services related functions such as firefighting, inspection, delivery of goods to consumer, photography, surveillance, and even air taxis. Tempe should observe and study these trends and new technologies for potential impact in its work, and for potential use for city functions.

GOAL: Facilitate compatible land uses related to the airport and flights, minimize airport over-flight noise impacts, and promote easy access to and between different modes of transportation, within Tempe and the region, and study new technologies related to aviation.

OBJECTIVES & STRATEGIES

AV1 - Encourage regional approaches to aviation transportation, while recognizing the regional role of Phoenix Sky Harbor International Airport.

1. Promote the City's proximity to airports, to visitors and prospective companies locating in the Valley.
2. Maximize economic benefits and minimize environmental impacts to Tempe residents.
3. Review that development in areas in close proximity to the airport are compatible with aircraft noise impacts.
4. Ensure that any residential development within 65 DNL (day-night average sound levels) noise contours are designed with

appropriate noise mitigation construction.

- 5. Notify developers that may be within the airport’s 65 DNL flight corridor and provide them with FAA design guidelines for sound attenuation standards.

AV2 - Encourage and support continued growth at the reliever airports to disperse airport passenger and cargo traffic.

- 1. Assist and encourage airport planning and development as a regional effort, where airports can be integrated into the transportation infrastructure in timely fashion.
- 2. Environmental programs need to be effective irrespective of whether the economy is booming or at a slow pace.



AV3- Coordinate with regional and federal aviation authorities on aviation-related issues.

- 1. Seek community input on airport related issues, such as provided by the [Tempe Aviation Commission](#) (TAVCO).
- 2. Continue to find and implement noise reduction strategies pertaining to aviation noise.

AV4 - Continue to observe and explore new aviation-related technologies such as related to drones, and trends for improving transportation system in Tempe.

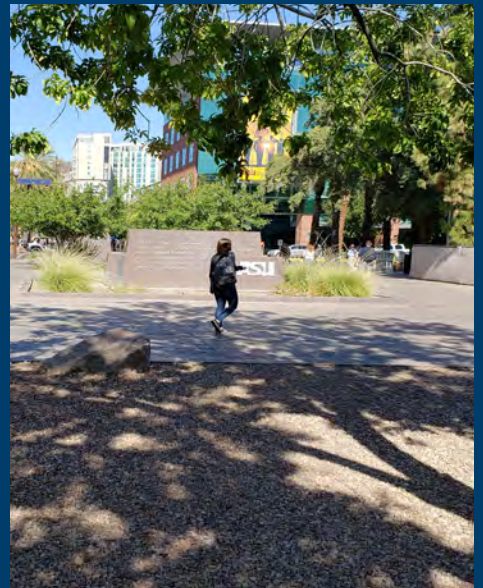
- 1. Review the use of sensors, drones, and other wireless technologies; continuously learn from these and other sources, and use advanced analytics, machine-learning algorithms, and artificial intelligence to gain valuable insights and possible use.



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SUSTAINABILITY & RESILIENCE





PREAMBLE

The Sustainability and Resilience Chapter includes the policies and goals designed to enhance and actively promote sustainability in Tempe. This chapter addresses how issues, such as resources, nature, land, water, climate, heat and noise will be addressed in the City's long term plans and growth. The purpose is to guide the sustainable use of resources so that they are available where needed by the community now and in future. The chapter includes state required elements in a General Plan: Conservation, Environmental Planning, and Water Resources. In addition, it also includes Diversion & Remediation, and Climate Change & Extreme Heat elements to support an environment and climate-friendly development to enhance the quality of life for Tempe residents. These elements are important in enhancing Tempe's unique character, and for promoting resilience to keep Tempe a safe, healthy, and sustainable community.



STRATEGIC PRIORITIES & PERFORMANCE MEASURES

The elements in this chapter are primarily aligned with “Sustainable Growth and Development” and “Quality of Life” priorities of the Tempe City Council. The performance measures that are relevant to the associated priorities are as follows.

Safe and Secure Communities

1.13 Safe Drinking Water

3.26 20-Minute City

Quality of Life

3.23 Right of Way Landscape Maintenance

3.34 Community Health and Well-Being

Sustainable Growth and Development

4.03 Water Conservation and Efficiency

4.04 Solid Waste Landfill Diversion

4.10 Urban Core Vision

4.11 Tree Coverage

4.12 Composting

4.16 Groundwater Supply

4.18 Community Carbon Neutrality

4.19 Municipal Carbon Neutrality



CONSERVATION ELEMENT

The Conservation Element addresses Tempe's policies and activities related to energy resources, land, wildlife habitat management and floodplain management in the City of Tempe.

ENERGY RESOURCES

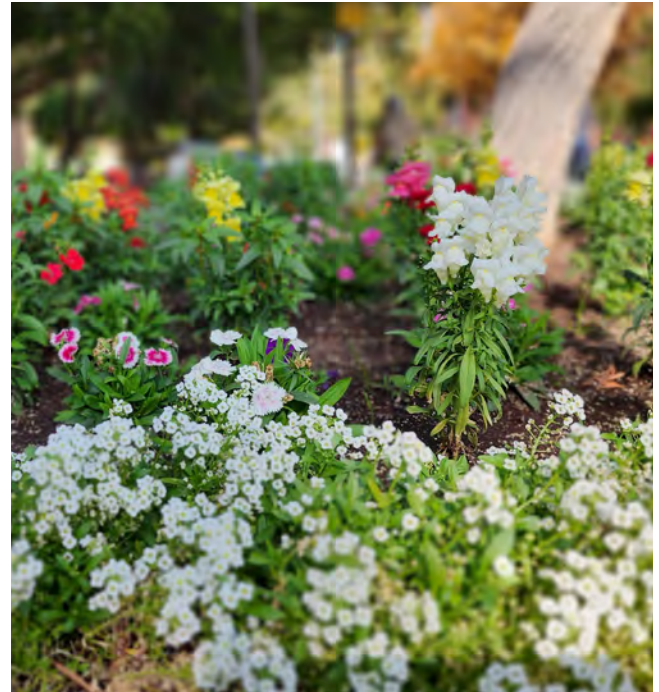
The Energy Resources section identifies policies and strategies to promote renewable energy, improve energy efficiency, promote use of alternative fuels and advocate for clean, reliable and affordable energy for future needs of the community. The policies in this section also seek to drastically reduce greenhouse gas emissions from burning of fossil fuels for industries and transportation, and for generating electricity with fossil fuels.

GOAL 1: Increase energy efficiency and the use of renewable energy to sustain economic growth and enhance social equity while promoting environmental preservation and minimizing the emission of greenhouse gases.

OBJECTIVES & STRATEGIES

ERI - Seek clean energy solutions and reduction of greenhouse gas emissions to protect the environment and enhance climate resiliency.

1. Develop strategies to advance



the use of alternative modes of transportation that utilize clean energy.

2. Include energy and resource conservation as a part of residential development to create housing that is affordable to maintain and operate.
3. Explore adapting and implementing updates to the 2021 [International Energy Conservation Code](#) (IECC) developed by the International Code Council.
4. Work to adopt code and design standards for the use of green building, green infrastructure and low impact development (LID) practices.
5. Utilize energy management tools

to track energy use data and improve building performance.

6. Implement programs stated in the Climate Action Plan that reduce greenhouse gas emissions.
7. Promote energy efficiency for all developments to benefit the owners and the community.

ER2 - Promote programs that increase the use of clean energy and enhance environmental quality.

1. Invest in alternative fuels in the City of Tempe operations, and support programs for private businesses.
2. Measure and track greenhouse gas emissions to help devise policies and programs to reduce emissions.
3. Partner with school districts, non-profits and businesses to promote clean energy programs.



ER3 - Increase energy efficiency and use of clean energy in Tempe’s municipal buildings, facilities and vehicles.

1. Implement an energy management program for city buildings and facilities.
2. Reduce energy consumption in municipal buildings, facilities and transportation fleet.
3. Continue energy audits and retrofits for city buildings and facilities: energy-efficient lighting, sensors, Heating, Ventilation, Air conditioning and Cooling (HVAC), and energy controls, and power management.
4. Continue conversion of existing high-pressure sodium streetlights to energy efficient streetlights to be completed by 2027.
5. Change facilities operations to increase energy efficiency by recalibrating set points during unoccupied hours and using sensors and controls to reduce lighting run time.
6. Track city building and facility energy consumption and record progress.
7. Continue to enrich and expand the City’s website on sustainability programs including education on energy efficiency and renewable energy.
8. Implement a real-time energy use dashboard for city buildings to track energy savings and utility costs.



9. Add alternative fuel tanks to fleet fuel stations and additional alternative fuel and hybrid vehicles to city's fleet.
10. Continue to build electrical infrastructure for the city's fleet.
11. Prepare a master plan for electric vehicle charging stations and collaborate with Arizona Public Service (APS) in the effort.
12. Invest in slow-fill compressed natural gas stations for 90% of all solid waste vehicles at the Tempe Municipal Operations and Maintenance facility.
13. Add dual port solar, battery-stored, off-the-grid, electric charging stations for vehicles.
14. Add fast charge level III electric charging stations at East Valley Bus Operations & Maintenance Facility (EVBOM) facility fuel site, Kyrene Water Plant, Hardy Police Department, Library/ Museum Complex and North Generation Community Center.
15. Utilize green building and infrastructure practices in the City's new and remodeled buildings.
16. Continue to expand the provisions of electric charging stations for public use.
17. Perform energy audits to track progress and maximize performance.

GOAL 2: Provide energy efficiency leadership to the community

and promote sustainable energy programs.

ER4 - Encourage energy and resource conservation in all developments.

1. Raise public awareness of energy consumption and create a culture of conservation.
2. Follow Dark Sky aspirations in exterior lighting for energy conservation and to control light pollution.
3. Demonstrate responsible energy practices and accountability by developers to the residents of Tempe.
4. Provide information about rebates, loans and financial incentives for energy audits and energy efficiency upgrades for homes and businesses to residents and business owners.
5. Provide energy education for city employees to encourage energy efficiency at work and home.
6. Develop a master plan for electric vehicle charging stations and collaborate with Arizona Public Service (APS) and the Salt River Project (SRP) in the effort.

ER5 - Reduce the environmental impact and financial cost of energy production or generation.

1. Promote clean and renewable energy generation in Tempe.
2. Continue to install and expand installation of solar power



generating facilities on city buildings, and at water treatment plants to reduce energy costs. Power city facilities with renewable energy when feasible.

3. Work with public and private sector entities, Arizona State University and other Tempe-based educational institutions to determine best practices, cost effective technologies, green financing and grant opportunities to expand our energy conservation program.
4. Utilize low-cost passive approaches and technologies to conserve energy. These include providing shade, promoting walking and bicycling, and utilizing green roofs to improve insulation, and using lighter colors in building's exterior and roofs to reflect solar radiation.
5. Increase the tree canopy coverage to reduce ambient temperatures and load demand on HVAC (Heating, Ventilation, and Air Conditioning) systems.

WILDLIFE HABITAT MANAGEMENT

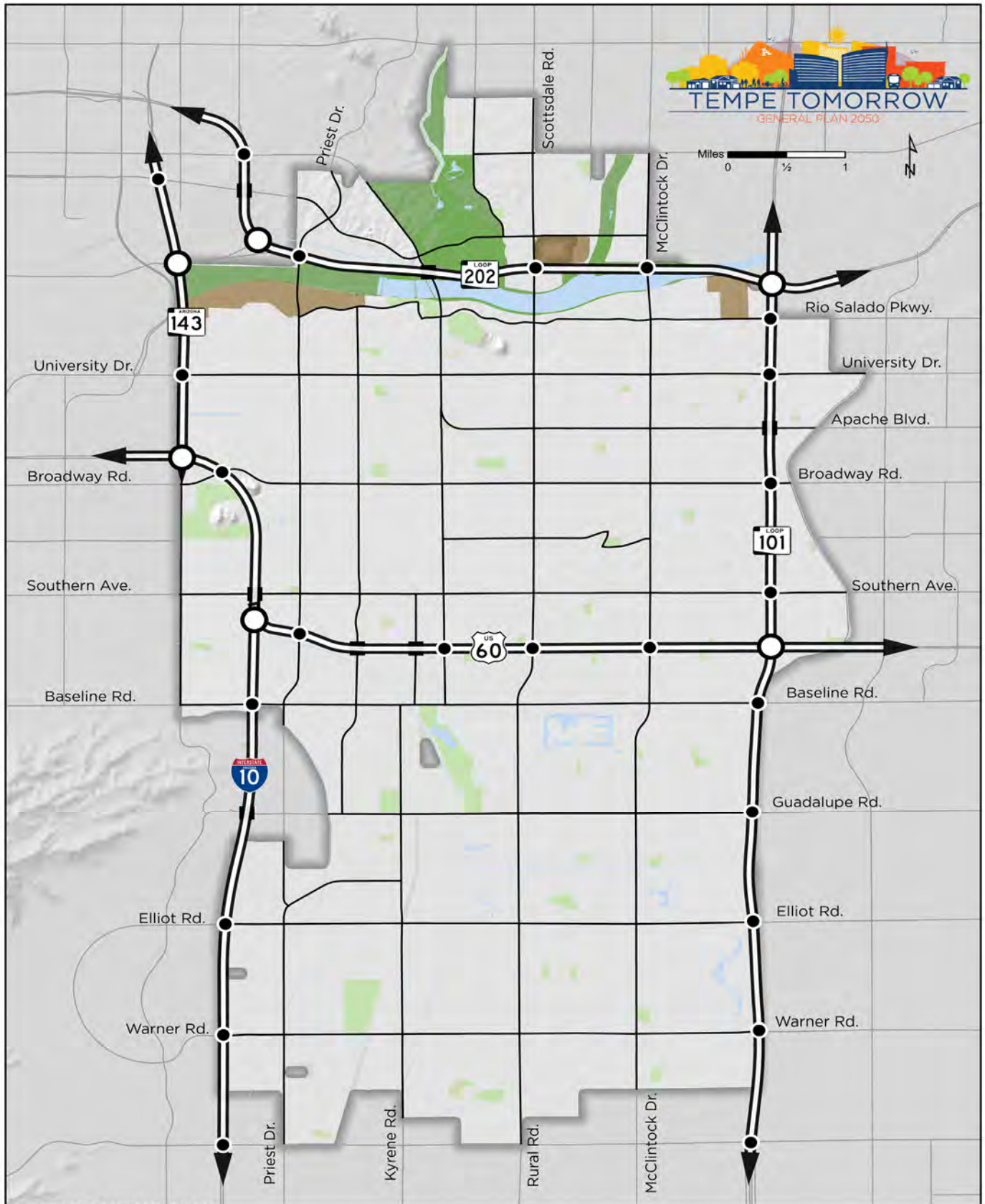
Wildlife habitat management addresses how Tempe manages native and non-native non-domesticated animals residing within the community to encourage environments that promote native species survival within an urban context. For the purposes of this document, wildlife refers to any bird, mammal, reptile or insect using or those who animals that could use a geographical area.

As a part of the Indian Bend Wash Habitat- Phase I, the Indian Bend

Wash from Tempe Town Lake's east dam to McKellips Road serves as the initial phase of the three restoration areas. South of Curry Road the project has re-established a riparian forest dominated by mesquite trees. This would support wildlife habitat in the area.


City of Tempe coordinates with local, state, and national agencies to manage wildlife habitats in Tempe. One collaboration includes a Safe Harbor Agreement with the U.S. Fish and Wildlife Service for three endangered bird species as part of the Rio Salado Habitat Enhancement.

Figure 17: Habitat & Brownfields Map



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HABITAT & BROWNFIELDS

 Habitat

 Brownfield

 Water Bodies

The Salt River Downstream Habitat - Phase II has allowed the City of Tempe to extend the lake by creating a natural riparian habitat from the west end of Town Lake to Priest Road. Drought-tolerant plants, flowering shrubs and native trees were used to create a beautiful park environment. As portions of this habitat lie within 10,000 feet of the Sky Harbor Airport, the needs of wildlife should be balanced with the need for aviation safety.

As development encroaches up to and into former wildlife habitats, interactions between humans and wildlife will increase. Even in the heart of the human habitats, wild animals are usually present although they are often unseen. Coyotes, skunks, raccoons, rabbits, geese, ducks, squirrels and other wild animals are already present in urban areas and can be drawn into the lush habitats created around our homes, parks, golf courses and businesses that provide cover and food.

GOAL: Manage wildlife habitat to ensure a safe urban environment for the healthy coexistence of humans and wildlife to the greatest extent possible.

OBJECTIVES & STRATEGIES

WM1 - Monitor and manage wildlife to balance the benefit of nature within an urban setting.

1. Monitor areas for compatible wildlife and work for management of the areas.
2. Create a public reporting center to keep records of threatened or endangered species sightings.
3. Provide signs in parks identifying animals that inhabit the area.
4. Consult with nature groups for understanding animal counts and habitat patterns.
5. Promote pollinator gardens to support plant growth and urban agriculture.





6. Promote public education about wildlife.

WM2 - Facilitate habitat restoration where riparian conditions are present and in our desert preserves.

1. Encourage and promote the use of native and adapted plants in the wetlands and riparian areas that attract and support urban wildlife.
2. Recognize that the Salt River habitat areas will continually be in transition because of the shifting abundance or absence of water in the river.
3. Provide access for wildlife migration to lake edge and river bottom.

WM3 - Develop methods within urban development to support wildlife and mitigate any public health, safety and welfare issues involving wildlife in the most humane and natural means possible.

1. Operate parks to minimize standing water that affects vector control.
2. Encourage the use of native plant species to benefit wildlife including having tall trees in several areas for use by the birds of prey.
3. Prohibit feeding wildlife on public properties to support wildlife health.
4. Use landscape maintenance techniques to discourage bird feeding and flocking.

5. Use technologies that discourage perching or roosting in certain areas where birds are unwanted.
6. Encourage recreational use in appropriate wildlife habitat areas.
7. Use animals and plants for biological insect control.

WM4 - Coordinate with other organizations and agencies to conserve wildlife.

1. Coordinate wildlife sightings, requests for service and issues concerning public health and safety.
2. Coordinate with adjacent neighborhoods, developments and parks regarding urban food sources for wildlife.
3. Participate in regional wildlife management meetings to address regional issues.





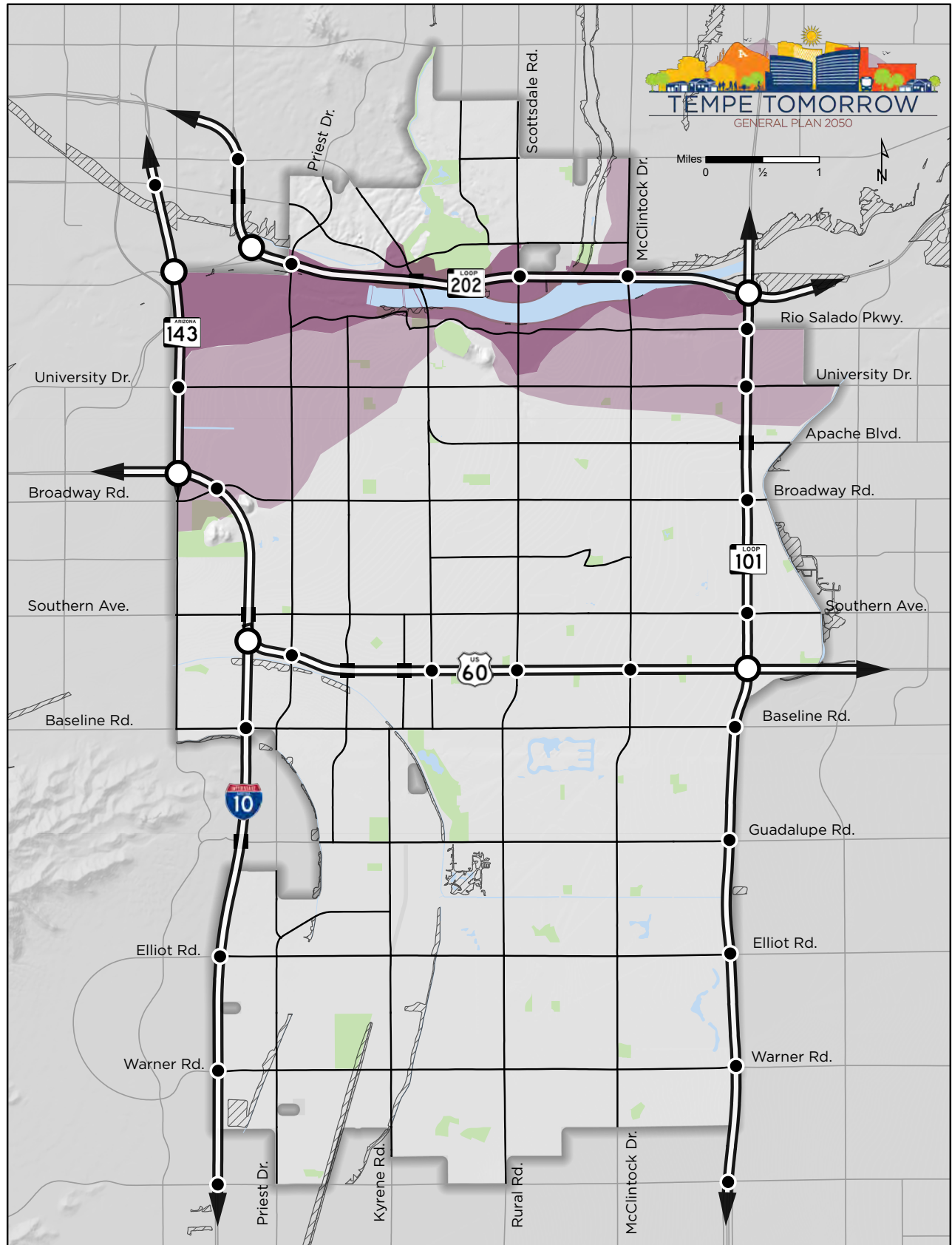
FLOODPLAIN MANAGEMENT

Five miles of the Salt River and one mile of the Indian Bend Wash travel through Tempe. These drainage corridors convey both natural flows and significant flood runoff from time to time. Tempe has seen its share of historic flood events where the Salt River topped its banks, inundated the river’s floodplain, and destroyed bridges. Nevertheless, land within floodplains is attractive to development for many reasons including natural beauty, density of vegetation and recreational opportunities.

Floodplain management within Tempe City limits is administered by the City’s [Engineering and Transportation Department](#), while the maintenance of the flood control structures of the Salt River and the Indian Bend Wash





is managed by the Flood Control District of Maricopa County. The City of Tempe participates in the National Flood Insurance Program (NFIP) which allows Tempe property owners to purchase flood insurance. Properties do not need to be located in a Special Flood Hazard Area (also known as the 100-year floodplain) to be eligible for flood insurance. However, properties that are located in identified flood hazard areas are required by law to be insured to be eligible for financing. These Special Flood Hazard areas are defined as having a one (1) percent chance of being flooded in any given year. Flood Hazard areas in Tempe currently exist primarily in and around the Salt River, the Indian Bend Wash and adjacent to elevated canals or railroads and are shown on Flood Insurance Rate Maps which can be found with added information referenced at the [City of Tempe Floodplain Management site](#).

Figure 18: Floodplains & Aggregate Resources Map



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FLOODPLAINS & AGGREGATE RESOURCES

-  Water Bodies
- Aggregate Resources**
 Qycr
 Qyr
-  1% Annual Chance Flood Hazard

GOAL: Manage flood-prone areas to reduce damage to people and property and protect the natural floodplain functions.

OBJECTIVES & STRATEGIES

FM1 - Manage floodplains for the welfare of people, property and the natural environment.

- 1. Continue to implement the means and methods to address flooding, erosion, habitat loss, water quality and flood-related hazards.
- 2. Continue to implement emergency management measures related to flooding.

FM2 - Encourage a comprehensive approach to floodplain management,

- 1. Utilize and maintain floodplain areas to continue their conveyance and storage functions, and to restore their natural and beneficial functions.





DIVERSION & REMEDIATION ELEMENT

The Diversion & Remediation Element includes Brownfields and Land Remediation, and Solid Waste Management sections. The remediation of brownfields, contaminated lands and superfund sites support redevelopment on those sites. Management of solid waste and recycling is a means to reduce waste directed to landfills and preserve the urban lands and environment.

BROWNFIELDS & LAND REMEDIATION

Brownfields are abandoned, unused or underutilized industrial and commercial sites, where expansion or redevelopment is complicated by real or perceived environmental contamination. Typically, brownfields include abandoned gas stations, former landfills, dry cleaning facilities, car repair shops and industrial operations. Often these properties are not being cleaned up and redeveloped because of the uncertainty of environmental conditions, the risks associated with environmental liability, the high cost of cleanup, the long timeframe needed for completion, and the higher cost of capital for development. Unremediated brownfields can negatively impact public health, safety and welfare and the overall quality of life.

Superfunds sites are federally recognized as contaminated by one or more pollution sources and they qualify for federal funding. The U.S. Environmental Protection Agency (EPA) Superfund Program locates, investigates and cleans up certain hazardous waste sites throughout the United States. The trust fund is used primarily when the companies or people responsible for contamination of Superfund sites cannot be found or cannot perform or pay for the cleanup work. Tempe has two designated superfund sites within the City limits: 1.) the North Indian Bend Wash in Scottsdale that extends into Tempe north of the Salt River; 2.) the South Indian Bend Wash in northeast Tempe south of the Salt River.



The South Indian Bend Wash (south of the Salt River) was developed into the now popular Tempe Market Place by a private developer with a grant support from the U.S. Housing and Urban Development (HUD) and the Brownfield Economic Development Initiative to clean up the environmental contamination. While the shopping center on the site opened in 2007, parts of the area still have some undeveloped parcels that can attract new development.



Brownfield and superfund sites are both a resource and a challenge for the City. They are a resource because their redevelopment can contribute to community revitalization by cleaning up and creating use of blighted, contaminated properties, which then create jobs bringing services to the community and generating tax revenues. These sites are a challenge because they may pose a risk to public health, render expensive infrastructure unusable and sometimes have unknown environmental conditions or liability and may have high cleanup costs. Site redevelopment projects revitalize decaying infrastructure and induce further redevelopment of areas that may exist within the vicinity of a brownfield.

GOAL: Support redevelopment of sites with environmental contamination to achieve the best land use options for the community.

OBJECTIVES & STRATEGIES

BF1 - Recommend land-use actions that promote land preservation, restoration and efficient use of brownfields.

1. Develop prevention policies for maintaining existing clean land as clean land.
2. Promote programs to help return brownfields to productive uses.
3. Coordinate and work with other jurisdictions, agencies, and state and federal agencies

concerning proper handling and redevelopment techniques for brownfields.

4. Work with residents in neighborhoods in the surrounding area for development of brownfield sites.

BF2 - Ensure that the North Indian Bend Wash Superfund site is managed to mitigate any adverse impacts to the community, waterways and the environment.

1. Coordinate with EPA (Environmental Protection agency) and Arizona Department of Environmental Quality (ADEQ) on the continued monitoring and cleanup activities for the North Indian Bend Wash Superfund site.

BF3 - Encourage redevelopment of brownfields.

1. Develop guidelines for identifying and redeveloping brownfield areas.
2. Identify grants and other funding sources to reduce the fiscal impact of remediation.



SOLID WASTE

An integrated solid waste and hazardous waste management approach can protect human health and the environment. Solid waste management planning starts during the preliminary design stages of site development to ensure the end user has a safe and efficient means to store and stage waste for collection service. Efforts to reduce nuisances, vectors, crime and accidents through design of safe staging locations are important for public health, safety, and welfare. Tempe operates a fleet of modern and efficient vehicles for the collection of residential and commercial waste and recycling that also allows for competitive services. Solid waste management includes the storage, staging, collection, reuse and disposal of different types of waste from residents and businesses in the City. This includes bulk waste,

recyclables, regular solid waste, green organic waste and household hazardous waste.

Tempe offers roll-off service for those customers in need of large containers for disposing of construction debris, large bulky items, inert material and multi-family complex move-ins, move-outs, and large-scale clean-outs.

RECYCLING

Tempe provides co-mingled recycling services for residents and commercial establishments. The City continually researches new methods to reduce, reuse and recycle waste that could potentially be transformed into new products and materials. Textile and household goods recycling containers are available at several locations across Tempe. The voluntary [SMART \(Save Money and Recycle Tempe\)](#) program was implemented in 2018, which gives residents with curbside trash service the option to choose smaller trash containers. This program encourages waste reduction and reuse and saves participating residents money. Tempe promotes sustainable practices to reduce waste and increase recycling in various ways. The City operates various community recycling centers. Residents can commingle, or mix, all accepted recyclables into the containers. It is not necessary to separate the various recyclable items in the recycling bin. Accepted recyclables include: broken down cardboard boxes, paper, food boxes, mail, beverage cans, food cans,





glass bottles, glass and plastic jars, jugs and plastic bottles and caps.

GREEN ORGANIC WASTE

Tempe City Council adopted a citywide landfill diversion goal of 25 percent by Fiscal Year 2025-2026. To help reach that goal, in addition to the uncontained/bulk collection of green organic material, Tempe offers a green organics container for curbside collection in select Tempe areas. Green organics are diverted from the landfill via commercial containers, curbside green organics programs, and bulk/uncontained collection. The organic waste material, once gathered, is converted into organic mulch and compost to promote healthy soils for gardens, yards and parks. Tempe also encourages home composting for storing meat and dairy-free household food scraps to convert to compost for private use.

HOUSEHOLD HAZARDOUS WASTE

The [Household Products Collection Center](#) (HPCC) was opened in Tempe in April 1999, making it the first Household Hazardous Waste (HHW) facility in Maricopa County and the second in Arizona. Tempe and Guadalupe residents can take

chemicals, cooking oil, light bulbs, batteries, bicycles/bicycle parts, scrap metal, electronics, appliances, paper to be shredded securely, and other items to the HPCC.

GOAL: Reduce the amount of trash and hazardous waste generated through an integrated solid waste managed approach.

OBJECTIVES & STRATEGIES

SRI - Reduce the amount of solid waste sent to landfills through diversion/waste reduction activities.

1. Continue to promote the use of the hazardous waste collection through the Household Products Collection Center (HPCC).
2. Develop programs to promote business reduction in packaging materials.
3. Work with other organizations to promote voluntary reusable bag programs in conjunction with major



retail chains and local businesses.

4. Inform and educate the community on the benefits of recycling of waste.
5. Create a program for special events and city facilities, including at Tempe Diablo Stadium, to use city-sanctioned reusable cups and adopt other waste reduction practices.
6. Emphasize gifting experiences and creating memories versus standard gift giving in packages.

SR2 - Reduce hazardous waste impacts on landfills, groundwater and water supply infrastructure.

1. Proactively monitor businesses for compliance with waste and hazardous waste and creatively



and expediently work to resolve non-compliance conditions.

2. Educate residents and businesses on the importance of recycling, proper disposal and stopping illegal dumping of hazardous materials including chemical, biological and pharmaceutical products.
3. Expand the SWAP area (where residents can collect free items discarded by some and useful to others) of the Household Products Collection Center.
4. Create a campaign to promote proper disposal of pharmaceutical products (prescription and nonprescription medicine).
5. Expand items accepted at the Zero Waste Days (ZWD) with existing partners.
6. Continue promotion of the Zero Waste Days.

SR3 - Reduce municipal solid and hazardous waste by increasing recycling and reuse.

1. Divert green waste material through the bulk/green organics collection and expand the curbside green organics collection program to include most or all neighborhoods with larger lots and/or more landscaping/green material.
2. Support reuse and repurposing strategies that divert items from landfill including usable building



materials, furniture, and other bulky items.

3. Actively participate in the waste reduction, recycling and diversion program with the aim to achieve the diversion rate as stated in the [City of Tempe Council priorities](#).
4. Encourage sustainable waste management practices through waste reduction education outreach.
5. Research new methods, including public/private partnerships, and other opportunities for recycling municipal solid waste and hazardous waste.
6. Implement outreach and consumer educational campaigns related to buying items made with recycled material (copy paper, t-shirts, insulation, etc.).
7. Consider requirements for both public and private development, construction or remodel projects over 50,000 square feet to provide a simple waste reduction plan to the City.
8. Implement deconstruction standards for remodels and teardowns of existing buildings and encourage the recycling of inert material.
9. Continue to promote awareness about what can and cannot be placed in residential and commercial recycling containers.
10. Encourage the purchase of recycled content items internally and externally.
11. Expand recycling opportunities beyond commingled recycling.
12. Continue to promote Tempe as a regional leader in sustainability through affiliation with local, state and national recycling organizations and Global Institute of Sustainability at Arizona State University.
13. Actively work in reducing dumping in residential alleys.

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ENVIRONMENTAL PLANNING ELEMENT

The Environmental Planning Element addresses different local and regional environmental issues such as air quality and noise pollution that impact residents. Although policies and programs implemented by Tempe alone cannot change the environmental problems in the region, Tempe's approach will contribute toward improving the overall quality of life in the City and region.

AIR QUALITY IMPROVEMENT

Air quality is a challenging issue that affects public health, quality of life and the local economy. Sources of air pollution include dust, pollen and other breathable particles, propellants from combustion engines, gaseous emissions from cattle ranches, and manufacturing and industrial facilities.

The federal government establishes ambient air quality standards for six pollutants: ozone, carbon monoxide, lead, nitrogen dioxide, particulate matters and sulfur dioxide. It determines if a geographical area meets the federal air quality standards for each air pollutant. When the federal standards are not consistently met for a specific

pollutant, the area is considered to be a non-attainment area for that pollutant. Arizona has created an approved [State Implementation Plan](#) (SIP) that demonstrates how the state will maintain the standard for a specific pollutant or for a non-attainment area and how and when Arizona will achieve the federal air quality standards for that pollutant. According to [Arizona Department of Environmental Quality](#) (ADEQ), "Arizona's State Implementation Plan is the cumulative record of all air pollution strategies, state statutes, state rules and local ordinances implemented under Title I of the Clean Air Act by government agencies within Arizona." Failure to obtain an approved plan or to reach the goals



set forth in the plan could lead to denial of federal highway funding. To succeed, Arizona communities must work together to attain air quality standards.

Tempe is located in a non-attainment area for particulate matter with a diameter of 10 microns (PM10) or less. PM10 is generated from disturbed soil and natural sources such as pollen which cause or contribute to respiratory problems, together with particulate matter (PM2.5), which is one of the main substances in the “brown cloud” frequently seen over the valley. The Maricopa County region is working to reach attainment with the standards for PM10 and Tempe has adopted dust control regulations for reductions of PM10. Tempe also implements codes to

address dust emissions from private property and other non-government activity by prohibiting vehicles on unimproved vacant lots and use of off-road vehicles in city parks and parking on unpaved lots.

GOAL: Improve regional and local air quality through regulatory compliance, policies and programs that minimize air pollution.

OBJECTIVES & STRATEGIES

AQ1 - Meet or exceed federal air quality regulatory standards in Tempe.

1. Continue to promote use of alternative fuels that further air quality improvements.
2. Convert an increasing portion of transit fleet vehicles to use alternative fuels.
3. Invest in alternative modes of travel such as rail, streetcar, bus, bike and walking.
4. Replace leaf blowers with electric equipment that improves air and auditory quality.
5. Consider additional policies and programs to mitigate air pollution.
6. Improve air quality and promote walking and bicycling by shading hard surfaces, such as sidewalks, bike paths, parking lots and streets with large canopy trees.
7. Collaborate with other jurisdictions, and organizations to achieve shared air quality goals.





AQ2 - Reduce the number of vehicle miles traveled locally and regionally.

1. Work to adopt zoning codes that advance transit oriented and mixed-use development that reduces vehicle miles traveled (VMT).
2. Develop systems and facilities that encourage residents and visitors to use public transit, bike and walking, as an alternative to automobile travel.
3. Continue to encourage trip reduction actions and incentives by employers and use Transportation Demand Management (TDM) programs.
4. Explore opportunities for city use of alternative fuel and appropriate-sized vehicles for park/landscape maintenance.
5. Provide charging stations for electric vehicles for use by the public.

AQ3 - Work with residents and businesses in the efforts to reduce air pollution.

1. Continue to participate in county programs established to reduce the risk of not meeting federal air quality standards.
2. Provide information about fireplace use restrictions on no burn days and High Pollution Advisory (HPA) days.
3. Continue the no-smoking ordinance for indoor air quality.

4. Inform residents and businesses about Tempe's air quality status through a robust community outreach.

5. Implement and update [Tempe's Urban Forestry Master Plan](#) (2017) and its program that includes a citywide tree assessment to address the health and care of existing trees and tree planting as part of improving air quality, ambient temperature and environmental quality.

6. Stay informed about research and technologies to improve air quality.

AQ4 - Promote pollen sensitive landscape treatment.

1. Continue to enforce the landscape ordinances to support pollen friendly plant species.
2. Work regionally to promote pollen sensitive landscape treatment on public and private lands.

AQ5 - Support regional incentives, ordinances and procedures to minimize the concentration of PM2.5 and PM10 in the air.

1. Continue to enforce the City dust control ordinances.
2. Maintain and continue to enforce the landscape ordinance for plant allergens and alternative landscape treatments.
3. Encourage citizens and businesses to avoid using leaf blowers on High Pollution Advisory (HPA) days and avoid parking or driving a vehicle

on lots that are not paved or stabilized.

- 4. Encourage open lot stabilization, and continue dust control

requirements for vacant and developed lots and construction projects.

NOISE REDUCTION

Noise is the unwanted sound which unreasonably intrudes on daily activities and may impact an individual’s stress levels, abilities to concentrate, learn, sleep and enjoy outdoor recreational activities. Like many urban communities, Tempe has many sources of noise such as aircraft, trains, automobiles and other forms of urban activity. Increased population and corresponding increases in services, infrastructure and urban activities also generally increase the noise levels within Tempe.

GOAL: Control noise levels for living, working and learning environments free from noise that affects comfort, productivity, and the enjoyment of indoor and outdoor environments.

OBJECTIVES & STRATEGIES

NR1 - Reduce noise impacts through enforcement of the noise ordinance.

- 1. Identify nuisance noise issues and possible mitigation methods.
- 2. Seek community input on airport related issues, such as provided by the Tempe Aviation Commission (TAVCO).
- 3. Follow technological research for improved noise mitigation.
- 4. Develop additional policies and programs to mitigate noise.
- 5. Update as needed and implement noise-related regulations in Tempe’s Zoning and Development Code and City Code.





NR2 - Promote land use, landscape and building setback buffers that mitigate noise in residential, commercial and office areas.

1. Develop policies and programs to minimize noise sources.
2. Develop design guidelines for street development that help minimize road noise.
3. Continue to develop transportation policies which mitigate noise in sensitive areas such as hospitals, residential, old age homes and railroad quiet (no horn) zones.

NR3 - Promote regional noise mitigation and monitoring programs regionally to protect quality of life.

1. Work with Phoenix Sky Harbor International Airport to mitigate aircraft noise within Tempe.
2. Track noise impacts and complaints to assist in identifying problems and prioritizing changes.

3. Work with regional and state agencies to reduce noise.
4. Provide educational information on noise issues.
5. Continue to support adjacent community's regional reliever airport developments.

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WATER RESOURCES ELEMENT

The Water Resources Element addresses water, wastewater and storm water facilities and services. It identifies currently available surface water, groundwater and reclaimed water supplies. Additionally, it provides an overview of how projected demands based on population and employment growth and redevelopment will be adequately served through planning for future water requirements by legally and physically available or obtainable water supplies.



WATER

The Tempe Municipal Utilities Department - [Water Utilities Division](#) (WUD) provides water and wastewater services to customers within the Tempe Water Service Area. The Tempe Water Service Area includes all lands within the City of Tempe as well as those within the Town of Guadalupe and several unincorporated county islands and covers an area of about 42 square miles. Drinking water delivered to Tempe customers is treated at two plants; Johnny G. Martinez (JGM) and the South Tempe Water Treatment Plant. Both plants are currently rated to treat 50 million gallons per day (MGD) of water for a total surface water system treatment capacity of 100 MGD. The Tempe WUD also has 11 groundwater wells that are used as a supplemental drinking water source to the water treatment plants.

Projected water uses and assured water supply for future growth are being met by the City. The appendices to this plan provide a breakdown of the total projected water demand at build-out or full development conditions in 2050 based on annual



water demand projections based on anticipated land use. The total projected water demand for the Tempe Water Service Area in 2050 is approximately 71,000 acre-feet. Projections for 2050 are being developed based upon the projected housing units and employment released by the Maricopa Association of Government and Tempe’s 2050 Projected Land Use map. [Tempe’s Water Resources Master Plan](#) (2021) outlines the water resources available for Tempe.

Tempe has a long history of investing in a diverse and robust water resources portfolio that relies primarily on renewable surface water. Tempe has demonstrated that it can meet the current and future water demands of its service area, including projected growth, for at least 100 years, according to the Arizona Department of Water Resource’s (ADWR) [2010 designation of assured water supply](#). Visit tempe.gov/water to review [Tempe’s Water Resources Master Plan](#), [Drought Preparedness Plan](#) and Drought Resiliency and Preparedness Fact Sheets.

GOAL: Ensure the highest level of water quality, source reliability and customer service at the lowest reasonable cost for utility customers.

OBJECTIVES & STRATEGIES

WA1 - Rely on renewable and sustainable water supplies and protect access to those supplies.

1. Protect Tempe’s rights to Salt River



Project surface water supplies and Roosevelt Dam New Conservation Storage (NCS) surface water supplies.

2. Fully utilize Tempe's available Central Arizona Project (CAP) Municipal and Industrial (M&I) water allocation each year depending on the City's requirements.
3. Maximize groundwater recharge for future recovery to supplement surface water supplies during times of drought or emergency.

WA2 - Provide drinking water that meets or exceeds all federal and state water quality standards.

1. Continue to maintain a vigorous water quality sampling and analysis program.
2. Utilize new, cost-effective technologies for water treatment.

WA3 - Continue to provide the highest level of water services at the lowest reasonable cost.

1. Phase-in necessary water rate adjustments to minimize impacts on utility customers and to assure fair and equitable cost of service allocation across customer classifications.
2. Continue asset maintenance of all water and wastewater infrastructure to maintain consistent and reliable service to the community.

WA4 - Develop and acquire new renewable water supplies when available.

1. Work to secure a long-term lease(s) of CAP water from Arizona Indian Communities for future non-SRP land water demands.
2. Work to secure an additional allocation of CAP agricultural priority water for Tempe through a State and Federal CAP water re-allocation process.

WA5 - Maintain sustainable use of water from the local aquifer.

1. Balance the use of potable wells to recover long-term storage credits for operational purposes with providing back-up water supply during prolonged drought conditions.
2. Limit use of water from the aquifer to renewable sources so that groundwater may be preserved for future use in times of prolonged drought.
3. Continue to expand existing and implement new water conservation measures.

WA6 - Maximize recharge of reclaimed water for future recovery to supplement surface water supplies.

1. Re-commission operation of the Tempe Kyrene Water Reclamation Facility (KWRF).
2. Utilize reclaimed water from the KWRF for industrial and cooling uses the SRP Kyrene Electric



Generating Station in Tempe and for irrigation uses at the Tempe Ken McDonald Golf Course.

WA7 - Maintain an effective water conservation program.

1. Increase customer participation in existing water conservation programs within the residential and commercial/industrial sectors and develop new water conservation programs.
2. Provide educational programs and materials to inform the community about greywater and stormwater reuse.

WA8 - Integrate land use and water planning for proposed new and redevelopment sites.

1. Establish planning guidelines that consider the water rights status of lands slated for development and redevelopment projects.

STORMWATER MANAGEMENT & WATERSHED PROTECTION

Tempe's watershed drains to the Gila River south of the Salt River Project (SRP) Western Canal in south Tempe, Indian Bend Wash and Salt River or is captured in local retention basins. Many drainage basins also serve as parks. Some freeways in Tempe drain to common retention facilities.

The Tempe Water Utilities operates and maintains the sub-surface stormwater collection and drainage system in Tempe. Tempe regulates stormwater as part of its [Arizona Pollutant Discharge Elimination System](#) (AZPDES) storm water permit which requires the City to implement programs to minimize the discharge of pollutants in stormwater that drains to lakes and rivers from areas within Tempe. New developments and redevelopments in Tempe are required to provide stormwater retention on-site or stormwater best management practices (BMPs). Tempe prohibits non-stormwater discharges



of pollutants into Tempe’s storm drain system from private and city-owned property. In addition to on-site retention and stormwater BMPs for new development and redevelopment, Tempe relies on community retention facilities which collect and hold storm water from a larger drainage basin than the adjacent property.

Tempe will continue to adopt Low Impact Development (LID) principles. LID is a stormwater management strategy that seeks to mitigate the impacts of increased runoff and stormwater pollution by managing runoff close to the source often utilizing passive techniques. It promotes natural hydrological and ecological systems. Clever site designs and planning can help to minimize runoff that go to engineered drainage facilities. Well-designed systems can control pollutants runoff and irrigate local landscape. Tempe partnered with the City of Scottsdale, ASU, and other organizations to develop the [Greater Phoenix Metro Green Infrastructure Handbook](#) (2019) which provides excellent references to create sustainable and effective stormwater management systems.

Recent changes to the implementation of the Federal Clean Water Act permit have increased compliance related activities to include:

- Additional and more targeted education, outreach and training activities.
- Evaluate stormwater infrastructure retrofit feasibility.
- Additional industrial, commercial and construction site inspections.
- Development of a post-construction program.

GOAL: Increase the use of green stormwater infrastructure to improve water quality and manage water quantity by capturing and reusing stormwater runoff for increased green infrastructure and urban cooling for both municipal and private properties.

OBJECTIVES & STRATEGIES

SW1 - Implement storm water pollution control measures to minimize, to the maximum extent practicable, the discharge of

pollutants to the State’s water bodies from Tempe’s storm drain system.

1. Utilize best management practices to reduce storm water pollutants.
2. Continue the operation of the hazardous waste collection facility and promote its use by residents.
3. Support capture of stormwater in-place for irrigation through Low Impact Development methods as referenced in the Greater Phoenix Metro Green Infrastructure Handbook (2019) prepared by

City of Scottsdale, ASU and other jurisdictions.

- 4. Encourage appropriate greywater capture and reuse to preserve potable water.
- 5. Educate residents about the adverse impact of fertilizers and chemical products on stormwater.

SW2 - Maintain compliance with Tempe’s AZPDES (Arizona Pollutant Discharge Elimination System) permit.

- 1. Enforce ordinances prohibiting the discharge of non-storm water materials into the City’s storm drain system.
- 2. Continue the storm drain inspection and maintenance program.
- 3. Continue the street sweeping program.
- 4. Minimize the introduction of pesticides, herbicides and fertilizers to storm water flows resulting from applications on city facilities.



WASTEWATER

Tempe operates and maintains the wastewater collection sewer system. Wastewater in Tempe can be treated at two plants. Currently all of the City’s wastewater is treated at the 91st Avenue Plant (WWTP) operated by the City of Phoenix for the Sub-Regional Operating Group (SROG) partnership. The SROG partnership includes the Cities of Phoenix, Tempe, Mesa, Scottsdale and Glendale.

Tempe also owns the Kyrene Water Reclamation Facility (KWRF) in south Tempe. Capacity and water quality improvements to the KWRF were completed in 2008. The KWRF has been deactivated since 2010 due to reduced citywide wastewater flows. Wastewater flows have been slowly increasing over the last decade and the Water Utilities Division (WUD) is currently planning to recommission the KWRF in 2025.

GOAL: Safely collect and treat wastewater from residences and businesses using technology that will provide a high quality effluent at a reasonable cost.

OBJECTIVES & STRATEGIES

WW1 - Utilize local technology that will provide a high-quality effluent at a reasonable cost.

- 1. Utilize best technology at wastewater treatment facilities to meet effluent goals.
- 2. Investigate new opportunities for wastewater treatment partnerships.



3. Continue to actively participate in regional wastewater treatment and effluent reuse planning.

WW2 - Implement programs to ensure compliance with applicable regulations related to wastewater permits, pretreatment ordinance and maintenance programs.

1. Monitor regulatory compliance for all wastewater permits.
2. Enforce the Tempe industrial wastewater pretreatment ordinance.
3. Continue implementation of the grease trap/interceptor program.
4. Perform regular sewer system maintenance and cleaning.

WW3 - Keep wastewater utility costs as low as possible for customers.

1. Plan wastewater infrastructure expansions and rehabilitation to

lowest reasonable costs.

2. Phase-in any required wastewater rate increases to minimize impacts on ratepayers.

WW4 - Maximize the reuse of reclaimed water for recharge for future recovery and use.

1. Maximize recharge of reclaimed water for future recovery and use.



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CLIMATE CHANGE & EXTREME HEAT ELEMENT

Global climate change is already causing Tempe residents to experience a higher number of extreme heat days than in previous years. A second, different local climate change process is also causing hotter nights because the daytime heat is stored in our built environments and released during the night. This process is called the urban heat island effect (UHI).

Local urban heat islands warm Tempe, but urban heat islands' impact on the residents is not experienced evenly throughout the community. Neighborhoods surrounded by wide roads, parking lots and buildings with low vegetative cover and tree canopy can have up to 13°F warmer air temperatures than neighborhoods with more trees and less pavement and buildings. Combined, these increases in temperatures can dangerously affect residents' everyday lives and some more than others. By taking action, Tempe can mitigate the severity of these combined climate impacts by building resilience against extreme heat and reducing dependence on fossil fuel-based energy and gasoline-powered transportation.

Tempe has emerged from a historically agricultural area to an urban community surrounded by other communities. This evolution has resulted in a loss of irrigated open space, increase in building mass, and an increase in asphalt and concrete surfaces. Research is showing that there is a direct correlation between denser land uses and less vegetation on the micro-climate of a desert city. Heat islands occur where heat builds-up without a corresponding natural cooling. Ambient temperatures impact the use of outdoor space and exacerbate the energy consumption necessary to maintain comfort, thus further contributing to heat gain.

GOAL 1: Invest in people, programs and infrastructure to reduce carbon emissions and protect the community from the negative impacts of rising temperatures.

OBJECTIVES & STRATEGIES

EH1 - Reduce greenhouse gases (GHG) emissions through focusing on energy and transportation sectors.

- 1. Adopt the International Green Construction Code (IgCC), with any required modification to the standard template, for new buildings.
- 2. Work towards adopting mandatory Green Codes, specific to the southwest environment, in private sector and commit use of Green Codes for municipal buildings. The codes should include the following topics:
 - a. Energy efficiency and water conservation;
 - b. Shade and indigenous and desert-adapted landscaping; and
 - c. Building material and orientation.

- 3. Adopt a mandatory Electric Vehicle (EV) Ready code for new building construction and design standards to support community and business EV adoption.
- 4. Invest in energy efficiency and renewable programs for residents and businesses including energy equity programs targeting residents with low-incomes and small and medium-sized businesses.
- 5. Develop and implement Transportation Demand Management (TDM) strategies including Transportation





Management Associations and Mobility Hubs to help provide alternative transportation options aside from single-occupancy vehicles.

EH2 - Provide solutions to businesses and residents from the negative impacts of extreme heat.

1. Update and invest in Tempe’s Urban Forestry Master Plan (2017) to support policy and program development to increase shade canopy, food access and 20-minute city goals.
2. Develop and implement a Green Stormwater Infrastructure Master Plan (Resilient Tempe Master Plan) for Tempe including sustainable funding solutions and pilot projects for municipal spaces and private development.
3. Develop programs that reduce energy burden for residents who are most vulnerable to the adverse impact of extreme heat.



4. Develop a network of Resilient Energy Hubs and [Resilience Hubs](#) to support residents and coordinate resource distribution and emergency services. Resilience Hubs are community-serving facilities improved to: support residents and coordinate resource distribution and services before, during or after a natural hazard events.
5. Invest in solar and battery (micro-grid) opportunities within Resilience Energy Hub network.
6. Continue to seek grants and partnerships to advance resilience to extreme heat and community resilience efforts.

GOAL 2A: Reduce heat burden and vulnerability with investments in natural and structural shade infrastructure and strengthen community services and response with cooling programs that prioritize neighborhoods most vulnerable to the negative impacts of extreme heat.

GOAL 2B: Complete the Resilient Tempe Master Plan to support developing, designing and financing urban cooling infrastructure by 2026.

OBJECTIVES & STRATEGIES

AT1 - Adopt policies and programs that promote reduction of ambient temperature within development, energy and water resources policies and programs.

1. Adopt code changes, learned

developments that adopted elements of the vocabulary of the voluntary IgCC, to require better building and landscaping materials that help in the reduction of ambient temperatures.

2. Adopt requirements and incentives to promote developments to use latest technologies to minimize impacts on ambient temperature.
3. Develop design standards and guidelines to conserve energy, provide outdoor shade and reduce heat massing.
4. Implement landscape design strategies in public and private, informed by the Resilient Tempe Master Plan, to help reduce extreme temperatures.
5. Explore new materials for city streets and paving that reduce ambient temperature.
6. Apply green design principles to address storm water reuse, traffic, pavement and landscape to reduce ambient temperatures.
7. Develop and implement relevant guidelines from the [International Green Construction Code](#) (IgCC) and the [Leadership in Energy and Environmental Design](#) (LEED) program to reduce heat gain in developments and to improve energy and water efficiencies.

AT2 - Organize local and regional opportunities to address heat island impacts.

1. Prioritize and implement strategies outlined in Resilient Tempe Master Plan and Urban Forestry Master Plan Update to achieve increased shade and tree cover citywide to reduce ambient temperature and produce air quality benefits.
2. Produce peer-city information regarding heat islands and temperature reduction policies and programs.
3. Develop community urban forestry program to support residents and businesses in expanding tree canopy coverage.
4. Continue to collaborate with Arizona State University (ASU) research on ambient temperature reduction and management of extreme heat.

AT3 - Participate locally in temperature reduction efforts and promote temperature monitoring and mitigation regionally.

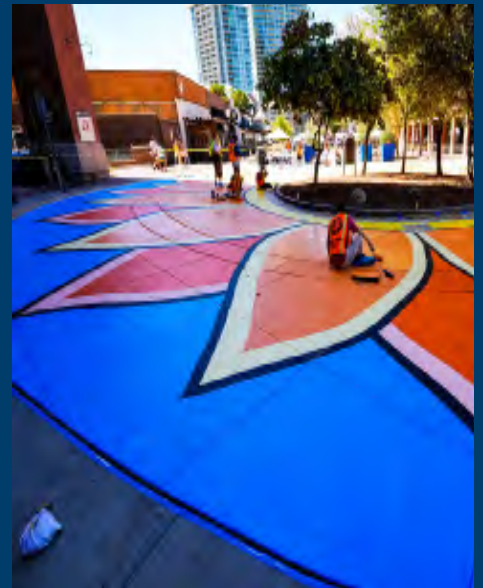
1. Work with other jurisdictions, Maricopa Association of Governments (MAG), businesses and utilities to develop region-wide programs to reduce ambient temperature.
2. Follow technological research on reducing ambient temperatures, and improving energy efficiency.
3. Partner with school districts, schools and students on ensuring youth involvement in resilience to extreme heat pilot projects, programs and policy.



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OPEN SPACE, RECREATION & CULTURAL AMENITIES





PREAMBLE

The Open Space, Recreation and Cultural Amenities Chapter provides Tempe's vision, policies, goals, objectives and strategies for open space, recreation and cultural amenities. Open space is comprised of parks, preserves, urban plazas, golf courses and sport fields. The recreation-related programs include activities and events at City and affiliated recreational facilities that are used for recreation, sports and community health, wellness and fitness related activities. The Cultural Amenities Element addresses visual and performing arts centers, museums, libraries, venues for traditional/cultural activities, non-conventional and pop-up sites, cultural sites, and public art. All these elements are integral part of establishing and sustaining a higher quality of life, while highlighting the image and character of Tempe.



The Open Space, Recreational and Cultural Amenities Chapter contains the following three elements.

Open Space Element provides a comprehensive inventory of open space areas, comprised of parks, preserves, urban plazas and sport fields to ensure that as the community grows it has the desired open space. It outlines guiding concepts for protecting and acquiring open space, parks and related facilities and integrating regional connections for parks and open spaces.

Recreation Element identifies the existing, and plans for future recreational programs, activities and events at City or affiliated recreational facilities for sports, health, fitness, education and entertainment.

Cultural Amenities Element compiles an inventory of existing and proposed cultural amenities that include visual and performing arts centers, museums and libraries and their programs, collections, and works of art, both public and private. It provides goals, objectives and strategies to maintain and enhance the cultural amenities in Tempe.

Open space, recreation and cultural amenities enhance quality of life attributes in Tempe by:

- Providing events and activities that project a creative, energetic vibe attractive to business, visitors and community members alike.
- Ensuring that as the community grows, adequate amenities are



in place such as art centers, museums, library, walking and biking networks, and urban, neighborhood, community and regional parks and recreational facilities.

- Promoting healthy community living with diverse choice in recreation and supporting active lifestyles including the concept of “[Blue Zones](#)”, where people live a long and healthy life. The idea of “Blue Zones” was put forward by Gianni Pes, Michel Poulain and Dan Buettner.
- Serving as hubs to incubate and amplify the work of Tempe’s artist, culture bearers and community groups and to generate programs that enrich us aesthetically, emotionally, socially and intellectually.



COUNCIL PRIORITIES & PERFORMANCE MEASURES

The following [Council Priorities and Performance Measures](#) of the City of Tempe are relevant to the goals, objectives, and strategies in this chapter.

Quality of Life

3.16 City Recreation, Arts, & Cultural Centers

3.17 Community Service Programs

3.33 Culture of Literacy and Engagement

3.34 Community Health and Well-Being

3.36 Quality of City Services

Sustainable Growth and Development

4.10 Urban Core Vision

4.11 Tree Coverage

4.14 Facilities Condition Index

Financial Stability and Vitality

5.09 CIP Funds Spent or Encumbered

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OPEN SPACE ELEMENT

Public parks and open spaces are used by the City's residents and visitors for recreation, events and leisure activities. Urban, regional, community and neighborhood parks differ in purpose, design and use by the community. These spaces address the needs of diverse populations with activities that reflect the community's aspirations and desires. Pools, sports facilities, recreation and senior or multi-generational centers, playgrounds and urban trails are vital to a healthy lifestyle and to bring together different cultural and age groups. Parks and open spaces support mixed development by providing their residents with nearby green space. Providing accessible and proximate parks and open space plays a crucial role in addressing the concerns that are sometimes raised by the residents related to higher residential density.

Public open space includes largely undeveloped lands owned by a city, county or state agency which are available, or may be available for use. Different hierarchy of parks, golf courses, paths, greenway boulevards, and community gardens are forms of open space.



As of 2023, City of Tempe has a total of more than 1,365 acres of public parks and 2,270 acres of total open space land within the city limits. Within approximately one mile of Tempe’s city limits, Chandler, Mesa, Scottsdale and Phoenix also provide Tempe residents with access to more than 50 acres of parks. In addition, nearly 17,000 acres of regional parks at South Mountain and Papago are easily accessible to the City of Tempe residents. Public schools

provide additional open space and park facilities for their own students, which are sometimes accessible to nearby residents. Although other land use categories do not designate property ownership, private open space recognizes the role that private property plays in open space provision within our community. The inventory of public open space and parks in Tempe includes the types of public parks identified in Table 5.

Table 5: Public Park Categories

Type of Public Park	Typical Size (acres)	Service Area	Example in Tempe	Total Acres
Regional Park or Preserve	50 or more	Citywide	Kiwanis Park	825
Community Park	0 to 10	2 miles	Daley Park	133
Sports Field Complex	15 to 40	10 miles	Benedict Sports Complex	198
Neighborhood Park	0 to 10	1/2 mile	Joyce Park	84
Urban Park	.5 to 5	1/2 mile	Ragsdale/MLK Park	5
Golf Courses (18 Holes)	110 to 150	10 miles	Ken McDonald	220
Public Park Total				1,365



Table 6: Existing and Projected Total Open Space, in Acres

Open Space	Existing 2023	Projected 2050
Tempe Parks & Open Space	1,408	1,519
ASU Open Space	194	50
School Fields	174	174
Private Open Space ¹	66	385
Rights-of-Way & Retention Areas	0	267
Golf Courses (18 Holes)	428	413
Total	2,270	2,808

1: Private open space represents a resource used by residents that is not reflected in the inventory. Access to approximately 668 acres of additional park and open space land is available on public (non-City of Tempe), semi-public or private land. With the permission of the property owners, the City can identify as much of this land for private open space.

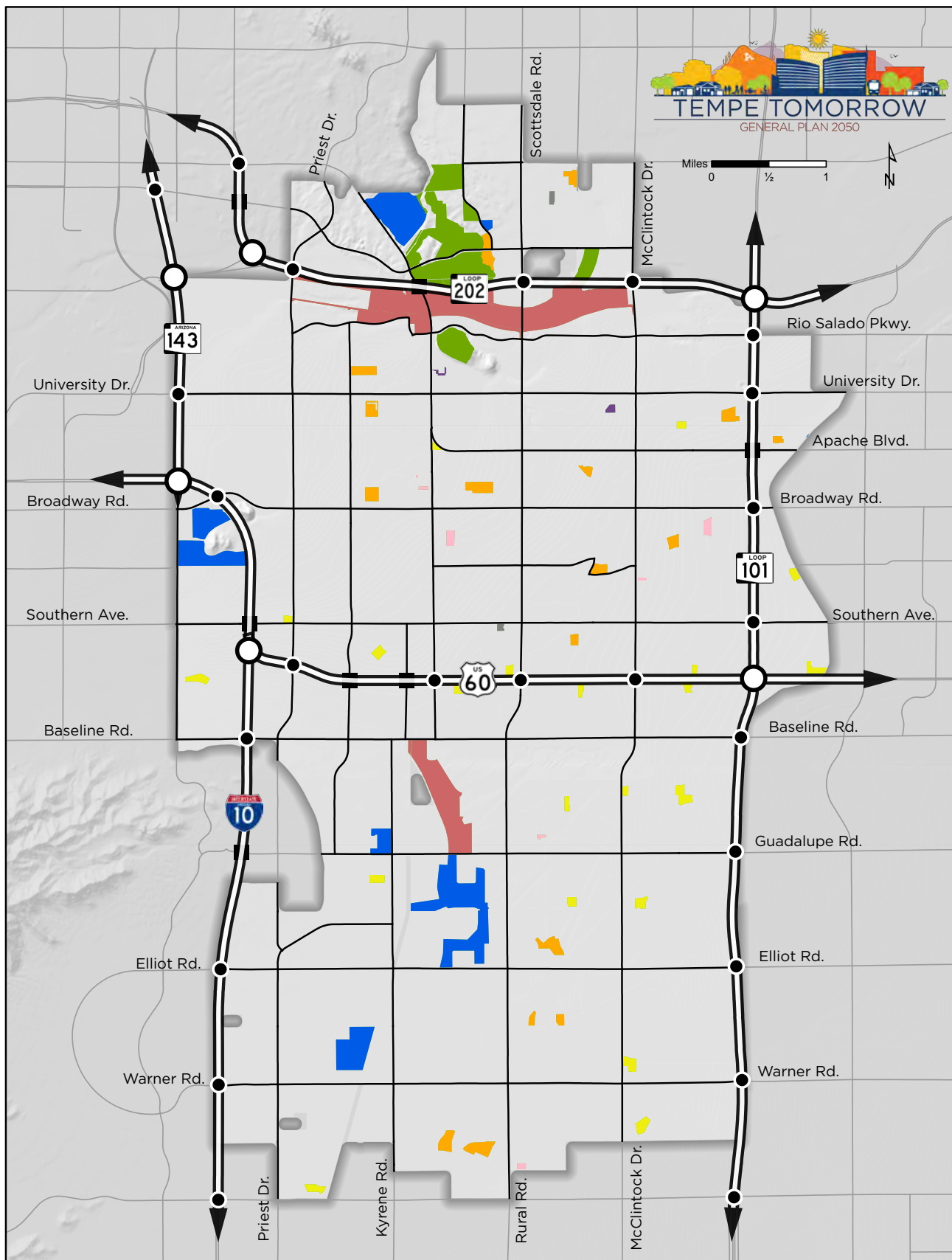
In 2020, Tempe had 56.6 acres of open space and park land per square mile. This provides about 12.5 acres of total park land per 1,000 people as shown in Table 7. For reference, the National Recreation and Parks Association notes 10.4 acres per 1,000 people as the average park space per capita in the country.

Table 7: Open Space and Parks Ratios

	Acres per 1,000 Population	Acres per Square Mile
2020 Open Space & Parks (Population 181,615 in 2020)	12.50	56.6
2050 Projected Open Space & Parks (Projected Population 253,489 by 2050)	11.10	66.8

Tempe Tomorrow - General Plan 2050 identifies opportunity for private open space provided by others for limited use and benefit of the residents and public. Private open space definition includes areas such as the private golf courses, homeowner association and community association common areas, canal, or electric and natural gas rights-of-way. This category is for identification and recognition of this land only, and does not imply restrictions on changes of use. If necessary, as a part of this plan's implementation process, the City will seek private property owner's authorization to show land as Private Open Space. There are potentially 921 acres of additional open space that could be shown or referred to.

Figure 19: Parks Classification Map



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PARK CLASSIFICATION

- | | | | |
|--|---|--|--|
| Urban | Community Park | Natural Area | Special Use |
| Neighborhood Park | Regional Park | SURF | Other |



URBAN OPEN SPACE

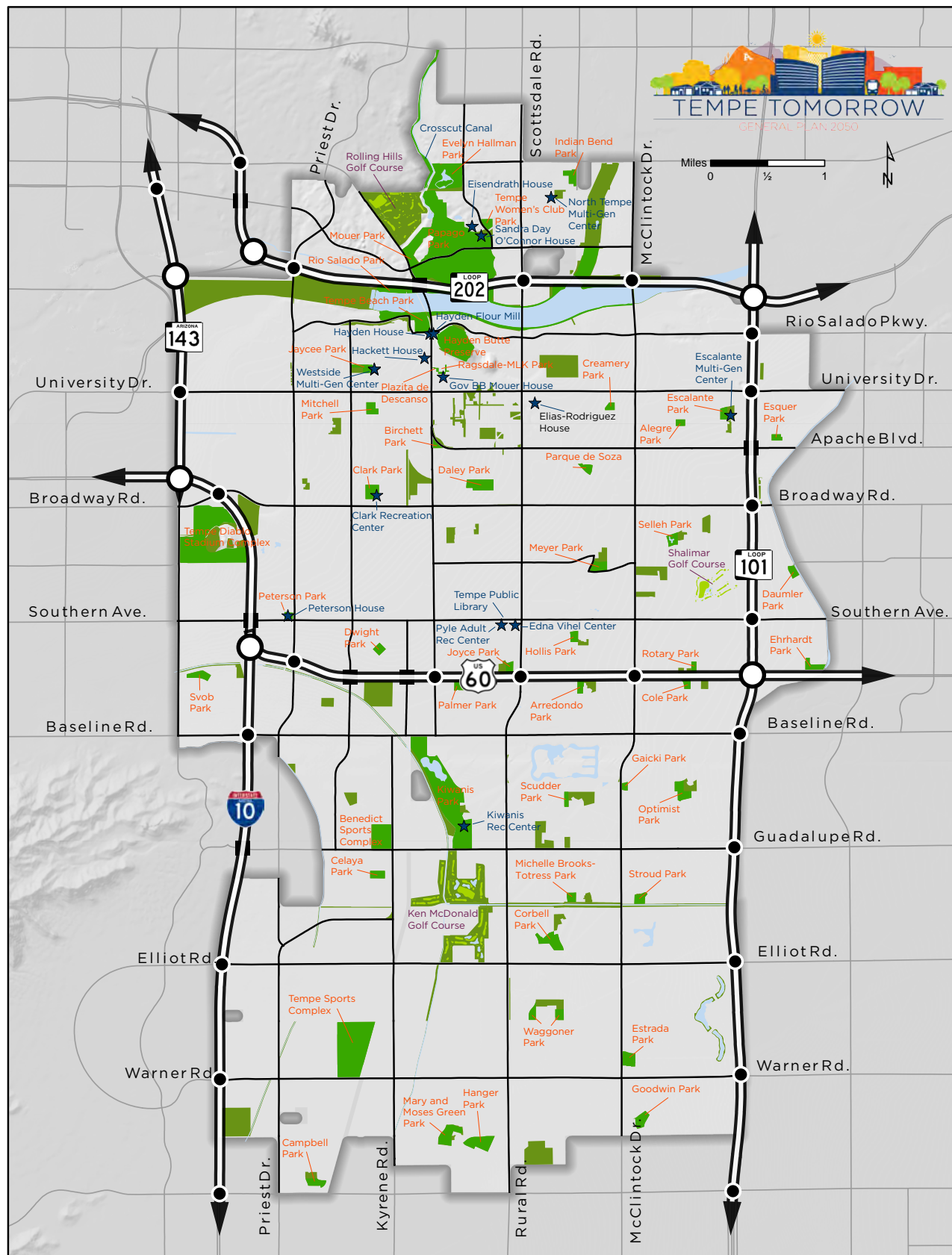
Connecting with nature is important to the quality of everyday life of urban residents. Within dense development, small landscaped or natural area parks, shaded plazas or planter boxes contribute to that connection of humans with nature. Open spaces within cities support a healthy lifestyle, both physical and mental. Urban open spaces placed at frequent intervals facilitate walking by providing opportunities for foot traffic. In addition, the Covid-19 pandemic has highlighted the importance of pleasant open spaces as healing elements in people's lives. Open spaces with aesthetically pleasing landscape, water, art and similar features are sometimes called "therapeutic gardens," which were

pioneered in many cities in the USA and several other countries in Europe, Asia and elsewhere.

Urban open space in conjunction with development can create new destinations and can promote higher levels of productivity for workers by offering places to de-stress and relax. Within the urban core, open space is even more essential to enhance the urban quality of life. As Tempe's urban core grows or becomes more intensified, the need for nearby open spaces including urban plazas, pocket parks and parklets will be even more important. Targeting city-owned, remnant parcels or alleys offer new ways to provide a place for transitory rest. Development planned for downtown, Rio Salado and the ASU Novus Innovation Corridor will present new opportunities to add public open space within plazas, courts, pocket parks and small parks at the ground level of developments. Tempe has successfully created small parks in the urban core, such as the Sixth Street and Mill Avenue or the Hayden Square on Mill Avenue and Third Street. These parks enhance the sense of place for residents, workers, students and visitors and reflect Tempe's sense of heritage and authenticity. However, these small parks are frequently used just to pass through to other buildings and facilities. Events or amenities that encourage more activity are desirable.



Figure 20: Open Space, Parks and Recreation Facilities Map



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OPEN SPACE, PARKS & RECREATION FACILITIES

- ★ Cultural Amenity
- City Park
- Golf Course
- Other Open Spaces
- Public Open Space



OPEN SPACE

GOAL: Provide a variety of natural and landscaped open spaces and parks that serve the diverse and changing needs of the Tempe urban community.

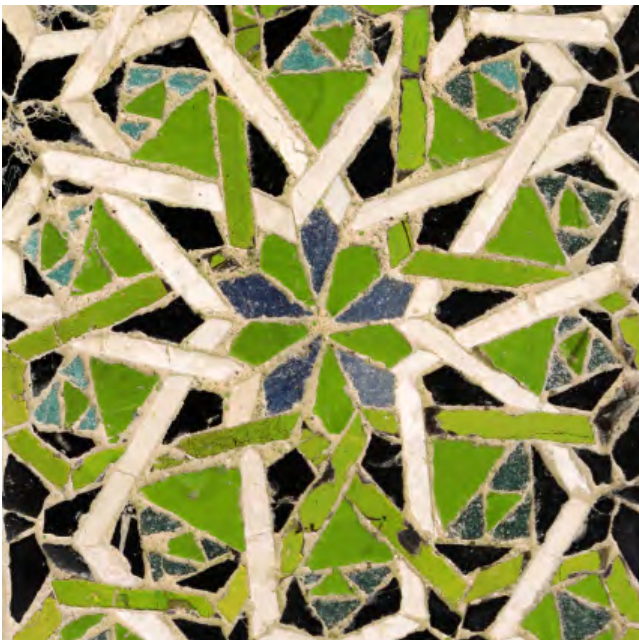
OBJECTIVES & STRATEGIES

OS1 - Maintain and enhance existing open space and parks to serve the changing need of the community.

1. Design or revitalize parks to reflect the uniqueness of the area or neighborhood and address the appropriate audience for the park's scale (neighborhood, community, region).
2. Consider the need for the protection of viewsheds to ensure prominent natural and cultural resources are visible from strategic public spaces, and collaborate

on these efforts with the Historic Preservation Commission, Desert Conservation Commission and the Salt River Pima-Maricopa Indian Community.

3. Evaluate the relationship of new growth and demand for open space as well as the opportunity to have growth contribute to new open space and parks.
4. Incorporate art and design elements into parks.
5. Provide parks that serve residents of all ages, interests and abilities.
6. Provide amenities within the Tempe Beach Park that reinforce its role as an outdoor music and event venue.
7. Develop and implement park plans (master, management, etc.) that protect cultural resources, responds to non-park development and support community priorities.
8. Continue to implement the recommendations in the [Rio Salado and Beach Park Master Plan Vision \(2018\)](#), [Kiwanis Park Management Plan \(2018\)](#), Papago Park Master Plan and other parks master plans and management plans.
9. Consider the creation of restroom facility standards by type of park and ensure their maintenance.
10. Develop standards for dog parks (such as location, size, furnishings, turf and utilization) and plan for additional dog parks based on need.



11. Ensure that all parks are part of a well-balanced asset management program to prolong the life of existing assets. Once established and funded, work on an enhancement program to revitalize two to three neighborhood parks per year, subject to funding availability.
12. Integrate and utilize technology to enhance efficiencies in park maintenance practices.
13. Leverage park facilities and infrastructure for programmed recreational opportunities within neighborhoods at local parks.
14. Utilize input from neighborhood associations to understand and assess recreational interest and needs.
15. Use demographic studies to identify population groups to outreach for recreation interest and surveys/assessments.
16. Develop programs to create community gardens to include food production in the City and enhance urban food systems.

OS2 - Plan and identify opportunities for new open space and parks in the [Tempe Parks and Recreation Master Plan Update](#) (2021).

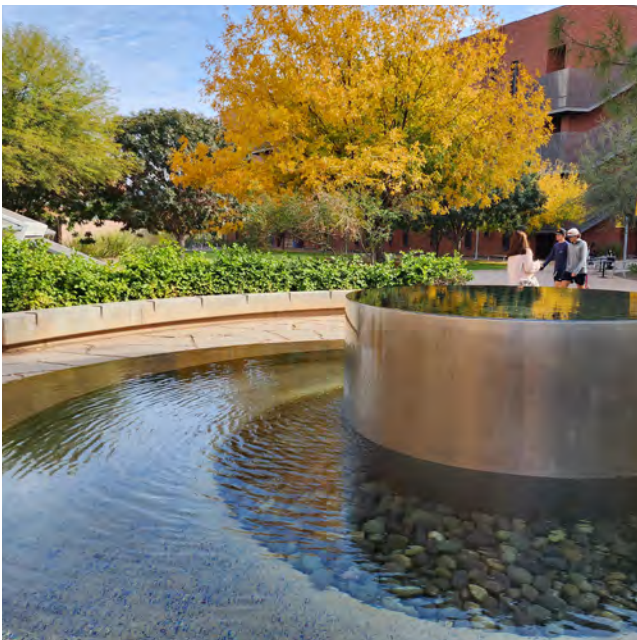
1. Identify gaps or areas of the residential community which may not have access to open space within one half mile of the exterior arterial streets.



2. Identify potential land acquisition and redevelopment opportunities with private and public entities to provide parkland and facilities.
3. Utilize bike paths as a framework to connect open spaces and neighborhoods.
4. Integrate art into park development and redevelopment opportunities. Involve artists in these efforts.
5. Use a variety of references (i.e., historical, cultural, social, artistic, environmental, and architectural) as a guide to create park identities.
6. Encourage preservation of significant historic and archaeological resources in open space and park preserves.
7. Implement the Urban Open Space Plan strategies within the [Parks and Recreation Master Plan Update](#) (2021).
8. Negotiate with ADOT to acquire land currently being used as retention basins.



9. Use the Eisendrath House property with a commitment to open space similar in character to its historic use.
10. Continue to implement the recommendations laid out in the Hayden Butte Preserve Management Plan (2017), Discover Papago Park Master Plan, and the Preserves Management Plan that:
 - a. protects its cultural resources;
 - b. responds to non-park development at its edges;
 - c. capitalizes on its location adjacent to downtown and the Rio Salado; and
 - d. addresses the functional and visual impact of the communication antennas.
11. Set priorities for operation and capital improvement action plans to enhance open spaces and parks.



OS3 - Evaluate the connection between new development and the open space and parks needed to serve it.

1. Identify opportunities to infill open space into densely populated or urban core areas.
2. Identify city-owned remnant parcels that are appropriate for urban plazas to be considered open space.
3. Create development guidelines that promote orienting future development and redevelopment activities along open space corridors.
4. Encourage private development of open space.
5. Encourage publicly accessible recreational amenities in private development.
6. Develop linear parkland and place emphasis on building connections.
7. Conserve Papago Preserve's desert, protecting it from encroachment of future development or redevelopment.

OS4 - Provide exemplary maintenance of parks and recreation facilities.

1. Create and/or upgrade inventories and audit for amenities and infrastructure.
2. Ensure that all parks are included in a well-balanced asset management program.

3. Upgrade or add recreation facilities where gaps exist to enhance recreation opportunities for the community.
4. Review parks for safety, ADA and code compliance and develop a program for funding, replacement and/or renovation.
5. Evaluate existing park security improvements for compliance with new code standards and retrofit where appropriate.
6. Establish and implement maintenance standards for parks and recreation facilities that are based on regional comparisons for similar maintenance activities and consistent with a park's classification.
7. Provide native tree and shrub care that produces maintenance appropriate for the Sonoran desert species.
8. Ensure that maintenance activities in Papago and Hayden Butte preserves have minimal impact on the surrounding fragile desert crust to prevent damage to the desert ecosystem, possible establishment of invasive species and/or increased dust affecting air quality.
9. Identify and eradicate invasive species in desert parks and where appropriate and replace with native and well-adapted plants and trees.
10. Evaluate the condition of existing pedestrian and equestrian trails in Papago Preserve, and determine



levels of improvements to maintain a high quality of user experience.

11. Establish a tree replacement schedule in preserves and parks to ensure healthy and appropriate trees are in place.
12. Follow the guidelines of [City of Tempe Urban Forestry Master Plan](#) (2017) to achieve at least a 25% urban tree and shade coverage citywide in Tempe by 2040.
13. Support the maintenance and addition of tall and high-canopy trees which provide habitats to birds of prey (hawks, owls, etc.) to create a healthy and balanced urban forestry and biodiversity conservation program.
14. Promote the use of private and public pollinator gardens, which are the engines to create healthy



habitats in the area. The pollinator gardens should include plants that help the pollination of flowers, plants, vegetables and edible plants in the area. These should consist of varieties of native plants including wildflowers, perennials and adapted plants that require low maintenance.

15. Promote a park maintenance approach to replace dead or dying trees, and that does not over-groom or over-prune plants, which can cause shock and reduce flowering and pollination potential of plants.
16. Review water quality in Tempe lakes and determine strategies to improve water quality and reduce maintenance expense.
17. Incorporate xeriscape landscaping principles to maximize use of natural resources.
18. Explore opportunities to capture rainwater to irrigate adjacent landscaping.
19. Integrate new technologies into



existing parks.

20. Explore opportunities to cover some water bodies by solar panels to enhance artistic features, minimize evaporation and generate power.
21. Evaluate solar technology opportunities that respond to park needs and are aesthetically pleasing, cost-effective, provide sufficient capacity and are vandal resistant.
22. Evaluate new irrigation, chemical and turf products for use that reduce maintenance needs while preserving the environment.

OS5 - Utilize public/private partnerships and volunteerism to preserve and enhance open space and park facilities.

1. Continue public/private partnerships and agreements for shared open space.
2. Consider partnering with neighborhood associations to provide recreational program maintenance and landscape upgrade support.
3. Partner with school districts to jointly use fields, courts and indoor facilities.
4. Promote opportunities to share a portion of the SRP utility rights-of-way.
5. Invite community garden clubs to implement and maintain plots in key visual areas.

- 6. Support neighborhood groups to organize, design and manage community gardens.
- 7. Utilize Adopt a Park and Adopt a Path programs for community involvement in the monitoring and maintenance of park facilities.
- 8. Ensure volunteers are provided informational training classes regarding appropriate maintenance of the native desert vegetation and/or removal of invasive species within desert parks.
- 9. Ensure appropriate supervision for volunteer projects within parks, especially with vegetation trimming or removal.

OS6 - Create a system of linked open space, and parks throughout the City.

- 1. Develop linked open space by utilizing the street, trail and bike network and modify the character of those streets to become user friendly for pedestrian and bikers.
- 2. Develop designs, priorities and funding options for pedestrian pathway systems that connect open space and parks.
- 3. Develop trails to their fullest potential and advocate the completion of trails to connect to regional open space and park systems.
- 4. Consider alternative design solutions to provide path linkages

along the streets that are half-mile apart.

- 5. Maintain path linkages by creating crossings or bridge connections over canals, railway rights-of-way, freeways and streets to connect to major destination points.
- 6. Promote opportunities for community access to open spaces at schools, Arizona State University and other institutes of learning, when appropriate and feasible.
- 7. Provide path linkages over the East Dam Segment at Town Lake, including a pedestrian bridge over it as recommended in the Rio Salado and Beach Park Master Plan (2018).
- 8. Encourage parks that promote alternative means for access and that are less dependent on the automobile.





RECREATION ELEMENT

Recreation services and opportunities provide essential services that support our community's health and well-being, social infrastructure and economy.

Health and Well-being: Physical activity can help reduce obesity and incidence of chronic disease by providing easily accessible opportunities for physical activity. It also can help to reduce social isolation by providing a connection to nature which studies demonstrate relieves stress levels, tightens interpersonal relationships and improves mental health. Tempe's parks, trails and historical sites provide excellent inducements to physical activity; including two picturesque 18-hole golf courses, hiking trails that take in spectacular views from Hayden Butte Preserve (A Mountain), Papago Park and the paths along the Tempe Town Lake as well as a place for remembrance and celebration of Tempe's culture at the Double Butte Cemetery.



Social Infrastructure: People use parks and recreation programs and facilities to connect with one another - through play, organized events, shared experiences and informal interactions. Participating in recreation activities helps develop our youth, improve education and deters negative behaviors. Social bonds are improved when families play together and when aging adults and individuals with disabilities are actively engaged in recreation activities. Tempe's recreation programs provide for all ages and abilities.

Economy: Parks and recreation supports our economy. Values of homes and properties are higher when located near parks and outdoor recreation sites. Economic development is enhanced since quality-of-life amenities such as parks and recreation infrastructure and activities are considered an important factor for firms and other businesses. Visitor spending spurs tourism by generating economic activity for local restaurants, bars, hotels, etc. Tempe parks and recreation employs hundreds of full-time and part-time employees. The combined operations and capital spending ripples through the local economy as employees spend their paychecks, contract with agencies to provide services and purchase products to maintain and support infrastructure and programs.

Recreation services in Tempe align with and support [Council's Strategic Priorities](#) through the implementation



of the [Updated Parks and Recreation Master Plan](#) strategies which are guided by the following four principles.

1. [Inclusion](#) - Providing community access and opportunity regardless of race, gender, orientation, age, income or ability.
2. [Resilience](#) - Facilities and programs that help the community thrive despite disruptive environmental, societal and health events.
3. [Strategic](#) - A flexible system that focuses on continuous improvement.
4. [Sustainability](#) - Systems and services that enrich and sustain the community, nurture the environment and contribute to the economy.



The comprehensive, long-term assessment of Tempe's parks and recreation system evaluates current facilities, services and programs and makes recommendations to equitably accommodate for the current and future recreation needs of the community.

Currently Tempe provides thousands of passive and active recreation opportunities that serve the community by offering meaningful experiences through adaptive recreation, fitness/wellness, aquatics, camps/school programs, sports leagues and instruction, general interest/hobbies, outdoor recreation and special events. In addition to the active and passive recreation opportunities, the special events team permits hundreds of special events and temporary extension of premises annually. Tempe has cultivated a dynamic and vibrant venue for



local, regional and national events (festivals, walks, runs, races, concerts, parades, etc.). These events support tourism and local merchants, foster and strengthen community pride and relationships, and encourage charitable support for local nonprofit organizations.

Tempe's Parks and Recreational Facilities include the following (2021):

- 27 diamond fields (baseball & softball)
- 37 multi-use rectangular fields
- 170 sport courts (basketball, volleyball, tennis, racquetball and pickleball), some of which are shared, such as and not limited to tennis courts striped for pickleball
- Five (5) community/recreation centers
- One (1) disc golf course
- Six (6) dog parks
- Two (2) golf courses
- Six (6) lakes/ponds
- Three (3) fitness stations
- 43 playgrounds
- Three (3) swimming pools (indoor & outdoor)
- Four (4) skateparks
- Four (4) splash play areas

An inventory of recreation facilities is provided in the Appendices.

RECREATION

GOAL: Promote health, physical fitness, leisure, creativity and entertainment with programs serving people with a diverse range of abilities and interests.

OBJECTIVES & STRATEGIES

RE1 - Consider current community needs and interests rather than just the traditional services.

1. Provide opportunities for community input in the design of recreation programs and facilities.
2. Create facility user group teams to provide customer feedback and support for programs and services.
3. Continuously assess whether program needs in recreation facilities meet needs of the community, and make changes as necessary.

RE2 - Provide a variety of recreational opportunities that reach as many residents as possible.

1. Develop a diverse and dynamic level of recreation programs focusing on enhancing opportunities for teens, adults, seniors, veterans, people with disabilities, preschool-age children and families.
2. Work with each age group to plan programs targeted to their interests.



3. Establish subsidy rates for existing programs and facilities to keep them positioned well in the marketplace.
4. Determine level of recreation facility standards for Tempe based on population type and numbers.
5. Create consistent policies to encourage equitable, inclusive and efficient use of parks and recreation facilities.

RE3 - Identify mechanisms for funding to ensure the sustainability of programs and facilities.

1. Develop a pricing philosophy that recognizes the needs of the community while ensuring programs and services are financial sustainable.
2. Update program policies to accurately reflect subsidy levels for programs and facilities and meet the levels established.



3. Ensure that fees are not a barrier to youth participation in recreation programs.
4. Pursue alternative funding sources for recreation service delivery.

RE4 - Encourage community involvement and volunteerism with recreation programs.

1. Retain volunteer opportunities that support improvements to parks and recreation programs.

RE5 - Work with other agencies to identify and augment recreation opportunities.

1. Ensure coordination with other cities and regional recreation planning efforts.
2. Consider locating aesthetically compatible cell phone towers in parks, where appropriate, as a revenue producing opportunity for parks.



3. Establish partnerships, joint use agreements, etc. with other organizations to provide recreation programs, services and facilities to the community.

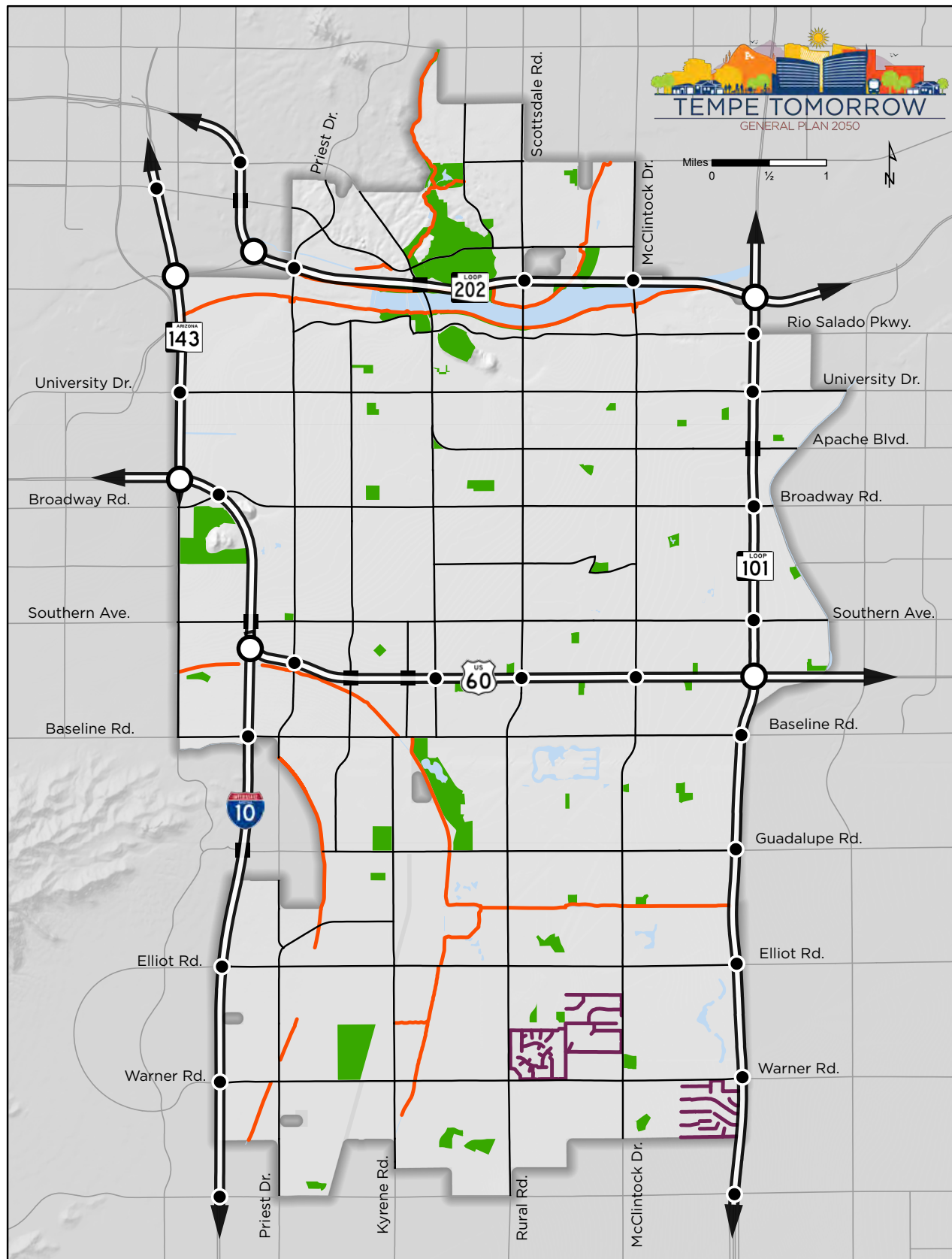
RE6 - Regularly renovate and renew the recreation facilities.

1. Implement the policies in the [Tempe Parks and Recreation Master Plan Update](#) for recreation facility development to keep facilities positioned well in the marketplace.
2. Develop consistent policies to encourage equitable and efficient use of recreation facilities.
3. Implement an asset management plan for recreation facility infrastructure.

RE7 - Utilize technology to enhance outreach and service delivery to the community.

1. Promote recreation programs to residents and visitors through technology and information resources.
2. Increase visibility of the park's facilities and programs through marketing and publicity, including the use of social media.
3. Use technology to track revenues and operating costs.
4. Provide the community with web-based access to recreation services and registration.

Figure 21: Parks & Equestrian Trails Map



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PARKS & EQUESTRIAN TRAILS

 Public Park

Equestrian Trails

 Private

 Public



PUBLIC ART & CULTURAL AMENITIES ELEMENT

Cultural amenities cut across many societal interests including places, displays, activities and events which animate our City with visual and performing arts, heritage, history, literature, new media, community arts and traditional culture. Tempe derives significant social, intellectual and aesthetic benefits from such culture amenities. These amenities serve as a focus for incubating our local artists and cultural bearers, as well as for exchange of ideas with national and international artists. These amenities also serve as vibrant community hubs where people gather to learn, share and co-create. Communities that support strong and diverse arts and cultural programs additionally benefit economically by attracting tourism, employment, new businesses and trade. Regional cultural attractions in Tempe further enhance the City's reputation as a cultural and tourism leader in Arizona.



Tempe adopted an [Arts and Culture Plan](#) in 2015. Its vision is to ensure the following:

“Enlightening and enlivening arts and culture are part of the daily experience of residents, workers, students and visitors. Citizens have ample opportunities to participate, co-create, learn and appreciate arts. There is a continuum of inclusive arts experiences for people of all ages and backgrounds. Tempe is recognized as a welcoming and supportive place for artists as well as community creativity in all its forms. Signature events celebrate creativity at the highest levels, drawing visitors as well as regional and national attention.”

The [Tempe Center for the Arts](#) (TCA) is one of the finest performing and visual arts venues in Arizona and it reflects the City’s support of the arts. Numerous Tempe-based arts organizations and outside presenting groups present arts and cultural programming in the venue. Completed in 2007, the TCA is located on the southwest end of Tempe Town Lake. The center houses a state-of-the-art 600-seat theater, a 200-seat studio theater, a 200-seat multi-purpose space, a 3,500 square-foot art gallery, and several public art pieces.

The Tempe Performing Arts Center (TPAC) is another city-owned facility. The facility is off Mill Avenue in the heart of downtown Tempe. As of January 2023, it is no longer made available for long term cultural activity as the facility is being



reviewed for possible redevelopment. If the building is demolished and redeveloped, the TPAC functions should be included in the new development or relocated in a convenient location.

Tempe has two city museums: the [Tempe History Museum](#) and the [Petersen House Museum](#). The Tempe History Museum is where the community and visitors come together to explore Tempe’s past, share its present and imagine its future. The museum offers curriculum-based school programs, research assistance for students, the media, city staff and other professionals, and adult and family programming. The artifact collection, composed of thousands of archival and three-dimensional items, focuses exclusively on Tempe’s history making it a unique resource. The museum shares the municipal campus area with the Tempe Public Library, Pyle Adult Recreation Center and the Edna Vihel



Center at Rural Road and Southern Avenue. The Petersen House Museum located at 1414 W. Southern Avenue near the northwest corner of Priest Drive and Southern Avenue is the restored home of one of Tempe's early farmers, businessmen and community leaders. The Petersen House Museum is operated as an outreach of the Tempe History Museum. Programs at the museum focus on the lifestyles in Tempe during both the Territorial period and the Depression era. The Petersen House is open several times a year for public programs and events.

Tempe is also the home to a number of other historic properties that are stewarded by the museum as sites for interpretation and cultural advancement. The properties include Hayden House, Eisendrath House, Elias Rodriguez House, Hackett House and Gonzalez Martinez House. The public is able to view these properties through tours and other public events



and learn about distinctive aspects of Tempe's diverse history. Several of these properties also house tenants who contribute to the advancement of Tempe's vibrant culture, including Sister Cities and the Downtown Tempe Authority.

The 50-year old [Edna Vihel Arts Center](#) (adjacent to Tempe History Museum) is home to a range of community arts programs that focus on strengthening relationships and building connections within the arts, community and the City. Over 400 instructional arts classes are offered at the Edna Vihel Arts Center each year. Classes include ceramics, visual arts, dance and theater and are programmed for early childhood, youth and adults. Numerous city parks also serve as locations for community arts classes and programs (e.g., Art in the Park) that are developed for local neighborhoods, and that reflect the identity and values of the Tempe community.

The [Tempe Public Library](#) has been operating in the City since 1908. The library's physical location has changed from retail buildings, to the old City Hall, to the building that now houses the history museum and finally to the current library on Rural Road and Southern Avenue that opened in 1989. Circulation of materials grew from 4 items per day in 1908 to 1,984 items per day in 2021, and to 2,463 items per day in 2022. The public library has grown from a quiet place to browse books into an engaging community space that circulates a

variety of materials including books, DVDs, CDs, seeds, museum passes and more. The library is a vital cultural and educational resource for Tempe providing materials in all formats including online for download or streaming, public internet computers, free public programs for all ages, early literacy support and outreach programs to schools, community partners and the City’s community centers. In conjunction with the [Friends of the Library](#), a café and used bookstore are also available in the facility to raise money for library programming. The library also has rooms available for rent by community groups for meetings. The role of the library as the premier cultural institution of the City remains strong, while the method of service has evolved into a community responsive and interactive experience.

Tempe has cultivated a diverse collection of temporary and permanent public art that complements the natural and built environment. Public art is incorporated into building and public space design throughout the City including in streetscape and pathway enhancements, transit facilities, public buildings, parks and other public spaces. Public art imparts beauty and value to the public realm, enhances the experience for residents and visitors, and provides a means to express Tempe’s community character. Art should be integrated into all large new developments and it should celebrate local history, diversity and community identity.



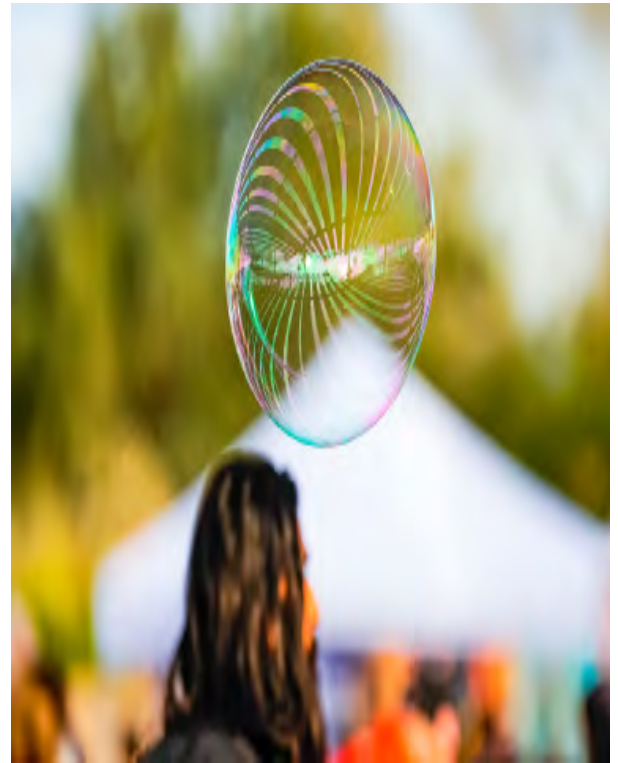
The City of Tempe adopted the [Art in Private Development](#) (AIPD) ordinance in 1991 which requires developers of large, commercial or office spaces to invest in artworks for their properties or contribute to Tempe Municipal Arts Fund. The purpose of Tempe’s AIPD program is to beautify the community with a wide variety of high-quality art projects. Over the past three decades, the largest projects have been mixed use developments which are not required to contribute to Art in Public Development.

Tempe utilizes several unique public spaces to showcase numerous exhibitions featuring professional and student artists. Art exhibitions take place in galleries at TCA and through the Community Galleries program. In addition, Tempe maintains a collection of numerous portable works of arts. The City also leases a building at Mitchell Park to Childsplay, a nationally celebrated children’s



theater company. Through sub-letting arrangements, this building is also utilized by smaller performing arts organizations as an affordable location for rehearsals, classes and/or creative productions.

Tempe is known for the many special events it hosts each year. From art festivals to holiday festivals to multicultural festivals, there are abundant activities to choose from these cultural and entertainment offerings at various venues in the City such as Tempe Beach Park, Tempe Town Lake, Mill Avenue and Kiwanis Park.



INDIGENOUS PRESENCE IN TEMPE

The longevity of O’Odham and Piipaash existence and presence in territory is a distinct legacy within Tempe. The City has a shared pride in ensuring the indigenous histories of this place are preserved for future generations. There is the opportunity for Tempe to prioritize a sense of place that connects to O’Odham and Piipaash history and language unique to specific locations within the urban environment. Identification of areas that are suitable venues for traditional and cultural events/activities is part of this consideration. Through creative expression - in the built environment, the natural environment and within our cultural amenities - O’Odham and Piipaash narratives should be prioritized and expressed appropriately through a variety of scales. Consultation with O’Odham and Piipaash led groups should occur during the various phases of a project’s life cycle. Through such as process, the City will support the re-integration of indigenous narratives into the context of Tempe and beyond for the benefit of the next generations to inhabit the territory. (Oidbad Original Peoples Design Principles, 2023).



ARIZONA STATE UNIVERSITY

As a public entity, Arizona State University (ASU) is a significant contributor to Tempe's catalog of cultural amenities. ASU houses museums, galleries and collections on the Tempe campus that are available to the public. The Gammage Auditorium provides a venue for national and international performances. The [Charles Trumbull Hayden Library](#) serves as the main library on the ASU Tempe campus, along with the specialty law, music, architecture/design and science/engineering libraries located throughout the campus. Public art installations are distributed throughout the Tempe campus and the ASU's Novus Innovation Corridor.





ARIZONA HISTORICAL SOCIETY (AHS) MUSEUM IN TEMPE

The [Arizona Historical Society \(AHS\) Museum](#) (Arizona Heritage Center) at Papago Park is an 80,000 square foot cultural facility that offers engaging exhibitions about the contemporary history of the Salt River Valley, educational programs, public events and public access to one of the largest Arizona history collections. Collections, housed in the AHS museum facilities throughout the state, number in excess of three million objects. The artifact and manuscript holdings offer unrivaled opportunities for public programming, educational outreach and exhibitions, as well as academic and community-based research. The AHS collections not only provide premier resources for recounting Arizona's past, but are invaluable tools for promoting public understanding of contemporary issues such as water availability, immigration, free trade, mining, ranching and agribusiness, the defense industry, cultural diversity, and urban development and revitalization.

PUBLIC ART & CULTURAL AMENITIES

GOAL: Enhance and promote Tempe as a diverse, inclusive, stimulating cultural, library and arts community where cultural amenities and library experiences inspire and enrich people’s lives and experiences.

OBJECTIVES & STRATEGIES

AA1 - Maintain a strong commitment to advance Tempe as a vibrant and progressive community for creative, cultural, intellectual and artistic activity.

1. Preserve and promote Tempe as a municipal leader supporting arts and culture.
2. Collaborate with state and national networks to strengthen support for the arts and culture sector in Tempe.
3. Promote and continue to build a diverse public art collection that challenges, engages and delights the public.
4. Ensure dedication to customer service and advocacy for the importance of the arts and culture in our daily lives.
5. Provide unique resources to examine Tempe’s past, better understand its present and imagine its future.

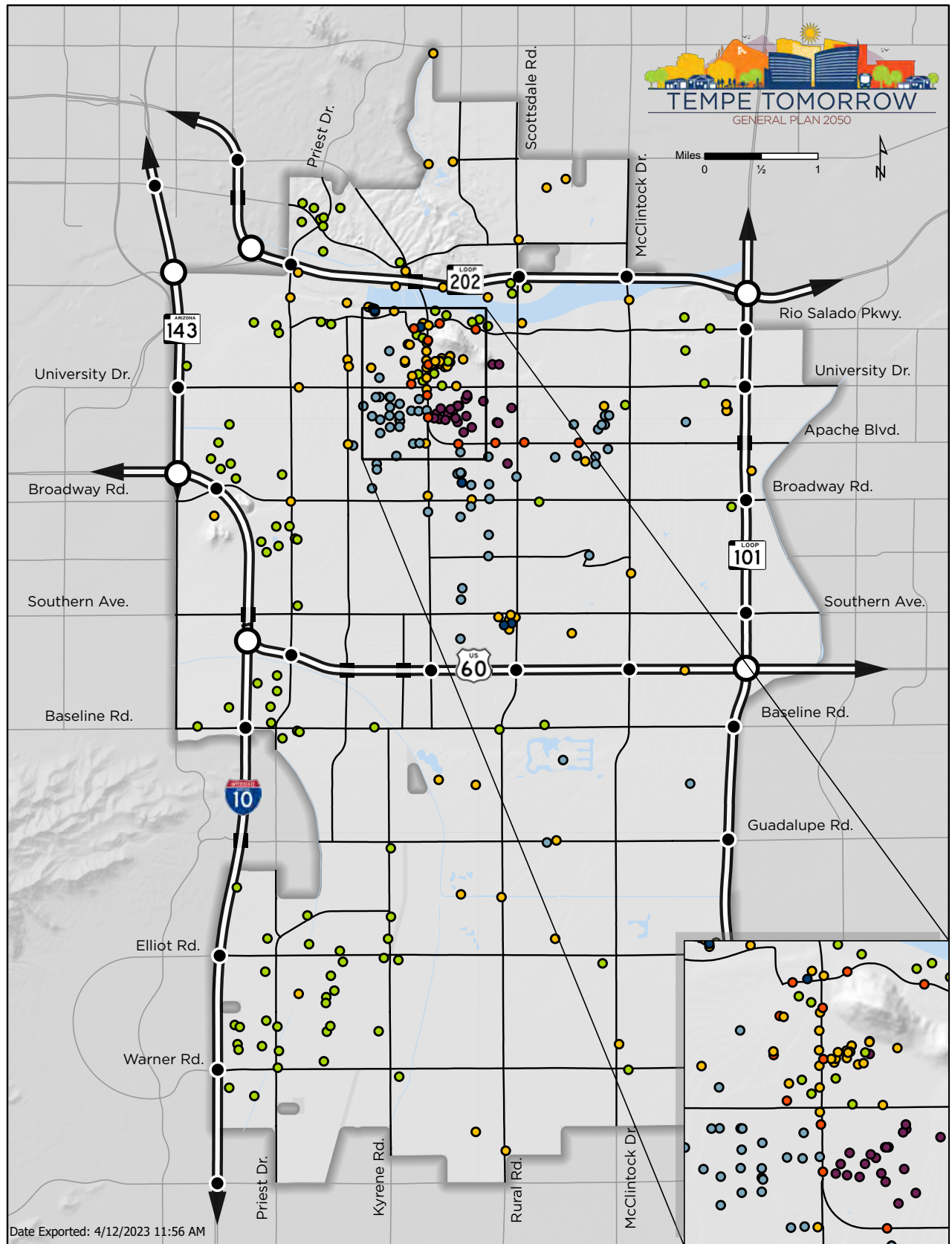


6. Continue to implement the Municipal Arts and Culture Plan and seek community input and advise regularly.

AA2 - Continue to collaborate with community partners, including neighborhoods, artists, cultural groups, historic preservation groups, educational institutions and other entities.

1. Ensure community input, collaboration and/or co-creation on operational and program decisions that affect those communities
2. Create and nurture advocates, sponsorships and volunteer support to maximize resources.
3. Assist neighborhoods to enliven public spaces through the arts and in ways that deepen a sense of place, pride and ownership.
4. Maintain community advisory boards and commissions.

Figure 22: Public Art Map



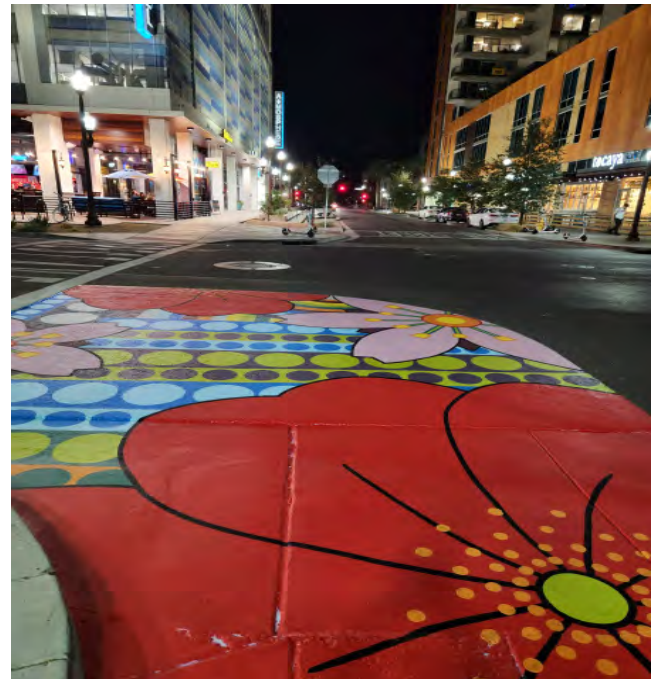
PUBLIC ART

- | | | |
|---|--|---|
| <ul style="list-style-type: none"> ● ASU Art ● Art in Private Development | <ul style="list-style-type: none"> ● Neighborhood Art ● Public Art | <ul style="list-style-type: none"> ● Temporary Art ● Valley Metro |
|---|--|---|

5. Develop learning opportunities and alliances with organizations to leverage additional resources for arts and cultural education.
6. Expand and reinforce relationships with educational institutions and school districts to share information, support programs and strengthen community resources.
7. Continue involvement and participation in regional projects and networks.

AA3 - Enhance the diversity of arts, history, library resources and cultural amenities, facilities and collections that support, educate and enrich the community, while advancing Tempe’s creative talents.

1. Partner with other agencies, business and residents to preserve, develop and maintain cultural facilities that provide gathering places for cultural exploration, expression, and inspiration.
2. Develop a public facility that serves as a local creative hub for grassroots cultural expression and that provides arts classes, resources for individual and community creativity, exploration, growth and incubation of cultural programs.
3. Continue to create public art that beautifies the City’s infrastructure including streets, paths and facilities.
4. Maintain the Tempe Public Library as a community meeting place



where all people are welcomed and included in conversation, programming and creating connections throughout Tempe.

5. Promote the [Tempe Center for the Arts](#) as an arts-driven gathering place for all members of the community.
6. Maintain Tempe History Museum as an inclusive and engaging gathering place which fosters an understanding and appreciation of Tempe’s unfolding history through innovative programming.
7. Collaborate with O’Odham and Piipaash communities to identify and resource areas that are suitable venues for traditional and cultural events/activities.
8. Increase availability of affordable working spaces and venues (traditional and non-traditional) for artists’ use.



9. Support use of cultural amenities (traditional and non-traditional) in diverse and distinct ways and that improve access and inclusion to these amenities for all.

10. Provide all scales of arts, history and cultural organizations with equitable access to cultural amenities as a means to incubating, developing, and maturing Tempe's ecosystem of artists, artforms, and communities.

11. Provide entrepreneurial resources and programming to better connect local artists with job markets and opportunities.

AA4 - Encourage incorporation of public art into major public and private projects to enhance the City's community character as well as the built environment.



1. Work with local and national artists, as well as students and community groups, to create public art projects, and promote art education.
2. Protect, maintain and preserve existing artwork in the City's collection.
3. Enable Tempe's collection to grow and diversify with streamlined, efficient, representative, creative and fair processes.
4. Select artists who carefully consider the nature of specific sites for artwork.
5. Continue to commission public art projects that are suitable for the local climate and responsive to maintenance capabilities of the City.
6. Involve neighborhoods, schools, businesses (including small businesses) and other stakeholders in public art projects.

AA5 - Encourage the continuation and expansion of innovative arts, cultural and library programming that further enriches the community.

1. Continue to foster relationships with community artists and arts organizations to optimize diversity in visual, performing arts and other cultural programming.
2. Provide programs, activities, services and information on topics that reflect the needs and aspirations of the community.

3. Promote partnerships among arts, history and cultural groups, community organizations and business communities to develop and expand events, activities and programs for all ages and abilities.
4. Build a public art collection that ranges in scale from intimate to monumental.
5. Maintain the Tempe Center for the Arts as a vibrant artistic hub that engages young people, families and adults and celebrates the fundamental role of the arts in our community.
6. Continue to offer enjoyable, educational and stimulating exhibits, interpretive signage, programming and activities which celebrate Tempe's history.
7. Encourage and support cultural events, festivals, activities and performances.
8. Maintain the library as a source of high-quality instruction and programs to promote personal growth, entertainment and lifelong learning.

AA6 - Ensure inclusive access to arts, history, library and cultural amenities to benefit the entire community including residents, businesses, visitors and tourists.

1. Provide access to creative processes and cultural resources for all.
2. Support Tempe-based arts organizations and artists by



providing funding opportunities that support long-term stability, diversity and vibrancy.

3. Provide resources to update and maintain collections.
4. Continue to support and encourage private retail and commercial development to include art in private development, accessible to everyone, in all new buildings.
5. Sustain and enhance arts, history and cultural resources in ways that provide greater access and representation for everyone.

AA7 - Protect and promote artistic expression and cultural awareness to bring people together to celebrate diverse traditions that strengthen Tempe's sense of place, community and identity.

1. Conduct equity mapping to



identify gaps and opportunities in program delivery.

2. Develop and provide program offerings which reflect and celebrate the diversity of the community.
3. Cultivate partnerships that deepen a sense of belonging and that are diverse, equitable and inclusive.
4. Maintain frequency and quality of community/artist collaborations.

AA8 - Utilize technologies to provide greater access, build public awareness and encourage participation in arts, history, cultural and library activities.

1. Update digital resources and platforms to ensure relevance, integration, and innovation.

2. Promote arts, history, library and cultural amenities to residents and visitors through current technology and information resources.
3. Increase visibility in the community through marketing, publicity and social media.
4. Use technology to update, maintain, educate and promote useful collections in a variety of formats.
5. Continue to seek out upcoming and trending technologies to make the library accessible for the wider community.



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PUBLIC FACILITIES & SERVICES





PREAMBLE

The Public Facilities & Services Chapter identifies buildings, facilities, and services provided by the City of Tempe, including community health and human services, education, municipal court and utilities. City services provided by quasi-public, and other entities are also discussed. The chapter provides an overview of services provided by the City and articulates goals, objectives and strategies to maintain quality facilities and services to residents and visitors of Tempe.

This chapter includes the following elements.

1. Public Buildings and Facilities Element
2. Public Services Element
3. Municipal Court Element
4. Safety Element



STRATEGIC PRIORITIES & PERFORMANCE MEASURES

This chapter also follows the five [Council Priorities](#) that the City has adopted. The Public Facilities elements are primarily aligned with “Safe and Secure Communities,” “Strong Community Development” and “Quality of Life”. The following performance measures are relevant to the elements in this chapter.

Safe and Secure Communities

- 1.01** Fire Response Time
- 1.02** Cardiac Arrest Survival
- 1.03** Patient Transfer of Care
- 1.04** Fire Services Satisfaction
- 1.05** Feeling of Safety in Your Neighborhood
- 1.06** Crime Reporting
- 1.07** Police Services Satisfaction
- 1.08** High Severity Traffic Crashes
- 1.09** Victim of Crime
- 1.10** Worry about Being a Victim
- 1.11** Feeling Safe in City Facilities
- 1.12** Violent Cases Clearance Rate
- 1.13** Safe Drinking Water
- 1.14** High Risk Fire Inspection
- 1.15** Insurance Services Organization Rating
- 1.16** Municipal Court Compliance
- 1.17** Community Supervision Re-Arrest Rates
- 1.18** Kid Zone Participation

- 1.19** Housing Quality Standards
- 1.22** Pavement Quality Index
- 1.23** Feeling of Safety in Parks
- 1.25** Police Body Cameras
- 1.27** City Infrastructure and Assets
- 1.28** Criminal Division
- 1.32** Youth Safety and Juvenile Crime
- 1.33** Alley Quality Index
- 1.34** Crisis Support

Strong Community Connections

- 2.02** Customer Service Satisfaction
- 2.03** 311 First - Call Resolution Rate
- 2.04** City Website Satisfaction
- 2.05** Online Service Satisfaction Rates
- 2.06** Police Trust Score
- 2.07** Counseling Service Referral Rate
- 2.08** Treatment Court Satisfaction
- 2.15** Feeling Invited to Participate in City Decisions
- 2.16** 311 Caller Wait Time
- 2.17** Email Response Time
- 2.21** Satisfaction with Availability of City Information
- 2.26** Public Records Request Fulfillment Rate

Quality of Life

- 3.01** Property Code Enforcement
- 3.06** Quality Pre-K Enrollment
- 3.14** ADA Transition Plan
- 3.22** Graffiti Removal



- 3.23 Right of Way Landscape Maintenance
- 3.28 Ending Homelessness
- 3.34 Community Health and Well-Being
- 3.36 Quality of City Services

Sustainable Growth and Development

- 4.03 Water Conservation and Efficiency
- 4.04 Solid Waste Landfill Diversion
- 4.11 Tree Coverage
- 4.12 Composting
- 4.14 Facilities Condition Index

- 4.16 Groundwater Supply
- 4.20 Customer Satisfaction with Community Development Processes

Financial Stability and Vitality

- 5.04 Bond Rating
- 5.06 Competitively Generated Contract Spend
- 5.08 Civil Division Annual Survey
- 5.09 CIP Funds Spent or Encumbered
- 5.12 Cybersecurity
- 5.14 Audit Completion Rate
- 5.17 Citywide Risk and Worker's Compensation Liability

Public facilities and services reflect basic functions provided by government or business to the community. These services fulfil the community's needs by:

- Ensuring that as the community grows, the facilities and services upon which residents depend are adequately available. Example facilities and services are: police, fire and emergency response; street, park and public building maintenance; water and wastewater.
- Providing sustainable practices to make sure Tempe's public facilities and services are efficient, effective and accessible.
- Supporting residents to reach their full potential through human services and education services.

The **Public Buildings Element** provides an inventory of civic and community centers, public schools, libraries, police and fire stations, and other public buildings. Within Tempe, that also includes wastewater treatment plants, cemeteries and marina facilities. A list and location of public buildings and facilities is provided.

The **Public Services Element** identifies the existing services and identifies plans for future service changes. In addition to the typical functions of City government, utilities and services provided by other public or quasi-public agencies that serve the Tempe community are also identified.

The **Municipal Court Element** identifies the judicial branch services provided in the administration of justice.

The **Safety Element** guides emergency management and protection of the community’s safety in the event of a natural or man-made disaster. An explanation of public safety goals for law enforcement and fire protection ensure that civil order and emergency protection will be sustained.





PUBLIC BUILDINGS & FACILITIES ELEMENT

Public buildings are the civic and community centers, libraries, police and fire station, public schools, and other public buildings. City of Tempe owns and operates 142 buildings comprising of over 2,800,000 square feet floor space, located throughout the City that accommodate services and programs. Tempe takes pride in providing City facilities that serve the community's administrative, health and safety and cultural needs effectively. City public buildings meet and often exceed the requirements for sustainability and accessibility. Tempe provides reasonable accommodations for all meetings within public facilities. Tempe continues to look at efficient utilization of public buildings, including re-purposing, re-modeling, or selling those facilities that no longer serve the community. Public buildings (new or remodeled) are designed to function sustainably for the useful life of the facility and to meet green building standards. Additionally, schools, colleges and universities, museums, hospitals, county, state, and federal buildings in Tempe provide essential government and community services.



Partnerships with the private sector provide unique opportunities: e. g., municipal offices that share space in privately-owned and operated buildings; and publicly-owned and operated buildings receiving revenue from private tenants. Creative and environmentally sound building design, construction and space planning can provide flexibility to meet changes in building needs and uses. Future needs of the community will require careful planning for optimum efficiency and return on investment to the community, combined with a continuing commitment to a quality built environment through community involvement, design excellence, and sustainable practices.

In 2019, the City of Tempe approved the [Facilities Master Plan](#), which included a comprehensive inventory of the City’s important facilities, analyzed their physical conditions, and recommended strategies for future improvements. The master plan also assessed the highest and best use for some key City facilities, and made recommendations for renovation, redevelopment, additions, sales, and purchases to enhance the City’s facility’s portfolio. The plan made further recommendations related to deferred maintenance spending, and the annual budget required to maintain, modernize, and add facilities to create a high quality and adequacy for the City’s functions. For the period from 2019 to 2038, the plan recommended an annual spending of \$9.1 million on deferred



maintenance, and \$18.7 million on maintenance, renovation, and new construction.

To improve digital communication systems for government, businesses and residents, Tempe is rolling out fiber optics across 100% of the residentially zoned areas of the City of Tempe by 2030. The fiber cables will provide reliable and disaster-proof digital connection at high speed (70% of the speed of light). Fiber-optic networks can spur competition in the field, and help attract businesses and promote economic development in the area. Further, new networks can provide high-speed internet access to underserved or unserved communities that may not otherwise have access to such facilities. This will help to bridge the digital divide and promote digital inclusion for all communities.



Figure 23: List of Tempe Buildings and Facilities

Harry E. Mitchell Government Center and other Municipal Offices

525 Building
 Tempe Municipal Building (City Hall)
 Orchid House Offices and Public Parking
 Downtown Parking Garage
 Tempe Transportation Center

Community Facilities—City Owned Buildings

Clark Park Recreation Center
 Dennis J Cahill Senior Center/West Side Multi-generational Center
 Diablo Stadium Complex
 Edna Vihel Center
 Eisendrath House
 Elias-Rodriguez House
 Escalante Multi-generational Center
 Governor Benjamin B. Moeur House/Hatton Hall
 Hackett House (Tempe/Hilge Bakery)
 Hayden House
 Kiwanis Park Recreation Center
 Niels Petersen House
 North Tempe Multi-generational Center
 Pyle Adult Recreation Center
 Sandra Day O’Connor House
 Tempe Center for the Arts

Tempe History Museum
 Tempe Performing Arts Center (Being reviewed for relocation)
 Tempe Public Library
 Town Lake Boat House (planned)
 Ken McDonald Golf Pro-Shop/Restaurant
 Rolling Hills Golf Pro-Shop/Restaurant

Police Facilities

Apache Boulevard Substation
 Downtown Police/Court Building
 North Tempe Outreach Center
 Police/Court Parking Garage
 Robert J. Hawk Police Substation & Police Equine Facility at Kiwanis Park
 South Tempe Police Substation

Fire Facilities

Fire Administration
 Fire Support Services Facility
 Fire Station #1
 Fire Station #2
 Fire Station #3
 Fire Station #4
 Fire Station #5
 Fire Station #6
 Fire Station #7
 Fire Training Facility

Service Yards

East Valley Bus Operation and Maintenance (EVBOM) Facility
 Hardy Maintenance Yard
 Household Product Collection Center
 Kiwanis Park Maintenance
 Priest Yard
 Tempe Maintenance and Operation Center

Water Treatment and Delivery Facilities

Johnny G. Martinez Water Treatment Plant
 Kyrene Reclamation Plant
 South Water Treatment Plant

William J. Ream Senior Complex

Center for Adult Day Healthcare
 Shared Living Homes

Other Facilities

Bell Butte Radio Facility
 Double Butte Cemetery
 Hayden Butte Radio Facility
 SRP Town Lake Marina

GOAL: Plan, design, maintain and operate public buildings and facilities to best serve the community with convenience, access and welcoming environment.

OBJECTIVES & STRATEGIES

PB1 - Develop energy efficient,

environmentally safe, quality constructed and high performing buildings.

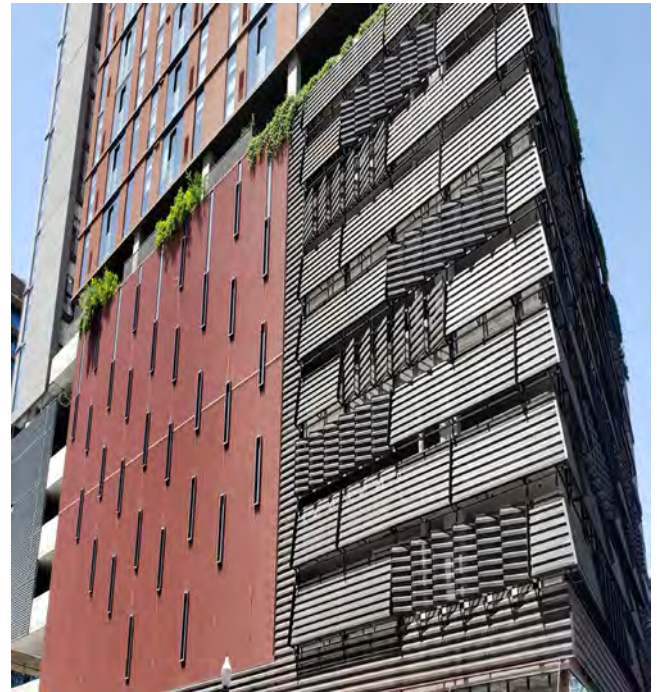
1. Consider following the [Leadership in Energy and Environmental Design](#) (LEED) principles in the design and operation of the public facilities and buildings.

PB2 - Design public structures with flexibility for future needs.

1. Review and refer to the [Tempe Facilities Master Plan](#) (2019) when developing or revising the budget or funding priorities.
2. Rehabilitate or redevelop existing facilities to accommodate evolving needs, and technologies as recommended in the [Facilities Master Plan](#) (2019).
3. Review identified building needs during the budget process to align capital improvement priorities to the needs of residents.
4. Distribute public facilities throughout the community to make dispersed services equitable.
5. Locate facilities strategically to minimize commute for the majority of residents and businesses.

PB3 - Build structures for sustainable use as per the Tempe Facilities Sustainability Plan.

1. Utilize green building practices and whole building design to guide development of all new municipal facilities. Analyze the total life cycle costs for buildings.
2. Research technologies and building materials that can improve building efficiencies.
3. Use alternative and renewable energy sources in public buildings when feasible.
4. Incorporate passive solar and energy concepts for energy



efficiency.

5. Encourage on-site water harvesting for the irrigation of landscaping areas when feasible.
6. Promote the use of relevant principles from the [International Green Construction Code](#) (IgCC) in the design of all City facilities.

PB4 - Promote design excellence while achieving community service.

1. Select consultants that are well-qualified and well-suited for each project, and have demonstrated abilities in community interaction, complex problem solving, design excellence, technical proficiency, and project management.
2. Provide early and continuous community communication on public buildings being planned, designed, and constructed.



3. Incorporate public art into larger and public-facing projects.
4. Encourage preservation of significant historic structures for reuse in public services or conversion to other commercial use.
5. Include all populations in outreach efforts with a focus on equity.

PB5 - Provide for fiscally sound planning, design, and construction of public buildings.

1. Review and refer to the Capital Improvement Program when developing or revising the budget or funding priorities.
2. Continually evaluate space planning analysis for City facilities. Evaluate the Police Department Plan for decentralized police activities within quadrants and beats.



3. Evaluate the Fire Department Plan for fire station location to ensure service response times meet city needs.

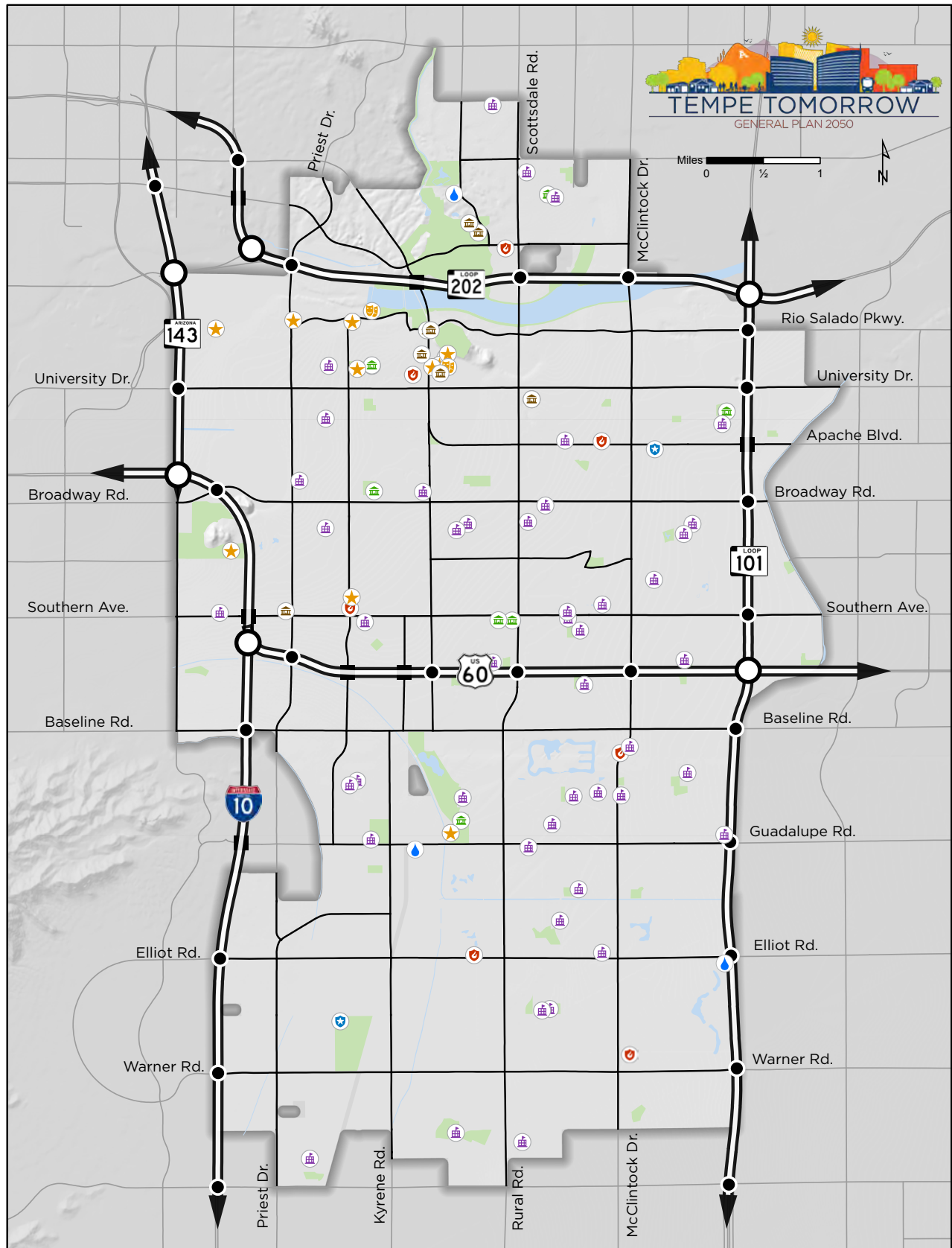
PB6 - Practice universal design principles (such as ADA requirements) for maximum comfort and easy access.

1. Comply with [Americans with Disabilities Act](#) (ADA) regulations and public safety codes as applicable.
2. Retrofit any facilities that do not meet the ADA standards to bring them ADA-compliant.
3. Create quality working environments that are safe.

PB7 - Promote use of semi-public or private facilities for shared uses that serve the community.

1. Work with semi-public, private, and nonprofit agencies that provide public facilities to assist them in serving the community better.
2. Provide facilities that promote community interaction and build relationships with service providers.
3. Work with school districts, Arizona State University, and other institutes of higher learning located in Tempe in identifying community needs, resources, and opportunities for partnership.

Figure 24: Public Services & Facilities Map



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PUBLIC SERVICES & FACILITIES

- | | | |
|-----------------|------------------------------|--------------------------|
| City Facilities | Community Center | Water Treatment Facility |
| Police Station | Performing Arts Centers | School |
| Fire Station | City Owned Historic Property | Public Park |



PUBLIC SERVICES ELEMENT

The Public Services Element identifies existing services provided by the City of Tempe including human services, education, and utilities and services provided by non-City entities. This element provides an inventory of services for recognized infrastructure planning and continued access and delivery of services to meet future needs. Water services are addressed separately in the Water Resources Element. Transportation services are addressed in the elements of the Circulation Chapter. Other services are mentioned throughout this document, as they pertain to different elements

PUBLIC SERVICES

Tempe provides high quality and efficient services to the community. To achieve these service standards, the City of Tempe employs approximately 1,600 persons full time and approximately 900 persons part time and seasonally to provide a wide variety of public services to the community including but not limited to the following list provided in Figure 25.



Figure 25: Example list of services provided by the City of Tempe

Community Services:

- Before and After School Enrichment Programs (Kid Zone; Tempe PRE)
- Early Childhood Programs
- Cemetery
- Community Centers
- Community Events
- Community Relations
- Counseling Services
- Cultural Services (see **Cultural Amenities Element**)
- Historic Preservation (see **Historic Preservation Element**)
- Housing (see **Housing Element**)
- Library (see **Cultural Amenities Element**)
- Museums (see **Cultural Amenities Element**)
- Neighborhood Services
- Performing Arts (see **Cultural Amenities Element**)
- Recreation Services (see **Recreation Element**)
- Human Services

Operational Services:

- Code Enforcement
- Elections
- Environmental Enforcement

- Facilities Maintenance
- Financial Services
- Fire Protection
- Internal Audit
- Law Enforcement
- Media Services (Tempe 11, website, newsletters)
- Parks Maintenance
- Planning
- Transit and Transportation Planning
- Public Records
- Sales Tax License
- Solid Waste Management & Recycling
- Street Maintenance
- Transit and Transportation Operations
- Wastewater (see **Water Resources Element**)
- Water (see **Water Resources Element**)

Technical Services:

- Aviation monitoring
- Building Safety & Plan Check
- Economic Development (see **Economic Development Element**)
- Engineering Services
- Neighborhood Traffic Management
- Traffic Engineering
- Transit Operations

The list in Figure 25 illustrates examples of the wide range of public services provided by City of Tempe. For example, public services include leisure and recreational opportunities, a full range of public library services, historical and cultural enrichment, and social service programs. Tempe also partners with other jurisdictions to provide regional services and infrastructure for shared resources. Tempe’s Water Services partner with tri-city sewer facilities to transport east valley waste to the 91st Avenue Wastewater Treatment Plant, a jointly owned facility. Water Services also

provides municipal water to the town of Guadalupe. [Municipal Utilities](#) provides collection and disposal of solid waste generated by residents and businesses in Tempe, delivering waste to a privately operated landfill. Tempe has been a regional leader in transportation planning and service provision.

The growth in population, employment and housing will be met with the appropriate level of City services and need to ensure proper distribution of to meet ever-changing demographics. Similarly,



the City workforce is highly skilled, culturally diverse, and able to address the changing demands of their jobs. Tempe will increase efforts to collaborate and partner with other agencies and in public/private partnerships to enhance City services.

PUBLIC SERVICES GOAL: Provide efficient and effective public services to serve current and future community needs.

OBJECTIVES & STRATEGIES

PS1 - Maintain high levels of service to residents, businesses, and visitors.

1. Continue ongoing communication and public information through a variety of media.
2. Provide regular information to the community about programs, events and organizational changes.



3. Maintain citizen boards and commissions to assist staff in identifying and prioritizing community needs.
4. Encourage programs such as community policing and block watch programs, where neighborhood efforts can complement and enhance services in some areas.

PS2 - Continue assessing the scope and planning for future service needs.

1. Review the provisions of the [Facilities Master Plan](#) (2019) and implement relevant recommendations.
2. Implement the City's capital improvements plans to support services.
3. Continue involvement in regional planning and partnerships addressing service provision.
4. Continue use of bonds, taxes, and user fees to fund services.
5. Leverage new opportunities for public/private partnerships.

PS3 - Provide cost efficient means of service delivery.

1. Minimize capital and operating costs through good management techniques.
2. Monitor and modify programs as necessary to meet community needs and work within budget parameters.



- 3. Balance businesses and residential services.
- 4. Research and implement technologies which increase service delivery and efficiency.
- 5. Distribute services efficiently and equitably throughout the community.
- 6. Maintain and develop revenue sharing partnerships with private and nonprofit entities.

PS4 - Promote public and private service provisions where appropriate.

- 1. Coordinate with school districts for infrastructure and service needs.
- 2. Pursue opportunities to share services and facilities that benefit all communities.
- 3. Continue public/private or public/

nonprofit partnerships for service provision.

PS5 - Help bridge the digital divide through improved digital infrastructure.

- 1. Implement the City's fiber optics network plan to lay fiber optic cables in all residentially zoned areas by 2030.
- 2. Work with vendors, service providers and communities on how the fiber optic infrastructure can be utilized more efficiently and effectively through public/private partnership.
- 3. Ensure that the fiber optics network is available to underserved communities that may not have access to the privately provided internet services.



OTHER FACILITIES & SERVICES

Many other public agencies, quasi-public agencies and institutions, and nonprofit and private service providers augment municipal services. County, state and federal agencies also provide many of the daily functions that serve residents of Tempe. With the exception of water services, private or semi-public utilities provide electric, natural gas, nitrogen, communication, internet, cable, and satellite services. Facilities for local utilities operate within rights of way, easements and facilities identified for them.

Technology to support these services will continue to evolve, and yet the

trend for keeping new technology and high-quality communication and utilities remain a priority in Tempe.

Alternative power sources not currently used in Tempe at a commercial scale could in the future include wind turbine power or geothermal or waste to energy programs. Currently, the growth of solar power generation has created satellite utility branches. Salt River Project (SRP) and Arizona Public Service (APS) work with residents and businesses in Tempe to purchase excess power generated by rooftop solar installations. Southwest and El Paso Natural Gas and Air Products (nitrogen) pipelines are located in Tempe.

Figure 26: Example list of Non-City Services provided in Tempe

Other Public Services

- Animal Control Services
- Construction Blue Stake
- Education
- Elderly Services
- Emergency Services
- Health Services
- Homeless Services
- Legal Service
- Motor Vehicle and Emissions Services
- Passports
- Postal Services
- Transportation Services

Utility Companies

- Salt River Project (Water Distribution and Electrical Distribution)
 - Salt River Project Kyrene Generating Station
 - Salt River Project North Generating Station
- Arizona Public Service
 - Ocotillo Generating Station
- Southwest Gas
- El Paso Natural Gas pipeline
- Air Products pipeline

Communications and Media Services

- Cable Communication (such as Cox Communications)
- Satellite Communications (such as Direct TV)
- Land-line Phone Communication (e.g., Cox or Century Link)
- Multiple cellular service providers (with cell site facilities in Tempe)
- PBS Channel 8 (on ASU Campus)
- Phone and Internet Service Providers (e.g., Cox or Century Link)

OTHER FACILITIES & SERVICES

GOAL: Coordinate and jointly plan for non-City services and facilities to meet the community needs.

OBJECTIVES & STRATEGIES

PF1 - Provide facilities that promote community interaction and build relationships with service providers.

1. Maintain and upgrade the agreements, procedures and regulations with outside utility providers to ensure quality service as necessary.
2. Coordinate infrastructure expansion and redevelopment planning with private utilities.
3. Support essential county, state and federal services that serve residents and businesses.

PF2 - Promote the use of semi-public or private facilities for shared uses

that serve the community, except where a defined service territory is established.

1. Continue coordination between public and other service providers and land development.
2. Consider back up providers for utilities unable to meet service demands.

PF3 - Facilitate activities of providers of public utilities to ensure coordinated infrastructure improvements which support technology advancements and required system expansion.

1. Enhance technology access for residents and businesses.
2. Coordinate extension/expansion needs of utility improvements while minimizing disturbances to existing lines and corridors serving customers.





COMMUNITY HEALTH, HUMAN SERVICES & EDUCATION

Community health, human services, and education reflect the importance of serving people within the Tempe community. The role of community health and human services is to enhance the quality of life for all residents by providing safeguards for those who are most vulnerable and in need of support. The role of education is to provide each person the opportunity to pursue their hopes and aspirations with a goal of enriching their lives and improving the well-being of the community.

COMMUNITY HEALTH AND HUMAN SERVICES

Tempe offers a wide range of services to its residents and surrounding communities that include crisis response, mental health and behavioral health interventions for adults and youth, homeless solutions, diversion opportunities for individuals who



are justice involved, and housing programs. To augment these services the City of Tempe partners with the [Tempe Community Council](#) (TCC) in a continuum of coordinated services to enhance the lives of Tempe residents, particularly those most in need.

Tempe Community Council is a community-based non-profit, supported by the City of Tempe funds, with over 50-year history of encouraging resident interaction and commitment to human services in Tempe. TCC serves as a unique convening point for government, nonprofits, the faith communities, and residents to work together to ensure that the most vulnerable groups in our community are served

with dignity and provided with a comprehensive system of support. TCC’s mission is to connect those in need with those who care by convening community, conducting research, determining priorities, implementing effective programs, and maintaining stewardship of resources. Tempe promotes equity in service provisions and inclusive policies to include the LGBTQ+ community.

EDUCATION

A strong focus on education is a key element to strengthening and enriching the community. The City of Tempe and the local schools have a long history of collaboration that serve to enhance education, facilitate development, coordinate

Figure 27: Examples of Human, Health and Education Services in Tempe

City of Tempe Community Health and Human Services:
Youth Specialist Program
Counseling Services
Diversion Services
Crisis Intervention Program (CARE 7)
Veterans’ Case Management
Housing (see **Housing Element**)
Homeless Services (see **Housing Element**)

Office of Education, Career and Family Services:
Early Education and Enrichment
Youth Engagement and Academic Support
Family and Community Support
College and Career

Tempe Community Council Services:
Services for Children & Youth
Prevention and Youth Resources
Financial Education and tax preparation assistance
Invest in moving people out of crisis and into self-sufficiency
Human Service Referral
Research and Planning of Human Service Issues and Policy
Volunteer & Advocacy Opportunities
A Culture for Building Philanthropy in Tempe



the mutual use of public school buildings and public parks, and create complementary programs. Tempe City Council recently identified education as key objective on which the City should focus for the benefit of the community as the future offers more opportunities to further these shared goals.

Three public school districts serve Tempe. The [Kyrene Elementary School District](#) has six schools located in Tempe. The [Tempe Elementary School District](#) has 20 schools located in Tempe, and the [Tempe Union High School District](#) has five schools located in Tempe. As of 2023, there are no plans to add additional public schools within Tempe. In addition, there are also 20 charter and private schools for educational choice in Tempe.

Higher education options are provided through colleges and universities and technical training schools. [Arizona State University](#), with its home campus in downtown

Tempe is the only public institution that offers four-year, graduate, and doctoral level degree programs. The Tempe campus is the largest of ASU's campuses, with about 55,000 students (2021) enrolled in at least one class on campus. It is ASU's original campus, and [Old Main](#), the first building constructed, still stands today. ASU serves as an intellectual and economic engine within the community.

Maricopa Community College District Administration offices as well as [Rio Salado College](#) are located in Tempe. Rio Salado College provides two-year degrees as a distance learning college.

[Sonoran University of Health Sciences](#) (SUHS) is a four-year post-graduate medical school specializing in Naturopathic Medicine. The college trains students to be primary care physicians using methods such as botanical medicine, homeopathy, physical medicine, nutrition, acupuncture/Chinese medicine, hydrotherapy, pharmacology, and minor surgery. Additionally, there are other for-profit technical training colleges and religious institutions located in Tempe.

The abundance of education facilities and institutions in Tempe provides significant opportunity for the City and educational institutions to collaborate. Current and future programs provide many opportunities to increase life-long learning from pre-school to seniors (50+). Tempe



plays a key role in connection/partnership with Tempe schools, colleges, and universities.

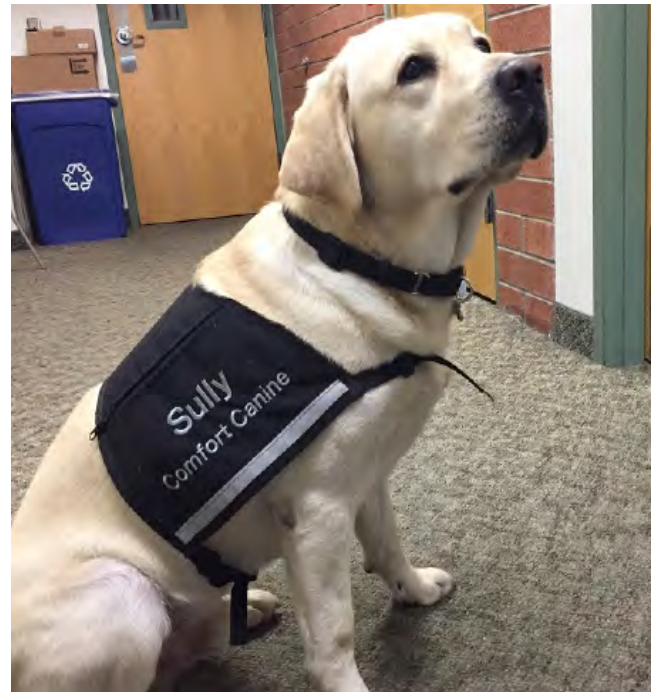
GOAL 1: Improve the quality of life for all Tempe residents, while considering equity.

OBJECTIVES & STRATEGIES

CH1 - Establish a comprehensive system of human services that works seamlessly to support residents.

1. Integrate information from public health and human services community needs assessments to inform decision making and prioritize services. E.g., align capital improvement project (CIP) proposals related to community health and human services with the needs of the community.
2. Study needs of target groups, including vulnerable groups, through sequential ad hoc citizen task forces.
3. Integrate Tempe’s Community Health and Human Services into the regional behavioral health system.
4. Leverage resources by partnering with providers, such as government and non-profit providers, that are most efficient at moving people from crisis to self-sufficiency.

CH2 - Incorporate services that facilitate senior well-being and aging in place.



1. Provide additional classes targeted to seniors (e.g., health, housing, fitness) and other facilities close to where seniors live.
2. Incorporate senior transportation needs into all transportation planning and design.
3. Foster intergenerational programs.
4. Provide health promotion programs, including physical activities and information at senior centers.
5. Provide caregiver respite programs.
6. Promote home health services (e.g., home delivered meals, personal care).
7. Explore property tax freeze or similar considerations for seniors.
8. Provide a commission, task force,



or board as a centralized entity to monitor the progress of a long-range plan for aging citizens.

9. Provide a coordinated and centralized information and referral source for Tempe seniors distributing materials/information.
10. Improve easy and safe access to important senior destinations.
11. Continue point-to-point transportation (e.g., [Dial-A-Ride](#)); voucher programs for seniors (e. g., enabling transportation) and other programs to assist seniors in using alternative transportation.
12. Develop a long-range plan in support of aging citizens and the specific/special needs of seniors who are low-income and belong to minority groups.
13. Provide senior services/centers

located or expanded based on demographic changes.

CH3 - Integrate land planning and redevelopment efforts with community health and human services located within all communities in Tempe.

1. Design and implement efficient and coordinated infrastructure and programs for special populations (e.g., homeless, disabled, and individuals living on low-wage and fixed incomes, and/or belong to minority groups).
2. Advance the [Hometown For All initiative](#) by accelerating the growth of affordable housing to ensure that Tempe has a variety of housing types for all.

GOAL 2: Support learning and education in Tempe.

OBJECTIVES & STRATEGIES

EN1 - Seek academic and social links with learning institutions, their students, and educators.

1. Continue and enrich forums for addressing common issues between Tempe and ASU.
2. Continue and enrich forum to communicate and collaborate with Rio Salado College.
3. Establish a forum to communicate and collaborate with Sonoran University of Health Sciences.



- 4. Continue to collaborate and emphasize the importance of being a good neighbor when addressing opportunities and challenges of living of off-campus by college students.
- 5. Seek partnerships with other educational institutions and facilitate lifelong learning environments.
- 6. Ensure that school safety programs, emergency response plans and crisis response program, are in place and communicated between the appropriate agencies.
- 7. Seek opportunities to enhance the education systems in Tempe.

of facilities between the City and educational institutions.

- 1. Evaluate opportunities to share resources between the City and School Districts to reduce costs for both agencies.
- 2. Encourage school fields and recreation facilities remain open beyond school hours and days.
- 3. Coordinate with school districts for infrastructure and service needs.
- 4. Support the efficient and effective allocation for educational resources.
- 5. Enhance the coordination of development with ASU for infrastructure and services.

EN2 - Encourage and support sharing





MUNICIPAL COURT ELEMENT

The [Tempe Municipal Court](#) has jurisdiction over civil and criminal traffic matters, criminal misdemeanors, City Ordinance violations, and protective orders in the City of Tempe. Tempe Municipal Court is committed to protecting the rights of all people. The Court's operational focus supports the [Arizona Judicial Branch Strategic Agenda](#), [City of Tempe Values](#) and [City Council Strategic Priorities](#). Tempe Municipal Court continues to implement practices that improve public access, transparency, accountability, operational efficiencies, and partnerships with other branches of government.

MUNICIPAL COURT

Tempe Municipal Court is committed to providing the community with an independent judiciary that serves the public by the fair and impartial administration of justice resulting in the enhancement of public trust and confidence in the court system.

The Tempe Municipal Court is dedicated to aligning our daily tasks to support the purposes of the court while enhancing work conditions to create and maintain an environment that demonstrates courtesy, dignity and respect for our employees and the community we serve. We plan to accomplish this by communicating with our internal and external partners and ensure accountability for our actions and transparency in our operations. The following projects, goals and initiatives are identified as ways to support our [Mission](#) and [Strategic Priorities](#).

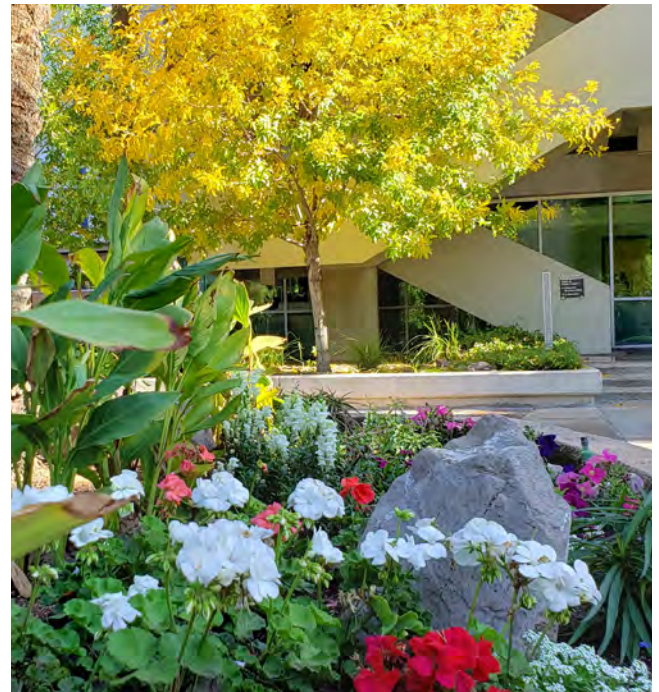


GOAL 1: Ensure equal access to justice.

OBJECTIVES & STRATEGIES

MC1 - Improve public access to justice through court services, facilities security, and technology.

1. Provide information on court processes and services, and effectively and efficiently serve the public.
2. Consider ways to screen & address defendant treatment & service needs relating to homelessness & mental health.
3. Expand and support treatment courts, such as, Regional Homeless Court, East Valley Regional Veterans Court, Mental Health Court, and Domestic Violence Court.
4. Expand acceptance of E-complaint types filed in the Court’s Case Management System (CMS): Arizona Traffic Ticket and Complaint & Zoning/Neighborhood violations.
5. Evaluate electronic document management system to facilitate development and implementation of active case imaging, paper-on-demand environment and Bench automation for criminal, civil and civil traffic case types.
6. Evaluate CMS statistical data to include dashboard capability to increase data-driven decisions.



GOAL 2: Improve operations and administration.

OBJECTIVES & STRATEGIES

MC2 - Enhance transparency, accountability and operational efficiencies through educational efforts and partnerships.

1. Collaborate with governmental agencies and community partners to educate the community regarding the court system.
2. Work with criminal justice partners and other community resources, such as ASU, to evaluate existing diversion programs, restorative justice programs, local needs, and opportunities, and encourage early case resolution.
3. Continue cross-training plans for staff, leadership, and judicial



officers.

4. Continue to conduct employee satisfaction survey to help improve performance.
5. Organizational development, and operational improvements.
6. Evaluate teamwork and improve management styles.
7. Enhance job satisfaction for employees.
8. Participate in City performance evaluation and tracking system.
9. Develop and review policies, procedures, and forms to support Court operations.
10. Engage in community outreach, and collaboration.

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SAFETY ELEMENT

The Safety Element identifies existing and proposed emergency, fire and police facilities and services designed to protect the community from natural and human caused hazards. Specific details related to these facilities and services, such as evacuation routes, peak load water supply requirements, minimum road widths and clearances, and geologic hazard mapping are covered within relevant documents prepared by the fire, police, and emergency management agencies. The Safety Element also addresses the services provided by Police and Fire, our first responders.

The Tempe Police Department currently has access to different camera technologies like license plate readers, temporary event cameras, and episodic access to traffic safety cameras. There are future plans for additional closed-circuit TV (CCTV) cameras on City-owned facilities which can help police to respond to crime in real-time as well as improve investigations. Future CCTV access could include the monitoring of city cameras via a live person or through artificial intelligence (A.I.) driven software. In addition, expanding coverage through the access granted to privately owned cameras on the exteriors of businesses etc. Any future placement of permanent Police Department CCTV cameras in the community would be done with feedback from city leadership and the community. Tempe recognizes there is always a careful balance between privacy and safety that needs to be considered when placing cameras in our community.

The Tempe Police Department has a drone program to enhance safety at special events and sometime in the field during the appropriate calls-for-service. The City uses drones in variety of ways, including providing visibility to the top of structures, monitoring the exterior patios of high rise apartments or other exteriors of dwellings



during a high risk search warrants, search and rescue operations, assisting Tempe Fire Medical Rescue, or monitoring the perimeters of special events. Tempe Police uses drones to improve investigations and provide aerial perspectives to outdoor crime scenes. The drone program continues to evolve.

EMERGENCY MANAGEMENT

The City of Tempe Emergency Manager, Law Enforcement, and Tempe Fire Medical Rescue work collaboratively to increase preparedness and response capabilities during large-scale emergencies. Emergency management includes preventing of large-scale emergencies from occurring when possible, mitigating hazards to minimize potential impacts, preparing for, and responding to large-scale incidents that do occur, recovering from such incidents, and building resiliency within the City. The City of Tempe Emergency Operations Plan (EOP) serves as the primary guide for emergency response operations and preparedness along with the Continuity of Operations Plan (COOP). The City’s Emergency Operations Center (EOC) is located at the Fire Medical Rescue Administration Building and when activated the EOC is staffed by members of several City Departments. These staff members have completed training to familiarize them with EOC operations and the National Incident Management System (NIMS).



Individual staff members complete training that allows them to function efficiently in their assigned position in the EOC.

The emphasis of emergency management for the next decade will be to collaboratively work with local, regional, state, and national response partners to build a comprehensive response framework based on simple, realistic, feasible, interoperable, and cost-effective concepts.

GOAL: Plan, prepare and coordinate operations to prevent or minimize impact of disasters and ensure appropriate response and recovery operations for large scale emergencies.

OBJECTIVES & STRATEGIES

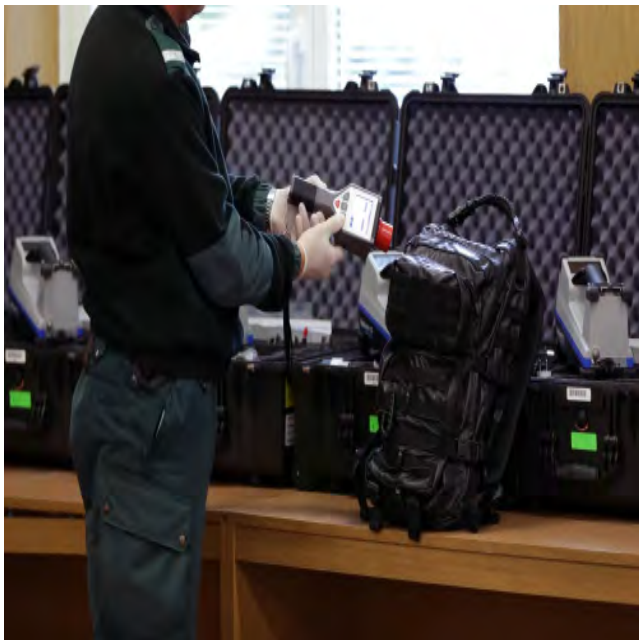
EM1 - Take all appropriate steps to ensure the City can respond effectively and efficiently to a [Mass](#)



Casualty Incident (MCI) as a result of a large-scale emergency.

1. Maintain and exercise the Emergency Operations Plan, and revise in real time as needed.
2. Collaboration with critical response partners to develop an effective and efficient MCI Response/ Victim Tracking, Identification and Reunification Plan.
3. Work with response partners to develop procedures and checklists to ensure effective and efficient response capabilities during an MCI.
4. Collaborate with hospitals, and regional response partners to develop, coordinate and evaluate a Proof of Concept for an MCI/Victim Reunification Plan.

EM2 - Increase situational awareness



and resource allocation capabilities with the use of new technologies.

1. Continue developing and improving upon Victim Tracking and Family Reunification platforms to reunify victims of MCIs with families in an efficient manner.
2. Enhance situational awareness during a disaster or a large-scale MCI with the use of drone coverage and dashboards at the Command Post and in the Emergency Operations Center.
3. The use of facial recognition to increase the timeframe for the identification and reunion of victims with families during a large-scale MCI.
4. The use of D-tect systems (expertise in radiation physics) to track radiological and nuclear detection in the field on dashboards available within the Command Post and the Emergency Operations Center.

EM3 - Increase emergency preparedness and response through continued collaboration with critical response partners.

1. Create a Public/Private Emergency Management Collaborative consisting of all municipal Emergency Managers and Hospital Emergency Managers to develop emergency response plans, procedures, trainings, and exercises in order to increase response capabilities throughout the region.

- 2. Continued collaboration with City of Tempe schools in order to develop procedures, trainings, and exercising in response to emergency incidents and the safe reunification of children with parents/guardians.
- 3. Develop a Business Operations Center to be located within the City of Tempe’s Emergency Operations Center in order to work with local businesses in response to large-scale emergencies, sharing critical information and resources.
- 4. Collaborate with the [City of Tempe Information Technology Department](#) in order to prepare, train and exercise for Cyber-attacks that could damage the City’s critical infrastructure.
- 5. Develop plans for mitigating the impacts of extreme heat.

EM4 - Prioritize and establish procedures and plans to address the City of Tempe’s hazard vulnerabilities.

- 1. Annually review and revise the City of Tempe’s Hazard Vulnerability Assessment that focuses on the probability and impact of natural, technological, human hazards and hazardous materials.
- 2. Continue to develop After Action Reports/Improvement plans from real life events and exercises to continually improve emergency response capabilities
- 3. Gather lessons learned/best practices from events that occur

throughout the nation and around the world and integrate these into the City’s response and recovery efforts in order to increase resiliency.

EM5 - Maintain safe routes for public evacuation and emergency responder access to an area during disaster.

- 1. Establish evacuation routes and alternatives for areas and facilities where people congregate.
- 2. Work with City staff and outside agencies in land use planning and municipal operation to maintain safety of aviation, rail, and other modes of transportation.

PUBLIC SAFETY/LAW ENFORCEMENT

Tempe provides comprehensive public safety services to citizens, visitors, and businesses. These services include responding to requests for police services, providing crime prevention and public education services, working with citizens to mutually address public safety issues in the community, and addressing civil disorder. Tempe serves a culturally diverse community that is home to one of the largest universities in the country. In the 2019, residents’ feeling of safety in neighborhood was 70.1%. The City works to increase of residents feeling safe.

The challenges facing Tempe law



enforcement in the future are many. These include: responding to issues surrounding increased growth and density; addressing homeland security and civil disorder needs; awareness of emerging social issues, planning and implementing appropriate technology. Further, the City will continue to build strong community connections and interagency relationships with other law enforcement entities; and to hire and develop a culturally diverse, highly skilled workforce that is able to address the everchanging demands of law enforcement.

GOAL. Enhance and promote the safety of the community and suppress crime.

OBJECTIVES & STRATEGIES

LE1 - Reduce crime, and enhance public safety.



1. Strengthen communications and develop connections with the community.
2. Optimize and deploy all resources to prevent and suppress crime.
3. Enhance proactive policing, including the reduction of sex trafficking and crimes that target vulnerable populations.
4. Collaborate with Engineering and Transportation, and the community, in support of Vision Zero and improving traffic safety through Education, Engineering, and Enforcement.
5. Periodically review the adequacy of police sub-stations in all parts of the City, and plan for any needed facilities to provide efficient safety service to the community. Continue to advance the police-substation project in North Tempe that has already been approved.

LE2 - Support and develop a law enforcement organization that serves the community.

1. Provide training and development opportunities for employees.
2. Foster communication and cooperation throughout the organization.

LE3 - Promote community involvement in public safety.

1. Strengthen communications with the community.
2. Channel effective use of City and

community resources to promote safety.

LE4 - Enhance innovation and technology related to public safety.

- 1. Enhance department future planning efforts.
- 2. Implement a centralized Police Information Network (PIN).
- 3. Utilize information technology to improve safety.

PUBLIC SAFETY/ FIRE OPERATIONS

Tempe provides comprehensive fire prevention and public education services, fire suppression, emergency medical, hazardous materials, and technical rescue services for Tempe residents, businesses, and visitors. Occasionally, some of these services are provided through mutual aid from the adjacent Cities of Scottsdale, Chandler, Mesa, and Phoenix. Services are delivered following notification from a central communications center, which dispatches the closest available fire company regardless of administrative jurisdiction. Tempe will continue its strong emphasis on fire prevention and public education, supplemented by completion of the fire station location plan.

As a highly urbanized city, Tempe will continue new construction, including high-rise construction mostly as infill projects. The existing 40.1-square mile area is designed and built for fire infrastructure and access, with



the exception of some remaining county islands. Tempe’s challenge will be retrofitting and including new technology and or capacity to address older structures. Additional challenges include the protection of one of the nation’s largest public universities: Arizona State University.

GOAL: Plan and provide for public safety and welfare of the public through preservation of life, and protection of property from fire and hazardous materials.

OBJECTIVES & STRATEGIES

FO1 - Maintain prevention of fires and other emergencies through an effective fire code development and management program.

- 1. Continue to work with community members and the City with planning and redevelopment area within the City to insure that fire and other hazards are minimized.



2. Identify and monitor areas of natural or human-built conditions that may be subject to fire hazard, work to remediate deficiencies in these areas where possible.

FO2 - Develop a strong cooperative working relationships with all appropriate agencies.

1. Continue to collaborate with all departments within the City to develop solutions to issues and concerns.
2. Coordinate with federal, state, county, and other municipalities in the promotion of efficiencies and problem resolution.

FO3 - Respond to emergencies like fire, medical, hazardous materials and rescue calls in a timely, professional, and efficient manner to minimize loss of life, property, or damage to the environment.

1. Efficiently and effectively allocate fire protection resources to meet emergency response time goals as specified in the strategic plan and outlined in the Commission on Fire Accreditation International approval process.
2. Maintain the traffic signal preemption system for fire apparatus.
3. Work with Arizona State University to provide access and infrastructure for efficient response on campus.
4. Evaluate response times to identify emergency response effectiveness.

FO4 - Provide a leadership role with teaching and educating residents, children, and visitors about how to take care of themselves and neighbors during times of emergency.

1. Continue to provide an enhanced public education program to students and residents.
2. Utilize education programs about fire safety and prevention, heat precautions and water safety to reduce preventable emergencies.
3. Continue [Tempe's cable Channel 11](#), water bill inserts, special events and school appearances to promote community and fire safety to residents.
4. Continue to provide and train an operational [Community Emergency Response Team](#) (CERT).

FO5 - Establish a highly skilled workforce that is able to address the future demands of public safety and emergency medical services.

1. Maintenance and support of Tempe's Fire Medical Rescue Department, Operational Guide (2020-2021) and continue to develop and update the Plan.
2. Continue to focus on providing high quality, timely training to our responders and community members.
3. Maintain accredited agency status through the Commission on Fire Accreditation International.
4. Construct and staff additional fire

stations as required in Tempe.

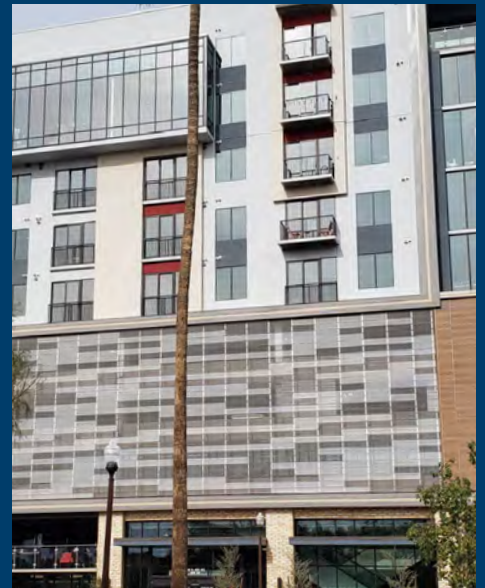
5. Evaluate and modify emergency medical healthcare procedures in compliance with changing federal healthcare regulations.



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APPENDICES





APPENDICES

APPENDIX A Plan Implementation

APPENDIX B Background Material for the General Plan

APPENDIX C Glossary

APPENDIX D Acknowledgements and Recognition

APPENDIX E Bibliography



APPENDIX A

PLAN IMPLEMENTATION, REVIEW, ASSESSMENT AND ACCOUNTABILITY

It is important to create an implementation and monitoring framework to ensure that the intent of a plan and its various implementation benchmarks are met. General Plan 2050’s objectives and strategies will be implemented through various mechanisms, including the Zoning and Development Code, City Code, policy plans, master plans, and more detailed plans and programs for Tempe.

The Plan’s implementation will be achieved by instituting a process to identify the parties responsible for carrying out the strategies, prioritizing actions, and measuring and monitoring progress of Plan implementation. The following table (Table 9) provide a sample of the type of products that will address Plan implementation and accountability.





Table 9: Matrix for use in Tempe Tomorrow - General Plan 2050 Implementation

City Agency with Primary Responsibility / General Plan Chapter & Elements	Land Use & Development	Economic Development	Circulation	Sustainability & Resilience	Open Space, Recreation & Cultural Amenities	Public Facilities & Services
Community Development	X	X	X	X	X	X
Communication & Marketing		X				
Community Services	X			X	X	
Diversity, Equity & Inclusion	X	X			X	X
Economic Development	X	X	X	X	X	X
Engineering & Transportation	X		X	X		X
Financial Services						X
Fire Medical Rescue					X	X
Human Services	X				X	X
Information Technology	X					X
Municipal Utilities	X				X	X
Police	X					X
Strategic Management & Innovation						X
Sustainability & Resilience	X	X	X	X	X	X

Some Tempe plans that would help the city to advance the goals and objectives of Tempe Tomorrow - General Plan 2050 include the following:

- a.** Implement Historic Preservation Plan
- b.** Update and implement Transportation Master Plan
- c.** Implement the Vision Zero Plan
- d.** Implement the Affordable Housing Strategy
- e.** Develop Open Space, Parks, Paths, and Trails Master Plan(s) as necessary
- f.** Implement the Water Master Plan
- g.** Implement Climate Action Plan
- h.** Implement Urban Forestry master Plan
- i.** Promote the Arts and Culture Plan
- j.** Update the Uniform Building Code and Amendments
- k.** Consider adoption for voluntary use of International Green Construction Code (IgCC)
- l.** Frequent updates for Climate Action Plan
- m.** Adopt and implement Low Impact Development (LID) guidelines and standards
- n.** Update Tempe Zoning and Development Code with text amendments that would support the goals and objectives of the General Plan 2050
- o.** Develop and implement Tempe Sustainability and Resilience Plan
- p.** Implement Tempe’s Facilities Master Plan
- q.** Implement the adopted Character Area Plans, and update when necessary
- r.** Develop new Character Area Plans for the remaining two areas
- s.** Implement the adopted Design guidelines (e.g., for Smith Hub and Maker District)
- t.** Develop and implement various master plans, specific plans and policy plans as necessary

The Community Development Department will serve as the main keeper of the Tempe Tomorrow - General Plan 2050 document and coordinate review of the General Plan’s implementation. While all City departments take ownership of relevant elements of the General Plan, to ensure its implementation and regular review, the Community Development Department will keep tabs on its overall execution. The department will consult with other city departments to assess and maintain a record of the Plan’s implementation and its progress.

Staff will prepare more detailed templates as necessary to review progress on implementing the General Plan that shows the responsible department for monitoring and assessing the progress related to each Plan element’s goals, objectives, and strategies. This review will also provide City staff the opportunity to provide feedback that can assist in the preparation of the City’s next General Plan (2060). The City will explore the formation of a citizen advisory group to review updates and the implementation of the Tempe Tomorrow - General Plan 2050.



APPENDIX B

ADDITIONAL BACKGROUND DATA & EXPLANATION FOR GENERAL PLAN ELEMENTS

The following pages provide additional details, references, and data that is relevant to Tempe Tomorrow - General Plan 2050 document. The purpose of appendices is to provide more in-depth information about some of the topics covered in the General Plan Text. The appendices do not constitute policies, but only provide background information to the reader. The appendices are organized by General Plan topics as shown in the following pages.

LAND USE

This element provides a vision, related goals and strategies of Tempe Tomorrow - General Plan 2050. It also includes a projected land use and residential density map. The Arizona statute (9-461.05) requires that the land use element:

- “Designate the proposed general distribution, location, and extent of such land uses as housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space, and such other categories of public and private uses of land as may be appropriate to the municipality.
- Include a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.
- Identify specific programs and policies the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged.
- Include consideration of access to incident solar energy for all general categories of land use.
- Include sources of currently identified aggregates sufficient for future development and policies to avoid incompatible land uses.



- For large and fast-growing municipalities, the general plan must be ratified by a vote of the public to become effective.
- Include policies to maintain a broad variety of land uses, including the range of uses existing in the municipality when the plan is adopted, readopted, or amended.”

**LAND USE ELEMENT:
CURRENT CONDITIONS**

The following pages provide background data for existing land use and zoning. The inventory of existing land use (as of 2022) is listed in Table 10 and illustrated in Figure 28. These existing land uses are derived from the Property Use Codes determined by Maricopa County to reflect the current use of the property. The existing land uses depicted in the map and table to not necessarily reflect zoning or land use from a general plan.

Table 10: Existing Land Uses

Land Uses	Acres	Percent of Existing Land Use
Residential, Single-Family	7,933.2	38.9
Residential, Multi-Family	2,228.5	10.9
Commercial	1911.8	9.4
Mixed-Use	756.3	3.7
Industrial	4349.6	21.3
Civic	74.7	0.4
Educational	441.5	2.2
Public Open Space*	2,414.2	11.8
Recreational/Cultural	173.7	0.9
County	107.3	0.5
Total of Land Uses (Excluding ROW)	20,390.8	100.0
Gross Total (Acres)	25,626.5	
Gross Area (Square Miles)	40.15	

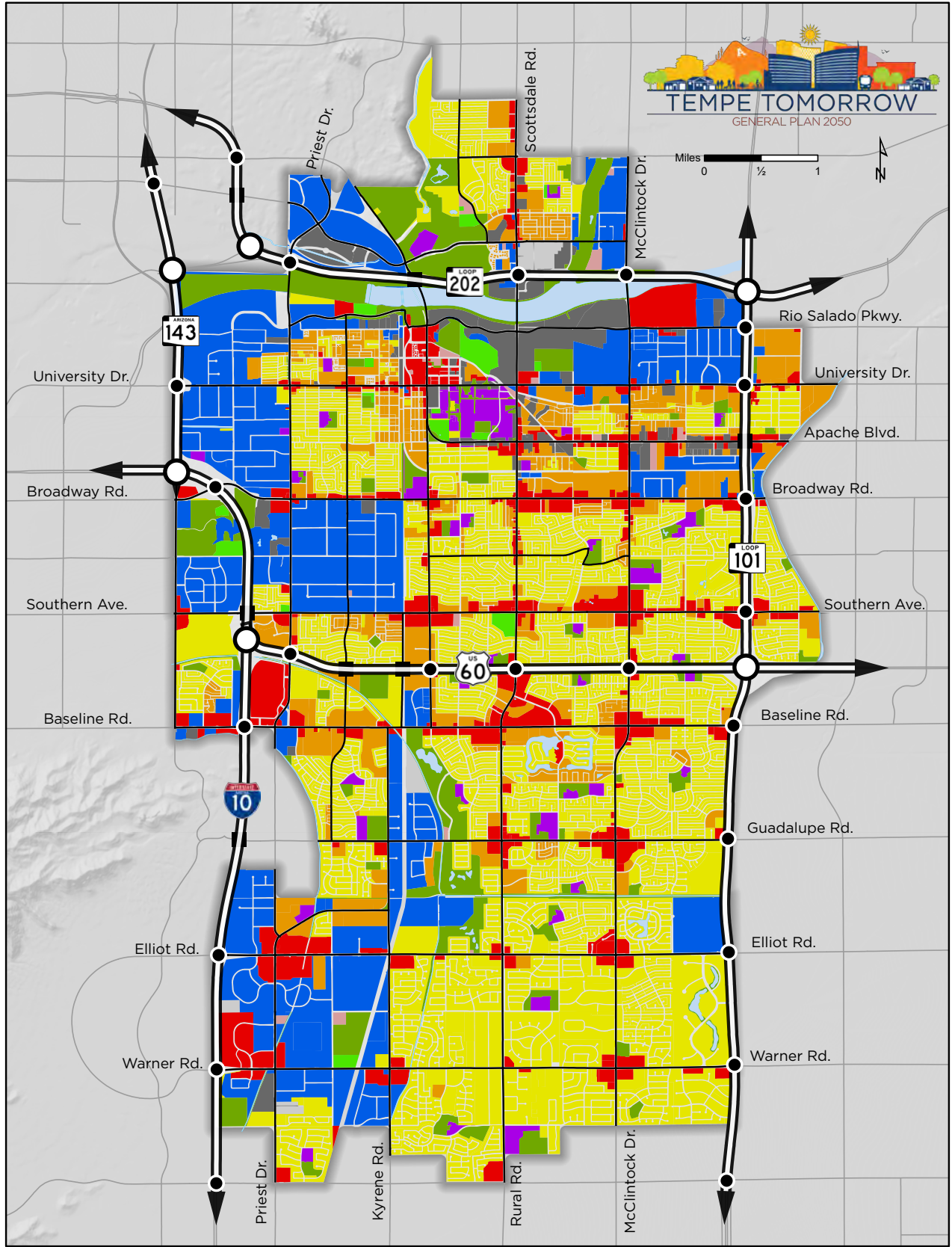


Table 11: Acreage of Land by Zoning (2023)

Zoning District	Acres	DU/Acre
AG	1,924.6	1
CC	105.1	No Standard
County	107.4	-
CSS	452.9	20 (Use Permit)
GID	4,683.2	-
HID	209.9	-
LID	44.3	-
MU-2	3.9	15
MU-3	45.3	25
MU-4	532.6	No Standard
MU-ED	346.8	No Standard
PCC-1	594.8	15 (Use Permit)
PCC-2	321.3	25 (Use Permit)
R1-15	380.9	2.4
R1-10	144.5	2.8
R1-8	146.0	3.35
R1-7	1,169.0	3.75
R1-6	5,011.1	4
R1-5	19.1	6
R1-4	516.8	8
R1-PAD	70.8	No Standard
R-2	514.7	10
R-3	1,086.0	20
R-3R	114.8	15
R-4	556.1	25
R-5	31.8	30
RCC	333.1	No Standard
RMH	195.5	7
RO	185.5	10
TOTAL	19,847.8	

Note: Total number of acres by zoning does not include areas without zoning, such as rights-of-way. Zoning values as of April 12, 2023. Refer to Tempe Zoning & Overlay map for current zoning information.

Figure 28: Existing Land Use Map (2022)



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EXISTING LAND USES

- | | | |
|---|---|---|
| ■ Commercial | ■ Mixed Use | ■ Public Recreation/Cultural |
| ■ Industrial | ■ Civic | ■ County |
| ■ Single-Family Residential | ■ Educational | ■ Water |
| ■ Multi-Family Residential | ■ Open Space | |



The City of Tempe’s 2023 zoning categories and the acreage of lands zoned for various districts is provided on Table 11. Zoning divides the city into areas organized by compatible uses, defined by districts, with the allowable uses, any restrictions, and development standards. It legally defines how a property can be used or developed. Zoning is intended to implement the projected land use plan, promote land use compatibility and aesthetics, protect public health, safety, and welfare, and ensure proper government service and provisions to utilities. The land use and residential density map may assist in determining the desired zoning during the re-zoning hearing process.

Tempe Tomorrow - General Plan 2050 provides a wide variety of residential densities as appropriate for a location. Table 12 presents residential characteristics that define more specifically how land is used for different residential types. This includes concepts of residential density (dwelling units per acre (du/ac)). These density characteristics reflect how residential use is anticipated to evolve over time.

Existing land uses are current uses; projected land uses are those that are anticipated to occur within the next 30 years. Land uses are defined by the primary use that occurs on the property. Both existing and projected land uses may or may not conform to the property’s zoning. A number of factors influence the final outcome of a residential density in development projects, which include parking requirements, open space (or lot coverage) and height limits (if applicable).

Table 12: Residential Density Distribution

Density Category	Acres of Land Use	% of Land with Residential Density
Cultural Resource (6-20 du/acre)	990.4	7.5
Single-Family Large Lot (0-3 du/acre)	1,194.5	9.1
Single-Family Traditional (4-9 du/acre)	5,145.4	39.1
Multi-Family Low-Moderate (10-25 du/acre)	1,962.2	14.9
Multi-Family Moderate (26-45 du/acre)	63.0	0.5
Mixed-Use Low-Moderate (0-25 du/acre)	461.7	3.5
Mixed-Use Moderate (26-45 du/acre)	802.5	6.1
Mixed-Use High (46-65 du/acre)	1,148.7	8.7
Mixed-Use Urban (65+ du/acre)	736.0	5.6
Mixed-Use Ind. Low-Mod. (0-25 du/acre)	582.9	4.5
Mixed-Use Ind. Moderate (26-45 du/acre)	67.4	0.5
Total	13,154.7	100

PLANNING TOOLS & POLICIES RELATED TO LAND USE

Building Codes – Building and construction codes are designed to improve building construction and promote greater public safety by providing standards and uniformity in building construction. Focused on structural systems, exiting and fire safety, energy conservation, human comfort, and resource management, the codes contain broad-based principles and technical requirements that make possible the use of new materials, construction, energy, utility, and interior systems. Building codes are adopted as needed and may be amended by City Council.

Character Area Plans – A character area plan is a policy-level advisory document that provides guidance for the design and planning in a designated area. It includes a description of the qualities of the area and provides design and development principles and strategies so that new development is consistent with the existing character and is sustainable. A character area plan does not prescribe any regulatory requirements. The process for creating such a plan includes an assessment of the neighborhood’s strengths, weaknesses, opportunities, and threats; the neighborhood’s vision, mission, and values; as well as goals and objectives to attain the neighborhood’s shared vision of its future. Implementation strategies may call for further planning action through other planning processes and tools. When adopted by Council, the plan becomes a guiding document for City departments and the community in the area. As of June 2023, Tempe has adopted [six character area plans](#) and will prepare and adopt two more character area plans in the future, thereby covering the entirety of the City.

District, Neighborhood Plans or Specific Plans - Plans that pertain to neighborhoods must first be preceded by any community-wide plan (e.g., General Plan, Master Plans) and Character Area Plan. These plans are created if implementation of a community-wide plan requires changes to Tempe’s Zoning and Development Code, or to create other land use planning tools listed in the Land Use element of the General Plan. A specific plan may include requirements that change the zoning map or code text of the underlying zoning district in regard to development design guidelines, landscape design guidelines, and urban design guidelines. These guidelines encourage specific conditions called for in the community-wide plan, such as allowing for a pedestrian environment, initiating a smooth transition to adjacent land uses, intensifying development, creating a unified environment, requiring higher density standards, and protecting historic structures and character. A specific plan may include the following.

- Regulations determining the location of buildings and other improvements with respect to existing rights-of-way, floodplains, and public facilities.
- Regulations of the use of land, buildings, and structures; the height and bulk of buildings and structures and open spaces around buildings and structures.
- Street and highway naming and numbering plans to establish the official names of streets and highways in order to remove conflicts, duplication, or uncertainty among such names and to provide an orderly system for the numbering of buildings and properties.



- A plan and regulations determining the location of infrastructure services and area boundaries, consistent with the Growth Areas element of the General Plan; and
- Urban design guidelines.

A specific plan shall consider all elements of the General Plan applicable for the area, including the circulation, land use, economic development, public facilities, and services-related elements. (See the [Tempe Involving the Public Manual](#) and [Tempe Zoning and Development Code](#) for planning and adoption procedures). Specific plans are enabled by the state legislature, and adoption of the document by City Council makes them regulatory. Any deviation from the plan would require a variance hearing.

Transportation Master Plan (see Circulation Chapter) – This plan focuses on achieving a more balanced and multi-modal transportation system that is aligned with the distribution of land uses. Its goals include reducing reliance on the automobile; preserving neighborhood character; enhancing streets to maximize safe and efficient use by all modes of transport; and enhancing the ability to drive to, from, and within the city. [Tempe’s Transportation Master Plan 2015](#) is helping the City to achieve the goal of becoming a 20-minute city supported by multi-modal transportation.

Eminent Domain – The Arizona Constitution ([Article 2, Section 17](#)) authorizes the exercise of eminent domain authority if the taking is for a public use and the property owner is paid just compensation. Property owners are offered fair market value to sell their property to the municipality, and have the right to contest in court the offer to purchase their land. Professional appraisals and legal negotiations may result in out-of-court settlements. City Council must authorize the use of this planning tool, on a case-by-case basis. Since Arizonans approved Prop 207 ([Private Property Rights Protection Act](#)) in 2006, the use of eminent domain has been highly restricted. It is available only in specific situations serving public interest.

Housing Reinvestment Programs (see the Housing element) – These programs focus on providing diverse housing types and healthy and safe living conditions for both rental and owner-occupied residences. Programs range from very low-income housing assistance to homebuyer education and landlord rental improvements. Programs are often federally funded but must be approved by Council for implementation.

Redevelopment Districts and Plans– Redevelopment Districts and Redevelopment Plans focus on designated areas containing a predominance of blighted or dilapidated structures or conditions that may be affecting public health, safety, and welfare. An area must meet specific criteria to qualify for redevelopment designation (see Redevelopment element). These districts and the planning tools used are driven by the desire to protect public health, safety and welfare, and therefore are led by public efforts. Redevelopment Districts enable removal of some existing structures, with the intent to rebuild or redevelop, thereby encouraging revitalization of adjacent areas, and encouraging reinvestment in other nearby properties. Redevelopment Plans are defined in state legislation, which identifies required plan contents. These plans must include an

extensive public participation process, and legal notification to the affected property owners and stakeholders. Eminent domain is allowable on sites within a designated Redevelopment Plan. The plan should have a sunset clause that happens when the area no longer fits specified criteria, or when the plan has met the goals and objectives.

Revitalization Areas – These areas do not meet the criteria to be classified as Redevelopment Areas. However, if the area or neighborhood is economically depressed, designating it as a Revitalization Area could be an appropriate scheme. Unlike Redevelopment Areas, which are part of government- (public-) initiated planning, development of Revitalization Areas are driven primarily by private and community interests with the cities as partners. Revitalization efforts by the City can help to coordinate research and activities focused on influencing the physical conditions, market, image, and social network of a neighborhood. Revitalization promotes infill, reuse, and investment in existing structures as opposed to removal of buildings. Cities can encourage reinvestment in Revitalization Areas by working with existing property owners, tenants and city programs to invest additional resources in their properties and the community, adding vitality through physical infrastructure, aesthetic improvements, service enhancement or staff attention (safety, planning, refuse, etc.). The purpose of creating these areas is to provide increased flexibility for development, through reduced regulatory procedures and incentives while maintaining the integrity of existing neighborhoods.

Zoning Overlay Districts – Zoning Overlay districts focus on the changing needs for areas, such as for historic preservation, transportation, or economic preservation or enhancements. An overlay district can have limits on the uses allowed by the underlying zoning districts. Arizona’s Private Property Rights Protection Act (aka proposition 207) has made it challenging to create new overlay districts if they are considered to be more restrictive than the property rights available prior to 2006. Overlay districts are defined in state legislation and should have legally defined boundaries. They may not have a sunset clause if the intent is long-term protection of the area. This tool is used to control or restrict particular uses in special areas with boundaries different from those of regular zoning districts and may be superimposed on regular zoning districts. Zoning Overlay Districts regulate specific conditions—such as encouraging a pedestrian environment, providing a smooth transition to adjacent areas, intensifying development, creating a unified environment, requiring higher design standards, or protecting historic structures—which are identified in the zoning ordinance specific to each district.

Zoning Ordinance (Code) – The Zoning Ordinance or Code provides maps and detailed rules defining zoning districts with permitted uses, development standards, such as height, setbacks, densities, parking requirements and design guidelines, that govern how property owners can develop their land. It defines an owner’s right to develop their property and prescribes what uses are allowed, and what development standards need to be followed. State law empowers local governments to develop zoning codes. Once adopted by Council, the zoning code controls the development on all properties within the city. Tempe’s Zoning Code is titled “[Zoning and Development Code](#)”.



HISTORIC PRESERVATION

Tempe is one of the oldest incorporated cities in the Salt River Valley and enjoys a rich heritage evident through its historic buildings, structures, open spaces, and neighborhoods. Less visible, but equally important are the archaeological resources of Tempe's past, include the remains of Huhugam villages and pioneer settlements. In 1995, Tempe City Council adopted the Historic Preservation Ordinance, which created the Tempe Historic Preservation Commission and the position of Historic Preservation Officer. In 1997, the Commission drafted, and Council approved, the Historic Preservation Plan. Council approved an updated [Historic Preservation Plan](#) in 2022. As of July 2023, Tempe has 45 properties and five districts listed in the National Register of Historic Places, 53 properties and four districts designated in the Tempe Historic Property Register ("H" designation), and more than 30 properties classified as Historic Eligible ("HE" classification) for their eligibility for designation in the Tempe Historic Property Register.

A historic district consists of an area with a substantial concentration of buildings or structures that individually meet eligibility criteria, as well as others that contribute generally to the overall distinctive character of the area. Within districts, resources are united historically or visually by plan or physical development. An historic district may include or be composed of one or more archaeological sites.

By 2050, an estimated 70% of Tempe's housing will be 50+ years old and thus potentially eligible for designation and listing individually or as contributing properties in historic districts. A recently completed inventory of historical resources (1961-1975) has yielded new potential candidates for eligible Historic properties, Historic Districts and Cultural Resource Areas.

Between 2013 and 2022, the City of Tempe designated three properties as Historic, listing them in the Tempe Historic Property Register, and 14

properties as Historic Eligible (two of those Historic Eligible properties were subsequently demolished). Additionally, four Tempe properties and two districts (and Cultural Resource Areas) have been listed in the National Register of Historic Places. The listing of National Register, Historic, and Historic Eligible properties and districts is identified in Table 7. Since the passage of Proposition 207, the Arizona Private Property Rights Act, in 2006, Tempe has required a waiver agreement from property owners in areas proposed for historic district designation. This has affected the creation of new historic districts.

Protection and enhancement of Tempe's heritage is important for preserving the unique identity of the community. Tempe's designated historic properties and districts enrich the City for residents and visitors. The visual and temporal complexity of Tempe's built environment boosts

Tempe’s economic vitality by enhancing its desirability among prospective newcomers.

Planners and designers face many situations where sustainability and historic preservation principles can be effectively addressed together. Strategies to merge historic buildings, energy conservation technologies, and sustainable development issues will influence how neighborhoods and historic preservation are part of

GP 2050. Historic preservation is an ultimate form of recycling to achieve cultural sustainability and thus our efforts with energy efficiency and green design should also continue to look for historic design and preservation as one type of sustainable construction. Tempe’s historic properties and districts and Cultural Resource Areas are shown in the Historic Preservation Element of GP 2050.

Table 13: List of Historic Properties and Districts

Property	Year Built	Designation
C.T. Hayden House	1871	Tempe and National Register
Kirkland - McKimmey Ditch . . .	1871	Tempe Register
Gonzales - Martinez House . . .	1880	Historic Eligible and National Register
Farmer - Goodwin House	1883	Tempe and National Register
Brown - Strong House.	1883	Historic Eligible
Hackett House	1888	Tempe and National Register
Tempe Double Butte Cem	1888	Tempe Register
Centennial House.	1888	Tempe Register
Gage House	1888	Historic Eligible
Old Main	1889	National Register
Dines - Hight House	1889	Historic Eligible
Elias - Rodriguez House	1890	Tempe and National Register
Borden Milk Company.	1892	Historic Eligible and National Register
Niels Peterson House	1892	Tempe and National Register
Gov. B.B. Moeur House	1892	Tempe and National Register
Vienna Bakery Building	1893	Historic Eligible and National Register
Spear House.	1893	Historic Eligible
Harrington-Birchett House . . .	1895	National Register
Tempe Hardware	1898	Tempe and National Register
Casa Loma Building.	1899	Historic Eligible
Andre Building.	1900	Historic Eligible and National Register
Harry Walker House.	1903	Historic Eligible and National Register
St. Mary’s Church.	1903	Tempe and National Register
Morrow - Hudson House	1904	Historic Eligible and National Register
President’s House	1907	National Register
Garfield Goodwin Building . . .	1907	Tempe and National Register
Hugh Laird House	1908	Historic Eligible and National Register
Admin./Science Bldg	1909	National Register
Cummins House	1909	Historic Eligible



Josephine Frankenberg	1910	Historic Eligible and National Register
Samuel C. Long House	1910	Historic Eligible and National Register
W.A. Moeur House	1910	Tempe and National Register
Chavez House	1910	Historic Eligible
Tempe National Bank	1912	Tempe Register
Ash Bridge/Beach Stadium	1913	Tempe and National Register
Industrial Arts Building	1914	National Register
Carns - Buck House.	1914	Tempe Register
Canal Power Plant	1914	Historic Eligible
D.J. Frankenberg House	1915	Tempe and National Register
Judd House	1915	Historic Eligible
Matthews Hall	1918	National Register
Byron Redden House	1918	Historic Eligible and National Register
Monty House	1918	Historic Eligible
Hayden Flour Mill.	1918	Tempe Register
E.M. White Dairy Barn.	1919	Tempe and National Register
Lowell Redden House	1920	Historic Eligible and National Register
Nichols House	1920	Historic Eligible and National Register
Windes-Bell House	1920	Tempe Register
Watson's Flowers	1920	Historic Eligible
Sidney B. Moeur House	1921	National Register
Marlatt's Garage Building	1922	Historic Eligible
C.P. Mullen House	1924	National Register
Minson House	1925	Historic Eligible
Blakely House	1927	Historic Eligible
Hiatt - Barnes House	1928	Tempe and National Register
McGinnis House	1928	Tempe Register
Elliott House	1929	Tempe and National Register
Scudder House	1929	Historic Eligible
Rose Eisendrath House	1930	Tempe Register
Harris House	1931	Tempe Register
Mill Ave Bridge.	1931	Tempe and National Register
Lucier/O'Neill Residence.	1933	Tempe Register
Moeur Park WPA Structure.	1933	Tempe Register
Bauer House	1934	Historic Eligible
Douglass/Gitlis Residence	1935	Tempe Register
Tempe Woman's Club	1936	Tempe and National Register
Raymond (Hausman) House.	1936	Tempe Register
Baker House.	1936	Historic Eligible
Wilkie House	1937	Tempe Register
Valley Art Theatre	1938	Tempe Register
Gov. Howard Pyle House.	1938	Tempe Register
Lindstrom (Nucci) House	1938	Tempe Register
B.B. Moeur Activity Bldg.	1939	National Register

Butler House	1939	Tempe Register
Diefenderfer House	1939	Historic Eligible
Selleh House	1940	Tempe and National Register
Laird-Simpson House	1940	Tempe Register
Barnes (Conway) House	1940	Tempe Register
Wexler House	1940	Tempe Register
Miller House	1941	Historic Eligible
Burket House	1945	Historic Eligible
First Cong. Church	1948	Tempe Register
McKemy-Riggs House	1950	Tempe Register
Sandra Day O'Connor House	1959	Tempe Register
Patio Palms	1960	Historic Eligible
Gammage Auditorium	1964	National Register
Tempe Municipal Building	1970	Tempe Register
Tempe (Hayden) Butte		Tempe and National Register
Loma del Rio Arch Site		Tempe Register
Guadalupe Cemetery	c. 1898	Tempe Register

District	Year Built	Designation
University Park	1945	National Register
Roosevelt Addition	1946	Tempe and National Register
Borden Homes	1947	Tempe and National Register
Tomlinson Estates	1950	Tempe Register
Date Palm Manor	1953	Tempe Register



REDEVELOPMENT

A municipality's redevelopment power, defined in [ARS 36-1479 of the Arizona Revised Statutes](#), may be exercised in designated areas containing a predominance of blighted or dilapidated structures or conditions that may be affecting public health, safety, and welfare. Refer to other conditions about Redevelopment Areas and Plans in the Land Use section in the Appendices.

Designation criteria for redevelopment areas:

A predominance of buildings or improvements, whether residential or nonresidential, where public health, safety, or welfare is threatened because of any of the following:

1. Dilapidated, deteriorated, aging, or obsolescent buildings or improvements
2. Inadequate provision for ventilation, light, air, sanitation, or open space
3. Overcrowding
4. Existence of conditions that endanger life or property by fire and other causes
5. Other than slum areas, sound municipal growth and the provision of housing accommodations are substantially hindered or arrested in a majority of the properties by any of the following:
 - Defective or inadequate street layout
 - Faulty lot layout in relation to size, adequacy, accessibility, or usefulness
 - Unsanitary or unsafe conditions
 - Deterioration of site or other improvements
 - Diversity of ownership
 - Tax or special assessment delinquency exceeding the fair value of the land
 - Defective or unusual conditions of title
 - Improper or obsolete subdivision platting



Requirements:

Redevelopment plans are defined in Arizona State Statute (36-1479), which identifies the following required plan contents:

- “A statement of the boundaries of the redevelopment project area.
- A map showing the existing uses and conditions of the real property within the redevelopment project area.
- A land use plan showing proposed uses of the real property within the redevelopment project area.
- Information showing the standards of population densities, land coverage and building intensities in the area after redevelopment.
- A statement of the proposed changes, if any, in zoning ordinances or maps, street layouts, street levels or grades, building codes and ordinances.
- A statement as to the kind and number of site improvements and additional public utilities which will be required to support the new land uses in the area after redevelopment.
- A statement of the proposed method and estimated cost of the acquisition and preparation for redevelopment of the redevelopment project area and the estimated proceeds or revenues from its disposal to redevelopers.
- A statement of the proposed method of financing the redevelopment project.
- A statement of a feasible method proposed for the relocation of families to be displaced from the redevelopment project area.”

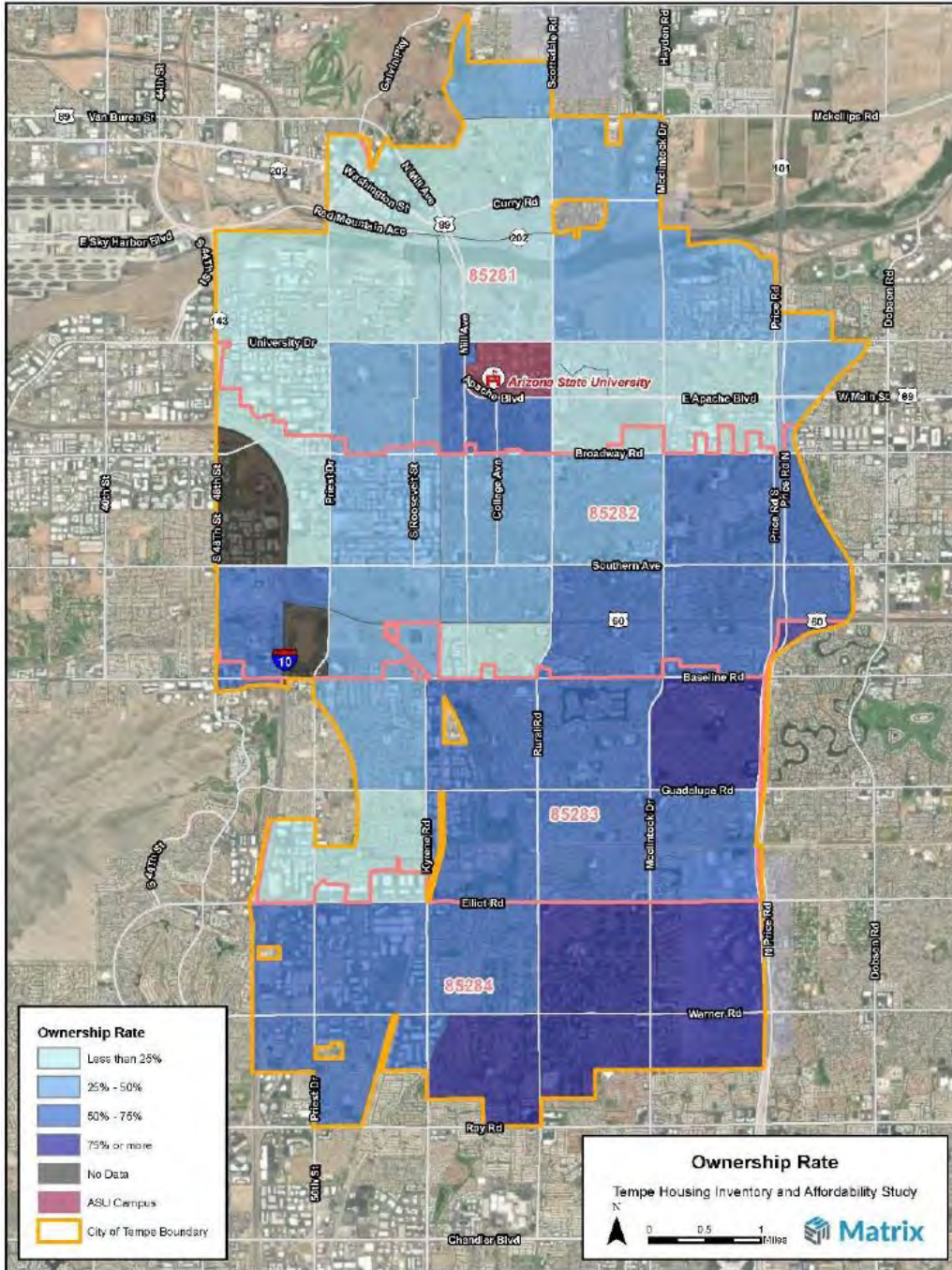
HOUSING

Tempe is a largely built-up city with relatively little vacant land available for new single-family or multifamily housing. As a consequence, many of the most cost-effective opportunities for promoting affordable housing are within the existing stock or on infill sites. Support for rehabilitation of privately owned and non-profit-owned units is a large part of Tempe’s effort to preserve existing affordable units.

July 2021 estimates included in the [American Community Survey](#) as part of the 2020 US Census revealed that there were 77,306 households in Tempe, each having an average of 2.22 persons. In 2021, about 40% of the dwelling units were owner occupied and 60% renter occupied. Home ownership rate is the highest in southeast Tempe, and the rate decreases towards the northwest part of the City.



Figure 29: Homeownership Rate by Census Tract in Tempe, 2020



Source: City of Tempe Housing Inventory and Affordability Analysis, Matrix, Sept 2022. Based on 2020 five-year American Community Survey (ACS) estimates

HOUSING OCCUPANCY

As the home to Arizona State University (ASU), Tempe draws a large student population from across the country and world. New rental developments have been added on campus (dorms), in addition to market-rate apartments catering to students. Such multifamily development, often in high-rise structures, have been most visible near the ASU Tempe campus close to Tempe downtown, and along Apache Boulevard.

AFFORDABLE HOUSING

Housing is considered to be affordable when a household spends up to, or less than 30 percent of its gross annual income on housing costs. In Tempe, limited availability of land for new residential development poses a challenge for creating new affordable housing. However, Tempe’s unique conditions tend to result in residential demands being met with new infill housing or rehabilitation programs, or increased density housing products. According to the 2021 estimates based on US Census 2020 data, the median household income in Tempe from 2017-2021 was \$64,080 in 2021 dollars. The [official data](#) shows that the area median income (AMI) for Tempe in 2022 is \$88,300 for a family of four persons.

The US Department of Housing and Urban Development (HUD) indicates that households paying more than 30 percent of their gross income for housing costs are considered “cost burdened.” Per HUD’s 2011-2014 [Comprehensive Housing Affordability Strategy \(CHAS\) data](#), 36.8 percent of Tempe households are considered cost-burdened (46.2 percent of renter households and 24.2 percent of owner households)



The City of Tempe Housing Inventory and Affordability Analysis prepared by Matrix Group (September 2022) states that “under the general rule that monthly housing costs should constitute, at most, 30% of household income, the median renter household in Tempe falls barely short of the earnings needed to safely afford median gross rent. In 2020, annual median income was \$939 less than the minimum income required to pay \$1,230 in rent on a monthly basis.” About the homeowners, the Matrix report states that “As of December 2020, the median Tempe home sold for \$350,000, which typically translates to a monthly mortgage payment of \$1,257 for the owner. An annual household income of \$50,280 is adequate to keep these payments at or below the 30% threshold. The median family in not only Tempe but also in the greater Phoenix metro area earns significantly more than this sum, suggesting that a large majority of families in the region are capable of comfortably purchasing a home in Tempe.” These findings are based on the dollar values adjusted for inflation to constant 2020 dollars. Mortgage payment are based on a \$350,000 sale price and assuming a 20% down payment, 3.5% interest rate, and 30-year term. (Sources: 2020 five-year ACS estimates; Redfin; HUD.)

Tempe’s [Affordable Housing Strategy](#) prepared by BAE Urban Economics and approved by the City Council 2019, projects the need for affordable housing by AMI groups, between 2010 to 2040, as shown in Table 14.

Table 14: Projected Housing Demand in Tempe 2010 through 2040 by AMI levels

Income Category (a)	Percent	Housing Units Needed
Extremely Low (below 30% AMI)	15.1%	3,228
Very Low (30% to 50% AMI)	10.7%	2,273
Low (50% to 80% AMI)	15.9%	3,389
Moderate (80% to 100% AMI)	9.2%	1,954
Above Moderate (100% to 120% AMI)	9.1%	1,933
Above 120% AMI	40.1%	8,548
Total	100.0%	21,324

Notes:
 (a) Income categories derived from 2010-2014 Comprehensive Affordable Housing Strategy (CHAS); data for the City of Tempe.

Source: [City of Tempe Affordable Housing Strategy \(2019\)](#). BAE Economics.

CITY OF TEMPE HOUSING PROGRAMS

Tempe administers a variety of affordable housing programs that are principally funded by the Federal Government to assist low-income families, the elderly, and people with disabilities. They include:

- Housing Choice Voucher Program (Section 8 program)
- Section 8 Homeownership Program
- Down payment assistance for first-time homebuyers
- Emergency repairs for homeowners
- Accessibility modification for homeowners
- Rehabilitation for homeowners
- “[Hometown For All](#)” program funding (by City of Tempe) to support the acquisition of affordable housing units in Tempe

The Housing Choice Voucher Program (Section 8 program) offers rent subsidies to very low-income families, the elderly, and people with disabilities to help them afford decent, safe, and sanitary housing in the private market. In 2018, Tempe assisted 1,156 families with affordable housing through the Section 8 Voucher program and an additional 334 families with project-based Section 8 and Tax Credit funding. Tempe is one of the few jurisdictions in the state that offers Section 8 Housing Choice Vouchers and participates in the [Housing and Urban Development-Veterans Affairs Supportive Housing](#) (HUD-VASH)

program, involving Housing Choice Voucher assistance for homeless. Veterans case management and clinical services are provided by the Department of Veterans Affairs (VA).

Tempe is dedicated to preserving existing affordable housing stock and creating new housing opportunities for residents with low and moderate incomes. Pressures on the existing housing stock in Tempe from market forces and changes to state and federal laws will impact affordable housing opportunities for low- and moderate-income households. The City of Tempe works with private affordable housing developers and multifamily property owners to ensure that economic diversity continues to flourish, and longtime residents can continue to stay in their homes. As the City builds out, it faces new challenges in providing residents with a variety of affordable housing opportunities. The City is responding to these challenges through its affordable housing programs.





HOMELESSNESS

The City of Tempe actively works to address homelessness in the City. In addition to funding local homeless service providers, Tempe employs a Homeless Coordinator to coordinate the City's activities in this area. The City of Tempe and service providers respond to business and resident concerns about homelessness and they research/implement best-practice models. Tempe engages a Homeless Outreach Team to travel across the city, reaching out to those living on the streets. The Team works to build relationships with homeless individuals and engage them with services that can effectively address their situation. It works with approximately 500 homeless individuals on an annual basis. Of that number, about half are new

clients each year. The City of Tempe participates in the Annual Homeless Street Count, part of the process of bringing HUD funding into Maricopa County for homeless services. The point in time count is conducted on the same day throughout the country for a two-hour period.

Tempe recognizes that homelessness is a regional issue, and it participates in the Maricopa Association of Governments' County Continuum of Care Regional Committee. The committee plans for effective distribution of HUD funds for homeless service providers. It regularly evaluates how the homeless delivery system is working; assesses gaps in the system, and works to promote best practices.



ECONOMIC DEVELOPMENT

ECONOMIC DEVELOPMENT TOOLS

The City of Tempe has been proactive in redeveloping and reinventing its downtown, which is the center of activities in the City. Tempe has also taken an aggressive redevelopment approach throughout the city because it is landlocked. The presence of Arizona State University’s (ASU) Tempe campus, Tempe’s location near Phoenix Sky Harbor International Airport, its freeway connections, and the availability of light rail and streetcar are key factors to support economic and general business growth in the City. Tempe’s dynamic atmosphere draws talented people from all over the region and the world to work in its six targeted development areas: aerospace, biotechnology, advanced business services, high technology, retail, and tourism. The City’s economic development program efforts focus on commercial (office, industrial, and specialty retail) development and redevelopment, business retention and expansion, business attraction, and small business assistance.





Some of the economic development tools utilized in Tempe include:

- **Site Selection:** The City of Tempe works closely with [Greater Phoenix Economic Council](#) (GPEC), local real estate brokerage, and development community to provide information on prospective sites, real estate costs, infrastructure, and community demographic profiles to prospective investors upon request.
- **Development Facilitation:** The City facilitates new development and/or redevelopment to grow the diversity of its employment base. The City offers municipal-owned land for sale or leverages public and private land to enhance development that is beneficial for the community. Tempe's economic development staff utilizes a database and engages partners to provide data for policy makers and businesses. Economic Development staff work as liaisons to connect clients to the appropriate City staff to ensure projects are handled efficiently.
- **Small Business Assistance:** Tempe works with our partners, such as [Downtown Tempe Authority](#) and the [Tempe Chamber of Commerce](#) (TCC) to assist small businesses in establishing and expanding through advice and assistance in the permit and licensing processes.
- **Networking and Educational Opportunities:** Business programs and seminars are offered to inform and encourage Tempe's small business owners. The networking events, which often include motivational speakers, seminars, and trade fairs, are made possible through partnerships with the City staff, and Tempe-based business and community organizations.
- **Workforce Development:** The City of Tempe and the [Maricopa Community College Workforce and Economic Development](#) coordinate and broker customized services and programs tailored to meet the special needs of employers. These services include job recruitment assistance, access to job fairs, and customized connections between employers and the agencies helping those seeking employment. The Center is a hub for workforce training, linking employers to colleges and skill centers to develop their workforces.

Some other tools that are supported by the State and Federal governments that may be used for economic development are as follows:

- **Foreign Trade Zones (FTZ):** Businesses located in these zones are eligible for up to an 80% reduction in state real and personal property taxes. Tax benefits in the FTZ allow businesses to use special procedures that help encourage U.S. trade activity in competition with foreign companies, allow delayed or reduced duty payments on foreign merchandise, no duties on or quota charges on re-exports, deferred customs duties and federal excise tax on imports, and access to streamlined customs. Establishment of an FTZ is being considered by the City of Tempe.
- **Opportunity Zones (OZ):** [Opportunity Zones](#) as economic development tools allow and encourage people to invest in distressed areas in the communities. Their purpose

is to spur economic growth and job creation in low-income communities while providing tax benefits to investors. OZs were created under the Tax Cuts and Jobs Act of 2017 ([Public Law No. 115-97](#)). Tempe has several OZs, in which taxpayers can invest through Qualified Opportunity Funds.

- **Government Property Lease Excise Tax (GPLET):** All real property tax on government-owned land can be waived and replaced with an excise tax that is an established rate per square foot and based upon the type of use to encourage new business development by offsetting some of the costs during the early years. GPLET is an incentive commonly used in Tempe, where permitted by law.
- **Arizona Innovation Challenge:** The [Arizona Innovation Challenge](#), one of the largest business plan competitions in the country, is designed to advance innovation and technology commercialization opportunities in Arizona by assisting early-stage ventures to scale.

In addition, Tempe can utilize the several programs that [Arizona Commerce Authority](#) runs to support new, small, existing, and well-established businesses in the areas of tax relief, talent and training, innovation and entrepreneurship, small business opportunities, manufacturing opportunities, and international trade and location assistance for businesses and entrepreneurs.





DEMOGRAPHICS

The following are some of the key trends in changing demography.

- 1.** The American workforce is graying due to the twin issues of low birth rates and higher life expectancy. Adults are staying in the labor force longer and younger people are slow to enter the labor force. Both trends began about three decades ago. However, the COVID-19 pandemic had many impacts on workforce including an increase in remote working options that has resulted in lower demand for office space and a general re-evaluation of work/life balance.
- 2.** The shifts in the ethnic composition of the workforce will continue. Immigrants will account for at least half of net population growth over the next several decades. Geographically, Americans are moving to warmer areas such as Arizona, California, Texas, and Florida. Thus, Tempe and the surrounding communities will continue to see population increases.

[According to Maricopa Association of Government's \(MAG\) data,](#) the population of the Phoenix Metropolitan Statistical Area (MSA) in 2023 was estimated to be 4.889 million, which was projected to reach 7.759 million by 2060. Between 2018 to 2022, Maricopa County population has grown by annual rate ranging from 1.1 to 4.5% while the national population growth rate ranged from only 0.6 to 1.2% annually during the same period. Further, the Phoenix metro region has a younger

population than both the nation and state.

More than 11,000 students graduated from Arizona State University in 2022 ([ASU Data](#)). Graduates received degrees in life science, business, biochemistry, engineering, and other programs. It is important to Tempe that many of these graduates choose to stay in the City and to live and work here to offset the graying workforce and to attract the kinds of technology companies that are looking for highly trained workers. City efforts to enhance residents' quality of life have the potential to entice ASU graduates to stay, live, and work in Tempe.

Factors that can attract young families to live in Tempe include one of the lowest annual commutes to work time in the Valley (and where more than 50 percent of residents drive less than 21 minutes), and the ability to live in Tempe without a car (or two cars). Tempe's commitment to its multi-modal transportation alternatives and its warm desert climate is attractive to many would be settlers. These quality of life factors beat out every city in the Valley and more importantly are exceedingly better than many of the cities that Tempe competes with to attract business (San Jose, Denver, Salt Lake City and Austin). Tempe needs to market these attributes as more technology workers establish or relocate to Arizona. Quality of life related investments that attract young families to live affordably in Tempe have the potential to bring new students to the Tempe/Kyrene school districts.

POPULATION

The 2020 Census showed that Tempe had a population of 180,587. However, the [American Community Survey](#) (ACS) has estimated that 184,109 people lived in Tempe in 2021. Tempe’s 2021 population density was 4,521 people per square mile while 14.3 percent of the population were under the age of 18, and 10.4 percent was 65 years or older.

According to [MAG’s projections](#), from 2020 to 2050, Tempe’s population will increase by approximately 71,900 for a total of 253,489 persons. MAG prepares estimates of future growth modeled for all cities in the region and includes known development and anticipated development. Future population growth projections identify that the largest percentage increase in population will likely occur in downtown Tempe, on and around the ASU campus, along the Apache Boulevard light rail corridor, at the northeast corner of Tempe, in north Tempe along Hayden and Scottsdale Roads, Rural Road south of the US 60 freeway, and in south Tempe along Priest Drive.

HOUSEHOLDS AND DWELLING UNITS

According to the data provided by the [American Community Survey](#) (ACS), in 2021, there were 77,306 households in Tempe. There were 34,771 families with an average family size of 2.87. The average household size was 2.22 and the average family size was 2.87. The survey estimates that 42% of the housing units are owner-occupied, whereas renters occupy 52% of the units. The total number of dwelling units was 82,626, with 7,096 vacant units.





TRAVELWAYS

A variety of traffic data is regularly collected for the traffic volumes and turning movements at the City's key arterial streets. The City of Tempe maintains traffic volume data for major roadways throughout the city. The data is typically collected every other year.

There are several corridors that carry high volume traffic from Tempe and adjacent communities to the freeways passing within the city, Interstate I-10, US 60, Loop 101, Loop 202, SR 143. These include McClintock Drive, Rural Road, Priest Drive, Elliot Road, Broadway Road, Southern Avenue, Baseline Road, Warner Road, University Drive, Apache Boulevard, and 48th Street. also carry traffic destined for downtown Tempe, and other major employment centers.

GREEN STREETS

Green Street help manage stormwater runoff as a resource rather than a waste, and help conserve the environment. Green Streets are landscaped streetside planters or swales that capture stormwater runoff and allow it to soak into the ground as soil and vegetation filter pollutants. This replenishes groundwater supplies that feed fresh, cool water to rivers and streams. Green Streets also make attractive streetscapes that connect business districts, neighborhoods, parks, and schools, and they can be designed to accommodate the diverse traffic needs of cars, trucks, pedestrians, and bicyclists. With further enhancements and improvements, Tempe residents will be able to immediately recognize these streets as pedestrian and bicycle friendly. Typical characteristics of green streets can be found in the [Tempe Transportation Master Plan](#).

HIGHWAYS AND FREEWAYS

The Arizona State Transportation System is the multi-modal transportation system. This includes the system of State Routes, U.S. Highways, and Interstate Highways, which is owned and operated by Arizona Department of Transportation (ADOT), as well as transit, aviation, and rail modes which ADOT supports and promotes.

EXPANSIONS OF REGIONAL CIRCULATION SYSTEMS

The Southern Arizona region is the "Sun Corridor," which stretches from Santa Cruz County to central Yavapai County. In 2020, Arizona adopted a shared vision for quality of life in 2050 and based upon a strong economy was the foundation of the transportation planning vision called Building a Quality Arizona (BQAZ).

A population of nearly 10.82 million people by 2050 is projected for Arizona. As the population growth occurs, adding vehicles to an existing road network will certainly reduce travel speed, thereby exacerbating the state's existing traffic congestion for Arizona businesses, residents, and visitors. New and innovative transit and other means of travel will need to be planned for the Phoenix Metro area including in Tempe.



Figure 30: Arizona Sun Corridor Metropolitan Organization (SCMPO)

Source: [Sun Corridor Metropolitan Planning Organization \(SCMPO\) Website](#)

ADOT I-10 CORRIDOR IMPROVEMENT STUDY (Broadway Curve)

The I-10 Broadway Curve Improvement Project is identified in the Maricopa Association of Governments’ (MAG) Regional Transportation Plan, funded by a half-cent sales tax approved by Maricopa County voters in 2004 through Proposition 400. MAG identified the need for this project to reduce travel times on I-10 during peak hours; improve airport access; support ridesharing and transit; and prepare the region for future growth projections.

In July 2021, crews began removing the rubberized asphalt from I-10 and setting up the work zones. Since then, significant progress has been made, most notably in the Broadway Curve itself between Baseline Road and

40th Street.

ADOT PASSENGER RAIL CORRIDOR STUDY

As per the [ADOT website](#), the Passenger Rail Corridor Study began in 2011, and was completed in 2015. During the five-year study, ADOT worked closely with the Federal Railroad Administration (FRA) and other federal agencies, as well as local governments and planning organizations in Maricopa, Pinal, and Pima counties, to determine the feasibility of a passenger rail system between Tucson and Phoenix.

To support this effort, a Tier 1 Draft Environmental Impact Statement (EIS) was published in September 2015. The EIS documented the environmental considerations related to the final two “build” alternatives and the “no-build” alternative. The decision to pursue the alternatives in the Draft Tier 1 EIS came not only from technical evaluations but was also based on public and local agency input.

There is currently no construction schedule and no funding identified for a project to build a rail system between Tucson and Phoenix. Moving forward, the public and policymakers will have to decide how to generate the funding to pay for the project. Union Pacific has consistently told the state it has no capacity on its busy freight tracks to make way for passenger service. Arizona will be poised to look for funds once the potential corridors are identified and the potential cost of the project is estimated.



TRANSIT

REGIONAL TRANSIT

The [Maricopa Association of Governments' Regional Transportation Plan](#) identifies areas where high-capacity transit investments will be constructed. To maintain its economic vitality, Tempe needs to meet future travel demands with significant transit investments. High-capacity transit, such as rail, light rail, bus rapid transit, streetcar, and commuter rail foster economic development.

The regional transit system is comprised of three components - regional fixed route (Supergrid), arterial bus rapid transit (BRT) and high-capacity transit (HCT). Regional fixed route bus is a two-way service that provides both local and regional access to transit riders on the arterial street network. This service, also known in the county region as Supergrid, is to provide consistent levels of service across jurisdictions in the region. Supergrid service operates both weekdays and weekends. Fixed route bus is the mode for this service, which generally operates on arterial streets. Passenger access is available at bus stops, which are located approximately every quarter mile. The Regional Public Transportation Authority began operating Supergrid service in 2007 funded by Prop 400. Among the routes funded by Prop 400, include three Supergrid routes that are still in service: Scottsdale/Rural Road, Chandler Boulevard, and Glendale Avenue. These routes



provide consistent service levels and operate seven days a week. Unless Prop 400 extension is approved by voters, funding for operating these routes will end in 2025, as Prop 400 sunsets.

Arterial bus rapid transit (BRT) is a two-way service that operates with improved travel time than Supergrid service by taking advantage of limited stops and other time-saving enhancements, including signal priority, queue jumpers, and potentially exclusive lanes. The proposed BRT routes identified in the Regional Transportation Plan are intended to operate weekdays at higher frequency at peak to provide a competitive alternative to automobile commute to work. Local bus and/or Supergrid service is maintained along the BRT route to provide service to the skipped stops. Passenger access is available at dedicated enhanced bus stops located approximately one mile apart.

Express bus provides enhanced-speed, moderate-volume commuter, or regional access in the county region and is designed to operate primarily on the region's freeway system, including High Occupancy Vehicle (HOV) lanes. Express bus service typically operates from transit centers, park-and-ride locations to employment centers throughout the region. These routes provide service Monday through Friday during the peak time periods. While express bus service usually operates one way in the peak direction, two-way service may be warranted in reverse commute markets like Tempe. Passenger access is generally available at park-and-ride facilities and at designated collection areas at local bus stops.

HIGH-CAPACITY RAIL TRANSIT SYSTEMS

High-Capacity Transit (HCT) provides improved travel time, high-volume commuter, or regional access, when compared with express bus. HCT generally operates in an exclusive guideway, providing service between transit centers, park-and-ride locations, and major employment centers. This service typically operates seven days. Rail systems streetcar, light rail and commuter rail have reduced frequency on weekends and holidays. Passenger access is usually available at dedicated fixed guideway transit stops and transit centers.

PASSENGER & FREIGHT RAIL

The state's railroads, while not owned or operated by ADOT, are a critical part of Arizona's multi-modal and inter-modal transportation system and are an important part of the statewide and national economies.

Intercity passenger rail services are currently provided by Amtrak, though ADOT is looking to these services to provide an important travel alternative mode. There is no north-south connection between the major metropolitan areas of Phoenix and Tucson. Amtrak's Sunset Limited route traverses 1,995 miles between New Orleans, Tucson, and Los Angeles. The route crosses the southern tier of Arizona on the Sunset Route of the Union Pacific (UP) Railroad with stations in Benson, Tucson, Maricopa, and Yuma. The Southwest Chief route travels 2,256 miles between Chicago, Flagstaff, and Los Angeles. The route crosses the north-central tier of Arizona on the Transcontinental Route of the BNSF Railway. Over the longer term, there may be support for implementation of an interregional commuter rail service, for example between Phoenix and Tucson, to provide long distance commuters an alternative to driving. As part of the [Federal Government Infrastructure Investment and Jobs Act](#) (IIJA), the Tucson to Los Angeles and also the Tucson to Phoenix will be operated by Amtrak. The rail service will have stops in Tempe at the old Amtrak station. Amtrak will start the service, if viable, by 2033.

Goods moving on freight railways typically require truck transport on either or both ends of the trip, making highways the necessary enabler for freight rail transport. Both the BNSF Railway and Union Pacific Railroad (UPRR) have significant inter-modal operations in Arizona. Because of the State's proximity to Mexico, many of the State's jobs depend on rail freight that help foreign trade.



Two freight rail lines pass through Tempe connecting south and east-west. Union Pacific owns both the right-of-way and controls operations along the freight railroad tracks in Tempe. The main line enters Tempe in the northwest, runs south through Downtown Tempe, and turns east parallel to Apache Boulevard. The main track is located between Apache Boulevard and Broadway Road. The freight rail line also runs south, west of Mill Avenue and east of Kyrene Road, and continues south to the city of Chandler. The UPRR Main line and the South Tempe Spur line are active.

In 2012, the City of Tempe, in conjunction with the Arizona Corporation Commission, Union Pacific Railroad and Federal Railroad Administration, established a railroad Quiet Zone in Tempe. A Quiet Zone is a rail corridor at least one-half mile in length with one or more public highway-rail crossings where activation of train horns is prohibited except in certain situations. These exceptions are usually related to safety concerns such as pedestrians, bicyclists, or motorists in overly close proximity to the tracks. The Quiet Zone includes the portion of the Union Pacific Railroad Main Line north of Broadway Road from 1st Street to the Tempe Canal at the Mesa city limit.

COMMUTER RAIL

According to the [MAG website](#), MAG initiated the Regional Commuter Rail System Study Update in 2016. The goal of the study was to update the data in the MAG 2010 Commuter Rail System Study, specifically new regional socioeconomic forecasts, revised ridership, cost estimates, corridor rankings, and information from other relevant passenger rail studies and technical content. Governance and indemnity/liability issues related to passenger rail implementation were also studied as these elements must be addressed prior to any agreement between the owner railroads and the commuter rail governing/operating agency. The study was completed in 2018 and its results will inform planning for long-range high-capacity transit investments to support mobility throughout the region.

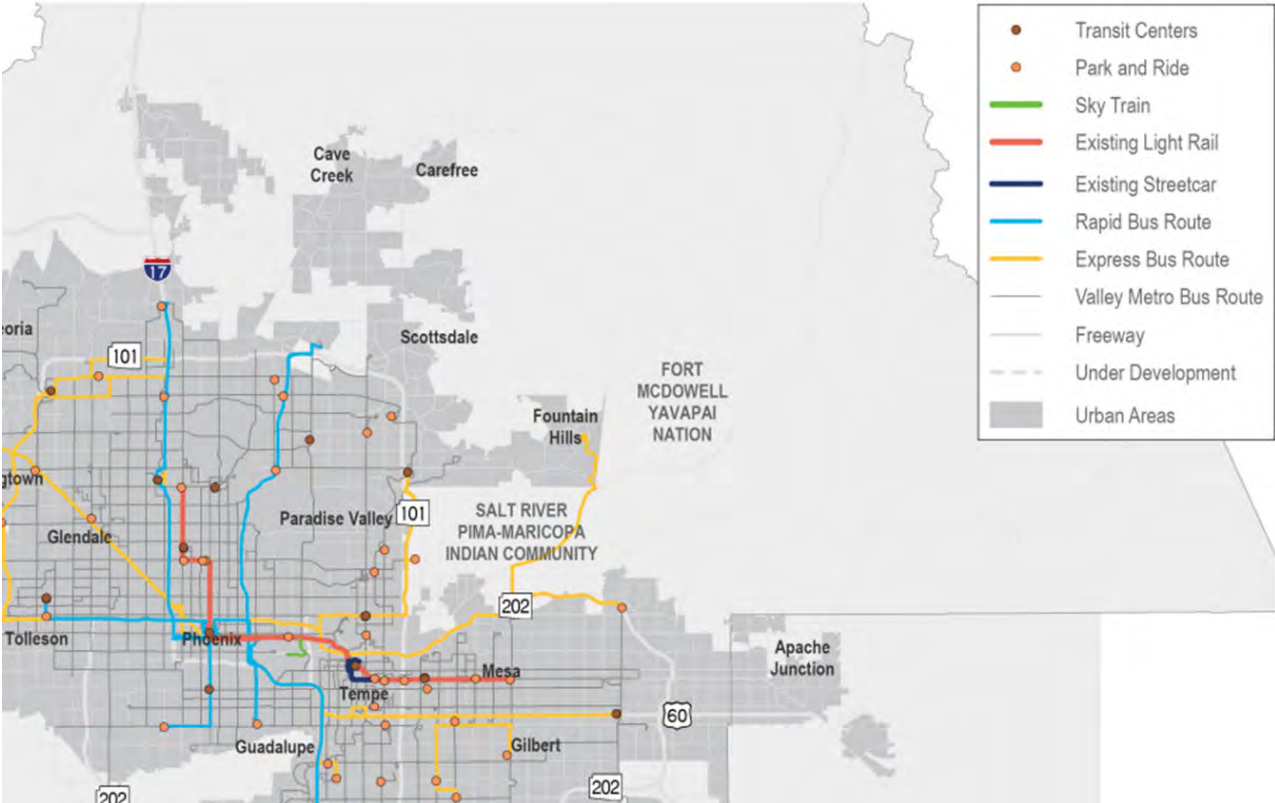
The study shows that two distinct corridors may provide access to residents of the community. The east-west Union Pacific mainline corridor would link Buckeye, Glendale, Downtown Phoenix, Tempe, Mesa, Gilbert, and Queen Creek. The Tempe/Kyrene Branch would link downtown Phoenix and Sky Harbor via Tempe with South Tempe, West Chandler, and the I-10/Wild Horse Pass area.

REGIONAL TRANSPORTATION PLAN

MAG Regional Transportation Plan: MAG’s geographical area includes 27 municipal jurisdictions and three Native nations that straddle two counties. For the region, it projects a population of 5.1 million in 2025 and 6.8 million by 2050. Unveiled in 2021, the Regional Transportation Plan (RTP), called “Momentum,” is a comprehensive, performance-based, multi-modal and coordinated regional plan, covering the period through 2050.

The RTP addresses all major modes of transportation from a regional perspective, including freeways/highways, streets, public mass transit, airports, bicycle and pedestrian facilities, goods movement, and special needs transportation. It includes projections of population and growth in transportation by 2050 and lays out visions for safety, mobility, prosperity, responsiveness, livability, and preservation. The [MAG Momentum Plan 2050](#) includes projects critical to Tempe like Loops 202 and 101 freeway improvements, traffic interchange improvements, active transportation facilities, Tempe-Mesa streetcar, BRT at Scottsdale Road, and funding for maintaining and replacing capital assets for LRT, Tempe Bus, and Tempe Streetcar. In addition, the plan includes funding for operating the Tempe bus service. While these projects are listed in the MAG Momentum Plan, the Regional Transportation Plan 2050, approved by residents in the region, the Prop 400 Extension which will fund the plan is being debated by the AZ legislature.

Figure 31: Existing Transportation Network in and around Tempe, 2021



Source: [Regional Transportation Plan – Momentum 2050](#).



AVIATION

The Phoenix Metropolitan region's airports not only serve as important components of a multi-modal transportation system, but also are instrumental elements of our region's economy. Phoenix Sky Harbor International Airport is located in Phoenix, and is less than 4 miles from downtown Tempe and less than a half mile from Tempe's municipal borders.

AIR TRAFFIC GROWTH

After the disastrous years for air travel during the Covid-19 pandemic, the industry is now rapidly rebounding. According to its official website, Phoenix Sky Harbor International Airport saw almost 39 million passengers travel through the airport in 2021. This was a drop from the 47.3 million passengers the airport served in 2019 prior to the pandemic. The airport handled 408,285 takeoffs and landings in 2021 ([PHX Airport Statistics](#)).

Air traffic is expected to grow in the coming years. According to the [MAG website](#), although like other airports in the world, Sky Harbor saw a steep decline in passenger traffic during the Covid-19 pandemic, by April 2022, Sky Harbor was once again serving about the same number of travelers it had before the pandemic. According to the Phoenix Aviation Department, Sky Harbor was the fastest recovering all airports between 2019 and 2021. The recovery rate of Sky Harbor in mid-2022 was at 85 percent (relative to pre-pandemic levels), compared to the U.S. average of 68 percent.

In 2019, Phoenix-Mesa Gateway Airport served nearly 1.8 million passengers, a growth of 15 percent from the previous year.

IMPACTS OF AIRPORT ON TEMPE RESIDENTS

The airports have impact in traffic, aircraft noise and economic growth to the City of Tempe. According to the [Phoenix Sky Harbor website](#), following a 1994 intergovernmental agreement between City of Phoenix and City of Tempe, aircraft departing Sky Harbor follow a designated path over Tempe, which is designed to shield residents below the flight path from excessive noise. The aircrafts increase their altitude as they follow the Salt Riverbed and fly all the way over to the 101 freeway before turning towards the direction of their destination.

The City of Tempe has established procedures and opportunities for residents who wish to make complaints about aircraft noise. The Tempe Aviation Commission has developed a [Guide for upgrading homes](#) situated under the main Sky Harbor flight paths., featuring information about sound proofing homes. The Tempe Aviation Commission also conducts regular noise-impact surveys. The last survey was completed in June 2019.

WATER RESOURCES

In its 2010 application for an Assured Water Supply (AWS) designation from the Arizona Department of Water Resources (ADWR), Tempe demonstrated continuous availability of water supplies in an aggregate volume of 88,518 acre-feet per year for a minimum of 100 years (AWS 2010-013, Decision and Order No. 86-002043.0001). According to [Tempe's Water Resources Master Plan \(2021\)](#), supplies identified in the 2010 AWS Designation were about 49 percent greater than Tempe's water demand in 2019. Available water supplies outlined in Tempe's 2010 AWS designation document were more than 20 percent greater than the highest projected water demand calculated at that time for the year 2050.

Since the early 2000s, water demand in Tempe has been declining. The factors for the declining trend in water use include: improved water use efficiency and greater water use awareness by customers, water conservation information, educational opportunities and water-saving financial incentives offered by the Tempe Water Conservation Office, changing economic conditions, installation of water efficient fixtures, Tempe's landlocked service area, and variability of weather.

The City of Tempe relies on renewable surface water supplies, effluent (reclaimed water), safe-yield groundwater supplies and water that has been stored in aquifers. Renewable surface water sources



can make up more than 90 percent of Tempe's annual water supply in an average year. These water supply sources include:

- Salt River Project (SRP) – Surface water delivered from storage in six SRP reservoirs on the Salt and Verde River, Class A Lands normal flow surface water deliveries, groundwater from SRP Wells
- Central Arizona Project (CAP) – Colorado River surface water delivered through the CAP system
- Modified Roosevelt Dam New Conservation Storage (NCS) – Water stored in the City of Tempe's additional conservation storage capacity created when Roosevelt Dam was enlarged in the 1990s
- Underground Storage Credits (Long Term Storage Credits) – CAP water or reclaimed water (Effluent) stored in aquifers for future use
- Groundwater – Safe yield groundwater allowance, which results from the on-going recovery of water associated with Tempe's groundwater allowance and incidental recharge that occurs through the water cycle.



Table 15: Water Demand Projections for the Tempe Water Service Area - for 2050

Source: Tempe Municipal Utilities, Water Division, 2023

Land Type	Acreage	Demand Factor (Af/Ac/Yr)	Probable Growth		High Growth	
			2050 Avg. Daily Demand		2050 Avg. Daily Demand	
			(Af/Yr)	(mgd)	(Af/Yr)	(mgd)
ASU	506	N/A	3,480	3.11	3,480	3.11
Built Out	21,316	N/A	36,841	32.89	36,841	32.89
Commercial	454	2.33	1,296	1.16	1,445	1.29
Educational MS	15	1.09	85	0.08	85	0.08
Industrial	264	0.95	636	0.57	657	0.59
Mixed-Use	812	5.77	3,462	3.09	4,454	3.98
Mixed-Use Industrial	95	1.78	194	0.17	220	0.20
Municipal	31	0.52	16	0.01	16	0.01
Public Open Space	84	1.03	125	0.11	89	0.08
Public Recreation/Cultural	39	2.83	130	0.12	130	0.12
Urban Core Density Residential	34	8.60	329	0.29	292	0.26
High Density Residential	149	7.35	926	0.83	1,014	0.91
Medium to High Density Residential	418	4.94	1,896	1.69	2,093	1.87
Medium Density Residential	44	2.27	119	0.11	100	0.09
Low to Moderate Density Residential	40	1.31	73	0.07	55	0.05
Stadium	25	10 gpd/seat	187	0.17	187	0.17
Total	24,325		49,796	44.45	51,160	45.67

In the future, reclaimed water (effluent) produced at the Tempe’s Kyrene Water Reclamation Facility (KWRF) will once again be utilized to meet non-potable water demands in Tempe. Water demand projections in Table 16 were developed by analyzing historical water use and water use trends for each land use category and projecting future water demands for some sectors by taking into account the potential for higher levels of development or redevelopment density. Mixed use developments, for example, will have both residential and non-residential components, some with much greater density of development than exists on those lands today, so new water demand factors were developed for this projected land use category. Redevelopment in growth areas can vary significantly. A probable water demand scenario assuming 25% redevelopment in growth areas and a high water demand assuming 90% redevelopment in growth areas was also developed.

Future water demand projections assume that redevelopment activities and increased density of development in some portions of Tempe will continue through year 2050. It is difficult to forecast the economic factors which play a significant role on the timing, type, and density of future development and redevelopment in Tempe, which consists of the lands within Tempe’s municipal boundaries and county islands within and the Town of Guadalupe. The water demand projections for the Tempe’s Water

Service Area, presented here show the potential future water demands at full development based on land use category. Water demand projections for the Tempe water service area are revised every few years to account for changing patterns in the density or rate of redevelopment activities. Water duties are also adjusted when needed based on analysis of recent water consumption patterns across different land use sectors. Taking into account these variables in the timing and density of new development and redevelopment in Tempe, water demand projections for the Tempe Water Service Area in 2050 indicate that total water demand on lands with SRP water supplies may be up to approximately 44,000 acre feet per year, and total water demand for non-SRP portions of the water service area may be up to approximately 7,000 acre-feet per year. Water supply availability can vary due in drought conditions and the current shortage in the Colorado river is expected to have an impact of Tempe’s allocation of Colorado river water. With this in mind, a few supply scenarios have been considered, and associated charts are shown below.



Figure 32: 2050 Projected Water Demand SRP Member Lands and Baseline SRP Supplies

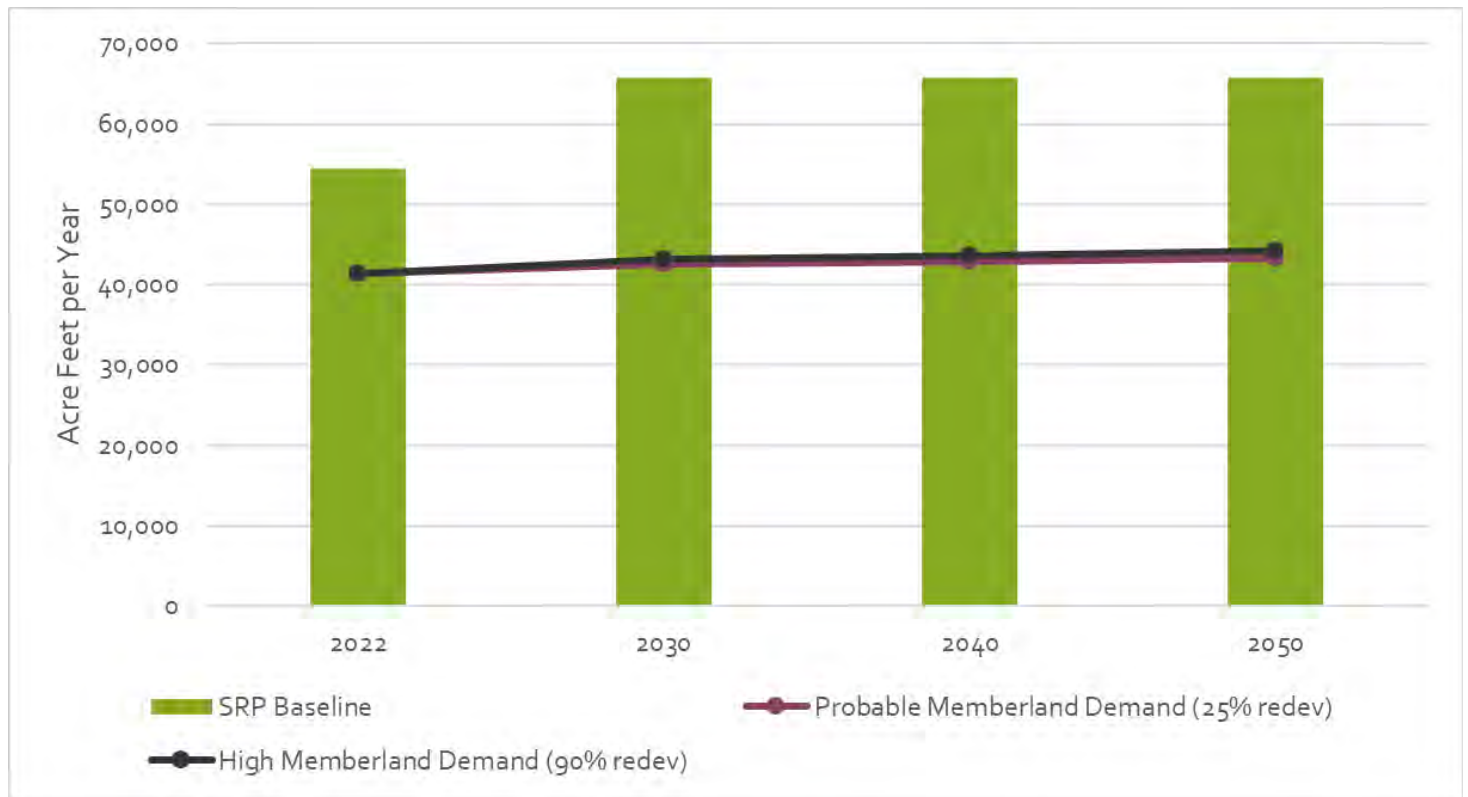


Figure 33: 2050 Projected Water Demand SRP Member Lands and Reduced Allocation SRP Supplies

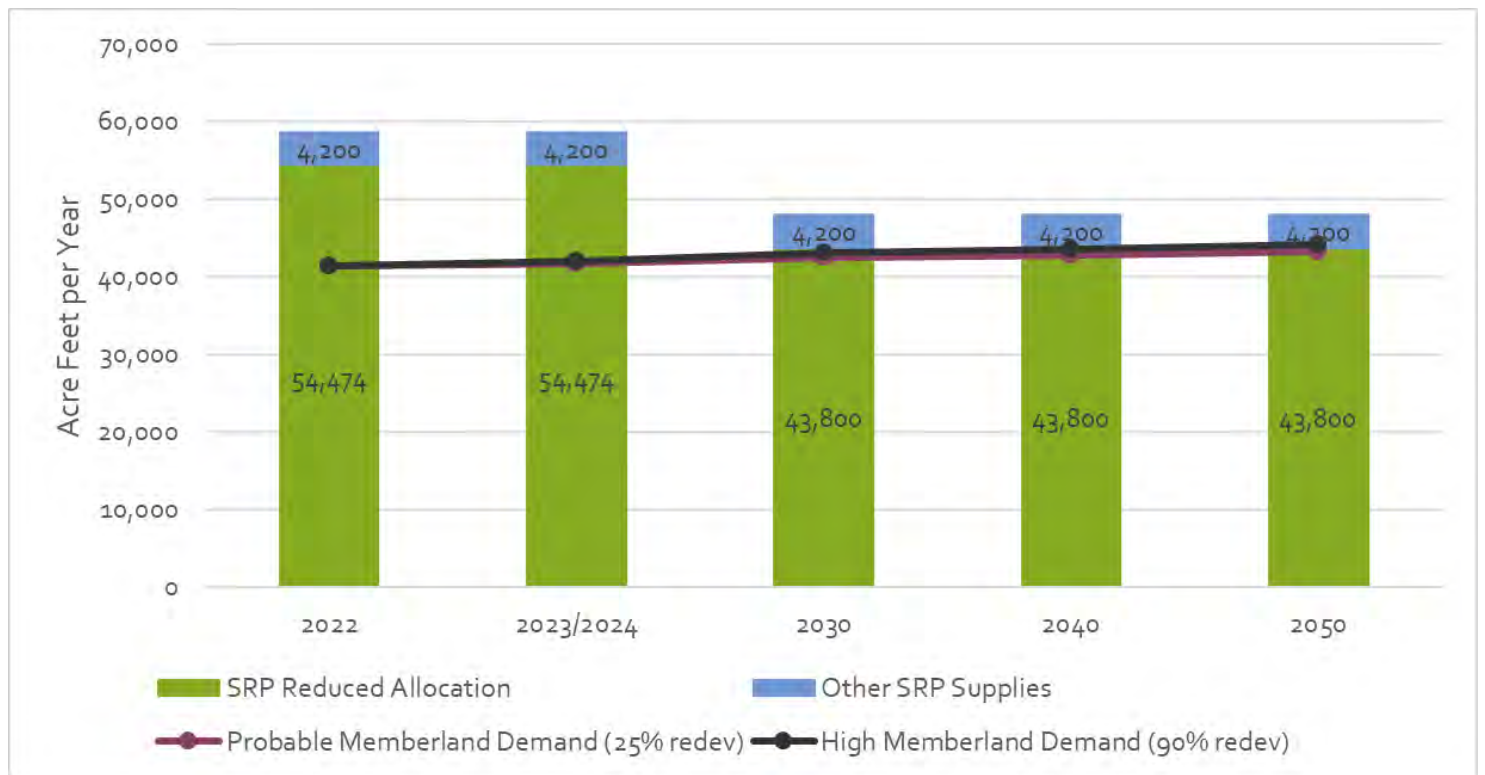


Figure 34: 2050 Projected Water Demand SRP Non-Member Lands and CAP supply with Tier 3 shortage and evaporation/system losses

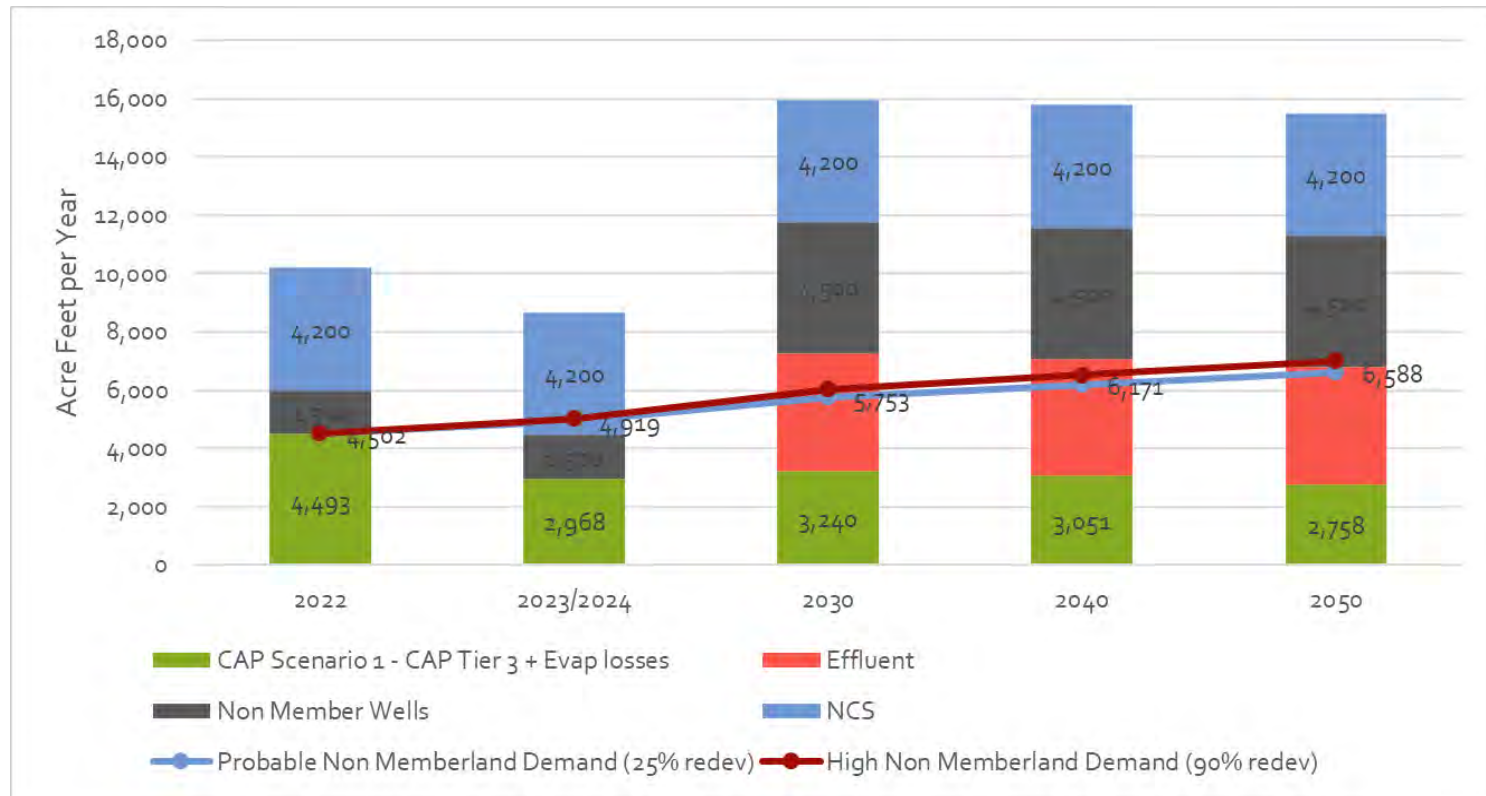


Figure 35: 2050 Projected Water Demand SRP Non-Member Lands and CAP supply with MAWG 6.86 MAF flow in river with evaporation/system losses

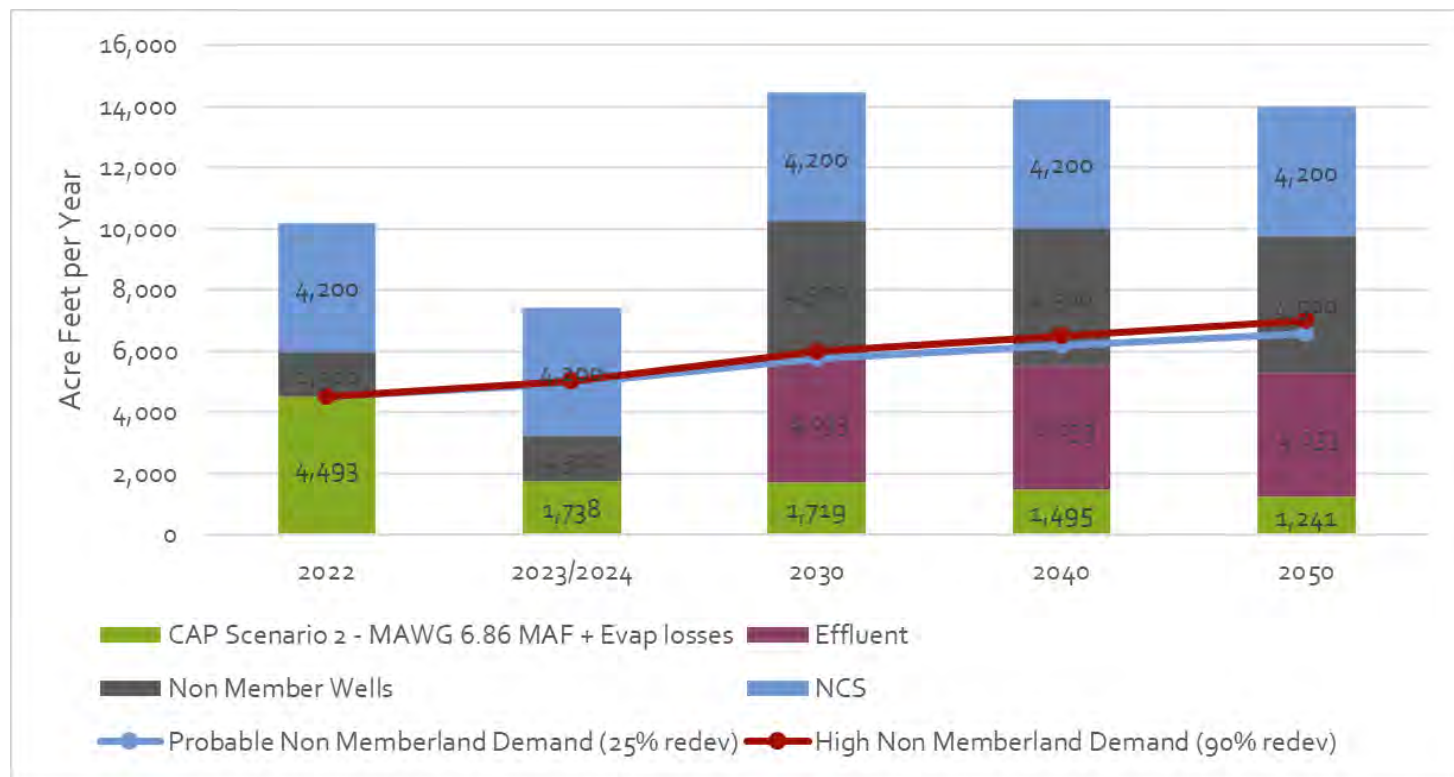
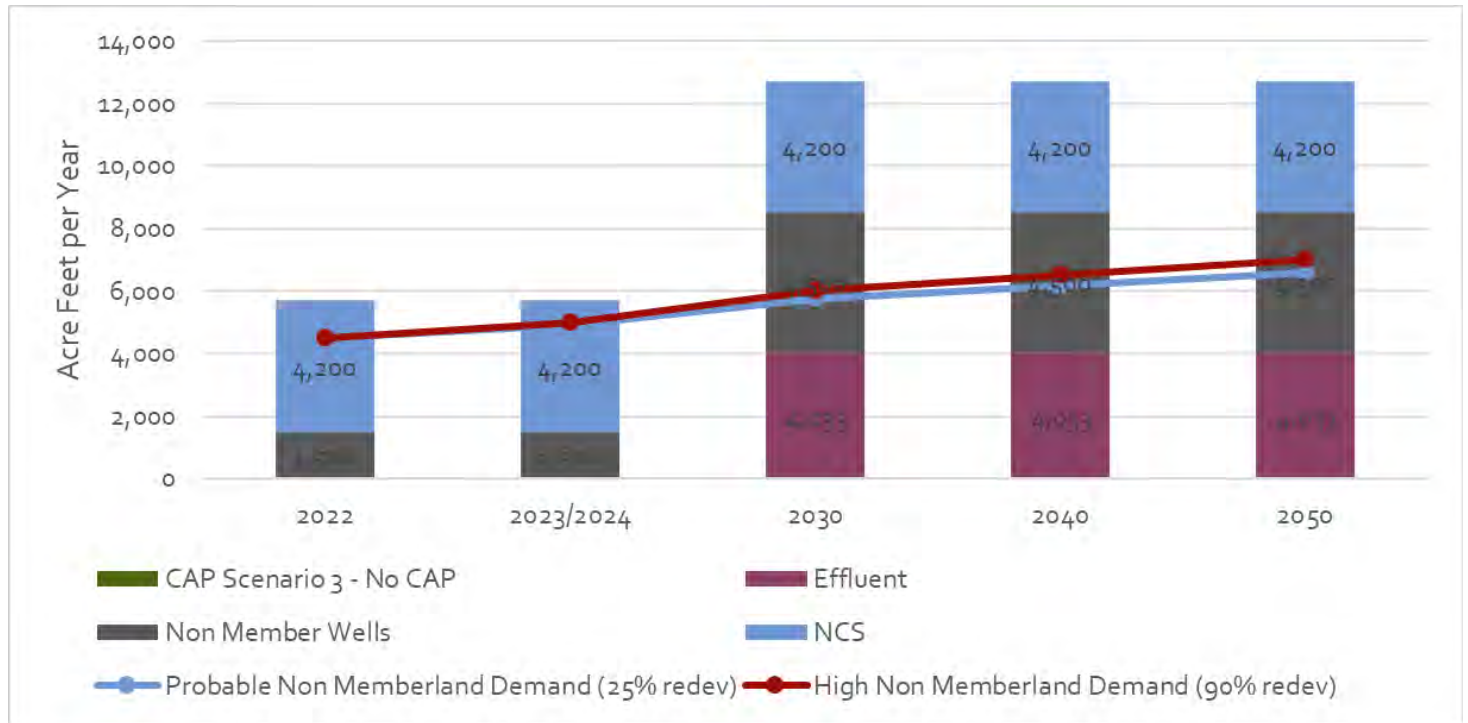




Figure 36: 2050 Projected Water Demand SRP Non Member Lands and No CAP supply



OPEN SPACE

The Open Space Element provides an inventory of open space areas and designated access points to these areas and resources. It also provides an analysis of forecasted needs, policies for managing, protecting, and acquiring open space, and integrating regional connections to open space. In accordance with State law, this plan does not identify private open space that has not been identified in writing as dedicated open space. However, property identified on Arizona State University’s main campus, as public property, has been included in this element. Open space is land or water retained for use as active or passive recreation areas or for resource protection in an essentially undeveloped state. It includes many forms. The Open Space Element includes a comprehensive inventory of the land used as public open space. This element provides strategies for management and protection of open space areas, resources to acquire additional open space, and promote a regional system of integrated open space and consideration of existing regional open space plans. Recreational amenities are identified in the Recreation Element.

In the early 1970s, Tempe began work on the Rio Salado Project, a large revitalization of Tempe’s 5-mile stretches of the Salt River. This project includes environmental enhancements, the addition of recreational amenities, and economic development. The result is a 220-acre lake surrounded by 225 acres of landscaped park open space and 153 acres of natural habitat. Open space includes many types: natural (includes Sonoran Desert, riparian, Bosque and preserve), water, park (with developed landscaping), school

playground or field, corridor, or plaza.

The projected open space and land use maps include private open spaces, designated as such with written permission of the property owner. Planned open space is identified as areas where future park or open space amenities may be developed. Rights-of-way and retention areas are not shown on the maps unless they represent a substantial quantity of land. Tempe's land locked position within a greater regional area precludes annexing land for additional park or open space. Partnerships with schools and the inclusion of open space within private developments enhance the provision of open space. Arizona legislation recently changed to support community access to school fields when school is not in session. Tempe anticipates a slight increase in public open space with the development of vacant land or retention areas, which are planned for park development. Future open space and park needs will also need to be met within private developments, or through the generosity of benefactors to the community.

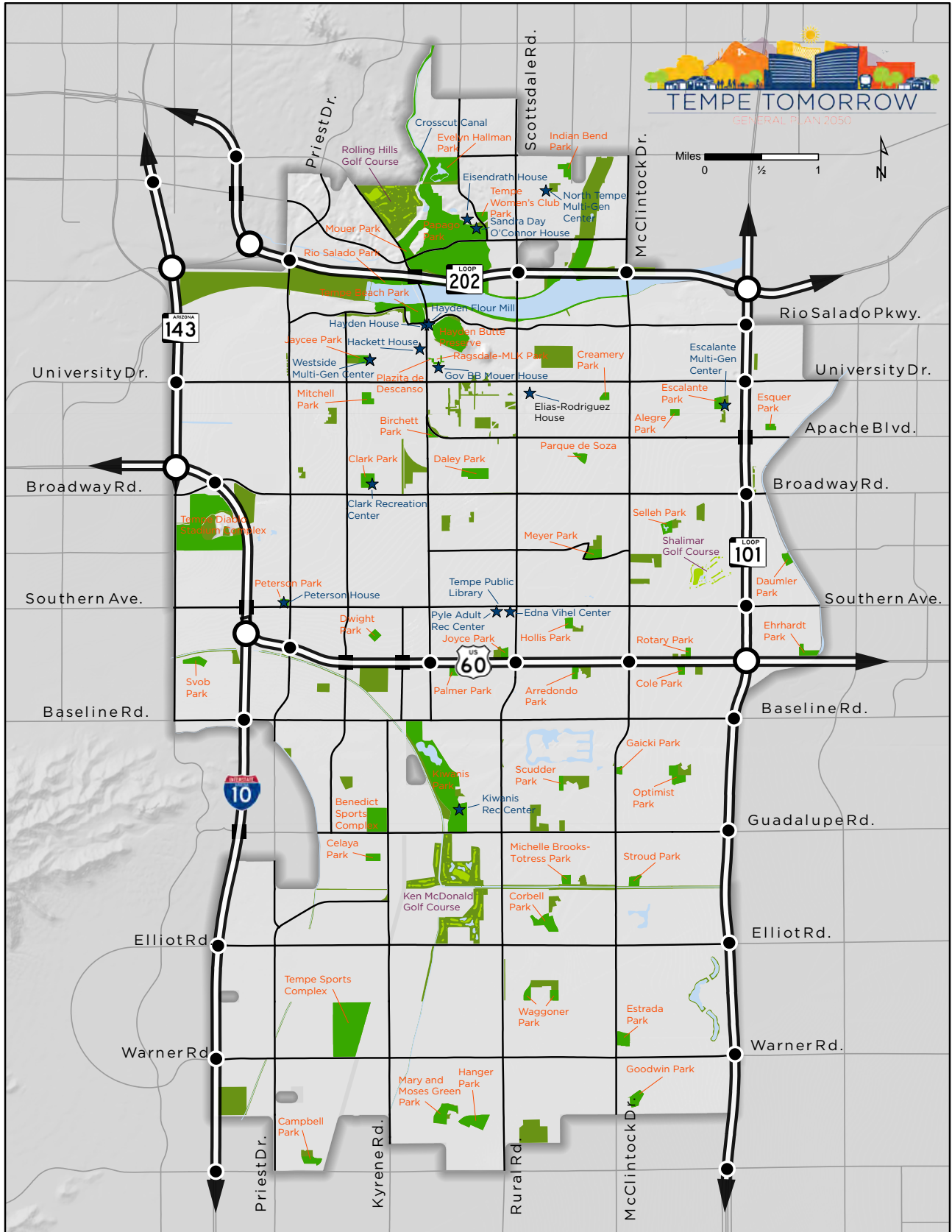
In accordance with Arizona statute, private property may not be designated open space for the purposes of public planning, accounting, or protection through restriction without prior written consent of the owner. The existing land use map identifies private open space provided within our community for information. Designation on the projected land use map reflects private open space only when written permission of the property owner and

is obtained. For now, it is shown for accounting purposes only and as a potential open space.

Private open space represents a resource used by residents that is not reflected in the inventory. Access to approximately 668 acres of additional park and open space land is available on public (non-City of Tempe), semi-public, or private land.



Figure 37: Open Space, Parks and Recreation Facilities Map



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OPEN SPACE, PARKS & RECREATION FACILITIES

- ★ Cultural Amenity
- City Park
- Golf Course
- Other Open Spaces**
- Public Open Space

Tempe’s central location in the Valley offers surrounding city parks and open spaces within reach of Tempe residences. Within approximately one mile of the Tempe city limits, in Chandler, Mesa, Scottsdale, and Phoenix there is access to 50 acres of community and neighborhood parks. Further, Tempe residents can also access nearly 17,000 acres of regional parks at South Mountain and Papago Park.

Natural Areas: Natural area parks provide natural areas within the city that support the desert environment. Natural area may be managed for different purposes, including storm water management, wildlife habitat, and flood retention. Natural areas are designed to protect or conserve significant natural features, such as desert landscape, topography, wetlands, environmentally sensitive areas, and wildlife habitat. Where appropriate, these parks may also support outdoor recreation, such as trail-related opportunities, bird and wildlife viewing, environmental interpretation and education, and small-scale picnicking.

- Hayden Butte Preserve
- Evelyn Hallman Park
- Indian Bend Wash Habitat
- Papago Preserve
- Moeur Park

Regional Open Spaces: These parks are typically 50 or more acres in area and are major destinations to the urban residents. They provide a high balance of active and passive spaces and can incorporate special event activities. These parks serve a population within a radius of 3 or more miles.

- Tempe Town Lake & Rio Salado Park
- Kiwanis Park

Community Parks: These parks are typically 10-50 acres in area and contain active and passive spaces, special attractions and added infrastructure. They typically serve a population residing in a 1-3 mile radius around the park.

- Parque de Soza
- Meyer Park
- Jaycee Park
- Selleh Park
- Daley Park
- Hollis Park
- Clark Park
- Corbell Park
- Escalante Park
- Waggoner Park
- Indian Bend Park
- Mary and Moses Green Park
- Mitchell Park
- Hanger Park
- Esquer Park

Sports Field Complexes: Typically, 15-40 acres in size, these complexes are designed for baseball, softball, football, and soccer and attract special tournament play, serving a



radius of approximately 10 miles. The complexes are lighted, have concessions, warm-up areas, picnic areas, playgrounds, parking, restrooms, and fields.

- Benedict Sports Complex
- Tempe Sports Complex
- Tempe Diablo Stadium

Neighborhood Parks: These parks are typically, 2-11 acres in size, and include a picnic area, playground, outdoor courts for sports, multi-use paths, no restrooms, limited parking, low-level lighting, and practice areas for field sports. They serve a population residing within a half-mile radius around the park.

- Alegre Park
- Arredondo Park
- Birchett Park
- Campbell Park
- Celaya Park
- Cole Park
- Daumler Park
- Dwight Park
- Ehrhardt Park
- Estrada Park
- Gaicki Park
- Goodwin Park
- Joyce Park
- Optimist Park
- Palmer Park
- Petersen Park
- Michelle Brooks-Totress Park
- Rotary Park
- Scudder Park
- Stroud Park
- Svob Park

Urban Parks: These parks are typically 1 acre or less in size and provide open play space in high-density areas. These parks are designed as infill areas, typically including one play feature or attraction, and serving a population a quarter of a mile around the park.

- Plazita de Descanso Park
- Ragsdale-MLK Park
- Creamery Park

Other Open Space Areas (privately owned properties require written permission for inclusion)

- Ken McDonald Golf Course
- Rolling Hills Golf Course
- Rights-of-way
- Retention areas



RECREATION

The City’s system of recreation facilities, include existing and proposed locations for passive and active recreational sites. Parks and natural areas are identified in the Open Space Element and bicycle routes are identified in the Pedestrian-Bikeways Network Element. The wide variety of recreational amenities provided by both public and private facilities are well utilized by the people as Tempe enjoys a year-round outdoor-type weather. Increased urban community will put additional pressures on public parks. Further, easy access to Tempe from other communities and a history of quality facilities, makes Tempe a desirable destination for recreational amenities.

Service Area Radius Guidelines:

Urban and Neighborhood Parks (1-5 acres) - 1/4 mile

Neighborhood Parks (5-10 acres) - 1/2 mile

Community Parks (10-50 acres) - 2 miles

Large Urban and Regional Parks (50+ acres) - 3 miles

Desert Parks - varies based on size, follows categories above

Golf Course / 9-hole (50-70 acres) - 10 miles

Golf Course / 18-hole (110-150 acres) - 10 miles

Aquatic Centers - 5 miles

Neighborhood Pools - 2 miles

Sports Complex (40-80 acres) - 10 miles

Museums and Libraries - 3 miles

Adult Centers - 2 miles

Community Centers - 3 miles

Canals Access - 1/2 mile interval access points

Sports Fields - 2 miles



Table 16: Inventory of Recreation Amenities 2023

Facility	Facility Operator
Golf Courses	
Ken McDonald Golf Course, Pro Shop & Restaurant (City Owned)	Tempe
Rolling Hills Golf Course, Pro Shop & Restaurant (City Owned)	Tempe
Shalimar Golf Course, Pro Shop & Restaurant (Privately Owned)	Private
Sports Facilities	
Benedict Sports Complex	Tempe
Clark Park Pool and Community Center	Tempe
Corona del Sol High School Tennis and Handball Courts	Tempe
Escalante Pool and Multi-generational Center	Tempe
Esquer Park Splash Pad and Skate/Bike Park	Tempe
Hudson Park Splash Pad and Skate/Bike Park	Tempe
Jaycee Park Splash Pad	Tempe
Kiwanis Park Batting Cage	Tempe
Kiwanis Park Recreation Center and Wave Pool	Tempe
Marcos de Niza High School Tennis and Racquetball Courts	Tempe
McClintock High School Pool	Tempe
McClintock High School Tennis and Racquetball Courts	Tempe
North Tempe Multi-generational Center	Tempe
Tempe Beach Park	Tempe
Diablo Stadium Complex	Tempe
Tempe High School Tennis and Racquetball Courts	Tempe
Tempe Sports Complex and Skate Park	Tempe
SRP Town Lake Marina Boat Facilities	Tempe
Westside Multi-generational Center	Tempe
ASU Recreation Center and Campus Athletic Facilities	Arizona State University
Pyle Adult Recreation Center	Tempe

Table 17: Recreation Facility Demand in Tempe

City of Tempe Park and Recreation Facility Demand Level of Service (LOS)									
Facility Name	Total Current Facilities	Current LOS Per 10,000	PLAN Recommended LOS Per 10,000	Total Facilities Recommended per Plan in 2020	2020 Current Need	2030 New Facilities Needed	2030-2040 Total New Facilities Needed	2040-2050 Total New Facilities Needed	2020-2050 Total New Facilities Needed
Census Est. Population 2020				192,000		217,100	247,000	272,400	# Needed to Meet Plan LOS
Baseball / Softball / Diamond Fields	27	1.39	1.70	33	6	4	5	4	19
Basketball Courts	50	2.57	1.31	25	-	-	-	-	-
Disc Golf	1	0.05	0.05	1	-	-	-	-	-
Dog Park	6	0.31	0.45	9	3	1	1	1	6
Volleyball Courts	33	1.70	1.70	33	-	4	5	4	13
Pickleball Courts	12	0.62	1.15	22	10	3	3	3	19
Racquetball Courts	24	1.24	0.80	16	-	-	-	-	-
Skate Park	4	0.21	0.21	4	-	-	1	1	2
Soccer / Rectangle / Multi-use Fields	37	1.91	1.91	37	-	4	6	5	15
Tennis Courts	51	2.63	1.45	28	-	-	-	-	-
Tot Lots / Playgrounds	43	2.21	2.21	43	-	5	7	6	18
Picnic Area / Shade Element / Ramada	81	4.17	4.17	81	-	10	12	11	33
Splash / Spray Pad	4	0.21	0.30	6	2	1	1	-	4
Swimming Pools	3	0.15	0.19	4	1	-	1	-	2
Community / Multi Gen Center	5	0.26	0.26	5	-	1	1	-	2
Fitness / Par Course	3	0.15	0.23	4	1	1	1	1	4

Source: [Tempe Parks and Recreation Master Plan Update 2021](#)



PUBLIC SERVICES

The Tempe community has a long history of receiving quality services, starting with higher education in 1885, railroad service in 1887, private water service in 1892, electric service in 1898, and telephone service in 1900. The first high school was built in 1900, and volunteer fire services began in 1902. The first municipal sewer system was constructed in 1913, and Council established the Department of Public Works in 1915. Tempe Beach Park, the first park in Tempe, opened in 1923 with the state's first Olympic-sized swimming pool. Rio Salado (Tempe Town Lake) planning began in 1966, and the first water treatment plant opened in 1967. The first Mill Avenue Arts and Crafts Fair (now Tempe Festival of the Arts) was held in 1969, marking the beginning of a successful tradition of event coordination. In 1971, the Fiesta Bowl further enhanced Tempe's image as a premier event location. As Tempe has grown, it has also drastically increased services to its growing population.

COMMUNITY HEALTH & HUMAN SERVICES

Tempe community health and human services are designed to integrate resources and opportunities to assist residents of all ages and abilities in improving their quality of life and self-sufficiency. These services provide personal and professional assistance in a variety of ways to residents and families. The programs offered to Tempe residents and surrounding communities range from services, such as diversion and counseling, to homelessness and housing assistance or family self-sufficiency training.

Diversion works in partnership with the Tempe City Court, Prosecutor's Office, and Police Department to provide the following community-based programs of redirection: Community, Adult and Youth Diversion, Domestic Violence Intervention, Home Detention, Substance Abuse Screening and Probation. Tempe's counseling program is a state licensed outpatient mental health facility, where licensed therapists treat individuals, couples, children, adolescents and families.



Homeless and Housing Assistance and self-sufficiency training services available from a variety of federal housing programs are administered to those who need assistance. Family Self-Sufficiency connects and teaches families about local community partnerships for support with education, training, financial literacy, day care, self-empowerment workshops, self-employment, and employment, often with the goal to increase income or become self-reliant. Tempe’s housing services provide rental assistance to low-income households and pathways to success and permanent supportive housing programs. Tempe is committed to preventing and addressing homelessness as part of a regional effort by:

- Providing resources and information to residents who are experiencing homelessness and those who are at risk,
- Assisting residents and local businesses that have concerns about homelessness in our community,
- Facilitating communication by the City’s Homeless Outreach Team,
- Participating in regional planning efforts through the Maricopa County Continuum of Care, as well as facilitating the Annual Homeless Street Count in Tempe and
- Providing community education on homelessness and its impact within Tempe.

[Tempe Community Council](#) (TCC) is a community-based nonprofit,

partnering with the City of Tempe, with an over 50-year history of encouraging resident interaction and commitment to human services. TCC serves as a unique convening point for government, nonprofits, the faith community, and residents to work together to ensure that the most vulnerable in our community are served with dignity and provided with a comprehensive system of support. Trends identify the changing nature and increased vulnerability of many Tempe residents. The following are among the trends identified by Tempe’s human service providers:

- Behavioral health issues and the development of prevention programming in substance misuse and mental health are paramount for a healthy community,
- There is a need for more human services programming for older generations and multi-generational families,
- There is continued need for coordinated, collaborative, and efficient delivery of human services on a regional and local level that maximizes resources, minimizes duplication, and connects people in need more easily with vital resources,
- There is a lack of affordable, accessible, and livable housing for individuals with disabilities, seniors, low-income, and workforce populations,
- Increase in vulnerable populations necessitate growth and the demand for basic needs (nutritious food, shelter, stable housing, and clothing).



In addition, to obtain stability, residents require supportive services (access to transportation, affordable childcare, workforce development, and affordable housing) to promote a path to self-sufficiency,

- Youth development programming and services are important elements of human services, and
- Tempe students face many barriers to their success in school, including lack of resources (food, clothing).

EDUCATION, CAREER AND FAMILY SERVICES

The Office of Education, Career and Family Services is responsible for building connections with and serving as a resource to Education and Community partners, City departments and other governmental agencies, and supporting mayoral and council initiatives and priorities through direct services, programs, and partnerships, facilitating the success of all Tempe children, youth, families, and adults.

Tempe City Council has identified education as a key priority for the community. This strong focus on education is an important element in strengthening and enriching the community and supporting the arc of life. The City of Tempe and the local schools have a long history of collaboration that serves to enhance education, facilitate development, coordinate the mutual use of public school buildings, and create complementary programs.

Age-Friendly Programs: The City of

Tempe is proud to partner with the World Health Organization, through AARP Arizona, to become an Age-Friendly Community. Tempe's Age-Friendly Action Plan addresses the eight domains of livability: housing, outdoor spaces and buildings, transportation, communication and information, civic participation and employment, respect and social inclusion, health services and community support, and social participation.

Career Development: The Office of Education, Career and Family Services partners with Maricopa County to provide free workforce services as part of [Arizona@Work](#), the statewide workforce development network. Arizona@Work and the City of Tempe partner to serve job seekers of all backgrounds, all skill levels, and all ages. Services include resume and cover letter assistance; application, job search, and mock interview assistance; career planning and counseling; and workforce readiness training, including soft skills training. Arizona@Work also partners with employers to meet their workforce needs by hosting career fairs and hiring events.

Career Ready Tempe: Career Ready Tempe pairs high school students with paid internships with Tempe businesses so students can explore career pathways and gain valuable job skills, while helping develop the future workforce pipeline for employers. Students also receive support from College Connect Tempe advisors, who help them apply for post-secondary education programs that will help

them grow in their selected pathway. Career Ready Tempe is a collaboration between the City of Tempe and the Tempe Chamber of Commerce Foundation.

College Connect: College Connect Tempe provides information and guidance to youth, their parents, and community members on how to prepare, apply, and pay for post-secondary education. Services include workshops, one-on-one mentorship, and access to career development experts from schools across the state. Students may also get answers about school options, career paths, financial aid, class choice, and more. College Connect Tempe is a collaboration between the City of Tempe, the Tempe school districts, in-state public universities, and workforce development partners.

Kid Zone Enrichment Program: The Kid Zone Before and After School Enrichment Program is a dynamic community response to changing lifestyles and needs of families in Tempe. The program addresses the increased number of children needing a safe, enriching place when out-of-school. Health and life skills education is available as part of the curriculum. Kid Zone operates before and after school programs at 18 Tempe Schools; the program is for children in grades K-5 at 12 of our schools and K-8 at Ward Traditional Academy. A Pre-School Program for three-year-olds is offered at Getz, and Pre-Kindergarten programming is also offered for ages three-years-old to fifth grade at Meyer Montessori.

Age-Friendly Programs: The City of Tempe is proud to partner with the World Health Organization, through AARP Arizona, to become an Age-Friendly Community. Services and involvement opportunities are available for residents and community members of all ages and abilities, with specific programs designed for adults 50+.

Services and opportunities include-

- [Dementia Friendly Tempe](#) resources for those living with dementia and their care partners.
- [Older Adult Technology](#) resources through Connect Tempe and Digital Skills Ready@50+ programs.
- Volunteer opportunities specific to older adults through [Tempe's AARP Foundation Experience Corps](#) program.
- Local transportation options through Tempe's Free Orbit Neighborhood Circulator Shuttle.
- [Older adult specific recreation programs](#) in the arts, culture, and fitness.
- [Multi-generational Centers](#) that provide a wide variety of social programs for older adults.

Read On Tempe: Read On is a statewide public/private partnership of agencies, foundations, and community stakeholders who are committed to a collaborative approach to improving language and literacy outcomes for Arizona's children from birth to age eight. Read On Tempe engages community



stakeholders to provide programs and services that support the success of Tempe’s children, birth to age eight.

Tempe Experience Corps: The [City of Tempe’s AARP Foundation Experience Corps](#) program is a local program partner of the national AARP Foundation Experience Corps. Tempe’s program focuses on early literacy skills and is designed to provide reading support to students in partnership with the Tempe Elementary and Kyrene School Districts. AARP Foundation Experience Corps was established in 2006. Due to its longtime success, the Tempe program now serves as the national model.

Tempe PRE: Tempe PRE is a high-quality, full-day, preschool program for families with children ages three to five. Launched in 2017, Tempe

PRE is designed to make preschool affordable and accessible, with free and tuition-based options and classrooms located in neighborhood schools throughout Tempe. The program is offered in partnership with Tempe Elementary School District; all Tempe PRE classrooms are Department of Health Services licensed and have attained quality ratings by Quality First, Arizona’s quality improvement and rating system for early learning programs.

Triple P: Triple P (Positive Parenting Program) is a multi-levelled system that provides skills and resources to raise confident, healthy children and teenagers. Programs are led by accredited Triple P practitioners and include one-time discussion groups, short-series seminars, in-depth group courses, and individual sessions.



SCHOOL DISTRICTS

TEMPE ELEMENTARY SCHOOL DISTRICT - is composed of 22 schools that provide 16 elementary schools grades kindergarten through five, a developmental special needs school, four middle schools grades six through eight, a K-8 school and a K-8 traditional school. There are approximately 12,000 students in the district. The student population of Tempe Elementary School District consists of diverse cultural, ethnic, and socio-economic groups.

KYRENE SCHOOL DISTRICT - is comprised of six schools (five elementary and one middle school). Kyrene's boundaries extend beyond Tempe to include portions of Chandler, Guadalupe, and Phoenix. Kyrene enrolls approximately 18,000 students in kindergarten through eighth grade, and over 400 preschool children. In addition, they provide alternative or enhanced approach to learning with Dual Language Academy, Kyrene Traditional Academy, College Preparatory Academy, Leadership Academy, and Self-Contained Gifted.

TEMPE UNION HIGH SCHOOL DISTRICT (TUHSD) - serves nearly 11,000 (2022) students in six comprehensive high schools, one non-traditional high school, and one academy for gifted students. High Schools within Tempe are Tempe High, McClintock High, Corona Del Sol High, and Compadre Academy. The District encompasses 162 square miles and serves the City of Tempe, the Town of Guadalupe, the Gila River Indian Community, the Ahwatukee Foothills area of Phoenix and parts of Chandler. Tempe High offers an international baccalaureate program.

COLLEGES AND UNIVERSITIES

ARIZONA STATE UNIVERSITY - With its home campus in downtown Tempe is the only public institution that offers four-year, graduate, and doctoral education. The Tempe campus is the largest of ASU's campuses, with over 54,866 students (2021) enrolled on campus. The Tempe campus is ASU's original campus, and Old Main, the first building constructed, still stands today. There are many notable landmarks on campus, including Grady Gammage Memorial Auditorium, designed by Frank Lloyd Wright, Palm Walk, which is lined by 111 palm trees, Charles Trumbull Hayden Library, the University Club Building, and University Bridge. The Tempe campus is also home to all of the university's athletic facilities. ASU Novus programs are helping to develop the Tempe campus with private sector involvement. The Novus Innovation Corridor includes residential, commercial, athletic, and mixed-use developments that has been ongoing since 2017.

MARICOPA COMMUNITY COLLEGES, RIO SALADO COLLEGE - Maricopa Community Colleges administrative offices, as well as Rio Salado College, are located in Tempe. Established in 1978, Rio Salado College provides two-year degrees as a distance-learning college. Rio Salado College is individually accredited, yet part of a larger system: the Maricopa County Community College District. The District is the largest



provider of health care workers and job training in Arizona, a major resource for business and industry and for individuals seeking education and job training. Approximately 1,000 occupational programs (degrees and certificates), and more than 135 certificate and associate degree programs are offered within the college system. Transfer agreements with public and private colleges and universities enable seamless transitions to four-year institutions.

SONORAN UNIVERSITY OF HEALTH SCIENCES (SUHS) - Originally incorporated as Southwest College of Naturopathic Medicine & Health Sciences (SCNM) in 1992, SUHS is a 4-year post-graduate medical school that blends the teaching and research in naturopathic and conventional medicine. The college trains students to be primary care physicians using methods such as botanical medicine, homeopathy, physical medicine, nutrition, acupuncture/Chinese medicine, hydrotherapy, pharmacology, and minor surgery.

Additionally, there are four for-profit technical training colleges and three religious institutions. The abundance of education facilities and institutions in Tempe provide significant opportunities for the city and institutions to collaborate and poses challenges to coordinate.

Table 19: Inventory of Schools, Colleges and Universities

- Arizona State University
- Rio Salado College
- Sessions College for Professional Design
- Sonoran Desert Institute
- Southwest Institute of Healing Arts
- University of Advancing Technology
- Public Schools
- Tempe High School
- McClintock High School
- Marcos de Niza High School
- Corona Del Sol High School
- Aguilar Elementary School
- Arredondo Elementary School
- ASPIRE Academy at Connolly
- Broadmor Elementary School
- Carminati Elementary School
- Cecil Shamley School
- Connolly Middle School
- Curry Elementary School
- Desert Vista High School (Phoenix)
- Evans Elementary School
- Fees College Preparatory Middle School
- Frank Elementary School (Town of Guadalupe)
- Fuller Elementary School
- Geneva Epps Mosley Middle School
- Getz School
- Holdeman Elementary School
- Joseph P. Spracale Elementary School
- McKemy Academy of International Studies
- Meyer Montessori
- Mountain Pointe High School (Phoenix)
- Nevitt Elementary School (Phoenix)
- Rover Elementary School
- Scales Technology Academy
- Thew Elementary School
- Ward Traditional Academy
- Wood Elementary School
- Kyrene de las Manitas
- Kyrene de la Mariposa
- Kyrene de los Ninos
- Kyrene del Norte
- C. I. Waggoner Elementary School
- Kyrene Middle School
- Public Charter Schools
- ASU Preparatory Academy Digital
- ASU Preparatory Academy - Tempe
- Ben Furlong Education

- Center
- Center for Educational Excellence
 - EdOptions Tempe Learning Center
 - Grand Canyon College Prep Charter School
 - Humanities and Science High School - Tempe
 - Humanities and Sciences Academy
 - Imagine Tempe
 - Integrity Education Centre
 - International Commerce

- High School - Tempe
- James Madison Preparatory School
 - LS Legends Charter School
 - Montessori Day Public Schools Chartered - Tempe
 - New School for the Arts
 - New School for the Arts Middle School
 - Ombudsman - Charter Northeast High School
 - Pinnacle High School - Tempe

- Pinnacle Virtual High School
- South Pointe Elementary School
- Student Choice High School
- Tempe Accelerated High School
- Tempe Preparatory Academy
- Tempe Preparatory Junior Academy
- Valley Preparatory Academy

MUNICIPAL COURT

Tempe Municipal Court has jurisdiction over civil and criminal traffic matters, criminal misdemeanors, City Ordinance violations, and protective orders in the City of Tempe. Tempe Municipal Court is committed to protecting the rights of all people. The Court’s operational focus supports the Arizona Judicial Branch Strategic Agenda, City of Tempe Values and City Council Strategic Priorities. Tempe Municipal Court continues to implement practices that improve public access, transparency, accountability, operational efficiencies, and partnerships with other branches of government.

Mission: Tempe Municipal Court is committed to providing the community with an independent judiciary that serves the public by the fair and impartial administration of justice resulting in the enhancement of public trust and confidence in the court system.

Strategic Focus Areas:

- Ensure Equal Access to Justice
- Enhance Infrastructure: Technology, Facilities and Security
- Improve Operations & Administration
- Engage in Community Outreach & Collaboration

Strategy and Action Items: The Tempe Municipal Court is dedicated to aligning its daily tasks to support the purposes of the court while enhancing work conditions to create and maintain an environment that demonstrates courtesy, dignity, and respect for its employees and the community it serves. The Court plans to accomplish this by communicating with its internal and external partners and ensuring accountability for its actions and transparency in its operations.



APPENDIX C

GLOSSARY

This Glossary has been provided to assist in understanding planning terms used in this document. Additional phrases and more specific definitions are provided in the Zoning & Development Code.

20-Minute City: A planning formulation that enables the residents to have easy and convenient access to the amenities and services they use daily, including grocery stores, restaurants, schools, and parks, without relying on a car. It is characterized by a vibrant mix of commercial and residential uses accessible with an easy walk, or by bike or micro-mobility devices. A 20-minute city is typically compact and dense development, complete with the sidewalks, bike lanes, and transit routes that support a variety of transportation options.

Accessory Dwelling Unit (ADU): A secondary residential facility on a single-family residential lot that is either attached to or detached from the primary residence.

Acre-foot: Equal to 325,851 gallons of water, or the amount of water that would cover one acre of land to a depth of one foot.

ADA: The [Americans with Disabilities Act](#) gives civil rights protections to individuals with disabilities similar to those provided to individuals on the basis of race, color, sex, national

origin, age, and religion. It guarantees equal opportunity for individuals with disabilities in public accommodations, employment, transportation, state and local government services, and telecommunications.

Adaptive Reuse: A use of land or structure that is different from what was originally intended or built but is economically feasible and functionally viable within the building structure.

Affordable Housing: Housing costs, such as rent or mortgage and utilities that do not exceed a portion (typically 30%) of household's gross income or create an undue burden to sustain basic household needs.

Air Pollution: Concentrations of harmful substances in the atmosphere, such as dust, pollen, soot, or chemicals (e.g., CO, NOx, Pb, SOx, O3), that are detrimental to the health, comfort, or safety of individuals, or that may damage building exteriors.

Alley and Alleyways: Lanes or passageways used to access the rear of lots or buildings typically used for access, and services such as solid waste collection.

Alternate Modes of Transportation: Modes of travel, such as bus, rail, carpool, vanpool, bicycle, electric scooters, and pedestrian which do not use a single-occupancy vehicle.

Annexation: A legal means used by an incorporated community

to amalgamate additional lands (especially those in county islands) to increase its land area.

Aquifer: A body of saturated porous rock or sediment, or void with groundwater. Groundwater enters an aquifer as precipitation seeps through the soil. It can move through the aquifer and resurface through springs and wells depending on the geology and formation of the subsurface.

Archaeological Site: A site that has or shows potential for having important information about the understanding of human prehistory or history. Such information may consist of evidence of past human life, habitation, or culture, and material remains.

Arizona Department of Environmental Quality (ADEQ): The State of Arizona agency responsible for addressing environmental quality issues as determined by the State Legislature and/or as mandated by the federal government through the Environmental Protection Agency.

Arizona Department of Transportation (ADOT): The State of Arizona agency that addresses research, planning, design, construction, maintenance, and operations of the state transportation system, such as the freeway system.

Arizona Department of Water Resources (ADWR): The State of Arizona agency that addresses water resource planning and enforcement of state and federal laws addressing use of groundwater and conservation measures.

Arterial Street: A street designed to

move large numbers of vehicles within a community at a moderate speed, such as Rural Road, McClintock Drive, Broadway Road, Southern Avenue, and Baseline Road.

Artifact: Any item or element related to an archaeological site or historic property.

Assessment: A contribution by several property owners toward a public benefit, such as sidewalk, street, lighting, or landscape treatments that would be beneficial to a specific area of the community.

Bicycle Lanes: On-street facilities designated for bicycles created by pavement striping.

Bikeways: Any road, path, or way which, in some manner, is specifically designated as being open to bicycle travel, regardless of whether such facilities are designated for the exclusive use of bicycles or are to be shared with other transportation modes.

Blight: Urban blight is manifested by deteriorating, broken, graffiti-laden, boarded, and abandoned homes and buildings, and vacant lots with trash, high weeds, and grass and/or abandoned and vandalized cars, bicycles, and furniture.

Blue Zones: [Geographic regions](#) in which people live longer and healthier lives than average. Costa Rica; Loma Linda, California; Ogliastra Region, Sardinia; Okinawa, Japan; and Ikaria, Greece, are often provided as examples of Blue Zones.

Bond: A certificate of debt issued by



a government guaranteeing payment of the original investment and interest by a specified future date.

Brownfields: Abandoned or under-used sites upon which expansion or redevelopment is complicated by real or perceived environmental contamination resulting from past uses causing harmful chemicals to seep onto the ground.

Build-Out: Is the state of development of a community where all parcels of land have been fully developed.

Capital Facilities: Necessary public amenities that are permanent to the City's assets, primarily financed by long-term debt, not from the City's annual operating budget, such as land purchases or facility design and construction.

Capital Facility District: A special taxing district formed by the consent of property owners to recover capital costs by selling bonds and assessing taxes to service the bonds. The taxes are paid only by properties in the area benefiting from the facilities.

Capital Improvement Program (CIP): A public document adopted by City Council that outlines a five-year plan for public acquisition and construction projects within the community. It is subject to annual review, modification, and prioritization based on funding to guide the remaining years.

Carbon Monoxide (CO): A colorless and odorless gas regulated by federal standards, which is a byproduct of

burning carbon-based fuels.

Central Arizona Project (CAP): An undertaking that provides Colorado River water to Tempe through the CAP Canal. The CAP system is operated by the Central Arizona Water Conservation District.

Circular Economy: A type of economy that conserves materials, products, and services in circulation for as long possible. It is an economic system based on the reuse and regeneration of materials as in input for the next round of production in an environmentally friendly and sustainable manner.

Circulation: Movement and interface of all modes of travel, including private automobile, bicycle, walking, and transit, within the complete network of transportation facilities. Freeway, multi-use paths, sidewalks, streets, railways, and bus routes are elements of the transportation system that facilitate circulation of all modes.

Climate Change: A phenomenon involving long-term changes in temperatures and weather patterns. This may be natural, such as through variations in the solar cycle known as Milankovitch cycles. After the industrial revolution, anthropogenic activities causing the emission of greenhouse gases have been the main driver of climate change, primarily due to burning fossil fuels such as coal, oil, and gas. Burning fossil fuels emits greenhouse gases that create a greenhouse like effect, trapping the sun's heat, and raising temperatures near the earth's surface.

Climate Friendly-Development:

A development that supports the 20-minute city concept, generally contains mixed-use areas with pedestrian, transit and bike connections.

Collector Street: A street intended to move a moderate number of vehicles within a community at a slow rate of speed, and connecting arterial and local streets. Examples include Alameda Drive, Hardy Drive, and College Avenue.

Compatible Land Use: A land use that can ensure safety, health, and well-being of residents against the impacts of activities in the adjoining land. When the levels of noise, traffic odor, and other impacts of activities in adjoining land are similar in degree, or the use in one does no harm the people in the other, they are considered compatible land uses.

Community Park: Publicly owned land, larger in scale than neighborhood parks, but smaller than regional parks, with public access to recreation opportunities beyond what neighborhood parks provide.

Commute Time: The amount of time that it takes to travel between places of residence and employment.

Consolidated Plan: A plan required by the U.S. Department of Housing and Urban Development (HUD), developed locally to coordinate management, administration, and funding of all HUD Programs, including Community Development Block Grant (CDBG) and HOME Programs which provide

quality housing and create diverse, safe, affordable, accessible, and suitable residences.

County Island: An unincorporated geographic area surrounded by a city or cities and/or an Indian Community.

Creative Class: A class of workers whose job is to create meaningful new forms. It is composed of scientists, engineers, artists, whose economic function is to create new ideas, new technology and/or creative content” (Florida, Richard. The Rise of the Creative Class, 2002).

Crime Prevention Through Environmental Design (CPTED):

A design-related approach for preventing or reducing crime. CPTED is achieved by design of physical space, such as property access control, natural surveillance through architecture, landscape and lighting applications, creating sense of ownership, and identification of property management and maintenance.

Cubic Feet per Second (CFS): The unit measure of water velocity by volume of water (cft) that passes a given point during a specified time period (sec).

Dark Sky: A place where the darkness of the night sky is relatively free of interference from artificial light so that the night sky with stars is clearly visible with the naked eye. Dark sky is achieved by minimizing light trespass and by using light fixtures that prevent light from escaping into unintended areas.



Day-Night Sound Level (DNL):

The 24-hour average sound level in decibels averaged over a year. A maximum noise level is designated by the FAA to protect land uses by imposing a penalty for aircraft operations exceeding the allowed daily average during nighttime hours.

Demographics: The statistical study of a human population and related characteristics such as age, household size, geographic distribution, and employment traits.

Density (Residential): The ratio of the number of dwelling units or residential units per acre of land, often shown as DU/Ac.

Diverse Continuity: A particular built environment in which the various components (buildings, signs, art elements, landscape) exhibit a distinguishable commonality of form, scale, materials, etc., yet are sufficiently differentiated to avoid monotony; the end result being a sense of place that is at once recognizable and vibrant.

Dwelling Unit: A residence (single family detached or attached, townhome, duplex, fourplex, condo, or apartment) with sleeping, eating, cooking, and hygiene facilities intended for non-transient occupancy by one household holding a mortgage or lease for residential purposes.

Easement: Authorization for a specified use of property or a portion of the property, such as aviation, construction, access or utility infrastructure or maintenance.

Economic Base: The combination of all businesses generating revenues within a community in the form of fees, permits, sales taxes, property taxes and resident income from employment.

Economic Impact: The direct and indirect costs and benefits of a project or development.

Eminent Domain: The legal authority of a government to take, or to authorize the taking, at fair market value, of private property for public use, health, welfare, or safety.

Employment Center: An area targeted for business attraction, business retention and workforce development to promote employment growth within a city.

Employment Concentration: An area in which the concentration of people working measured by workers per acre, is higher than the average concentration of workers for the region.

Employment Zone: A regional area in which the majority of people both work and live.

Enterprise Zone: An area in which businesses may qualify for income tax and property tax benefits if they create new quality jobs, a percentage of which are filled by residents of an enterprise zone, are engaged in manufacturing to meet certain criteria, or are investing in capital assets.

Existing Land Use: The actual use of a parcel of land, regardless of zoning or

land use designation.

Extreme Heat: In most of the United States, extreme heat is a long period (lasting 2 to 3 days and beyond) of high heat and humidity with temperatures typically above 90 degrees. In Tempe, extreme heat generally occurs when high temperatures exceeding 105 degrees Fahrenheit last for several days.

Federal Aviation Administration (FAA): The federal agency responsible for airport flight operations, including contorting take-off and landing patterns to address efficient aviation transport, noise mitigation, and public safety concerns. FAA has no authority in land use issues but is involved with airport planning as it pertains to their role.

Flood Plain: A relatively level land area subject to flooding in any given year and designated as an “area of special flood hazard” by the Federal Insurance Administration.

Flood, 100-Year: The size of a flood expected to occur on average every 100 years, based on historical streamflow data, flood control structures, and channel design. A 100-year flood may occur in any year, or in consecutive years in rare cases.

Floor Area Ratio (FAR): FAR is found by dividing the total square feet of buildings floor space on a parcel by the size of parcel in square feet.

Freeway: A divided highway with controlled access and exit points intended to move large quantities

of vehicles through a community at high speed to serve larger regional transportation needs.

Gateway: A specialized treatment of specific locations on the boundaries of a community that may utilize a unique pavement treatment, landscaping, art, or traffic signals, and distinctively designed signs to readily identify entry and exit to and from a community.

General Plan Amendment: A change to the language in the General Plan or residential density, or land use designation or text on the General Plan Land Use and Density map.

General Plan: A formally adopted public document, containing goals, objectives, and policies for the long-term physical development of the community.

Green Building: An approach to sustainable development featuring recycling, reuse, building siting, materials, and landscaping that respond to climatic conditions, reducing impacts on the natural environment.

Green Infrastructure: Schemes that use plants or soil systems, permeable pavements, water harvesting and reduce and reuse flows to drainage and sewer systems.

Green Street: Green streets provide improved environmental performance while creating safer, convenient, and attractive environments for pedestrian and other forms of transportation. They are designed to capture



rainwater by means of permeable pavements, landscaping, and filtering materials.

Green Waste: Organic materials, such as lawn clippings and tree trimmings, normally disposed of as part of solid waste that can be turned into mulch and reused for landscape treatments.

Groundwater Recharge: Water infiltration and percolation from land areas or streams, or by artificial means, through permeable soils into water-holding rocks providing underground storage (aquifers).

Groundwater: Water from underground constrained and unconstrained aquifers.

Habitat: The physical features, biological resources, and ecological system needed to provide food and shelter for wildlife.

Hardscape: Material such as tile, brick, concrete, paving, or other surface treatment used in a landscape and built environments.

Heat Island: Urban areas that cannot naturally cool down as a result of concentrations of surfaces which absorb heat during the day and radiate it into the atmosphere at night, increasing both day-and-night-time temperatures. An ancillary result is increased use of energy to compensate for higher temperatures, further exacerbating the heat island effect through a positive loop.

High-Capacity Transit: A public transit system, such as rail, that can accommodate large volumes of riders.

Historic District: A group of properties, located in a defined area, which express “a distinctive character worthy of preservation.” As an overlay zone, it may encompass all types of buildings, structures, landmarks, places of social or cultural significance and archaeological sites.

Household: Person or group of persons occupying a dwelling unit.

Housing and Urban Development (HUD), U.S. Department of: A cabinet-level department of the federal government that administers housing and community development programs.

Human Scale: A building or physical space that has proportions and dimensions that relate to the size of a human body. A human-scale environment ensures that the objects that people use are of a size and shape that are comfortable for an average person to use.

Impact Fee: A fee assessed to pay for the cost of capital facilities required to serve a new development. A developer may, in some cases, contribute construction of dedicated facilities instead of paying impact fees.

Improvement District: An area formed at the request and approval of benefiting properties to assess themselves for the costs of municipal improvements.

Infill Development: The development of a vacant parcel or re-use of a parcel between existing

developments.

Infrastructure: The essential facilities that serve, support, and protect the community, such as water, sewers, streets, freeways and transit lines, public utilities, schools, libraries, parks, police, and fire facilities.

Intensity: An expression of height and mass as represented by floor area ratio which compares the square footage of the building to the parcel size, which can include the amount of open space remaining on the site. Intensity has three components: building mass, development cover, and open space.

International Green Construction Code (IgCC): The IgCC is a model code prepared by the International Code Council (ICC) that prescribes minimum requirements to safeguard the environment, public health, safety, and general welfare of the building occupants. It requires more environment and conservation friendly techniques and materials for construction. The code is designed to minimize adverse impacts on the environment and promote sustainability and quality of life for the building occupants.

Jobs-Housing Ratio: The ratio of the number of jobs to the number of housing units. It is calculated by dividing the total number of jobs by the total number of housing units in a given area. It measures the opportunity for people to work near where they live and thus reduce commuting miles.

Land Reuse: Intensification of land use either adding to existing development or redeveloping by demolishing existing structures and replacing them with a more complex or larger development.

Landlocked: An area of land, surrounded on all sides by other cities or jurisdictions, without opportunity to expand or annex open lands or greenfield beyond the existing city limits.

LEED (Leadership in Energy and Environmental Design): The rating system developed by the U.S. Green Building Council (USGBC) to promote environment-friendly, energy-efficient, green, and sustainable buildings and spaces. USGBC states that “green building is the practice of designing, constructing and operating buildings to maximize occupant health and productivity, use fewer resources, reduce waste and negative environmental impacts, and decrease life cycle costs.” It is the most widely used green building rating system in the world.

Level of Service (LOS): A description of street capacity stating that no street shall operate above a designated percent of its planned capacity.

Light Rail: A system of electrically powered mass transit vehicles on a fixed exclusive guideway typically located in street rights-of-way.

Livability: Achieving the factors that make their community livable such as political stability, social



cohesion, safety, healthcare, education, jobs, public services, transportation, recreation, housing, and environmental quality.

Local Street: A street that moves local traffic at low speeds for direct access to residential, commercial, or industrial land and connects to collector and/or arterial streets.

Low Impact Development (LID): According to the US EPA, “low impact development (LID) refers to systems and practices that use or mimic natural processes that result in the infiltration, evapo-transpiration, or use of stormwater in order to protect water quality and associated aquatic habitat.”

Maricopa Association of Governments (MAG): Formed in 1967 to address regional planning needs, member agencies include incorporated cities and towns and Native American communities within the Maricopa County. MAG is the metropolitan planning organization for transportation and the lead air-quality planning agency.

Maricopa County Flood Control District: The county authority responsible for flood determination and prevention, as well as flood management, to protect people and property from flood damage.

Member Lands: Salt River Project (SRP) “member lands” are lands owned by SRP shareholders. These lands are entitled to SRP stored water (SRP reservoir storage) and SRP developed water (groundwater from SRP wells) in an annual allocation

set by the SRP Board, depending on reservoir storage levels.

MGD: Acronym for “million gallons per day,” a unit of water consumption measurement.

Mixed-Use: A specialized land use consisting of a combination of two or more approved land uses (e.g., residential, commercial, office) on a site that is sensitively adapted to surrounding land uses. Uses in this form of development integrate vertically and/or horizontally and share parking.

Mode (transportation): A term identifying a particular form of transportation such as bus, bicycle, airplane, boat, pedestrian, shuttle, automobile, fixed guideway, or commuter rail transit.

Multi-Modal Paths: Hard surface trails designed for non-motorized transportation. Signs, crossings, vegetation, rest, and staging areas developed in conjunction with these paths are also primarily designed for non-motorized recreation.

Multi-Modal: The use of more than one mode (a type or form) of transportation.

National Register of Historic Places: According to the National Park Service site, “The National Register of Historic Places is the official list of the Nation’s historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service’s National Register of Historic Places is part of a national program to

coordinate and support public and private efforts to identify, evaluate, and protect America’s historic and archaeological resources.”

Neighborhood Park: City-owned land intended to serve the social and recreational needs of people living or working within a one-mile area.

Neighborhood Revitalization: A process of identifying areas experiencing decline (indicated by property values, business retention, building occupancy, physical conditions, or social activities); tracking patterns of social and economic depreciation; and defining appreciation outcomes and strategies to stabilize or give new energy to the area.

Neighborhood: A geographic area of a community defined by individuals who live and work in the area and share common needs such as housing, employment, education, goods or services, recreation, or social interaction. A neighborhood consists of natural, built, economic and social environments that the residents recognize as consisting of shared identity.

Non-Member Land: Land that does not have Salt River Project (SRP) water rights or entitlements, requiring water to be purchased from other sources. Other municipal water supplies must be used for water deliveries to these lands.

Open Space: Areas used for active and passive recreation such as parks,

playgrounds, and golf courses, which may include storm water retention areas, railroad and canal bank rights-of-way, utility easements, plazas, open amphitheaters, or other areas where people gather for social, cultural, or recreational reasons.

Ordinance: Public law, in the form of City regulations, adopted by the City Council.

Overlay District: An additional layer of regulation that modifies certain requirements within the underlying zoning but cannot change or restrict uses set forth in the base zoning.

Ozone: Chemical compounds (O₃), which have been exposed to radiation from the sun react with other chemical compounds to form Oxygen atoms joined together as a molecule (Triatomic Oxygen). Ozone is an air pollutant near the surface of the earth and is a protective layer in the upper atmosphere. It occurs naturally and from uses of chemicals such as petroleum, solvent, paint, hairsprays, and other household products, which form ozone as a byproduct.

Particulate (Matter): Material that is suspended or discharged into the air by sources such as wind, agricultural or construction activities, vacant lots, unpaved roads, and smoke, at concentrations which impact public health or safety and are regulated by federal standards.

Passive Energy: Using the steady supply of solar energy through building designs that carefully balance energy requirements with



the building's site and orientation. The term "passive" indicates that no additional mechanical equipment is used. Passive techniques use building elements such as walls, windows, floors, and roofs, in addition to exterior building elements and landscaping, to control heat from solar radiation.

Paths and Trails: Paved and unpaved surfaces for bicycle, pedestrian, or equestrian use, such as on-street bicycle lanes and multi-use paths that are publicly or privately owned and maintained.

Pedestrian Network: System of sidewalks, paths, or any other non-motorized dedicated ways for pedestrians. The network includes facilities adjacent to streets, separated from streets and off streets (e.g., canals), providing accessibility for persons with disabilities, and other amenities such as lighting, public art, and shade.

Photovoltaic Energy: Electricity generated from solar energy through the production of electric current at the junction of two different materials when exposed to light.

Planned Area Development (PAD): A proposed unified development, defined by a map, adopted ordinance regulations, locations and phasing of all proposed uses, and other site improvements.

PM-10: Measured federal threshold of allowable particulate material (that is 10 micrometers or smaller) in the air.

Potable: Water that has been treated

to meet all standards for drinking water by humans.

Projected Land Use: The anticipated future use of a parcel of land.

Public Art: Artwork(s) located in public places and facilities, typically funded by the city.

Quality of Life: A good quality of life is the benefits derived from the ability to enjoy increased physical activity; access to transportation choices, jobs, housing, education, open space, clean environment, and healthy food; and living in a pleasant, safe, and active community that promotes a sense of social belonging.

Recharge: Storing surface water or reclaimed water supplies in aquifers for future recovery and use.

Reclaimed Water/Effluent: Wastewater that has been treated to be reused for non-potable water uses.

Reclamation Facility: Facility to treat municipal wastewater for reuse or discharge.

Recreation, Active: Organized play areas such as softball, baseball, football and soccer fields, tennis and basketball courts, and various forms of children's play equipment.

Recreation, Passive: Type of recreation or activity that does not require the use of organized play areas.

Redevelopment Area/District: Designated by State law and City ordinance as an area in need of redevelopment. (See Redevelopment

Element for detailed definition and criteria).

Redevelopment Plan: A plan for a Redevelopment Area that provides for the acquisition, clearance, reconstruction, rehabilitation, or future use of the area.

Redevelopment Project: Any undertaking by local governments to revitalize depressed or blighted areas.

Regenerative Development: Regenerative development is the use of resources to improve society's well-being in a way that builds the capacity of the support systems needed for future growth. What sustainable development is to traditional economic development, regenerative development is to sustainable development. (Source: [Medard Gabel](#) (2015))

Regional Public Transportation Authority (RPTA): Public agency responsible for planning and management of an efficient and effective transit system within the context of a regional transportation plan, including coordination of locally adopted transit plans, a regional rideshare program and assistance in the Maricopa County Travel Reduction Program.

Regional: Pertaining to activities or economies of a scale greater than that of a single jurisdiction that affect a broad geographic area.

Regulation: A law, rule or other order prescribed by authority, either local, regional, state, or federal.

Rehabilitation: The act or process of

making possible a compatible use for a property through repair, alterations, and additions while preserving those portions or features which convey its historical, cultural, or architectural values.

Reinvestment: Establishing appreciation outcomes and strategies to support these outcomes by putting time, money, or other resources into property currently owned for the purpose of maintenance or enhancement, strengthening the natural, built, economic and social components of a neighborhood.

Resilience: A property of a system that can quickly recover and return to the previous stage even when impacted by various stressors in the environment.

Restoration: The act or process of accurately depicting the form, features, and character of a property as it appeared during a particular period by means of the removal of features from other periods in its history, reconstruction of missing features, and repair of existing features from the restoration period.

Retention/Detention Basin: Area designed to retain storm water runoff, which may be landscaped and/or used during non-storm periods for passive or active recreation.

Revitalization: Coordinated research and activities focused on influencing the physical conditions, market, image, and social network of an area; working to inspire confidence by restoring new life or activity, sometimes through public



improvements that spark private investment.

Rezoning: An amendment to the Zoning Map and/or text of a zoning ordinance to effect a change in the nature, density, or intensity of uses allowed in a zoning district and/or on a designated parcel or land.

Right-Of-Way (ROW): The portion of land over which a public route or street is built or adjacent land the City has a right to develop or use.

Riparian Zone: Area of vegetation and wildlife habitat dependent on the availability of water typically associated with stream flow.

Salt River Project (SRP): Comprising the Salt River Valley Water Users' Association and the Salt River Project Agricultural Improvement and Power District, the Salt River Project provides surface water supplies to Tempe from six reservoirs on the Salt and Verde Rivers, along with groundwater from SRP wells.

Secretary of the Interior's Standards (for the Treatment of Historic Properties): The [Secretary of the Interior's Standards](#) relate to historic preservation. These standards apply to all proposed development grant-in-aid projects assisted through the national Historic Preservation Fund, as well as any project impacted by a federal undertaking, and are intended to be applied to a wide variety of resource types, including buildings, sites, structures, objects, and districts.

Service (Sector): Labor not normally associated with the production of

a physical good or sale of physical products, such as doctors, lawyers, dentists, accountants, financial institutions and professional advisors, and consultants.

Setback: Required separation between the property line and buildable area of a site, as prescribed by the Zoning & Development Code.

Shade Equity: Fairness for people having access to shade irrespective of their race, color or income levels.

Sidewalk: The portion of a street designed for pedestrian use, usually grade separated by a curb.

Single Occupancy Vehicle (SOV): A vehicle being driven with only one occupant.

Site: A parcel of land used or intended for development or use.

Solar Photovoltaic (PV) Energy: The generation of electricity using energy from the sun. Solar panels produce electricity by converting light into electricity.

Specific Plan: A document that implements the goals and policies of the General Plan for a specific location. It contains detailed development standards and implementation measures to which future projects located within a specified geographic area must adhere.

SROG (Sub-Regional Operating Group): Group consisting of the Cities of Phoenix, Tempe, Mesa, Scottsdale, and Glendale, which owns capacity in the 91st Avenue Wastewater

Treatment Plant.

Statistics: The science of data collection and analysis used for interpreting current and future conditions or trends, such as demographics, economic markets, or environmental impacts at local, regional, national, and international levels.

Statute: State law established by the state legislature.

Streetcar: A rail transit system operating entire route predominantly on streets in mixed traffic. This service typically operates with single-car trains making frequent stops.

Subdivision: The legal division of a large parcel of land into smaller parcels.

Subsidy: Act of assistance by providing money or granting terms or favors, such as cash, vouchers, tax credits, interest deductions, tax deferment, that reduce costs for individuals, groups, or businesses.

Surface water: Water from rivers, ponds, lakes, and reservoirs.

Sustainable: A development, project, or program that is able to balance social/cultural, economic, and environmental impacts of current actions without compromising resources and environmental conditions for future generations.

Transit: Transportation by bus, rail, boat, or other conveyance, either publicly or privately owned, that provides general or special service to the public on a regular and continuing

basis. This category does not include school buses, charter or sightseeing services, or single-occupancy vehicles.

Transit-Oriented Development (or Transportation Overlay District) (TOD): Designated or retrofitted developments near transit centers and stations which promote safe and convenient access to buses, light rail, and streetcar, increasing ridership opportunities. They are typically mixed-use development that are compact, dense, and walkable.

Transportation System: A comprehensive network of all modes of travel, infrastructure, and facilities, including circulation routes, used to move people and supplies between points throughout a city and linked to a larger regional system.

Travelway: Public or private right-of-way used for vehicular travel.

Universal Design: The design of products and environments to be usable by all people, to the greatest extent possible, without the need for adaptation or specialized design.

Utility Lines: Pipes, cables, or wires carrying utilities such as water, sewer, storm drainage, electric, telecom, cable, or natural gas.

Xeriscape: Derived from the Greek word “Xeros”, meaning “dry,” xeriscape refers to a landscape that uses little supplemental water, implementing water-conserving principles that include efficient irrigation systems; water-efficient plants; and appropriate maintenance.



Zoning Ordinance (or Zoning and Development Code): City document recognized by state law as the legal implementation tool of the General Plan. It contains maps and rules defining districts with permitted land uses and allowable activities, as well as specific development standards such as building height, setbacks, densities, parking, landscaping, and design guidelines governing how property can be developed and used.

Zoning: The division of a city into areas organized by related uses, defined by districts, with specific allowable and restricted conditions. Zoning legally defines rights to use of property and can be changed only through a legal hearing process. It is intended to implement the projected land use plan, promote land use compatibility and aesthetics, protect public health, safety, and welfare, and ensure proper government service.

APPENDIX D

ACKNOWLEDGEMENTS & RECOGNITION

Mayor

Corey Woods

City Council

Jennifer Adams, Vice Mayor
Arlene Chin, Councilmember
Doreen Garlid, Councilmember
Berdetta Hodge, Councilmember
Randy Keating, Councilmember
Joel Navarro, Councilmember

General Plan 2050 Community Working Group

Julie Armstrong
Myrna Baez
Sydney Bethel Price
Lilliana Cardenas
J.P. Coughlin
Jana Lynn Granillo
Kyle McIntosh
Patrick McNamara
Robert Moore
Donald Ortiz
Shane Peterlin
Sarbeswar Praharaj
Gael Luna
Katherine Schmidt
David Sokolowski
Anne Till
Logan Tokos
Nolan Williams

General Plan 2050 Technical Advisory Group

Consisting of the representatives from City boards and commissions, City partners, and interdepartmental staff. See Page 380 for list of names.

City Manager

Andrew Ching (until June 2023)
Rosa Inchausti

Deputy City Managers

Tom Duensing
Keith Burke
Greg Ruiz (Interim)

Council Staff

Tanya Chavez, Mayor/City Council Chief of Staff
Ty Lee
Brooke St. George
Mariana Pena
Madalaine McConville
Cepand Alizadeh
Annie Mazzarella
Sara Keown

Staff Team (Alphabetical order by first name)

Aaron Rebmann, Field Operation Manager, Municipal Utilities
Alexander Jovanovic, Deputy Community Services Director
Alexis Allen, Court Administrator
Ambika P. Adhikari, Principal Planner, Long-range Planning
Braden Kay, Sustainability and Resilience Director (former)
Brendan Ross, Deputy Community Services Director
Brenda Clark, Neighborhood Services Specialist



Brianne Fisher, Sustainability and Resilience Supervisor
Carla Reece, City Clerk (former)
Cathy Hollow, Principal Civil Engineer
Charles Bladine, Facilities Maintenance Manager
Craig Caggiano, Deputy Municipal Utilities Director
Craig Hayton, Community Services Director
Dana Janofsky, Sr. Management Assistant, Financial Services
David Fabok, Asst. Fire Marshall
David Tavares, Deputy Municipal Utilities Director-Field Operations
Dawn Ratcliffe, Program Coordinator, Municipal Utilities
Diana Kaminski, Sr. Planner
Donna Kennedy, Economic Development Director
Eric Iwersen, Sustainability & Resilience Director
Ginny Belousek, Diversity, Equity, Inclusion Officer
Grace DeMonte Kelly, Eng. & Trans. Administrative Supervisor
Gregg Kent, Principal Civil Engineer
Irma Hollamby Cain, Community Services Deputy Director
Isaac Chavira, Transportation Maintenance Manager
Jacob Payne, Sr. Planner
Jeff Tamulevich, Community Development Director
Jennifer Curtiss, Deputy Court Administrator

Jennifer Daniels, Administrative Assistant II
Jessica Jupitus, Deputy Community Services (Library) Director
Jill Buschbacher, Economic Development Program manager
Joanna Barry, Administrative Assistant II
Joshua Rutherford, Economic Development Special Program Administrator
Kara DeArrastia, Deputy City Clerk
Karen Doncovio, Assistant City Clerk
Karen Stovall, Sr. Planner
Kim Hale, Commander, Police Department
Kris Baxter-Ging, Public Information Officer
Laura Kajfez, Management Assistant
Lee Jimenez, Sr. Planner
Lily Drosos, Planner II+
Lisette Camacho, Financial Services Director
Lyle Begiebing, Transportation Planner
Maja Aurora, Community Services Manager
Marge Zylla, Government Relations Director
Maria Laughner, Economic Development Deputy Director
Mark Weber, Principal Civil Engineer
Michelle Seitz, Emergency Manager, Fire
Naomi Farrell, Education, Career & Family Services Director

Obenia Kingsby, Sr. Planner
Octavia Harris, Deputy Human Services Director
Paul Bentley, Human Services Deputy Director
Rachel Brickner, Sr. Management Assistant
Rebecca Rothman, Community Services Manager
Robbie Aaron, Planner II+
Robert Yabes, Principal Planner
Ryan Levesque, Deputy Director, Community Development
Sarah Adame, Executive Assistant
Shauna Warner, Neighborhood Services Manager
Shawn Wagner, Community Services Deputy Director
Shelly Seyler, Deputy Engineering and Transportation Director
Steve Abrahamson, Principal Planner
Steven “Ty” Templeton, Planner I
Suparna Dasgupta, Principal Planner
Tara Ford, Municipal Utilities Director
Wydale Holmes, Strategic Management/Innovation Director
Zachary Lechner, Sr. Planner/Historic Preservation Officer

Non-City Staff Representatives on the Technical Advisory Group

Abe McCann, Veterans Commission
Alex Kohlen, Arizona State University
Brandon Abrahams, Neighborhood Advisory Commission
Brian Fellows, Transportation

Commission
Colin Dlaz, Tempe Chamber of Commerce
Dave Fackler, Historic Preservation Commission
David Doiran, Aviation Commission
David R. Lyon, Board of Adjustment
Jane Neuheisel, Desert Conservation Commission
Jay Donnelly, Arizona State University
Johanna Villanueva, Mayor’s Youth Advisory Committee
Justin Stewart, Arts and Culture Commission
Kate Border, Downtown Tempe Authority
Kathy Jefferson, Commission on Disability Concerns
Kay Bork, Maricopa Association of Governments
Lori Foster, Downtown Tempe Authority
Michael Martin, Tempe Tourism Office
Peggie Simmons, Human Relations Commission
Phil Amorosi, Development Review Commission
Ross Robb, Joint Review Commission
Shawn Swisher, Sustainability and Resilience Commission
Shereen Lerner, Parks, Recreation, Golf and Double Butte Cemetery Advisory Board



City of Tempe Boards and Commissions

[Arts and Culture Commission](#)

[Aviation Commission](#)

[Commission on Disability Concerns](#)

[Desert Conservation Commission](#)

[Development Review Commission](#)

[Historic Preservation Commission](#)

[Housing Trust Fund Advisory Board](#)

[Human Relations Commission](#)

[Joint Review Commission](#)

[Mayor's Youth Advisory Commission](#)

[Neighborhood Advisory Commission](#)

[Parks, Recreation, Golf, and Double Butte Cemetery Advisory Board](#)

[Sustainability and Resilience Commissions](#)

[Transportation Commission](#)

[Veterans Commission](#)

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City of Tempe Residents

Ambika Adhikari

Arianna Graine

Brenda Clark

Jacob Payne

Kris Baxter

Shauna Warner

APPENDIX E

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Document Name. Author. Publisher.
Date.

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Addresses where hard copies of Tempe Tomorrow - General Plan 2050 are located for public review

City of Tempe
Community Development
31 E. 5th Street
City Hall, Garden Level
Tempe, Arizona 85281

City of Tempe
City Clerk
31 E. 5th Street
City Hall, 2nd Floor
Tempe, Arizona 85281

Tempe Public Library
3500 S. Rural Road
Tempe, AZ 85282

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TEMPE TOMORROW

GENERAL PLAN 2050

August 2023