

Requesting Department:
Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

FROM: CHRIS DOVEL, TOWN ENGINEER ^{CD}
BILL BIRDWELL, SENIOR TRAFFIC ENGINEERING ANALYST

RE: CONSIDERATION AND POSSIBLE APPROVAL OF WORK ORDER NO. 001 TO AJP ELECTRIC, INC. (TOWN CONTRACT NO. 2012-002) IN AN AMOUNT NOT TO EXCEED \$49,794.80 FOR CONSTRUCTION OF A NEW TRAFFIC SIGNAL AT THE INTERSECTION OF CHANDLER HEIGHTS ROAD AND SOSSAMAN ROAD.

DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends approval of Work Order No. 001 to AJP Electric, Inc. (Town Contract No. 2012-002) in an amount not to exceed \$49,794.80 for construction of a new traffic signal at the intersection of Chandler Heights Road and Sossaman Road.

Relevant Council Goal(s):

Town of Queen Creek Corporate Strategic Plan – Key Result Area 1:

Objective 1: Monitor, time and sequence the Town's Capital Improvement Program (CIP) so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time.

Proposed Motion:

Move to approve Work Order No. 001 to AJP Electric, Inc. (Town Contract No. 2012-002) in an amount not to exceed \$49,794.80 for construction of a new traffic signal at the intersection of Chandler Heights Road and Sossaman Road.

Discussion:

In 2007, the Town installed traffic signals at the intersection of Chandler Heights Road and Sossaman Road to improve traffic congestion and delay caused from the volume of traffic travelling through the intersection, particularly in the eastbound and westbound directions. Due to existing overhead electric conflicts,

underground utility conflicts, and because the signals were being installed as an interim solution at an unimproved intersection, it was decided at the time to install portable, wireless traffic signal trailers.

Initially the traffic signal trailers performed well, but over time developed problematic wireless connectivity issues. The issues experienced created a situation where one or more of the trailers would lose communication for a very brief period of time, which would cause the entire intersection to default into all-red flash. This would last a very short time until communication was restored, then the signal would automatically go back into full operation.

Staff worked with the manufacturer in an attempt to resolve these issues. The manufacturer sent representatives out to work on the trailers, with staff observing that there were intermittent periods of success; but no permanent solutions to the communication issues. Staff continued to monitor the portable trailers, and moved forward to include design and construction of a more permanent traffic signal in the FY12-13 budget.

In July 2012 as the issues continued, the manufacturer offered to fully upgrade the trailers communications and controllers at no cost to the Town, but offered no guarantee that it would solve the communication problems. Following the upgrade staff continued to monitor the signal trailers. After experiencing continued communication issues occurring more frequently, staff elected to uninstall the temporary trailers for safety concerns and control the intersection as a four-way stop condition until such time as a more permanent traffic signal could be installed.

This work order is part of Maricopa County Department of Transportation (MCDOT) Job Order Contract #2009-050. The not to exceed amount of \$49,794.80 includes \$4,526.80 in contingencies for any for any additional work not included on the proposal.

Fiscal Impact:


Funding was allocated through the FY12-13 budget process for intersection improvements at Chandler Heights and Sossaman Roads. Sufficient funds are currently available within the Drainage & Transportation Fund budget, fiscal account 305-431-0805-00000-408001-10024, to fund Work Order 001.

Alternatives:

Council could decide not to construct the traffic signal. If construction is deferred, the intersection will continue to function as a four-way stop condition.

Attachments:

1. Work Order with AJP Electric, Inc

| | | |
|--|-------------------------------------|-------------------------|
|  WORK ORDER | CONTRACT NUMBER: 2012-002 | October 16, 2012 |
| | WORK ORDER NUMBER 001 | |

TO: AJP Electric
Contractor

FROM: Jim Mason
Traffic Signal Technician
Town of Queen Creek

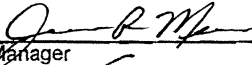
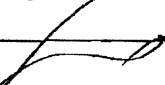
RE: Chandler Heights @ Sossaman Road Intersection Improvement Project (I0024)

This Job Order is issued pursuant to the Agreement between the Town of Queen Creek and Contractor dated October 16, 2012, and the other documents that were made part of and referenced in the Agreement. This Job Order is the Notice to Proceed with the subject Job Order Project on the below Job Order Beginning Date. The terms of this Job Order are as follows:

| | |
|--|--|
| Part II: Scope of Job Order Work | |
| 1. Description of the Scope of Job Order Work: Construction of new traffic signal improvements at Chandler Heights Road and Sossaman Road intersection (per plans dated 09/20/12) Pricing per MCDOT Cooperative Job Order Contract #2009-050 | |
| 2. A list of each task from the Town of Queen Creek [Unit Price Book], quantities for each task, total price for each task and total price for all Town of Queen Creek [UPB] tasks is attached as "Attachment 1", if applicable. The Town may require the Contractor to submit and complete this item. | |
| 3. Description, Unit of Measurement, Price of Tasks (Other Tasks) and their quantity not included in the Town of Queen Creek [UPB] should be submitted by Contractor to the Town of Queen Creek as "Attachment 2", if applicable. | |
| 4. A list of Drawings and Specifications for the Project is attached as "Attachment 3", if applicable. | |

| | | |
|--|---|------------------|
| Part III: Specific Information | | |
| 1. Job Order Price | | \$45,268.00 |
| 2. Schedule | Job Order Beginning Date: (*Date project must start - SEE PART IV) | December 3, 2012 |
| | Job Order Final Completion Date: i.e. Date project is complete, including, without limitation, all deficiency, incomplete or correction items (Job Order Punch List) | February 1, 2013 |
| If there are more than sixty (60) calendar days between the Beginning Date and the Final Completion Date, or if the Town of Queen Creek has requested a Job Order Progress Schedule, a Job Order Progress Schedule should be attached as "Attachment 4". | | |

Part IV: Approvals

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|--|------------------|
| _____ Mayor | _____ Date |
| _____ Town Manager | _____ Date |
| _____ Department Director | _____ Date |
| _____ Supervisor | _____ Date |
|  Project Manager | 10/18/12 Date |
|  Contractor | 10-17-12 Date |

Part V: Purchase Order

*Per Town Purchasing Policy, a purchase order MUST be in place PRIOR to the authorization of notice to proceed

| | | |
|-----------------------|------|-------|
| Purchase Order Number | Date | Total |
|-----------------------|------|-------|



AJP ELECTRIC, INC.
 11250 N. Cave Creek Rd. • Phoenix, Arizona 85020
 Phone (602) 944-5477 • Fax (602) 944-5784

PROPOSAL 10-12-12

| ITEM NO | MCDOT JOC | ITEM DESCRIPTION | Unit | Qty | Price per Unit | Total Price |
|---------------------------------------|-----------|--|------|-----|----------------|-------------|
| SOSSAMAN RD AND CHANDLER HEIGHTS ROAD | | | | | | |
| MCDOT JOC CONTRACT #2008-050 | | | | | | |
| ITEM NO MCDOT JOC ITEM DESCRIPTION | | | | | | |
| 336.01400 | | PAVEMENT REPLACEMENT MAG DET. 200 TYPE B | SY | 33 | \$80.00 | \$2,640.00 |
| 340.01110 | | VERTICAL CURB AND GUTTER MAG DET. 220 TYPE #8 | LF | 143 | \$23.00 | \$3,289.00 |
| 350.04000 | | REMOVE & SALVAGE TRAFFIC OR STREET SIGNS | EACH | 4 | \$100.00 | \$400.00 |
| 401.01000 | | TRAFFIC CONTROL | ALL | | | \$4,000.00 |
| 401.01100 | | UNIFORMED OFFICER | ALL | | | \$1,500.00 |
| 430.50000 | | LANDSCAPE RESTORATION/ DIRT WORK AROUND NEW CURB AREA | LS | | | \$1,500.00 |
| 460.02000 | | REMOVE THERMOPLASTIC STRIPE | LF | 477 | \$3.00 | \$1,431.00 |
| 462.01100 | | 4" WHITE THERMOPLASTIC STRIPE | LF | 220 | 0.90 | \$198.00 |
| 464.02001 | | PERFORATED SIGN POST FOUNDATION, MCDOT DET. 2059 | EACH | 1 | \$160.00 | \$150.00 |
| 471.60057 | | NO. 7 PULL BOX WITH EXTENTION | EACH | 1 | \$500.00 | \$500.00 |
| 471.81210 | | SCH. 40 PVC ELECTRICAL CONDUIT 2 1/2" TRENCHED | LF | 120 | \$14.00 | \$1,680.00 |
| 471.81310 | | SCH. 40 PVC ELECTRICAL CONDUIT 3" TRENCHED | LF | 60 | \$15.00 | \$900.00 |
| 472.81400 | | POLE FOUNDATION TYPE R OR K | EACH | 1 | \$1,500.00 | \$1,500.00 |
| 472.83000 | | P CABINET FOUNDATION DETAIL 4723 | EACH | 1 | \$1,200.00 | \$1,200.00 |
| 472.82050 | | COMBINATION SERVICE PEDESTAL AND BATTERY BACK UP FOUNDATION | EACH | 1 | \$600.00 | \$600.00 |
| 474.60771 | | TYPE R SIGNAL POLE W/55" MAST ARM (INSTALL ONLY) | EACH | 1 | \$1,500.00 | \$1,500.00 |
| 475.61451 | | ELECTRICAL SERVICE PEDESTAL SP AND JBB (INSTALL ONLY) | EACH | 1 | \$600.00 | \$600.00 |
| 475.82201 | | CONTROLLER CABINET TYPE G MCDOT DETAIL 4825-6 (INSTALL ONLY) | EACH | 1 | \$800.00 | \$800.00 |
| 478.81211 | | 12" SIGNAL INDICATION TYPE F SIGNAL PLUMBIZER (INSTALL ONLY) | EACH | 8 | \$200.00 | \$1,600.00 |
| 475.83002 | | EMERGENCY PRE-EMPTION EQUIPMENT 4-WAY APPROACH (P/INSTALL) | EACH | 1 | \$6,300.00 | \$6,300.00 |
| 477.81211 | | LUMINAIRE 20" MAST ARM (INSTALL ONLY) | EACH | 1 | \$250.00 | \$250.00 |
| 477.82500 | | 250 WATT HPS LUMINAIRE (HORIZONTAL MOUNT) | EACH | 1 | \$650.00 | \$650.00 |
| 478.01003 | | ELECTRICAL CONDUCTORS (NEW HOME RUN PULL BOX TO CABINET) | EACH | 1 | \$2,500.00 | \$2,500.00 |
| 478.01004 | | ELECTRICAL CONDUCTORS (NEW HOME ELECTRICAL SERVICE TO CABINET) | EACH | 1 | \$500.00 | \$500.00 |
| 483.00010 | | CCTV CAMERA ASSEMBLY (INSTALL ONLY) | EACH | 1 | \$800.00 | \$800.00 |
| 350.50000 | | INSTALL BOLLARDS; MAG DTL 140 TYPE "6" | EACH | 1 | \$350.00 | \$350.00 |
| 350.50000 | | REMOVE ASPHALT | SY | 33 | \$10.00 | \$330.00 |
| 350.50000 | | SURVEY AND TESTING | ALL | | | \$2,500.00 |
| 350.50000 | | SEALANT APPLICATION ON AREAS OF OBLITE | LS | | | \$1,400.00 |
| 350.50000 | | TRANSPORT | ALL | | | \$1,200.00 |
| 350.50000 | | MCDOT/QUEEN CREEK MODIFY S.M.A. | ALL | | | \$1,400.00 |
| 350.50000 | | MOB. FOR OBLITE | LS | | | \$1,200.00 |
| GREG CLIFFORDS/AJP ELECTRIC INC. | | | | | | \$45,268.00 |
| TOTAL | | | | | | \$45,268.00 |

A J P Electric, Inc.

Greg Clifford
 10-12-12

Requesting Department:
Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

FROM: CHRIS DOVEL, TOWN ENGINEER CD
MARC PALICHUK, ENGINEER

RE: CONSIDERATION AND POSSIBLE APPROVAL OF THE "MAP OF DEDICATION" FOR CHANDLER HEIGHTS ROAD AND HAWES ROAD, A REQUEST BY SCHOOLHOUSE QUEENCREEK, LLC

DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends approval of the "Map of Dedication" for Chandler Heights Road and Hawes Road Street Rights-of-Way.

Relevant Council Goal(s):

Town of Queen Creek Corporate Strategic Plan - Key Result Area 1 - Objective 1

- *Monitor, time and sequence the Town's Capital Improvement Program (CIP) so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time.*

Proposed Motion:

Move to approve the "Map of Dedication" for Chandler Heights Road and Hawes Road Street Rights-of-Way.

Discussion:

The applicant is requesting approval of the Map of Dedication for Chandler Heights Road and Hawes Road Street Rights-of-Way. The roadway improvements and the roadway dedication for Chandler Heights Road and Hawes Road was a requirement of the approved American Leadership Academy project. The roadway improvements were recently completed during the construction of the new American Leadership Academy.

This portion of Chandler Heights Road and Hawes Road is planned as a Major Arterial Road. The half street of Right-of-Way that is required for a Major Arterial Road is 55 feet per Town of Queen Creek Standards.

Fiscal Impact:

The Town will be impacted with future roadway maintenance costs for the new roadway improvements that were constructed as part of the American Leadership Academy project.

Alternatives:

The Chandler Heights Road and Hawes Road improvements were completed as part of the American Leadership Academy project. The dedication of the half streets for these roadways was a requirement of the approved project. No viable alternatives have been identified.

Attachments:

Map of Dedication

Requesting Department:

Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

**FROM: CHRIS DOVEL, TOWN ENGINEER CD
MARC PALICHUK, ENGINEER**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF
RESOLUTION 911-12 INTENTION TO ORDER THE PURCHASE
OF ELECTRICITY FOR A STREETLIGHT IMPROVEMENT
DISTRICT FOR VILLAGIO**

DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends approval of Resolution 911-12, Intention to Order the Purchase of Electricity for a Streetlight Improvement District for Villagio.

Relevant Council Goal(s):

Continue to provide for a safe community in the Town of Queen Creek.

Proposed Motion:

Move to approve Resolution 911-12 Intention to Order the Purchase of Electricity for a Street Lighting Improvement District known as Villagio Streetlight Improvement District #65, No. 2012-001.

Discussion:

This resolution is the first step in the formation of the 65th street lighting improvement district in the Town of Queen Creek.

The developer (Maracay Homes) has requested the Council consider this resolution as the necessary first step in the creation of the district. Currently the developer owns 100% of the land within the proposed district. The developer has also signed the Petition, Waiver and Consent to Formation of a Municipal Improvement District form. Since all property owners have signed this form, they have agreed to waive the requirements of posting the property for 30 days and publishing the resolution in the Tribune.

Before the district may be formed, the Town Council must pass a second

resolution ordering the actual improvements. This second resolution, Resolution 912-12, is also on the Council agenda.

Fiscal Impact:

Resolution 911-12 will cost the Town staff time in order to prepare the required exhibits and correspondence with the State and County Departments of Revenue to establish the improvement district. The developer has paid the \$500 fee for this service.

Alternatives:

Council could deny the creation of the Villagio Streetlight Improvement District #65, No. 2012-001 by not passing Resolution 911-12. However, this would result in additional costs to the Town or the lack of streetlights in this area.

Attachments:

Resolution 911-12
Assessment Diagram
Legal Description
Parcel Number Table

RESOLUTION 911-12

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF QUEEN CREEK, ARIZONA, DECLARING ITS INTENTION TO ORDER THE PURCHASE OF ELECTRICITY FOR LIGHTING THE STREETS AND PUBLIC PARKS WITHIN THE PROPOSED DISTRICT AND THAT THE COST OF THE PURCHASE OF ELECTRICITY FOR LIGHTING THE STREETS, BE ASSESSED UPON A CERTAIN IMPROVEMENT DISTRICT TO BE KNOWN AS VILLAGIO STREET LIGHTING IMPROVEMENT DISTRICT #65, NO. 2012-001; PROVIDING THAT THE COST OF THE ELECTRICITY REQUIRED TO OPERATE THE SYSTEM BE ASSESSED UNDER THE PROVISIONS OF TITLE 48, CHAPTER 4, ARTICLE 2, ARIZONA REVISED STATUTES, AS AMENDED

BE IT RESOLVED, BY THE MAYOR AND COMMON COUNCIL OF THE TOWN OF QUEEN CREEK, ARIZONA, AS FOLLOWS:

Section 1. The public interest or convenience require and it is the intention of the Mayor and Council of the Town of Queen Creek, Arizona to order the purchase of electricity for lighting the streets and public parks within the proposed district.

The estimate of the cost and expenses for the purchase of electricity for the operation of the streetlights is on file with the Town Engineer and the Town Clerk, and is approved and adopted by the Mayor and Council of the Town.

Section 2. The streetlights and the electricity, therefore, in the opinion of the Mayor and Council of the Town, are of more than local or ordinary public benefit, and are of special benefit to the respective lots, pieces and parcels of land within the real property described herein. The Mayor and Council of the Town make and order that the cost and expense for the purchase of electricity be chargeable upon **a district to be known and designated as Villagio Streetlight Improvement District #65, No. 2012-001, and as described and bounded as set forth on Exhibit "A" attached hereto and incorporated by reference, and declare that the district in the Town, benefited** by the purchase of electricity for streetlights be assessed to pay the costs and expenses thereof in proportion to the benefits derived therefrom.

The Town shall not assess the costs and expenses for the purchase of electricity for streetlights which are for the general public benefit against the respective lots, pieces and parcels of land located within the boundaries Villagio Streetlight Improvement District #65, No. 2012-001, and if a portion of the costs and expenses for the purchase of electricity for streetlights is for the general public benefit, the Town shall assess the boundaries of Villagio Streetlight Improvement District #65, No. 2012-001, only that portion of such costs and expenses which benefits the lots, pieces and parcels of land

located within the boundaries of Villagio Streetlight Improvement District #65, No. 2012-001.

Section 3. The cost and expense for the purchase of electricity for streetlights shall be made and all proceedings therein taken; that the Town Engineer shall post or cause to be posted notices thereof; that the Town Clerk shall certify to the passage of this Resolution of Intention; that the engineer shall prepare duplicate diagrams of Villagio Streetlight Improvement District #65, No. 2012-001, described in Section 2 of this Resolution to be addressed to pay the costs and expenses thereof, under and in accordance with the provisions of Title 48, Chapter 4, Article 2, Arizona Revised Statutes, as amended.

Section 4. Any Resolution or parts of Resolutions in conflict with the provisions of this Resolution are hereby repealed.

PASSED AND ADOPTED BY the Mayor and Common Council of the Town of Queen Creek, Arizona, this 7th day of November, 2012.

FOR THE TOWN OF QUEEN CREEK:

ATTESTED TO:

Mayor

Town Clerk

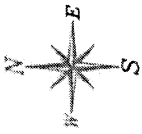
REVIEWED BY:

APPROVED AS TO FORM:

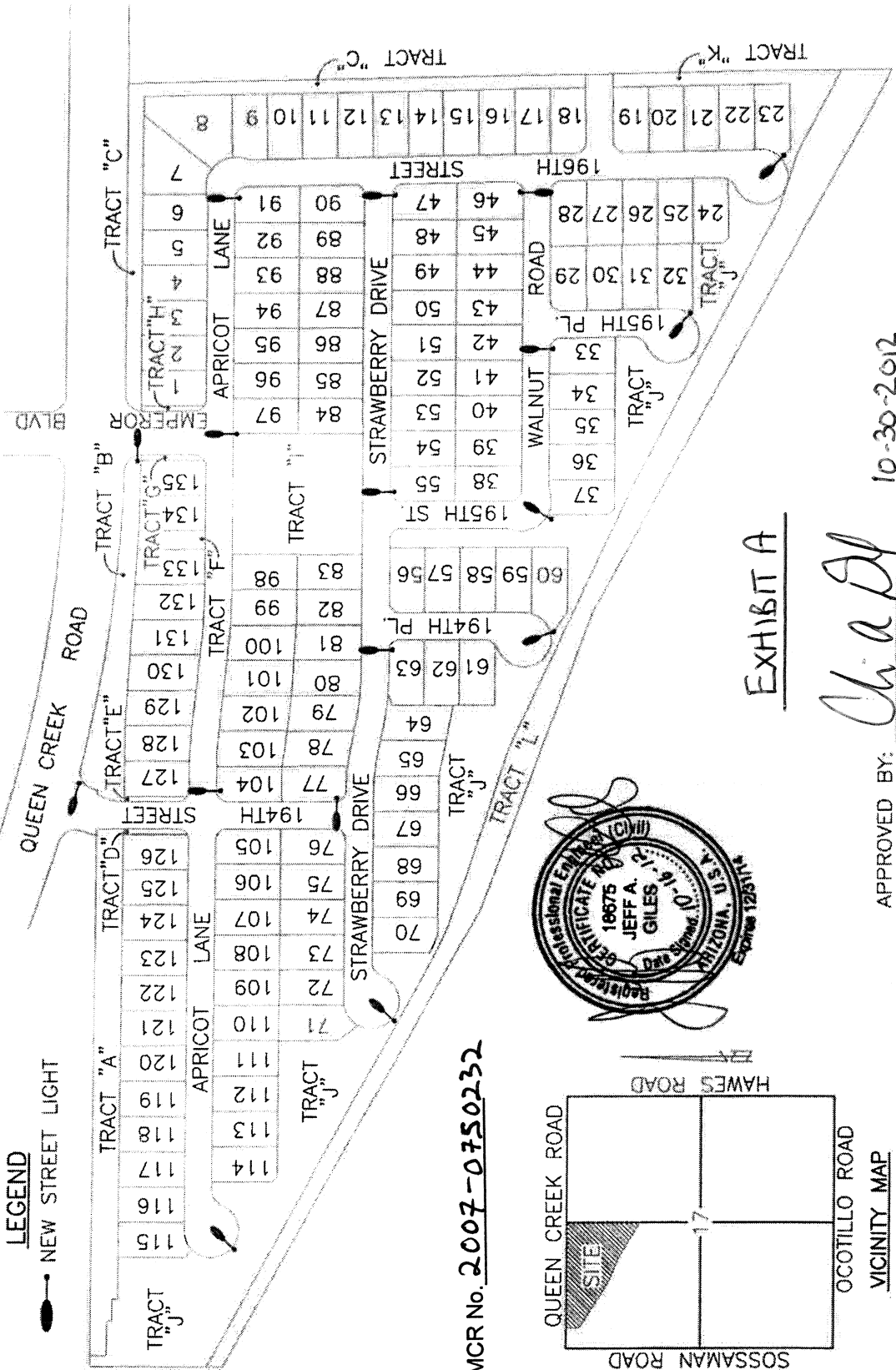
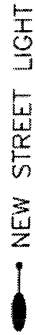
Town Manager

Town Attorney

ASSESSMENT DIAGRAM OF
VILLAGIO
STREETLIGHT IMPROVEMENT DISTRICT 65
NO. 2012-001



LEGEND



MCR No. 2007-0750232

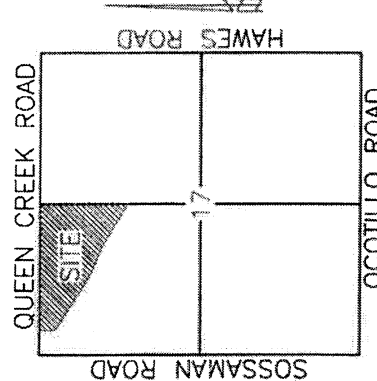
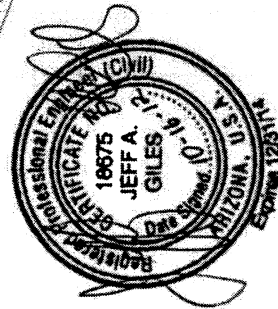
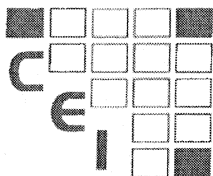


EXHIBIT A

APPROVED BY: Chad D TOWN ENGINEER DATE: 10-30-2012



Clouse Engineering, Inc.

ENGINEERS ■ SURVEYORS

1642 E. Orangetwood Ave. • Phoenix, Arizona 85020 • TEL (602) 395-9300 • FAX (602) 395-9310

October 24, 2012
Job No. 040505

EXHIBIT A

Legal Description For SLID Exhibit

All of that particular subdivision known as "Villagio", as recorded in Book 933 of Maps, Page 36, Records of Maricopa County and situated in a portion of the Northwest quarter of Section 17, Township 2 South, Range 7 East of the Gila and Salt River Base and Meridian, Maricopa County, Arizona more particularly described as follows:

Beginning at a Maricopa County Department of Transportation Aluminum Cap marking the North quarter corner of said Section 17 from whence a Maricopa County Department of Transportation Aluminum Cap marking the Northwest corner of said Section 17 bears North 89 degrees 52 minutes 45 seconds West a distance of 2624.93 feet;

Thence along the East line of said Northwest quarter of Section 17, South 00 degrees 55 minutes 21 seconds East a distance of 1450.28 feet;

Thence North 61 degrees 22 minutes 32 seconds West a distance of 1138.38 feet;

Thence North 69 degrees 54 minutes 32 seconds West a distance of 582.51 feet;

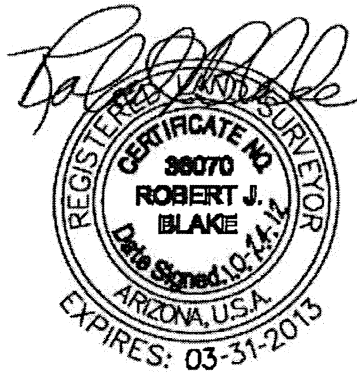
Thence North 60 degrees 59 minutes 23 seconds West a distance of 962.19 feet;

Thence North 00 degrees 07 minutes 15 seconds East a distance of 242.99 feet to the North line of said Northwest quarter of Section 17;

Legal Description
Job No. 040505
SLID Exhibit
October 24, 2012
Page 2

Thence South 89 degrees 52 minutes 45 seconds East a distance of 2363.93 feet to the **Point of Beginning**.

Note: The above described parcel contains 2,002,244 square feet or 45.9652 acres more or less.



| LOTNO | ADDRESS | PARCELNO |
|-------|-----------------------|----------|
| 1 | 19504 E APRICOT LANE | 30489405 |
| 2 | 19518 E APRICOT LANE | 30489406 |
| 3 | 19532 E APRICOT LANE | 30489407 |
| 4 | 19546 E APRICOT LANE | 30489408 |
| 5 | 19560 E APRICOT LANE | 30489409 |
| 6 | 19574 E APRICOT LANE | 30489410 |
| 7 | 19588 E APRICOT LANE | 30489411 |
| 8 | 20481 S 196TH ST | 30489412 |
| 9 | 20491 S 196TH ST | 30489413 |
| 10 | 20501 S 196TH ST | 30489414 |
| 11 | 20521 S 196TH ST | 30489415 |
| 12 | 20541 S 196TH ST | 30489416 |
| 13 | 20561 S 196TH ST | 30489417 |
| 14 | 20581 S 196TH ST | 30489418 |
| 15 | 20601 S 196TH ST | 30489419 |
| 16 | 20621 S 196TH ST | 30489420 |
| 17 | 20641 S 196TH ST | 30489421 |
| 18 | 20661 S 196TH ST | 30489422 |
| 19 | 20701 S 196TH ST | 30489423 |
| 20 | 20721 S 196TH ST | 30489424 |
| 21 | 20741 S 196TH ST | 30489425 |
| 22 | 20761 S 196TH ST | 30489426 |
| 23 | 20781 S 196TH ST | 30489427 |
| 24 | 20742 S 196TH ST | 30489428 |
| 25 | 20722 S 196TH ST | 30489429 |
| 26 | 20702 S 196TH ST | 30489430 |
| 27 | 20682 S 196TH ST | 30489431 |
| 28 | 20662 S 196TH ST | 30489432 |
| 29 | 20659 S 195TH PL | 30489433 |
| 30 | 20679 S 195TH PL | 30489434 |
| 31 | 20699 S 195TH PL | 30489435 |
| 32 | 20719 S 195TH PL | 30489436 |
| 33 | 19519 E WALNUT RD | 30489437 |
| 34 | 19505 E WALNUT RD | 30489438 |
| 35 | 19491 E WALNUT RD | 30489439 |
| 36 | 19477 E WALNUT RD | 30489440 |
| 37 | 19463 E WALNUT RD | 30489441 |
| 38 | 19470 E WALNUT RD | 30489442 |
| 39 | 19484 E WALNUT RD | 30489443 |
| 40 | 19498 E WALNUT RD | 30489444 |
| 41 | 19512 E WALNUT RD | 30489445 |
| 42 | 19526 E WALNUT RD | 30489446 |
| 43 | 19540 E WALNUT RD | 30489447 |
| 44 | 19554 E WALNUT RD | 30489448 |
| 45 | 19568 E WALNUT RD | 30489449 |
| 46 | 19582 E WALNUT RD | 30489450 |
| 47 | 19583 E STRAWBERRY DR | 30489451 |
| 48 | 19569 E STRAWBERRY DR | 30489452 |
| 49 | 19555 E STRAWBERRY DR | 30489453 |
| 50 | 19541 E STRAWBERRY DR | 30489454 |
| 51 | 19527 E STRAWBERRY DR | 30489455 |

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| 19511 E STRAWBERRY DR |
| 19499 E STRAWBERRY DR |
| 19485 E STRAWBERRY DR |
| 19471 E STRAWBERRY DR |
| 20575 S 194TH PL |
| 20595 S 194TH PL |
| 20615 S 194TH PL |
| 20635 S 194TH PL |
| 20655 S 194TH PL |
| 20614 S 194TH PL |
| 20594 S 194TH PL |
| 20574 S 194TH PL |
| 19521 E STRAWBERRY DR |
| 19411 E STRAWBERRY DR |
| 19401 E STRAWBERRY DR |
| 19391 E STRAWBERRY DR |
| 19381 E STRAWBERRY DR |
| 19371 E STRAWBERRY DR |
| 19361 E STRAWBERRY DR |
| 19340 E STRAWBERRY DR |
| 19350 E STRAWBERRY DR |
| 19360 E STRAWBERRY DR |
| 19370 E STRAWBERRY DR |
| 19380 E STRAWBERRY DR |
| 19390 E STRAWBERRY DR |
| 19402 E STRAWBERRY DR |
| 19414 E STRAWBERRY DR |
| 19426 E STRAWBERRY DR |
| 19438 E STRAWBERRY DR |
| 19450 E STRAWBERRY DR |
| 19462 E STRAWBERRY DR |
| 19474 E STRAWBERRY DR |
| 19502 E STRAWBERRY DR |
| 19516 E STRAWBERRY DR |
| 19528 E STRAWBERRY DR |
| 19540 E STRAWBERRY DR |
| 19564 E STRAWBERRY DR |
| 19574 E STRAWBERRY DR |
| 19586 E STRAWBERRY DR |
| 19585 E APRICOT LANE |
| 19571 E APRICOT LANE |
| 19557 E APRICOT LANE |
| 19543 E APRICOT LANE |
| 19529 E APRICOT LANE |
| 19515 E APRICOT LANE |
| 19501 E APRICOT LANE |
| 19477 E APRICOT LANE |
| 19465 E APRICOT LANE |
| 19451 E APRICOT LANE |
| 19439 E APRICOT LANE |
| 19427 E APRICOT LANE |
| 19415 E APRICOT LANE |

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| 30489456 |
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| 30489460 |
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| 30489465 |
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| 30489468 |
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| 30489498 |
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| 30489500 |
| 30489501 |
| 30489502 |
| 30489503 |
| 30489504 |
| 30489505 |
| 30489506 |
| 30489507 |

Requesting Department:

Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

**FROM: CHRIS DOVEL, TOWN ENGINEER CD
MARC PALICHUK, ENGINEER**

**RE: CONSIDERATION AND POSSIBLE APPROVAL OF
RESOLUTION 912-12 ORDERING THE IMPROVEMENTS FOR
THE PURPOSE OF PURCHASING ELECTRICITY FOR A
STREETLIGHT IMPROVEMENT DISTRICT FOR VILLAGIO**

DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends approval of Resolution 912-12, Ordering the Improvements for the Purpose of Purchasing Electricity for a Streetlight Improvement District for Villagio.

Relevant Council Goal(s):

Continue to provide for a safe community in the Town of Queen Creek.

Proposed Motion:

Move to approve Resolution 912-12 Ordering the Improvements for the Purpose of Purchasing Electricity for a Streetlight Improvement District known as Villagio Streetlight Improvement District #65, No. 2012-001.

Discussion:

This resolution is the second step in the formation of the 65th street lighting improvement district in the Town of Queen Creek.

The developer (Maracay Homes) has requested the Council consider this resolution as the necessary second step in the creation of the district. Currently the developer owns 100% of the land within the proposed district. The developer has also signed the Petition, Waiver and Consent to Formation of a Municipal Improvement District form. Since all property owners have signed this form, they have agreed to waive the requirements of posting the property for 30 days and publishing the resolution in the Tribune.

Fiscal Impact:

Resolution 912-12 will cost the Town staff time in order to prepare the required exhibits and correspondence with the State and County Departments of Revenue to establish the improvement district. The developer has paid the \$500 fee for this service.

Alternatives:

Council could deny the creation of the Villagio Streetlight Improvement District #65, No. 2012-001 by not passing Resolution 912-12. However, this would result in additional costs to the Town or the lack of streetlights in this area.

Attachments:

Resolution 912-12
Assessment Diagram
Legal Description
Notice of Proposed Improvement
Parcel Number Table

RESOLUTION 912-12

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF QUEEN CREEK, ARIZONA, ORDERING THE IMPROVEMENTS OF CERTAIN STREETS AND RIGHTS-OF-WAY WITHIN THE CORPORATE LIMITS OF THE TOWN AND CREATING AN IMPROVEMENT DISTRICT KNOWN AS VILLAGIO STREET LIGHTING IMPROVEMENT DISTRICT #65, NO. 2012-001, PURSUANT TO TITLE 48, CHAPTER 4, ARIZONA REVISED STATUTES AND AMENDMENTS THERETO, FOR THE PURPOSE OF PURCHASING ELECTRICITY, WHICH INCLUDES A CHARGE FOR THE USE OF LIGHTING FACILITIES AND OTHER RELATED ITEMS TOGETHER WITH ALL APPURTENANT STRUCTURES AS SHOWN ON THE PLANS.

WHEREAS, on the 7th day of November, 2012, the Mayor and Common Council of the Town of Queen Creek, Arizona, passed and adopted Resolution No. 911-12 declaring its intention to order the purchase of electricity for lighting the streets and public parks within the proposed district and that the cost of the purchase of electricity for lighting the streets and public parks be assessed upon a certain improvement district, to be known as Villagio Streetlight Improvement District #65, No. 2012-001; providing that the cost of the electricity required to operate the system be assessed under the provisions of Title 48, Chapter 4, Article 2, Arizona Revised Statutes, as amended; and

WHEREAS, pursuant to ARS 48-617 (A), the Mayor and Common Council of the Town of Queen Creek have acquired immediate jurisdiction to order the improvements upon filing of a petition and waiver by 100% of the property owners within Villagio Streetlight Improvement District #65, No. 2012-001; and

WHEREAS, the Town Engineer has presented to the Mayor and Common Council of the Town of Queen Creek a diagram and legal description of the property contained within the District ("the Diagram") a copy of which is attached hereto and incorporated herein as Exhibit "A".

NOW THEREFORE, BE IT RESOLVED BY THE MAYOR AND COUNCIL OF THE TOWN OF QUEEN CREEK, ARIZONA, AS FOLLOWS:

Section 1. By virtue of the authority vested in the Mayor and Common Council of the Town of Queen Creek by Title 48, Chapter 4, Article 2, Arizona Revised Statutes and all amendments thereto, the Mayor and Common Council of the Town of Queen Creek hereby orders the work or improvement done as described in Resolution No. 912-12 and in accordance with the Plans and Specifications approved and adopted by the Mayor and Common Council of the Town of Queen Creek, Arizona.

Section 2. The Town Engineer is hereby authorized and directed to prepare and execute the notice of the passage of this Resolution which is attached as Exhibit "B". Such notice shall be posted and published as provided by law.

Section 3. That the Diagram and legal description, as presented to the Mayor and Common Council of the Town of Queen Creek are hereby approved.

Section 4. That the Town Clerk is hereby authorized and directed to certify that the Diagram and legal description were approved by the Mayor and Common Council of the Town of Queen Creek on the 7th day of November, 2012, and after such certification, the Clerk of the Town is hereby authorized and directed to deliver the Diagram and legal description to the Town Engineer. Further, the Town Engineer is hereby authorized and directed to record certified copies of Resolution No. 911-12 and Resolution No. 912-12 and all attachments thereto.

Section 5. That the Town Clerk is hereby directed to prepare and deliver a letter to the Arizona Department of Revenue along with certified copies of Resolution No. 911-12, Resolution No. 912-12 and the assessment diagram and legal description.

Section 6. That the Town Clerk is hereby directed to prepare and deliver a letter to the Maricopa County Assessor along with certified copies of Resolution No. 911-12, Resolution No. 912-12, and the assessment diagram and legal description.

PASSED AND ADOPTED BY the Mayor and Common Council of the Town of Queen Creek, Arizona, this 7th day of November, 2012.

FOR THE TOWN OF QUEEN CREEK:

Mayor

REVIEWED BY:

Town Manager

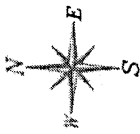
ATTESTED TO:

Town Clerk

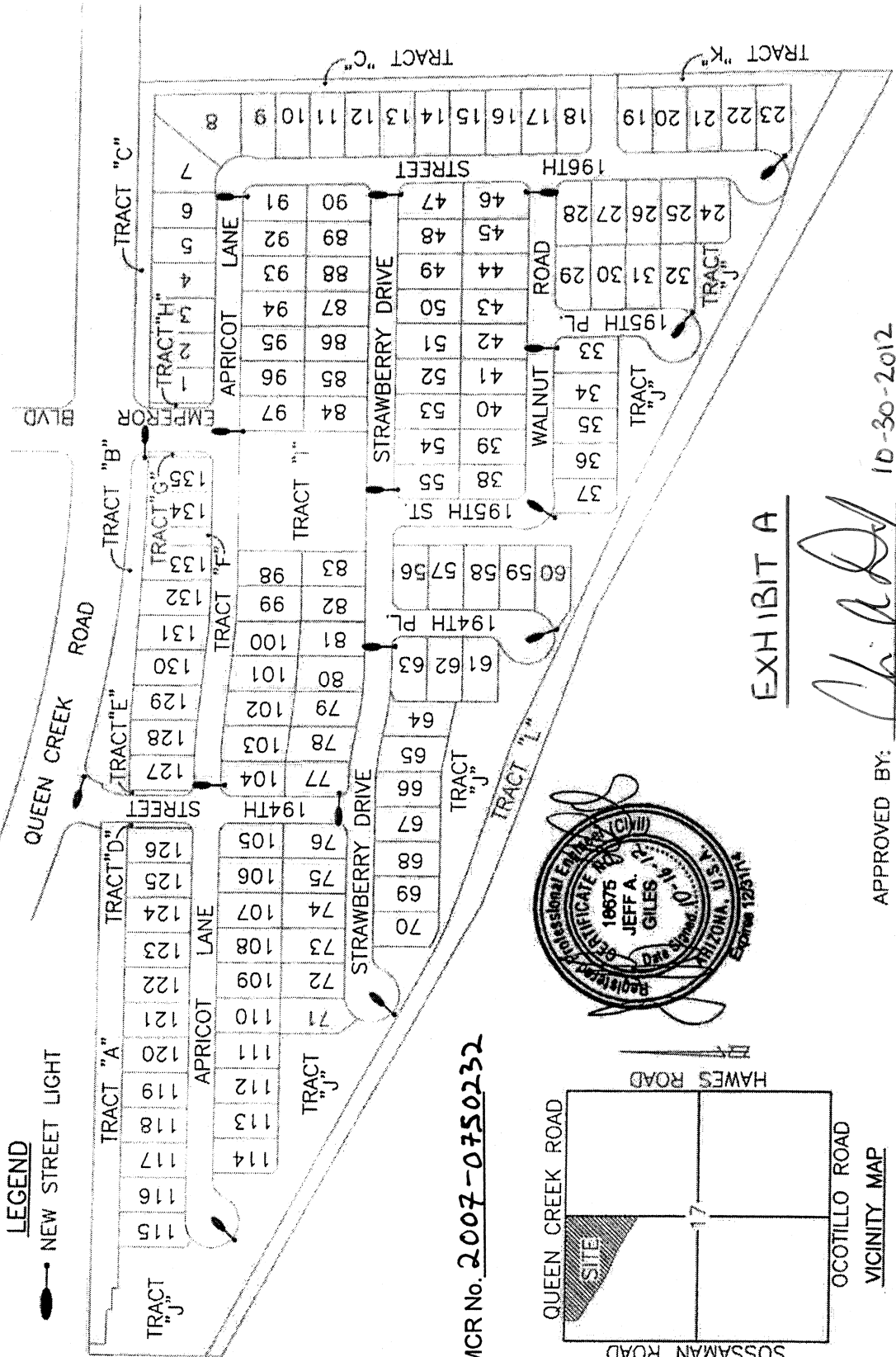
APPROVED AS TO FORM:

Town Attorney

ASSESSMENT DIAGRAM OF
VILLAGIO
STREETLIGHT IMPROVEMENT DISTRICT 65
NO. 2012-001



LEGEND
● NEW STREET LIGHT



MCR No. 2007-0750232

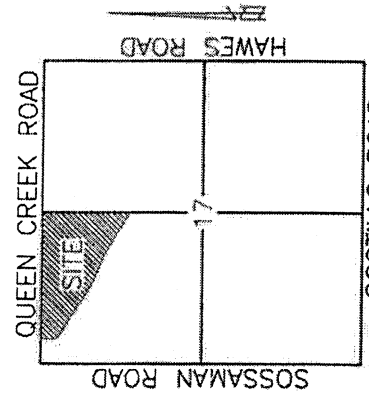
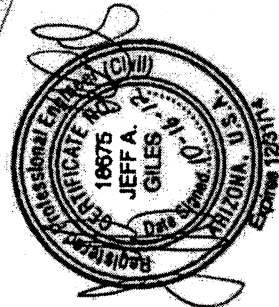
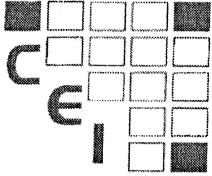


EXHIBIT A

APPROVED BY: *Jeff A. Giles*
TOWN ENGINEER

DATE: 10-30-2012



Clouse Engineering, Inc.

ENGINEERS ■ SURVEYORS

1642 E. Orangetown Ave. • Phoenix, Arizona 85020 • TEL (602) 395-9300 • FAX (602) 395-9310

October 24, 2012

Job No. 040505

EXHIBIT A

Legal Description For SLID Exhibit

All of that particular subdivision known as "Villagio", as recorded in Book 933 of Maps, Page 36, Records of Maricopa County and situated in a portion of the Northwest quarter of Section 17, Township 2 South, Range 7 East of the Gila and Salt River Base and Meridian, Maricopa County, Arizona more particularly described as follows:

Beginning at a Maricopa County Department of Transportation Aluminum Cap marking the North quarter corner of said Section 17 from whence a Maricopa County Department of Transportation Aluminum Cap marking the Northwest corner of said Section 17 bears North 89 degrees 52 minutes 45 seconds West a distance of 2624.93 feet;

Thence along the East line of said Northwest quarter of Section 17, South 00 degrees 55 minutes 21 seconds East a distance of 1450.28 feet;

Thence North 61 degrees 22 minutes 32 seconds West a distance of 1138.38 feet;

Thence North 69 degrees 54 minutes 32 seconds West a distance of 582.51 feet;

Thence North 60 degrees 59 minutes 23 seconds West a distance of 962.19 feet;

Thence North 00 degrees 07 minutes 15 seconds East a distance of 242.99 feet to the North line of said Northwest quarter of Section 17;

Legal Description
Job No. 040505
SLID Exhibit
October 24, 2012
Page 2

Thence South 89 degrees 52 minutes 45 seconds East a distance of 2363.93 feet to the **Point of Beginning**.

Note: The above described parcel contains 2,002,244 square feet or 45.9652 acres more or less.

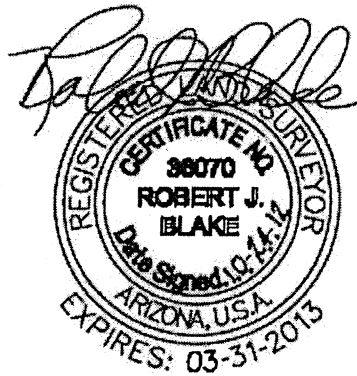


EXHIBIT B

**NOTICE
OF PROPOSED
IMPROVEMENT**

NOTICE OF THE PASSAGE OF A RESOLUTION ORDERING THE IMPROVEMENTS AND AUTHORIZING THE PURCHASE OF ELECTRICITY FOR LIGHTING CERTAIN STREETS AND RIGHTS-OF-WAY FOR THE IMPROVEMENT DISTRICT KNOWN AS VILLAGIO STREET LIGHTING IMPROVEMENT DISTRICT #65, No. 2012-001.

This notice is given pursuant to the provisions of Title 48, Chapter 4, Article 2, Sections 48-571 to 48-619, both inclusive, Arizona Revised Statutes, as amended.

On the 7th day of November, 2012, the Mayor and Town Council of the Town of Queen Creek adopted Resolution 912-12 ordering the improvements of certain streets and rights-of-way within the corporate limits of the Town and creating an Improvement District known as Villagio Street Lighting Improvement District #65, No. 2012-001, pursuant to Title 48, Chapter 4, Arizona Revised Statutes, and amendments thereto for the purpose of purchasing electricity, which includes a charge for the using of lighting facilities and other related items, together with all appurtenant structures as shown on the plans.

Any owner, or other person having an interest in a lot, piece, or parcel of land situated within the above described assessment district who claims that any of the provisions, acts, or proceedings relative to the above described improvements are irregular, defective, illegal, erroneous or faulty, may file with the Town Clerk, 22350 S. Ellsworth Road, within fifteen (15) days after the date of completion of the posting of this notice by the Town Engineer, a written notice specifying in what way said acts or proceedings are irregular, defective, illegal, erroneous or faulty.

Further information concerning Villagio Street Lighting Improvement District #65, No. 2012-001, may be obtained by contacting Mr. Chris Dovel, Town Engineer, Town of Queen Creek, 22350 S. Ellsworth Road, Queen Creek, Arizona 85142-9311, (480) 358-3003.

DATED AND SIGNED this _____ day of _____, 2012.

Chris Dovel, Town Engineer

| LOTNO | ADDRESS | PARCELNO |
|-------|-----------------------|----------|
| 1 | 19504 E APRICOT LANE | 30489405 |
| 2 | 19518 E APRICOT LANE | 30489406 |
| 3 | 19532 E APRICOT LANE | 30489407 |
| 4 | 19546 E APRICOT LANE | 30489408 |
| 5 | 19560 E APRICOT LANE | 30489409 |
| 6 | 19574 E APRICOT LANE | 30489410 |
| 7 | 19588 E APRICOT LANE | 30489411 |
| 8 | 20481 S 196TH ST | 30489412 |
| 9 | 20491 S 196TH ST | 30489413 |
| 10 | 20501 S 196TH ST | 30489414 |
| 11 | 20521 S 196TH ST | 30489415 |
| 12 | 20541 S 196TH ST | 30489416 |
| 13 | 20561 S 196TH ST | 30489417 |
| 14 | 20581 S 196TH ST | 30489418 |
| 15 | 20601 S 196TH ST | 30489419 |
| 16 | 20621 S 196TH ST | 30489420 |
| 17 | 20641 S 196TH ST | 30489421 |
| 18 | 20661 S 196TH ST | 30489422 |
| 19 | 20701 S 196TH ST | 30489423 |
| 20 | 20721 S 196TH ST | 30489424 |
| 21 | 20741 S 196TH ST | 30489425 |
| 22 | 20761 S 196TH ST | 30489426 |
| 23 | 20781 S 196TH ST | 30489427 |
| 24 | 20742 S 196TH ST | 30489428 |
| 25 | 20722 S 196TH ST | 30489429 |
| 26 | 20702 S 196TH ST | 30489430 |
| 27 | 20682 S 196TH ST | 30489431 |
| 28 | 20662 S 196TH ST | 30489432 |
| 29 | 20659 S 195TH PL | 30489433 |
| 30 | 20679 S 195TH PL | 30489434 |
| 31 | 20699 S 195TH PL | 30489435 |
| 32 | 20719 S 195TH PL | 30489436 |
| 33 | 19519 E WALNUT RD | 30489437 |
| 34 | 19505 E WALNUT RD | 30489438 |
| 35 | 19491 E WALNUT RD | 30489439 |
| 36 | 19477 E WALNUT RD | 30489440 |
| 37 | 19463 E WALNUT RD | 30489441 |
| 38 | 19470 E WALNUT RD | 30489442 |
| 39 | 19484 E WALNUT RD | 30489443 |
| 40 | 19498 E WALNUT RD | 30489444 |
| 41 | 19512 E WALNUT RD | 30489445 |
| 42 | 19526 E WALNUT RD | 30489446 |
| 43 | 19540 E WALNUT RD | 30489447 |
| 44 | 19554 E WALNUT RD | 30489448 |
| 45 | 19568 E WALNUT RD | 30489449 |
| 46 | 19582 E WALNUT RD | 30489450 |
| 47 | 19583 E STRAWBERRY DR | 30489451 |
| 48 | 19569 E STRAWBERRY DR | 30489452 |
| 49 | 19555 E STRAWBERRY DR | 30489453 |
| 50 | 19541 E STRAWBERRY DR | 30489454 |
| 51 | 19527 E STRAWBERRY DR | 30489455 |

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|-----|-----------------------|----------|
| 52 | 19511 E STRAWBERRY DR | 30489456 |
| 53 | 19499 E STRAWBERRY DR | 30489457 |
| 54 | 19485 E STRAWBERRY DR | 30489458 |
| 55 | 19471 E STRAWBERRY DR | 30489459 |
| 56 | 20575 S 194TH PL | 30489460 |
| 57 | 20595 S 194TH PL | 30489461 |
| 58 | 20615 S 194TH PL | 30489462 |
| 59 | 20635 S 194TH PL | 30489463 |
| 60 | 20655 S 194TH PL | 30489464 |
| 61 | 20614 S 194TH PL | 30489465 |
| 62 | 20594 S 194TH PL | 30489466 |
| 63 | 20574 S 194TH PL | 30489467 |
| 64 | 19521 E STRAWBERRY DR | 30489468 |
| 65 | 19411 E STRAWBERRY DR | 30489469 |
| 66 | 19401 E STRAWBERRY DR | 30489470 |
| 67 | 19391 E STRAWBERRY DR | 30489471 |
| 68 | 19381 E STRAWBERRY DR | 30489472 |
| 69 | 19371 E STRAWBERRY DR | 30489473 |
| 70 | 19361 E STRAWBERRY DR | 30489474 |
| 71 | 19340 E STRAWBERRY DR | 30489475 |
| 72 | 19350 E STRAWBERRY DR | 30489476 |
| 73 | 19360 E STRAWBERRY DR | 30489477 |
| 74 | 19370 E STRAWBERRY DR | 30489478 |
| 75 | 19380 E STRAWBERRY DR | 30489479 |
| 76 | 19390 E STRAWBERRY DR | 30489480 |
| 77 | 19402 E STRAWBERRY DR | 30489481 |
| 78 | 19414 E STRAWBERRY DR | 30489482 |
| 79 | 19426 E STRAWBERRY DR | 30489483 |
| 80 | 19438 E STRAWBERRY DR | 30489484 |
| 81 | 19450 E STRAWBERRY DR | 30489485 |
| 82 | 19462 E STRAWBERRY DR | 30489486 |
| 83 | 19474 E STRAWBERRY DR | 30489487 |
| 84 | 19502 E STRAWBERRY DR | 30489488 |
| 85 | 19516 E STRAWBERRY DR | 30489489 |
| 86 | 19528 E STRAWBERRY DR | 30489490 |
| 87 | 19540 E STRAWBERRY DR | 30489491 |
| 88 | 19564 E STRAWBERRY DR | 30489492 |
| 89 | 19574 E STRAWBERRY DR | 30489493 |
| 90 | 19586 E STRAWBERRY DR | 30489494 |
| 91 | 19585 E APRICOT LANE | 30489495 |
| 92 | 19571 E APRICOT LANE | 30489496 |
| 93 | 19557 E APRICOT LANE | 30489497 |
| 94 | 19543 E APRICOT LANE | 30489498 |
| 95 | 19529 E APRICOT LANE | 30489499 |
| 96 | 19515 E APRICOT LANE | 30489500 |
| 97 | 19501 E APRICOT LANE | 30489501 |
| 98 | 19477 E APRICOT LANE | 30489502 |
| 99 | 19465 E APRICOT LANE | 30489503 |
| 100 | 19451 E APRICOT LANE | 30489504 |
| 101 | 19439 E APRICOT LANE | 30489505 |
| 102 | 19427 E APRICOT LANE | 30489506 |
| 103 | 19415 E APRICOT LANE | 30489507 |

Requesting Department:
Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

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

**FROM: WAYNE BALMER, AICP
PLANNING ADMINISTRATOR**

**DAVID WILLIAMS
SENIOR PLANNER**

RE: DISCUSSION AND POSSIBLE ACTION DR12-053 “MERITAGE AT VICTORIA, 50’ WIDE HOMES” A request by Greg Davis on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11A on 111 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.

DATE: NOVEMBER 7, 2012

PLANNING & ZONING COMMISSION RECOMMENDATION

The Planning Commission recommended approval DR12-053, Design Review for Meritage Homes at Victoria, 50’ wide product, subject to the Conditions of Approval contained in this report.

STAFF RECOMMENDATION

Staff concurs with the Planning Commission’s recommendation.

RELEVANT COUNCIL GOAL

Corporate Strategic Plan – Key Result Area 7 - Objective 1: Maintain a balanced community.

General Plan - Land Use Element - Goal Number 3: Develop superior residential neighborhoods.

PROPOSED MOTION

Move to approve DR12-053, Design Review for Meritage Homes at Victoria, 50' wide product, subject to the Conditions of Approval contained in this report.

SUMMARY

The proposal consists of a request for approval of six floor plans with three distinct elevations each to be built on the 111 lots in the Victoria Subdivision on Parcel 11A. Architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. Floor plans range in size from 2,457 square feet to 4,436 square feet.

HISTORY

| | |
|-------------------|--|
| October 10, 2012 | Planning Commission recommended approval of DR 12-053, Meritage Homes at Victoria, 50' wide product. |
| September 5, 2012 | Town Council approved Ordinance 518-12 for Victoria Parcels 10, 11 and 11A. |
| August 8, 2012 | Planning Commission recommends approval RZ12-034. |
| December 2, 2009 | Town Council Approved Ordinance 466-09 and Resolution 813-09 for Taylor Morrison at Victoria creating an active adult community in addition to Preliminary Plat Approval for Parcels 10, 11 and 11A. |
| April, 2004 | Town Council approved Ordinance 284-04 Preliminary Plats for Victoria 10, 11 and 11A. |

DISCUSSION

| Subdivision Information | |
|--------------------------------|--|
| Project Name | Victoria, Parcel 11A |
| Site Location | northeast corner of Ocotillo and Hawes roads |
| Current Zoning | R1-7 PAD |
| General Plan Designation | MDR (2-3 DU/AC) |
| Total Lots/Units | 111 |
| Density | 2.73 DU/AC |
| Minimum Lot Width | 70' |
| Minimum Lot Depth | 120' |
| Minimum Lot Area | 8,400 minimum square feet |
| Front Yard Setback | 20' (15' with a qualifying front porch) |
| Rear Yard Setback | 25' |

| Subdivision Information | |
|--------------------------------|------------|
| Side Yard Setback | 5' and 10' |
| Lot Coverage Current | 40% |

Design Review Request

Meritage Homes is proposing to use six different floor plans with three elevations each in this subdivision. The proposed architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. The homes range in size from 2,457 square feet to 4,436 square feet.

All of the proposed models meet the requirements for front porches and rear covered patios. All of the front porches meet the requirements to allow for an additional 5% in lot coverage for a total of 45%.

Upon review of the product, Staff determined there were deviations between the floor plans and the plot plans related to the 40% garage width requirement. Staff met with the applicant and confirmed that some of the plans were indeed over the 40% due to drafting errors, and minor redesigns were required to meet the 40% garage face requirement. The applicant has provided additional exhibits that show all plans are now in compliance with this provision of the Zoning Ordinance.

The elevations have been reviewed with additional conditions of approval added to address areas where architecture could be enhanced. Staff supports the applicant's request with these additional conditions.

| Plan | Square Footage | Stories |
|----------|----------------|---------|
| 150.2457 | 2,457 | 1 |
| 150.2742 | 2,742 | 1 |
| 250.3395 | 3,395 | 2 |
| 250.3733 | 3,733 | 2 |
| 250.4263 | 4,263 | 2 |
| 250.4436 | 4,436 | 2 |

Planning Commission Discussion

At the Regular Session, the 50' product line was removed from the consent agenda and discussed by the Commissioners. Commissioner Arrington made a comment to introduce visual embellishments such as vertical / horizontal stucco to break up the mass wall on models 150.2457 and 250.2472. The applicant agreed that they would make those changes for staff approval on the final construction drawings.

Additionally, Vice-Chairman Ingram confirmed that all of the garage designs will need to comply with the 40% garage requirement, and the applicant agreed that they would, and agreed to staff inclusion of the stipulation confirming that fact.

Chairman Sossaman made a statement that it appears the Council wants to stick with the current 40% garage frontage requirement and Commissioner Robinson commented that he hoped that the Council's adherence to the 40% garage requirement standard doesn't adversely affect builders design of homes with wider lots.

ANALYSIS

General Plan Review: The project is located in the Medium Density Residential designation (2-3 DU/AC). This project has a built density of 2.76 DU/AC which complies with the General Plan and a change in density is not being proposed.

Zoning Review: The zoning designation of the property is R1-7 PAD.

Design Review: The applicant is proposing six new floor plans with three distinct elevations each. The styles are Spanish Colonial, Ranch Territorial and Craftsman with square footages ranging from 2,457 square feet to 4,436 square feet

Landscape / Open Space / Fence Plan Review: There are no changes proposed to the landscape plan.

PUBLIC COMMENTS

Staff has received no comments on this proposal.

CONDITIONS OF APPROVAL

1. All standard plans shall provide a residential front yard landscape package.
2. All floor plans shall comply with the 40% garage face requirement.
3. All garage doors shall incorporate windows in the design.
4. Construction of the project shall conform to the exhibits presented and conditions stipulated by any and all applicable development agreements, all subsequent amendments and/or resolutions.
5. Proposed access doors from the garage to the exterior shall be standard.
6. Decorative window shall be added to the kitchen nook on plan 150.2742 for the side elevation.
7. Plans 150.2457 and 150.2472 shall introduce visual embellishments such as vertical / horizontal stucco to break up the mass wall.
8. Shutters shall be constructed using a faux-wood material such as NESCO or similar type product.

9. Wainscoting shall be extended to the return walls on applicable elevations.

| |
|--------------------|
| ATTACHMENTS |
|--------------------|

1. Location Map
2. DR Book
3. DRAFT Planning Commission minutes

- 1. Discussion on DR12-053, Victoria PAD, Parcels 10, 11, 11A (50' Wide Series),** a request by Greg Davis, on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11A on 111 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.

Meritage Homes is proposing to use six different floor plans with three elevations each in this subdivision. The homes range in size from 2,457 square feet to 4,436 square feet. All of the proposed models meet the requirements for front porches and rear covered patios. All of the front porches meet the requirements to allow for an additional 5% in lot coverage for a total of 45%. Council indicated at the October 3 session that they intend to uphold the 40% garage face standard. Staff has added a condition of approval that all plans must comply with the 40% garage face requirement. The elevations have been reviewed with additional conditions of approval added to address areas where architecture could be enhanced. Staff supports the applicant's request with these additional conditions.

QUESTIONS/COMMENTS FROM THE COMMISSIONERS

Commissioner Arrington: Can the builder introduce visual embellishments such as vertical/horizontal stucco to break up the mass wall on models 150.2457 and 150.2472?

Yes, these particular models had success for the builder in other communities. The applicant is willing to work with staff to solve any problems/issues concerning architectural features.

Vice-Chairman Ingram: How far apart are the homes in this series? Is the builder receptive to alternate floor plans/designs?

The homes are 65' wide and 15' apart. Meritage has had success with these models in other communities, but have indicated they are willing to work out any issues.

Commissioner Robinson: I like having solar options.

Planning Commission DRAFT Regular Session Minutes 10/12/2012

- 2. Consent Agenda:** Matters listed under the Consent Agenda are considered to be routine and will be enacted by one motion and one vote. Public Hearing items are designated with an asterisk (*). Prior to consideration of the Consent Agenda, the Chairman will ask whether any member of the public wishes to remove a Public Hearing item for separate consideration. Members of the Commission and/or staff may remove any item for separate consideration.

- a. Consideration and Possible Approval of the September 12, 2012 Work Study and Regular Session Minutes.
- * b. **Public Hearing and Possible Continuance on RZ12-057/SD12-058, Ocotillo Heights, Phase II**, a request for rezoning and subdivision plat approval of an approximate 64-acre residential subdivision to contain 174 lots. The property is currently zoned R1-43, and includes a request for design review approval of 5 floor plans with 3 elevations each. The property is located at the northwest corner of Signal Butte and Rittenhouse roads. **The applicant has requested a continuance for this case until the November 14 Planning and Zoning Commission meeting.**
- c. **Consideration and Possible Action on DR12-053, Victoria PAD, Parcels 10, 11, 11A (50' Wide Series)**, a request by Greg Davis, on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11A on 111 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.
- d. **Consideration and Possible Action on DR12-068, Victoria PAD, Parcels 10, 11, 11A (60' Wide Series)**, a request by Greg Davis, on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11 on 77 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.

*** Item C & D were removed from the Consent Agenda for further discussion.**

MOTION: Vice-Chairman Ingram

To approve the Consent Agenda, as presented, without Items C & D

2nd MOTION: Commissioner Matheson

Vote: All Ayes. **Motion carried 6-0.**

DISCUSSION: DR12-053, Victoria PAD, Parcels 10, 11, 11A (50' Wide Series)

Meritage Homes is proposing to use six different floor plans with three elevations each in this subdivision. The proposed architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. The homes range in size from 2,457 square feet to 4,436 square feet.

All of the proposed models meet the requirements for front porches and rear covered patios. All of the front porches meet the requirements to allow for an additional 5% in lot coverage for a total of 45%.

Upon review of the product, Staff has determined that minor redesigns are required to meet the 40% garage face requirement. Only models shown in the 50' wide series fail to conform to the Town's 40% garage face standard. Models presented in Item 5 (60' wide series) all comply with the 40% garage face requirement. Council has indicated that they intend to uphold the 40% garage face standard. Staff has added a condition of approval that all plans must be in compliance to the 40% garage face requirement. Greg Davis stated that all 50' wide model plans will be modified so that the 40% garage face requirement is met. The elevations have been reviewed with additional conditions of approval added to address areas where architecture could be enhanced. Staff supports the applicant's request with these additional conditions.

QUESTIONS/COMMENTS FROM THE COMMISSIONERS

Commissioner Arrington: Can the builder introduce visual embellishments such as vertical/horizontal stucco to break up the mass wall on models 150.2457 and 150.2472?

Yes, these particular models had success for the builder in other communities. The applicant is willing to work with staff to solve any problems/issues concerning architectural features.

Vice-Chairman Ingram: Are all 50' product models over the 40% garage requirement standard? Yes, all the models presently have garage lot coverage slightly over the 40% design standard. all will need a 16' garage door with 2' side returns on each side.

Chairman Sossaman: Council wants to stick with the current 40% garage frontage requirement.

Commissioner Robinson: I hope Council's adherence to the 40% garage requirement standard doesn't adversely affect builders design homes with wider lots.

MOTION: Commissioner Arrington

To approve DR12-053, Victoria PAD, Parcels 10, 11, 11A (50' Wide Series), with the following stipulation: **"To add either vertical or horizontal stucco architectural features to break up mass walls as presented in designs of models 150.2457 and 150.2742"**.

2nd MOTION: Vice-Chairman Ingram

VOTE: All Ayes. **Motion carried 6-0.**

Requesting Department:
Development Services



TO: HONORABLE MAYOR AND TOWN COUNCIL

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

**FROM: WAYNE BALMER, AICP
PLANNING ADMINISTRATOR**

**DAVID WILLIAMS
SENIOR PLANNER**

RE: DISCUSSION AND POSSIBLE ACTION DR12-068 “MERITAGE AT VICTORIA, 60’ WIDE HOMES” A request by Greg Davis on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11 on 77 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.

DATE: NOVEMBER 7, 2012

PLANNING & ZONING COMMISSION RECOMMENDATION

The Planning Commission recommended approval DR12-068, Design Review for Meritage Homes at Victoria, 60’ wide product, subject to the Conditions of Approval contained in this report.

STAFF RECOMMENDATION

Staff concurs with the Planning Commission’s recommendation.

RELEVANT COUNCIL GOAL

Corporate Strategic Plan – Key Result Area 7 - Objective 1: Maintain a balanced community.

General Plan - Land Use Element - Goal Number 3: Develop superior residential neighborhoods.

PROPOSED MOTION

Move to approve DR12-068, Design Review for Meritage Homes at Victoria, 60' wide product, subject to the Conditions of Approval contained in this report.

SUMMARY

The proposal consists of a request for approval of six floor plans with three distinct elevations each to be built on the 77 lots in the Victoria Subdivision on Parcel 11. Architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. Floor plans range in size from 3,280 square feet to 5,686 square feet.

HISTORY

| | |
|-------------------|--|
| October 10, 2012 | Planning Commission recommended approval of DR 12-068, Meritage Homes at Victoria, 60' wide product. |
| September 5, 2012 | Town Council approved Ordinance 518-12 for Victoria Parcels 10, 11 and 11A. |
| August 8, 2012 | Planning Commission recommends approval RZ12-034. |
| December 2, 2009 | Town Council Approved Ordinance 466-09 and Resolution 813-09 for Taylor Morrison at Victoria creating an active adult community in addition to Preliminary Plat Approval for Parcels 10, 11 and 11A. |
| April, 2004 | Town Council approved Ordinance 284-04 Preliminary Plats for Victoria 10, 11 and 11A. |

DISCUSSION

| Subdivision Information | |
|--------------------------------|--|
| Project Name | Victoria Parcel 11 |
| Site Location | northeast corner of Ocotillo and Hawes roads |
| Current Zoning | R1-9 PAD |
| General Plan Designation | MDR (2-3 DU/AC) |
| Total Lots/Units | 111 |
| Density | 2.60 DU/AC |
| Minimum Lot Width | 80' |
| Minimum Lot Depth | 124' |
| Minimum Lot Area | 9,920 minimum square feet |
| Front Yard Setback | 20' (15' with a qualifying front porch) |
| Rear Yard Setback | 25' |

| Subdivision Information | |
|--------------------------------|----------------|
| Side Yard Setback | 7.5' and 12.5' |
| Lot Coverage Current | 40% |

Design Review Request

Meritage Homes is proposing to use six different floor plans with three elevations each in this subdivision. The proposed architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. The homes range in size from 3,280 square feet to 5,686 square feet.

All of the proposed models meet the requirements for front porches and rear covered patios. All of the front porches meet the requirements to allow for an additional 5% in lot coverage for a total of 45%.

The elevations have been reviewed with additional conditions of approval added. The elevations incorporate 360 degree architecture, and appear to meet the requirements set forth in the Zoning Ordinance.

| Plan | Square Footage | Stories |
|----------|----------------|---------|
| 160.3280 | 3,280 | 1 |
| 160.3881 | 3,881 | 2 |
| 260.4401 | 4,401 | 2 |
| 260.4757 | 4,757 | 2 |
| 260.5294 | 5,294 | 2 |
| 260.5686 | 5,686 | 2 |

Planning Commission Discussion

At the Regular Session, the 60' product line was removed from the consent agenda and discussed by the Commissioners. Commissioners Reyes and Matheson discussed construction of 2 story lots backing to Hawes Road and felt that they should be limited.

There was additional discussion regarding how many floor plans are one story versus two story homes. The applicant indicated there is only one single story floor plan proposed at this time, however they are considering proposing more in the future.

A motion to recommend approval of the case was made with a stipulation to limit the number of two story homes to be built on the 5 lots backing Hawes Road to a maximum of 3 and was approved unanimously.

ANALYSIS

General Plan Review: The project is located in the Medium Density Residential designation (2-3 DU/AC). This project has a built density of 2.6 DU/AC which complies with the General Plan and a change in density is not being proposed.

Zoning Review: The zoning designation of the property is R1-9 PAD.

Design Review: The applicant is proposing six new floor plans with three distinct elevations each. The styles are Spanish Colonial, Ranch Territorial and Craftsman with square footages ranging from 3,280 square feet to 5,686 square feet

Landscape / Open Space / Fence Plan Review: There are no changes proposed to the landscape plan.

PUBLIC COMMENTS

Staff has received no comments on this proposal.

CONDITIONS OF APPROVAL

1. All standard plans shall provide a residential front yard landscape package.
2. All garage doors shall incorporate windows in the design.
3. Construction of the project shall conform to the exhibits presented and conditions stipulated by any and all applicable development agreements, all subsequent amendments and/or resolutions.
4. Proposed access doors from the garage to the exterior shall be standard.
5. Shutters shall be constructed using a faux-wood material such as NESCO or similar type product.
6. Wainscoting shall be extended to the return walls on applicable elevations.
7. Lots 1-5 of Parcel 11 shall be limited to a maximum of 3 two story homes.

ATTACHMENTS

1. DR Book
2. DRAFT Planning Commission minutes

- 1. Discussion on DR12-068, Victoria PAD, Parcels 10, 11, 11A (60' Wide Series),** a request by Greg Davis, on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11 on 77 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads. Meritage Homes has proposed three (3) architectural styles; Spanish Colonial, Ranch Territorial and Craftsman. The homes range in size from 3,280 square feet to 5,686 square feet (80' deep lots). All of the proposed models meet the requirements for front porches and rear covered patios. All of the front porches meet the requirements to allow for an additional 5% in lot coverage. The elevations incorporate 360 degree architecture, and appear to meet the requirements set forth in the Zoning Ordinance. All of the models in the 60' series meet the 40% garage face requirement standard. Staff recommends approval, providing the Conditions of Approval are met (in Staff Report).

QUESTIONS/COMMENTS FROM THE COMMISSIONERS

Chairman Sossaman: Lots 125' deep are not as opposing and present a unique situation.

Vice-Chairman Ingram: Do we currently have any stipulations that state how many two-story homes can be built next to one another?

There is not any type of stipulation in the Zoning Ordinance that prohibits how many two-story homes can be built next to one another, but the Commission can always make such a stipulation when approving a subdivision.

Vice-Chairman Ingram: How deep is the retention basin?

Maximum depth for the retention basin is 4'.

Commissioner Matheson: Are there any half-way streets between Ocotillo and Hawes roads?

No, there are no halfway streets between Ocotillo/Hawes roads but there is one just south of the Arizona Boys Ranch.

Planning Commission DRAFT Regular Session Minutes 10/12/2012

Consideration and Possible Action on DR12-068, Victoria PAD, Parcels 10, 11, 11A (60' Wide Series), a request by Greg Davis, on behalf of Meritage Homes, for approval of six new floor plans with three elevations each to be constructed in Parcel 11 on 77 lots in the Victoria Subdivision located at the northeast corner of Ocotillo and Hawes roads.

*** Item C & D were removed from the Consent Agenda for further discussion.**

MOTION: Vice-Chairman Ingram

To approve the Consent Agenda, as presented, without Items C & D

2nd MOTION: Commissioner Matheson
Vote: All Ayes. **Motion carried 6-0.**

DISCUSSION: DR12-068, Victoria PAD, Parcels 10, 11, 11A (60' Wide Series) Meritage Homes is proposing to use six different floor plans with three elevations each in this subdivision. The proposed architectural styles are Spanish Colonial, Ranch Territorial and Craftsman. The homes range in size from 3,280 square feet to 5,686 square feet.

All of the proposed models meet the requirements for front porches and rear covered patios.

All of the front porches meet the requirements to allow for an additional 5% in lot coverage.

The elevations incorporate 360 degree architecture, and appear to meet the requirements set forth in the Zoning Ordinance. Staff recommends approval with the following stipulations:

- All standard plans shall provide a residential front yard landscape package.
- All garage doors shall incorporate windows in the design.
- Construction of the project shall conform to the exhibits presented and conditions stipulated by any and all applicable development agreements, all subsequent amendments and/or resolutions.
- Proposed access doors from the garage to the exterior shall be standard.
- Shutters shall be constructed using a faux-wood material such as NESCO or similar type product.

QUESTIONS/COMMENTS FROM THE COMMISSIONERS

Vice-Chairman Ingram: No more than three (3) two-story homes should be built along the back of Hawes Road.

Commissioner Reyes: How many single level models will be offered?

One (1) model will be offered with three (3) elevations.

Commissioner Matheson: If we stipulate that no more than three (3) two-story homes are to be built along Hawes Road, will there be any problems in selling lots 1-5?

Traditionally, single level homes have sold better than two-story homes, so the builder does not anticipate any hardship with selling these lots.

MOTION: Vice-Chairman Ingram

To approve DR12-068, Victoria PAD, Parcels 10, 11, 11A (60' Wide Series), with the following stipulation: **“No more than three (3) two-story homes shall be built along the back of Hawes Road”.**

2nd MOTION: Vice-Chairman Ingram
VOTE: All Ayes. **Motion carried 6-0.**

Requesting Department:
Community Development



TO: HONORABLE MAYOR AND TOWN COUNCIL

**THROUGH: JOHN KROSS, AICP
TOWN MANAGER**

**FROM: WAYNE BALMER, AICP
PLANNING MANAGER**

**DAVID WILLIAMS
SENIOR PLANNER**

**RE: REQUEST FOR CONTINUANCE ON CASE NO. RZ12-057/SD12-058,
"OCOTILLO HEIGHTS PHASE 2."** Request to rezone the property from R1-43 to R1-7 PAD, in addition to approval of a preliminary plat for 174 lots on 63.5 acres located west of Signal Butte Road, 1/2 mile south of Ocotillo Road.

DATE: NOVEMBER 7, 2012

The applicant is requesting a continuance until the Town Council Meeting scheduled for December 5, 2012 at 7:00 PM in order to allow additional time to prepare architectural materials for review. This case has been advertised as a public hearing and comments should be received, prior to a motion being made.

Requesting Departments:

Economic Development



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER

FROM: DOREEN COTT, DIRECTOR OF ECONOMIC DEVELOPMENT
KIM MOYERS, ECONOMIC DEVELOPMENT SPECIALIST

RE: DISCUSSION AND POSSIBLE APPROVAL OF A ONE-YEAR
MARKETING PARTNERSHIP AGREEMENT WITH THE OLD TOWN
QUEEN CREEK ALLIANCE.

DATE: NOVEMBER 7, 2012

Town Center Committee Recommendation:

The Town Center Committee recommends approval of a marketing partnership agreement with The Old Town Queen Creek Alliance.

Relevant Council Goal(s):

KRA 6: Image/Identity. Objective 2: Implement a community-marketing plan tied to mission, vision and values through a comprehensive branding effort.

Arts, Culture and Experience is a targeted sector within the Council approved Economic Development Strategic Plan, with a focus on attracting visitors and businesses to the community.

Proposed Motion:

Move to approve a one year marketing partnership agreement with The Old Town Queen Creek Alliance.

Discussion:

Earlier this year with the help of the Chamber of Commerce, the Old Town Queen Creek Alliance was formed to strengthen the visibility and viability of this unique area of the Town Center's business community. The Alliance has been meeting weekly to develop goals and objectives that benefit the Town and will help draw new visitors to the community. The Alliance is also exploring options regarding becoming a non-profit entity.

Among the projects that the Alliance is working on is the development of a marketing brochure to be distributed at the Town's partner locations (Horseshoe Park & Equestrian Centre, the Queen Creek Olive Mill, Schnepf Farms, Queen Creek Performing Arts Center and Barney Family Sports Complex). The Alliance hopes to have these available before the Shop Queen Creek for the Holidays promotion begins in mid-November.

In September, the Old Town Queen Creek Alliance gave a presentation to the Town Center Committee requesting the opportunity to become a marketing partner of the Town. This partnership would allow them use of the Town's marketing sources (i.e., underpass banner, coroplast signs, promotion on Town's website and Facebook pages) to promote the Old Town Queen Creek businesses (as a whole).

The Alliance is different from the other approved marketing partners due to the infancy of their efforts and the variety of businesses the group is working to represent. The Old Town area is a unique part of the community and as the Town continues to grow and new commercial centers are developed the smaller, original businesses have lost some of its identity. The Town Center Committee feels it is important to work with the Alliance to promote and strengthen the visibility of the businesses that may be bypassed because of traffic patterns on Ellsworth Loop Road.

If approved, staff will work with the Alliance to develop a tailored partnership agreement to meet the specific needs of the Alliance and the Town. The agreement will come back to the Council for approval in the future.

Fiscal Impact: None.

Alternatives:

- 1) The Council may decide not to move forward with a marketing partnership agreement.
- 2) The Council may approve moving forward with a marketing partnership agreement with specific stipulations.

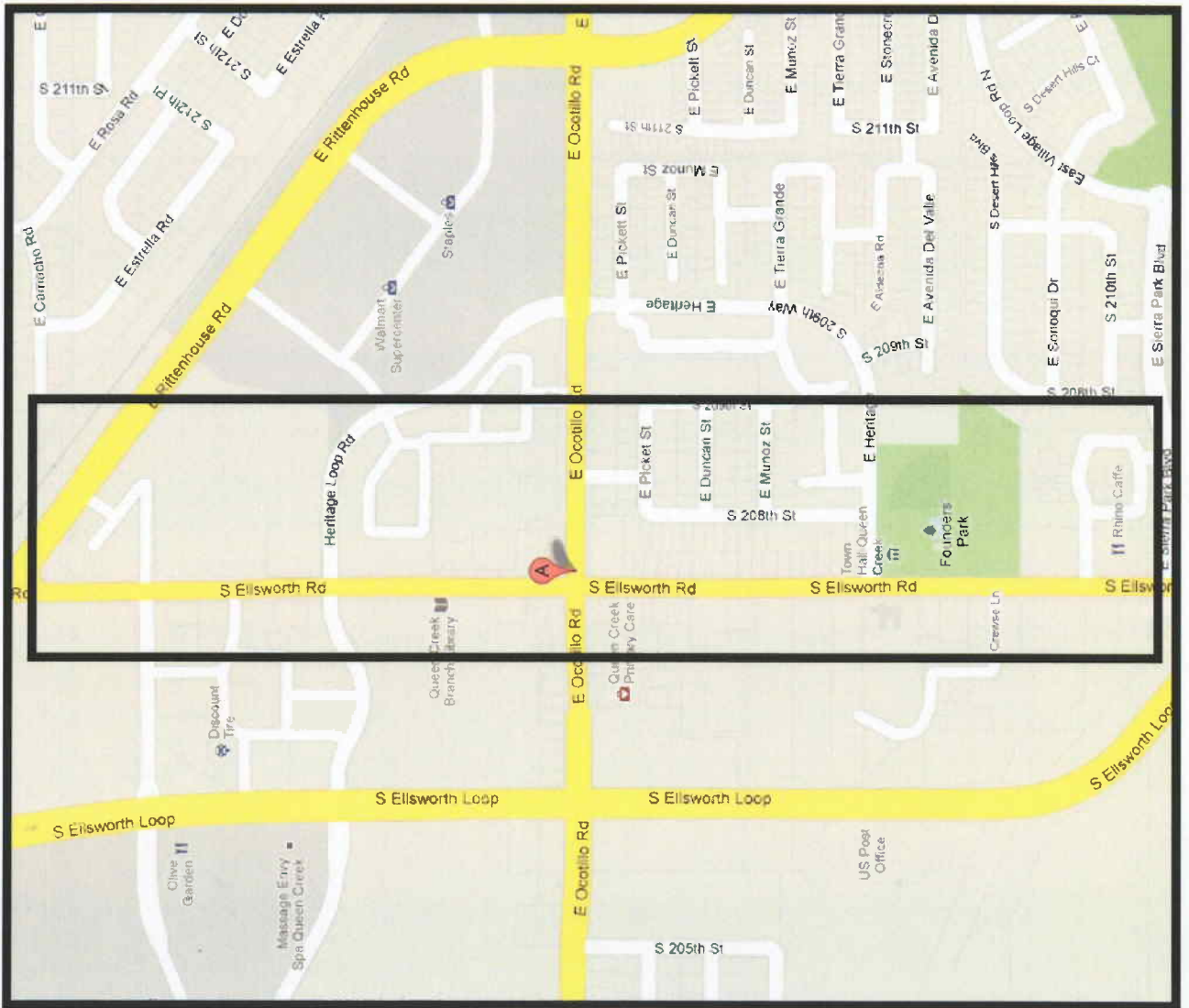
Attachments:

- Boundary map of the Old Town Queen Creek defined area.
- DRAFT banner design.
- DRAFT marketing piece produced by the Alliance.

Old Town Queen Creek Boundaries

Old Town Queen Creek will include any business located within the black box.

An Old Town Queen Creek brochure will explain the history of Queen Creek along with a current directory and map including all land marks and businesses. This brochure will be distributed from the Town and all Town Partners.



OLD TOWN QUEEN CREEK . COM



**Julienne's
Salon & Spa**



**Queen Creek
Cafe & Burger Bar**



Sushi Creek



Rudy's Restaurant



**The Cottage
at Queen Creek**

SLOW DOWN AND SEE OLD TOWN

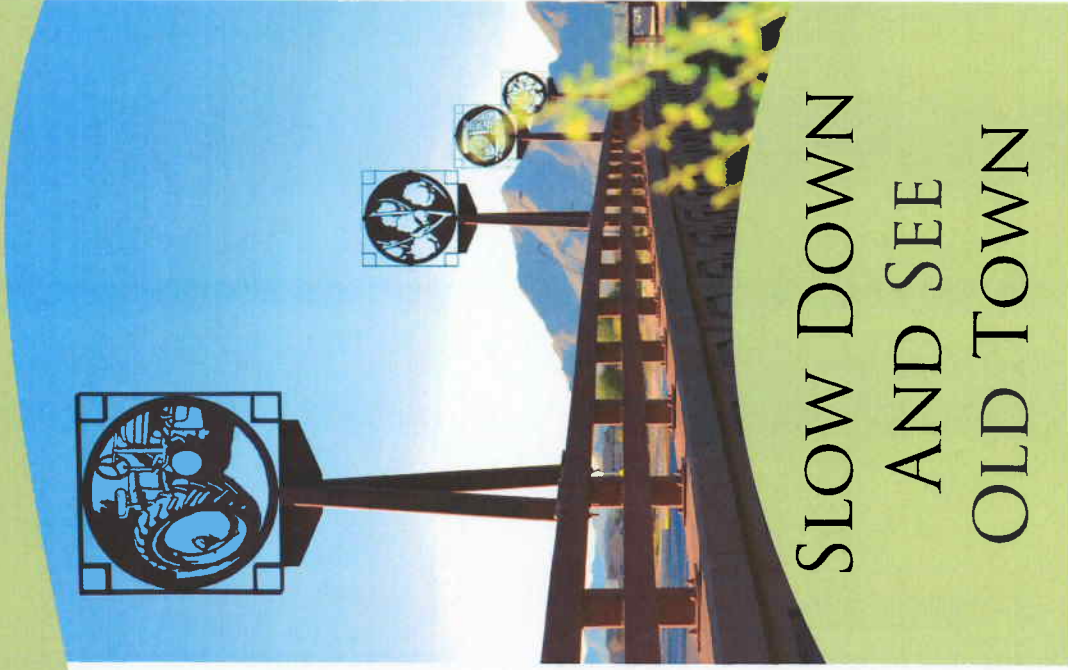
OLD TOWN QUEEN CREEK HISTORY

Agriculture and the bounty of the land continue to support the foundation upon which Queen Creek plans and builds its future. The fertile valley below the San Tan Mountains offered a safe haven for the early Indian communities and the homesteaders who farmed and ranched along Queen Creek Wash. Citrus, cotton, pecans, vegetables, and other crops still provide for area families, and the wash is a key element in the Town's plan for future recreational trails and open space.

By the time Arizona became a state in 1912, a true community had been formed in Queen Creek. Residents established traditions of neighborliness and rural fun. Since its incorporation as a Town in 1989, Queen Creek has remained a family place, where residents take pride in independence. It's a "first name" community, where a person behind the counter isn't an uncaring stranger, but someone who will know you by name. Offering a wide variety of community events throughout the year, shopping and dining to please all tastes, and parks and trails by the mile, Queen Creek offers the comfort of the country with the convenience of the city!

OLD TOWN QUEEN CREEK

WWW.OLDTOWNQUEENCREEK.COM



SLOW DOWN
AND SEE
OLD TOWN

FEATURED OLD TOWN BUSINESSES

**Queen Creek
Restaurant
& Burger Bar**
SMASHED FRESH!

SAN TAN DENTAL CARE
CHRISTINE L. D. CLAVERIA, DMD
CREATING HEALTHY SMILES

**RE/MAX
Property Shop**
propertyshopaz.com

SUSHI
CREEK

Shebel
Ink
Tattoo

Julienne's
Salon & Spa

Sorella Caffé
a better start of affections

**Rudy's
Restaurant
& Cantina**
A Taste Of Old Mexico
Breakfast - Lunch - Dinner

SHINING STARS
Learning Center

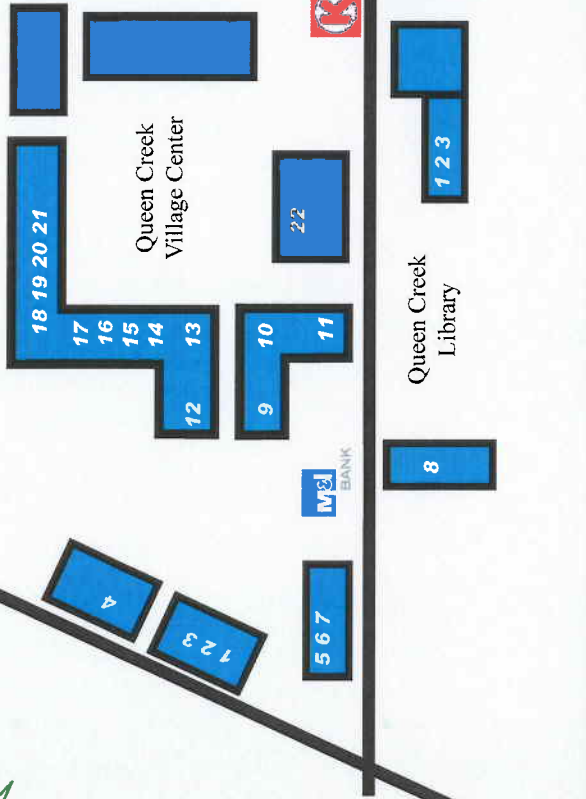
Receive 15% off your purchase at any of the featured businesses.
Present brochure to receive discount. Some restrictions may apply.



OLD TOWN

QUEEN CREEK

WWW.OLDTOWNQUEENCREEK.COM

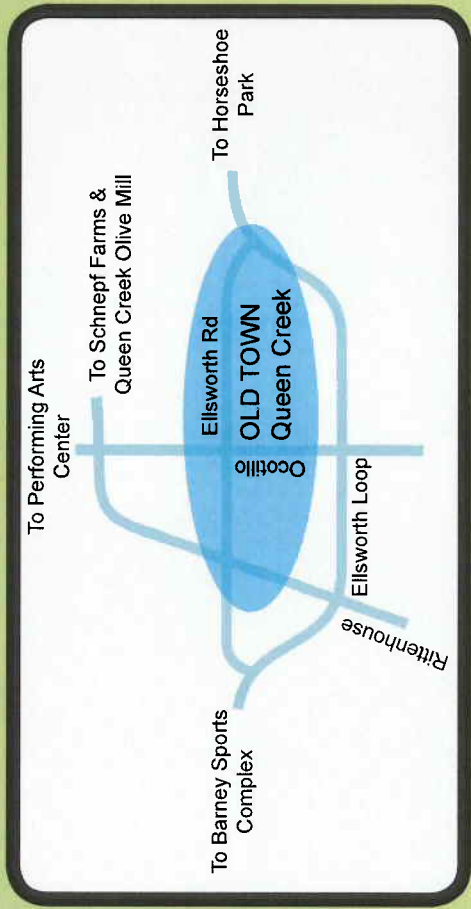


SLOW DOWN AND SEE OLD TOWN

DIRECTORY

1. Firehouse Subs 000.000.0000

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Requesting Department:
Economic Development



TO: HONORABLE MAYOR AND TOWN COUNCIL
THROUGH: JOHN KROSS, TOWN MANAGER
FROM: DOREEN COTT, ECONOMIC DEVELOPMENT DIRECTOR
KIM MOYERS, ECONOMIC DEVELOPMENT SPECIALIST
RE: DISCUSSION AND POSSIBLE APPROVAL TO UTILIZE THE EAST SIDE OF THE ELLSWORTH ROAD UNDERPASS TO PROMOTE QUEEN CREEK BUSINESSES.
DATE: November 7, 2012

Town Center Committee Recommendation:

The Town Center Committee recommends approval to utilize the east side of the Ellsworth Loop Road underpass to promote Queen Creek businesses with the following criteria:

- Town staff to install and remove banners monthly
- Chamber of Commerce will administer the program
- Monies collected from the program to be reinvested for future Town Center projects to be determined by Town Center Committee
- Town marketing partners (Schnepf Farms, the Queen Creek Olive Mill, Barney Family Sports Complex, Queen Creek Performing Arts Center) that are eligible to advertise on the west side of the underpass would not be eligible to advertise on the east side.

Staff Recommendation:

Staff recommends approval to utilize the east side of the Ellsworth Loop Road underpass to promote Queen Creek businesses as proposed by the Town Center Committee.

Proposed Motion:

Move to approve the utilization of the east side of the Ellsworth Loop Road underpass to promote local business as proposed by the Town Center Committee.

Discussion:

The Old Town Queen Creek Alliance met with Town Center Committee in September 2012 to discuss the possibility of utilizing the east side of the Ellsworth Loop Road underpass to promote the Queen Creek business community. The Alliance realized the limitations to using the west side underpass due to the Town's commitment to its own programs and of the current marketing partners. The Alliance suggested the use of the

east side of the underpass to promote not only Town Center businesses but all businesses within the Queen Creek boundaries. The banners can be utilized to promote a business or event, it is not event specific. The Alliance also suggested a monthly fee of \$500 to utilize the space. This does not include the cost of the banner which is the responsibility of the individual businesses. The Town Center Committee asked staff to research the idea with the Queen Creek Chamber for possible implementation.

Staff and the Chamber determined that the Chamber would take the lead on this initiative and administer the program if approved. Town staff will be responsible for installing the frame to hold the banners and the installation and removal of the signs. Installation of the signs will occur on a monthly basis on a schedule that coincides with the monthly maintenance on the west side of the underpass.

The Chamber will coordinate the schedule and work with the business community to ensure that the signs include the company's logo, address and appropriate photos. The Chamber will work to develop 2-4 different sign templates to assist businesses with the design process. No political signs or signs promoting alcohol, gambling tobacco or sexual explicit materials.

Staff presented findings and options to the Town Center Committee at the October 2012 meeting. The Committee made a formal Motion to approve with the following criteria:

- Town staff to install and remove banners monthly
- Chamber of Commerce will administer the program
- Monies collected from the program to be reinvested for future Town Center projects to be determined by Town Center Committee
- Town marketing partners (Schnepf Farms, the Queen Creek Olive Mill, Barney Family Sports Complex, Queen Creek Performing Arts Center) that are eligible to advertise on the west side of the underpass would not be eligible to advertise on the east side.

Alternatives:

- 1.) Council may choose not to approve the use of the east side Ellsworth Loop Road underpass for marketing purposes.
- 2.) Approve but with modifications to the Town Center Committee's criteria.
- 3.) Approve as a 12-month pilot program to be reviewed and evaluated after the initial year.

Fiscal Impact:

Staff estimates an extra 1.5 hours to 2.0 hours per month to put up and take down banners.

Approximate lease fee of \$500 per month. A maximum of \$6,000 per year would be reinvested to promote development within the Town Center.

Requesting Department:

Town Manager



TO: HONORABLE MAYOR AND TOWN COUNCIL

THROUGH: JOHN KROSS, TOWN MANAGER
PATRICK FLYNN, ASSISTANT TOWN MANAGER

FROM: TRACY CORMAN, SENIOR MANAGEMENT ASSISTANT

RE: CONSIDERATION AND POSSIBLE ACTION ON RESOLUTION NO. 920-12, AUTHORIZING AND DIRECTING THE MAYOR, TOWN MANAGER, TOWN CLERK AND TOWN ATTORNEY TO DO ALL ACTS, EXECUTE ALL DOCUMENTS AND PAY ALL FEES NECESSARY FOR THE ACQUISITION OF THE ASSETS OF THE H2O INC. WATER UTILITY.

DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends approval of Resolution No. 920-12, authorizing and directing the Mayor, Town Manager, Town Clerk and Town Attorney to do all acts, execute all documents and pay all fees necessary for the acquisition of the assets of the H2O Inc. Water Utility.

Relevant Council Goal(s):

KRA 4 Environment; Goal 2 Ensure a safe and sustainable water supply
KRA 5 Financial Management/Internal Services & Sustainability

Proposed Motion:

Move to approve Resolution No. 920-12, authorizing and directing the Mayor, Town Manager, Town Clerk and Town Attorney to do all acts, execute all documents and pay all fees necessary for the acquisition of the assets of the H2O Inc. Water Utility.

Discussion:

Currently there is a 3.5 mile portion of the Town not served by the Town-owned water services. This area encompasses a large residential development named Church Farms. At build out, Church Farms will be home to 20% of all Town residents. While these residents receive fire, sewer, and trash collection services from the Town, they receive their water from the H2O, Inc Water Utility.

At the same time as the population of the community grows, and infrastructure ages, the Town has been reviewing the needs for capital improvements to expand water capacity. In just a few years the cost of these improvements would be roughly \$11.9 million. The Town would need to raise fees, taxes and/or seek out bonds to pay for the project.

In an effort to provide continuity of services and seamless fire protection for all Town residents, several months ago the Town initiated discussions with the H2O Water Inc. Utility to review options for acquiring the right to serve the 3.5 square miles. Discussion ensued over several months. In reviewing the details of H2O's operations and infrastructure, it was discovered that if the Town were to acquire the entire company, the need for capital improvement to expand current Queen Creek water capacity would be greatly reduced, and could be delayed by several years due to the added infrastructure and security systems as well as additional water capacity.

The attached resolution provides staff the authority to begin the formal process of acquiring the company. The potential acquisition will take a number of months to complete and finalize. This resolution provides the first step in the process.

The next steps would include:

- Negotiating and finalizing the purchase terms for the H2O Inc. Water Utility.
- Negotiating and finalizing the purchase contract.
- Applying to the Water Infrastructure Finance Authority for a low interest loan.
- Receiving approval of the purchase from the Arizona Corporation Commission.
- Engagement of bond council and financial advisors.

Resolution 920-12 gives Town staff authority to negotiate the purchase terms with the H2O Inc. Water Utility. Approval of this resolution does not commit the Town to the purchase, or any agreements or terms. Once purchase terms have been established, they will be brought back to the Council for review and consideration prior to proceeding with an acquisition.

Fiscal Impact:

Approval of Resolution 920-12 authorizes staff to negotiate the purchase terms of the Company. The purchase terms will be brought back to a future Council Meeting for review and consideration, including the evaluation of the fiscal impact to the Town.

Alternatives:

The Council may decide not to authorize staff to take action to initiate the acquisition of the H2O Water Company.

Attachments:

Resolution 920-12

RESOLUTION 920-12

A RESOLUTION OF THE MAYOR AND COMMON COUNCIL OF THE TOWN OF QUEEN CREEK, ARIZONA, DECLARING A PUBLIC NEED AND NECESSITY AND A PUBLIC PURPOSE; AUTHORIZING AND DIRECTING THE TOWN MANAGER, TOWN ATTORNEY AND TOWN STAFF TO TAKE ANY AND ALL ACTION NECESSARY; AND, TO SIGN ANY AND ALL DOCUMENTS; AND TO PAY ANY AND ALL COSTS OR FEES IN ORDER TO ACQUIRE THE BUSINESS KNOWN AS THE H2O INC WATER UTILITY, COMPRISING REAL AND/OR PERSONAL PROPERTY LOCATED IN QUEEN CREEK, ARIZONA, AND IN PORTIONS OF UNINCORPORATED PINAL COUNTY AND MARICOPA COUNTY THROUGH GIFT, PURCHASE, OR EMINENT DOMAIN.

NOW, THEREFORE, BE IT RESOLVED by the Mayor and Common Council of the Town of Queen Creek, Arizona, as follows:

- Section 1.** That pursuant to ARS § 9-241 (A), the municipal corporation may purchase, receive, hold, lease and convey property, real and personal, necessary or proper to carry out the purposes of the corporation, within or without its limits.
- Section 2.** That pursuant to ARS § 9-511, the municipal corporation may engage in business of public nature and acquire property to further such purposes.
- Section 3.** That the Town has identified a certain business known as the H2O Inc. Water Utility which engages in a service of a public nature which the Town now wishes to provide to its citizens.
- Section 4.** That the Mayor and Common Council find that acquisition of said business and accompanying real and personal property is a public use and in the best interests of the citizens of Queen Creek and that the acquisition is necessary in order for the Town of Queen Creek to continue to protect the health, safety, and welfare of the citizens.
- Section 5.** That the Town Manager, Town Attorney and Town Staff are hereby authorized and directed to acquire the business and property described in Section 4 above by gift, purchase or eminent domain, and to do all acts and to sign all documents and pay all costs necessary to acquire said business and property, including if necessary by use of the power of eminent domain as set forth in A.R.S. § 12-1111 et. seq. and A.R.S. § 9-511 et seq.

PASSED AND ADOPTED BY the Mayor and Common Council of the Town of Queen Creek, Arizona, this 7th day of November 2012.

FOR THE TOWN OF QUEEN CREEK:

ATTEST TO:

Gail Barney, Mayor

Jennifer F. Robinson, Town Clerk

REVIEWED BY:

APPROVED AS TO FORM:

John Kross, Town Manager

Town Attorney

Requesting Department:
Town Manager's Office



TO: HONORABLE MAYOR AND TOWN COUNCIL
FROM: JOHN KROSS, TOWN MANAGER *JK*
RE: DISCUSSION AND POSSIBLE ACTION ON THE DRAFT 2013-2018 CORPORATE STRATEGIC PLAN
DATE: NOVEMBER 7, 2012

Staff Recommendation:

Staff recommends review, comment and consideration of the draft 2013-2018 Corporate Strategic Plan.

Relevant Council Goal(s):

The Strategic Plan encompasses the Council's Key Result Areas (KRAs) and Goals for the current fiscal year and beyond.

Proposed Motion:

Direction and feedback is requested on the draft strategic plan.

Discussion:

Each fall since 2007, staff presents a recommended draft Corporate Strategic Plan. The Corporate Strategic Plan is a five-year rolling plan covering the 2013-2018 time period.

The draft CSP incorporates the previous plans, the input from the August Council retreat/strategic planning session and a department manager's strategy session from a few weeks ago. The management team considered possible new goals for the 5-year planning horizon as well. New goals were recommended after review of the annual Council retreat, possible enhancements and improvements to existing programs including new service delivery models.

As a result, there are thirteen new goals staff is recommending for the Council's consideration. Within the new goals, along with the management team, I am recommending a considerable refocus of staffing resources towards policies that increase business investment in the community, leading to job creation, revenue growth, and efficiencies and enhancements of our systems. Over the past several years, through several program cost analysis, core services and priority-based budgeting strategies, and right-sourcing services, this new plan attempts

to make significant strides towards our continued development of a new public service business model. However, the organization has undergone significant stress due to year after year of downsizing, substantial reductions in force, and budget cuts. Numerous programs are in need of analysis in the context of the new business or governance model. Reprogramming of existing resources to new business models will need the assistance of third-party consultants, allowing staff to continue their day-to-day responsibilities, while concurrently driving new processes, and these strategies.

For a quick reference, the aforementioned new goals are generally identified below and within the following Key Result Areas (KRAs), please refer to the draft CSP for more detailed descriptions.

Proposed New Goals

- KRA 1: Capital Improvement Program
 - Goal 2: Updating Small Area Transportation Study (SATS)
 - Goal 3: Updating East Park Master Plan
- KRA 2: Community Involvement
 - Goal 3: Continue transparency within governance model
- KRA 5: Financial Management/Internal Services and Sustainability
 - Goal 4: SB1598 Implementation
 - Goal 5: SWOT Analysis of Development Services Department
 - Goal 6: Technology Education and Training Initiative
- KRA 6: Image and Identity
 - Goal 3: Identify and develop Town's brand.
- KRA 8: Land Use and Economic Development
 - Goal 9: Infrastructure analysis for Planning Area within State Lands
 - Goal 10: General Plan Update (2015)
- KRA 9: Public Safety
 - Goal 6: Analyze technology needs and industry trends for possible changes.
 - Goal 7: Update Law Enforcement Master Plan.
- KRA 10: Technology
 - Goal 3: Update building permit application and inspection system for streamlining, reporting and overall efficiencies.
 - Goal 4: Upgrade technology for Council meetings.

Background

Five years ago, the Council adopted the Town's first Corporate Strategic Plan. Much time was spent developing Key Result Areas (KRAs) and numerous objectives that implement the KRAs.

As the Council is aware, the Corporate Strategic Plan is an extension of the mission, vision and values of the community. The Town's mission, vision and values statements were adopted four-years ago and provide the guiding principles for creation of the strategic plan. It is also the formal implementation

plan of the Council's ideas and goals. A Corporate Strategic Plan attempts to encompass in one document a policy plan for the organization and how it will implement community-desired needs.

The Council sets forth KRA's and establishes the objectives for each KRA. The Town Manager, along with the Department Managers, provides for an implementation and a companion document used internally as the administrative work plan. A timeline for estimated completion of the KRA and related objective(s) is also provided.

The role of the Town Manager is to take the goals and develop an action plan or objectives for implementing the Council goals. I work with the management team (Department Managers) to develop an implementation plan (Administrative Work Plan/AWP), timeline and assignment of staff to reach the Council-desired goals.

Restated for this staff report are important definitions to remember when reviewing the Corporate Strategic Plan:

1. Corporate Strategic Plan: Used by the Council to provide direction to the Town Manager on broad-based policies for action. Provides general guidance for the overall direction of the organization. It translates the general mandate and mission of the organization into KRAs and Goals. It helps tell the organization and its personnel *what* it should be doing and *why* it is doing it.
2. Administrative Work Plan/Implementation Plan (our internal management document): Fleshes out the strategic plan and "operationalizes" its KRAs and Goals. It also sets out the specific objectives and tasks to be performed in moving toward the KRAs. It tells *how* things are to be done. This document is prepared and used by the Management Team.

It is important to remember that the CSP is a five-year planning document. Additionally, this year's update attempts to recognize the substantial changes that the organization has undergone; notably the consolidation of four departments over the last several years and significant reductions in staffing.

Fiscal Impact:

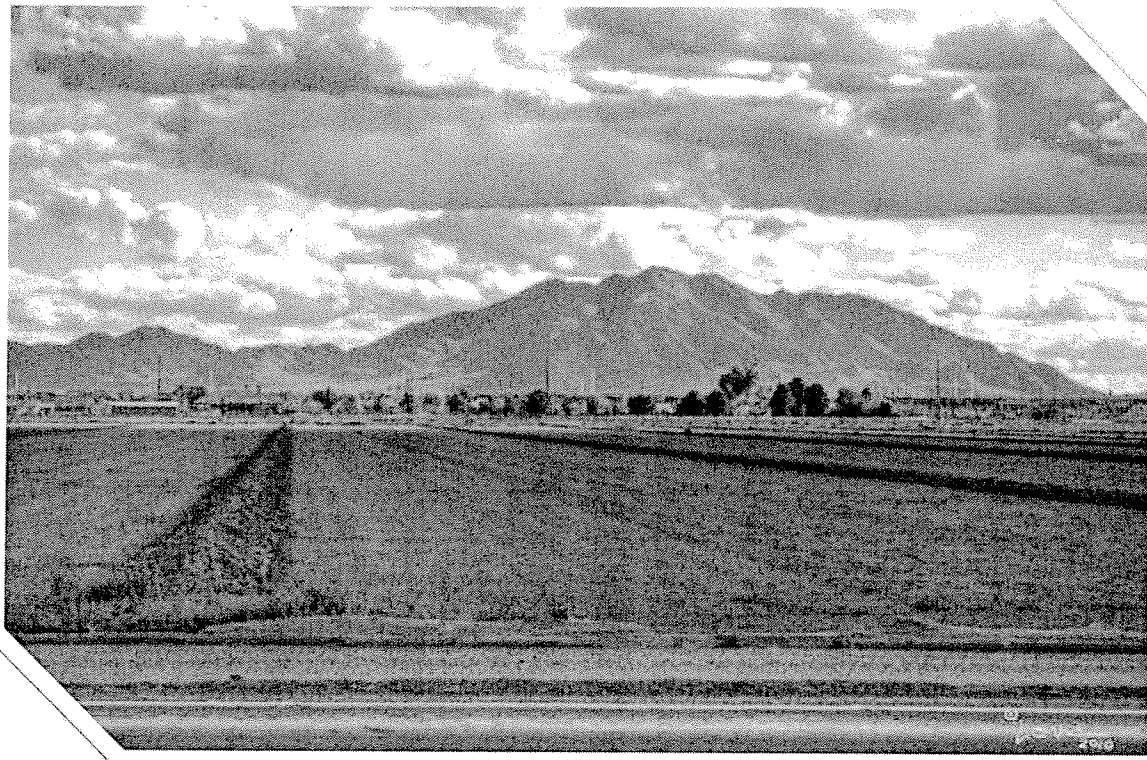
The Corporate Strategic Plan is funded primarily through the annual budget process. This is especially true for elements that are capital projects and in the case of some of the recommendations, additional funding needed for consultant assistance in examining our systems and implementing new systems. Adoption of the Corporate Strategic Plan will not result in automatic changes to the Fiscal Year budget but will allow staff to evaluate available resources to implement any new goals Council desires for the remaining parts of this fiscal year and beyond.

Alternatives:

Council could make amendments to the Corporate Strategic Plan and direct the Town Manager to come back at the next meeting with more information or a final draft that incorporates Council directives.

Attachments:

1. DRAFT 2013-2018 Corporate Strategic Plan
2. Steps to Establishing Goals and Strategic Objectives
3. SMART Goal Setting document
4. Annual Council Strategic Planning Session meeting summary (Decker Report)



2013-2018 *Corporate Strategic Plan*



TOWN OF
QUEEN CREEK
ARIZONA

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Introduction

In 2007, the Queen Creek Town Council undertook a new process to establish goals for the community. In prior years, the Council would develop annual goals that comprised mainly of a long list of various issues, tasks, and categories. While this effort was useful and very beneficial to the Council during that time, it was found that a different process was necessary for the community and organization that addressed even greater accountability, transparency with distinct links to the annual budget. The Council felt that there was a need for broad-based topical areas of interest set forth by the Council, with underlying goals, assignments established and importantly, timelines for completion. This process was a formalized strategic planning process with the outcome being creation of the five-year Corporate Strategic Plan (“Plan”).

To develop the 5-year Plan, the Council uses several resources to gather public input, such as the bi-annual citizen survey. The Plan’s foundation begins with the Mission, Vision and Values statements adopted by the Council and re-evaluated annually. Since creating the first plan three years ago, when the original Mission, Vision and Values statements were also adopted, the Town Council has not made any changes to these statements and finds them still current and valid.

Goals for the Community

Within the plan there are several Key Result Areas (KRA’s). The KRA’s are the broad-based goals and are re-evaluated annually and incorporated within the 5-year Corporate Strategic Plan for the community. Each KRA has a mission statement that describes the intent of each area. Additionally, each KRA has various goals which describe in greater detail the elements of each KRA, including the responsible department, a narrative description, and estimated completion date.

How the Corporate Strategic Plan is Updated

Each year the Corporate Strategic Plan is updated beginning with the annual planning session conducted usually at the end of the summer. The guiding principles that created the original Corporate Strategic Plan were the Vision, Mission and Values Statements of the Town.

The Plan is an integral part of the organization’s work program, establishing clear direction for the Town Manager to identify options for deployment of resources. Development of the Plan is led by the Town Council with input directly by the Town Manager and the Executive Management Team. The Executive Management Team is comprised of the Town Manager, Assistant Town Manager/Chief Financial Officer, and all the department managers.

The Plan is officially adopted at one of the two meetings in December of each year. The timing of this adoption date is critical and sets forth the Council’s desires for programs, services and projects that need to be considered in the annual budget development process, which commences each year in January.

For additional information about the Plan, please contact the Town Manager’s office at (480) 358-3905.

The Guiding Principles for Creating the Corporate Strategic Plan

Vision Statement

The Town of Queen Creek strives to honor our past, manage our present and embrace our future to create a quality, unique place for families and businesses.

Mission Statement

It is the mission of the Town of Queen Creek to provide a framework for a high quality of life, promote a strong sense of community and provide responsive public services in a caring, ethical, innovative and accountable manner.

Values Statement

In support of its mission statement, the Town of Queen Creek believes in the following values...

Quality service that is honest, trustworthy, professional, fair and efficient

Unified vision for the future through ongoing community dialogue

Empathetic listening to the needs and concerns of the community

Enthusiastic application of creativity to find solutions

Never missing an opportunity to assist a customer

Communication that is honest, timely and accurate

Responsibility for personal actions and recognizing their impact on the workplace and community

Encourage involvement by all to ensure that the diversity of the community is represented in decision-making

Environmentally sound planning and practices that will ensure natural resources for future generations

Kindness in all dealings with residents, customers, partners and employees

KRA 1: CAPITAL IMPROVEMENT PROGRAM (CIP)

With community input, Queen Creek will plan for sustainable infrastructure improvements that strengthen economic vitality and quality of life, providing fiscal stewardship of public funds and balancing construction with the ability to effectively maintain and operate our current assets (all infrastructure, traffic control systems, town buildings, and equipment) in a cost effective and safe manner.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
|--|----------------------------|--|--|
| <p>Goal 1: Monitor, time and sequence the Town's Capital Improvement Program (CIP) so that it is implemented when needed, but matched with available revenues to construct and maintain the assets over time. <u>Annually develop a 5-Year comprehensive Capital Improvement Program (CIP) including funding to address the community's needs for new facilities to prepare for and keep pace with anticipated new growth and development pressures.</u></p> | <p>Town Manager</p> | <p>The Town's CIP is a 5-year plan that is updated annually with the budget development process. The CIP establishes what projects will be built, identifying their costs and timing for construction. Importantly the CIP implements key provisions the General Plan, Economic Development Strategic Plan and the Parks, Trails and Open Space Master Plan. This goal acknowledges an important activity, in the current economy and attempts to ensure that the community's need for new infrastructure is matched with its ability to afford not only the cost of constructing that new infrastructure, but the ongoing maintenance of the infrastructure for generations to come. <u>The Town is poised to experience significant future growth in the near future, potentially doubling in population to 54,000 in the next 10 years. This development pressure will create new challenges and opportunities for the Town, including the need to anticipate the need for additional capital improvements that will be needed, finance their construction, and prepare for their long-term maintenance. Particular areas the CIP should address include expansion of the South Water Reclamation Plant, water and wastewater main line extensions, transportation system upgrades and expansion of related facilities such as parks, trails, fire stations and other public buildings.</u></p> | <p>On hold due to economic conditions. Overall, the CIP is mostly a debt service program. However, CIP is evaluated annually with the Budget. <u>July 2013</u></p> |
| <p>Goal 2: Update Parks Trails and Open Space Master Plan. <u>Update the Small Area Transportation Study (SATS) identifying long-term transportation needs for the community, including options for adequate connections to SR 24 and the other freeway and commuter rail systems currently being planned. [NEW GOAL]</u></p> | <p>Town Manager</p> | <p>Changes to this document are necessary as a result of these factors: 1) statutory changes to funding sources to build the system, relating specifically to impact fees from homebuilding; 2) Town initiated changes in parks and trail locations and 3) timing for completion as it relates to the local economy and recovery efforts. <u>The Town's current SATS study was completed in 2007. Since then the growth in the San Tan Valley area has exceeded projections and the City of Mesa has begun construction of the SR 24 freeway which will be opened to Ellsworth Road by 2014. In addition, the Town is positioned to experience significant growth in the next decade. As a result, the Town will need to anticipate and be prepared to address a series of traffic related issues such as funding, construction timing and facility maintenance in the future.</u></p> | <p><u>July 2013-2014</u></p> |

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| <p>Goal 3: Update Master Plan for 127-acre Northeast Park. [NEW GOAL]</p> | <p>Town Manager</p> | <p>In September 2012, the Town approved a transfer of 127 acres known as the “Northeast Park” near the Barney Family Sports Complex. This land transfer allows for greater, easier and less costly development of the park and moves its proximity closer to established regional sports facilities and existing transportation infrastructure. A new programming plan, identifying opportunities based on a more square-shaped parcel, needs to be completed to allow the next phases of park development to occur.</p> | <p>July 2015</p> |
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KRA 2: COMMUNITY INVOLVEMENT

Queen Creek will provide opportunities for citizen participation in community decisions. The Town will embrace transparency, ensuring that information about programs, services and business opportunities is available through multiple avenues. The Town will adhere to requirements of financial data posting, open meeting laws, and maintenance of accurate records available through public records requests. Local elections will comply with federal, state, and local laws including campaign finance regulations.

| <p>Key Result Areas/Goals <i>(Not in Priority Order)</i></p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |
|---|---|--|-----------------------------------|
| <p>Goal 1: Develop a comprehensive volunteer program and non-profit partnership strategy. [MOVED THIS GOAL TO THE END OF THIS KRA]</p> | <p>Town Manager</p> | <p>Previous CSP’s adopted by Council identified the need to create a comprehensive volunteer program and non-profit partnership strategy. The Town continues to get numerous requests (often involving several thousand people each year) from private groups and organizations to assist in various projects and programs. Use of a volunteer designated program coordinator, (using existing staff), would serve to develop a formal outreach program and identify projects that could be completed by the non-profits and private groups. There are three formalizing the Town’s existing practices achieves the following goals: to be achieved: 1) Identify what programs the community desires; 2) identify feasibility to shift programming to nonprofits; 3) develop a list of opportunities for volunteerism that includes Town-wide maintenance projects; 4) develop a means to staff an active volunteer program that implements the goals desired.</p> | <p>FY 2011/2012 2013/2014</p> |

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| <p>Goal 2: Enhance opportunities for resident participation in Town decision-making and keep residents educated and informed through community events and outreach programs.</p> | <p>Economic Development</p> | <p>Activities in advancement of this goal can take many forms and include a variety of media outreach activities (e.g. the comprehensive citizen survey performed every other year via phone). Enhancements are implemented based on specific situations and community needs <u>and include the following used by the Town:</u></p> <ul style="list-style-type: none"> a) Use of Social media. b) Electronic publications. c) Public meetings. d) Development of new information materials. e) Consideration and implementation of changing technologies and trends. f) Citizen Leadership Institute. g) Town Hall events. h) Ongoing dialogue <u>and as applicable, training,</u> with Homeowner Associations (HOAs). i) Enhanced financial reporting on the Town's website. j) Explore opportunities to enhance visibility of volunteer opportunities for residents. k) <u>Formal citizen surveys.</u> | <p>Annually.</p> |
| <p><u>Goal 3: Communicate with local homeowner association representatives / property management companies and neighborhoods where no HOA exists. Continue policies that advance transparency in governance. [NEW GOAL/ COUNCIL RETREAT]</u></p> | <p>Development Services/ Economic Development <u>Town Manager</u></p> | <p>As the Town continues to grow, establishing an ongoing dialog with our Home Owners Associations (HOAs), their management companies and their residents including neighborhoods without formal HOA organizations, becomes increasingly important. In order to promote this effort the Town will continue communicating directly with our HOA's to enhance the Town's visibility and promote Town initiatives. Communication of this type can be included in HOA newsletters and web sites, additional information related to HOA's can be added to the Town's website, and the Town can provide classes and informational programs of interest to HOA residents. The Town Council is interested in continuing strategies that engage the community and make it easier for residents to participate in the decision-making process for the community. To this end, the Town will continue to evaluate cost-effective, efficient technologies for broadcasting Council meetings, use of the website, and interpersonal activities that allow enhanced participation. This Goal acknowledges the Technology KRA and effectively complements dual efforts.</p> | <p>Annually. <u>[Completed]</u></p> <p>Annually.</p> |

| Key Result Areas/Goals <i>(Not in Priority Order)</i> | Department & Lead Staff | Narrative Description | Completion Date |
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KRA 3: COUNCIL PROFESSIONAL DEVELOPMENT

Town Council members will participate in appropriate trainings to assist in performing their duties, build and expand their ability to accomplish public goals, and have the tools necessary to be accountable elected officials.

| Key Result Areas/Goals <i>(Not in Priority Order)</i> | Department & Lead Staff | Narrative Description | Completion Date |
|--|----------------------------------|--|-----------------|
| Goal 1: Continue with Council professional development to fully initiate the duties of a Council Member | Town Council/ Town Manager | The Council desires to continue to be a high-performing, accountable and professional body. Certain trainings and other professional development will be considered to accomplish public goals. | Annually. |
| Goal 2: Consider joint meetings with similarly sized Towns to share common interests and learning opportunities. | Town Council/ Town Manager | The Council desires to meet with communities that are of similar sized populations with the belief that there may be more alignment of interests that would allow for enhanced learning opportunities and sharing of strategies to resolve issues. | Annually. |

KRA 4: ENVIRONMENT

Queen Creek will strive to preserve and improve the natural environment to meet all applicable laws, ensure safety, provide services, promote sustainability, and contribute to the quality of life in the community.

| Key Result Areas/Goals <i>(Not in Priority Order)</i> | Department & Lead Staff | Narrative Description | Completion Date |
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| <p>Goal 1: Develop and implement measures to use the Town's reclaimed water to the Town's benefit. <u>Develop and implement plans to participate in the next Greenfield Reclamation Plan (GWRP) expansion, allowing for appropriate implementation of the General Plan, including use of treated effluent to the benefit of the Town.</u></p> | <p>Development Services/ Utilities</p> | <p>The Town's Intergovernmental Government Agreement with Gilbert and Mesa requires the Town to accept reclaimed water deliveries from the Greenfield Water Reclamation Plant (GWRP) within the next 10 years. Presently, Gilbert and Mesa are making beneficial use of Queen Creek's reclaimed water, but within the next decade, they will no longer have sufficient excess capacity in the existing system to continue this practice. Queen Creek needs to take responsibility for the ultimate use of our share of the reclaimed water or we will be forced to pay Mesa to construct a system for us. A number of options are available to the Town, including construction of our own reclaimed water delivery system and creative partnerships with other agencies, including the Central Arizona Project and the Gila River Indian Community. <u>The next plant expansion of the Greenfield Water Reclamation Plant (GWRP) will be completed by 2018. The Town will need to decide by 2016 if we will be participating in the next plant expansion, which would add approximately 1 million gallons of future capacity. The projected cost for each 1 million gallons of capacity is about \$8 million. The Town will be able to take its full amount of treated effluent by 2018 which will be over 2 million gallons per day. The Utility Department has completed the corridor study and is now working with several communities and irrigation districts to develop the options and alternatives for using and transporting our treated effluent which would reduce the costs for effluent delivery to the Town.</u></p> | <p>Annually- May 2011 (Corridor Study) July 2015</p> |
| <p>Goal 2: Ensure a safe and sustainable water supply that <u>allows for the implementation of the General Plan.</u></p> | <p>Utilities</p> | <ul style="list-style-type: none"> a) Complete and adopt a <u>Water Infrastructure Master Plan</u> with updates to be conducted on a 3-5 year time frame to compliment the Town's General Plan. b) Conduct a Water Supply Master Plan which will include groundwater, re-use water and surface water and <u>treated effluent options</u> for built out to meet our needs. c) Continue to work with land owners to secure adequate water supply. Remaining work in this area will be completed by June 2012. <u>Work with the few remaining landowners on securing their assured water supply.</u> d) Adopt a 10-year CIP plan with identified funding. | <p>Ongoing.</p> |

| <p>Goal 3: Manage wastewater in an efficient and economical manner.</p> | <p>Utilities</p> | <ul style="list-style-type: none"> a) Complete and adopt a wastewater master plan with updates to be conducted on a 3-5 year time frame (Plan completed July 2011). b) Adopt an odor and corrosion control program. c) Identify options for phasing the buy-in of future capacity at the Greenfield Water Reclamation Plan (GWRP). d) Adopt a 10-year CIP plan with identified funding. | <p>Ongoing. [Program goals established and currently being met.]</p> |
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| <p>Key Result Areas/Goals (Not in Priority Order)</p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |
| <p>Goal 4: Air Quality Program. Ensure that the Town is meeting its commitments to the region's Air Quality mandates.</p> | <p>Development Services</p> | <p>Over the past decade, a serious air quality concern was raised for Maricopa County. Tiny particulate matter (PM-10; dust) is viewed as a significant health concern — and the USEPA is requiring the County (through MAG) to comprehensively address the problem. Depending upon how quickly the region is able to address the issues, this could severely impact transportation planning and funding for the region. In cooperation with MAG and other local jurisdictions, Council approved a Resolution in 2007 establishing various actions Queen Creek would take to reduce PM-10. Town staff will continue to monitor via MAG's PM-10 working group(s).</p> | <p>Ongoing. [Program goals established and currently being met.]</p> |
| <p>Goal 5 3: Promote the Town's sustainability goals through efforts concerning energy use, green building policy, recycling and use of hybrid vehicles <u>and possible building code revisions to encourage energy conservation.</u></p> | <p>Town Manager</p> | <p>Queen Creek's Green Building Policy, adopted in 2007, commits the Town to finance, plan, design, construct, manage, renovate and maintain its facilities in accordance to with the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) rating system and national standards. In adopting this policy, Queen Creek has set itself apart as a forward-looking, progressive community. Additional sustainability efforts include:</p> <ul style="list-style-type: none"> a) Water conservation b) Recycling c) Land use d) Consolidation of town offices <u>Building maintenance</u> e) Town's use of hybrid vehicles f) Green cleaning products <p><u>The Town is also considering adoption of the 2012 ICC Building Code, which incorporates options for building construction designed to promote energy efficiency in new buildings.</u></p> | <p>Ongoing.</p> |

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| <p>Goal 6 4: Create a welcoming environment in our parks and trails by ensuring they are safe, environmentally friendly, and well maintained. Based on adopted levels of service.</p> | <p>Development Services</p> | <p><u>The Town has developed numerous internal quality assurance and control mechanisms to ensure the sustainability, user value, and economical maintenance of the parks and trails systems.</u></p> <ol style="list-style-type: none"> 1. Keep the Town’s parks and trails aesthetically pleasing by dedicating adequate resources to maintain areas open to the public. 2. Ensure visitor safety by conducting routine inspection of playground equipment, structures, and grounds and making repairs a priority. 3. Being environmentally friendly: <ol style="list-style-type: none"> a) Research and utilize eco-friendly technologies when economically sensible to do so b) Utilize and promote appropriate water conservation efforts at Town parks c) Recycle grass clippings | <p><u>Ongoing.</u></p> |
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KRA 5: FINANCIAL MANAGEMENT / INTERNAL SERVICES AND SUSTAINABILITY

Queen Creek will strive to achieve stable revenues from diverse sources, accurate forecasts, responsible debt management, reasonable service cost recovery, and maximum operating efficiencies to ensure long-term fiscal sustainability, necessary services and a high quality of life for residents.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
|--|---|---|---|
| <p>Goal 1: Maintain long-term financial sustainability for local government operations. The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better.</p> | <p>Town Manager</p> | <p><u>The Town shall maintain a goal of operational efficiencies not rushing to increase staffing when economic times are better. Ensure that new programs are properly evaluated based on available revenues, community need and operational sustainability. Continue with policies and implementation practices that evaluate use and sources of revenues in particular recurring versus one-time sources of revenue.</u></p> | <p>Ongoing.</p> |
| <p>Goal 2: Update/modify the Roads & Streets Maintenance Plan as necessary.</p> | <p>Development Services</p> | <p>The Town Council approved a Roads Maintenance Plan for the community. The plan identifies the conditions of all roads and recommends timelines and maintenance treatment. Each year the Town Council reviews and develops options for funding. Adequate attention to the Town’s streets are imperative to avoid disproportionate reconstruction costs if maintenance is deferred too long.</p> | <p>Annually. <u>[Completed annually.]</u></p> |
| <p>Goal 3 2: Continue progressive strategies to attract and retain high-performing staff.</p> | <p>Town Manager/ Workforce & Technology</p> | <p>The Workforce & Technology Department has developed strategies to recruit, develop, reward and retain a quality workforce by providing a safe and healthy work environment and offering competitive compensation, benefits, training and development, and ensuring fair treatment to all of its</p> | <p>Annually.</p> |

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| | | employees. | |
| Goal 4 3: Complete a comprehensive review of the Town's classification and compensation system. <u>Develop a new staffing model for future growth.</u> | Workforce & Technology | <u>The Town is challenged to compete in the urban Phoenix metropolitan marketplace and with the uptick in the economy; many local governments are not only hiring staff, but restoring compensation policies, such as merit and cost of living allowances.</u> The last <u>compensation and classification review</u> was completed in 2006. Since that time the Town has added several new departments and division including Fire, Utilities and Solid Waste <u>some services have been consolidated, while there have been two new services, notably water and fire/EMS.</u> However, during the same timeframe, staff was reduced by 47% due to the economic downturn. The current system was built for an organization that would have reached 500 employees within a 10-year timeframe (2016). The current number of job classifications is 70 for 165 full-time and part-time employees (almost a 1:2 ratio). Additionally, a new pay system needs to be identified that meets the current realities of the economy <u>while maintaining the organization's competitiveness for a quality workforce.</u> | January 2013 2014 |
| Goal 5: Analyze/Review options for use/re-use of Town's buildings, land and other assets for community's needs. | Town Manager/ Development Services | With growth in Town Services stagnant, due to current and projected economic conditions, the Council is interested in exploring opportunities to partner with other entities that desire use of the Town's buildings or land to further the Town's goals. Requests for use of these assets will be considered on a case-by-case basis and consistent with adopted policies. | Annually. [Completed with consolidation of all offices to DSB.] |
| <u>Goal 4: Evaluate and monitor the effects of SB 1598 and the Town's ability to establish and maintain and adjust as needed building permit approval times.</u> [NEW GOAL] | Development Services | <u>As a result of SB 1598, the Town is required to publish approval timelines for requests for administrative approval of building permits, sign permits, subdivision plats, certificates of occupancy, etc. Current resources will need to be monitored and evaluated regularly to ensure these timelines can be met, particularly in comparison with the timeframes established by surrounding communities.</u> | January 2014 |
| <u>Goal 5: Conduct a SWOT (strengths, weaknesses, opportunities and threats analysis on the Town's largest department, Development Services.</u> [NEW GOAL] | Town Manager/ Economic Development/ Development Services | <u>With the reorganization of the Development Services Department, a SWOT analysis would provide insight into how the department could be operated more effectively and options to improve the level of service provided.</u> | July 2014 |
| <u>Goal 6: Technology Education and Training Initiative</u> [NEW GOAL] | Workforce & Technology | <u>Technology continues to advance rapidly. The Town has identified opportunities to advance services to the community and to develop internal efficiencies; however, through internal training and proficiency analysis, it has been determined that there is potential to move many of the organization's staff towards higher technological and systems proficiencies. The initiative is a two-step process, to identify</u> | January 2015 |

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| | | <p><u>areas of improvement and maintain knowledge of current staff and to develop processes to identify the technology IQ of prospective employees. The initiative may include: use of a designated trainer, space, schedule commitments, and basic proficiency standards across the organization.</u></p> | |
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KRA 6: IMAGE / IDENTITY
 Queen Creek will consider the views of existing residents, businesses and organizations as well as potential future community members in shaping and marketing its continuously evolving identity and public image.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
|--|-----------------------------|--|------------------|
| <p>Goal 1: Maintain community events that incorporate the Town's heritage and enhance the Town's branding initiative. Identify opportunities for the Town to facilitate the production of special events and festivals by private organizations that will enhance the Town's branding initiative. <u>Implement strategies that incorporate the Town's heritage and branding campaign, including attracting new and enhancing existing festivals, tourism marketing and strategic partnerships.</u></p> | <p>Economic Development</p> | <p>Festivals and events create community and economic impacts in the markets that they serve. Staff will evaluate the current special event permit process and look for opportunities to reduce barriers for special events in the community. This goal acknowledges their significance in promoting Queen Creek's identity while concurrently bringing in visitors to the community. Listed below are possible strategies to further this goal. a) <u>One recommendation is to provide activities such as festivals and other events such as farmers' markets and art shows to attract new visitors to Queen Creek. The current events held at the Queen Creek Olive Mill, Schnepf Farms and HPEC help reflect the Town's identity but more can be done in terms of the location and theme of the events to strengthen the image of Queen Creek throughout the region. The Town needs to work closely with venues that have the potential to host festivals and help market them to potential festival producers through programs such as the International Festivals and Events Association. It will take 2-3 years of recruiting small to midsize events however it is very likely that one or two small events may grow into signature festivals.</u> <u>Conduct an economic impact study to gain a full understanding of the economic benefits of bringing visitors to special events at various facilities in the community.</u> b) <u>Continue to enhance the Town's partnerships with strategic destinations in the community that personify the Town's brand.</u> c) <u>Develop and implement a campaign encouraging residents to explore the Queen Creek community as if they were tourists. This campaign will tie into the new web design, Shop QC program and mobile application.</u> d) <u>Conduct a brand audit to provide Queen Creek with a SWOT analysis of the Town's brand (FY15-16).</u> e) <u>Participate in Mesa Convention and Visitor Bureaus Gateway Region marketing efforts.</u> f) <u>Evaluate the current special event permit process and</u></p> | <p>Annually.</p> |

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| | | <u>look for opportunities to reduce barriers for special events in the community.</u> | |
| Goal 2: Implement a community marketing plan tied to mission, vision and values through a comprehensive branding effort. | Economic Development | <p>Economic Development will continue to implement the Town's adopted marketing plan, which includes general and targeted industry sectors as well as a tourism focused campaign.</p> <p>Items include strategically placed advertisements in trade publications, key tradeshow and sales missions to promote the Town to the business community. Staff is also working to promote Queen Creek as a tourist destination, capitalizing on the agritourism/agritainment venues in the community and the growth potential within this sector.</p> <p>In addition to agreements with the Queen Creek Chamber of Commerce and Queen Creek Performing Arts Center, the Town Council approved marketing partnerships with Schnepf Farms, the Queen Creek Olive Mill and Barney Family Sports Complex which will allow the Town to actively market these venues and events. These partnerships also provide the Town with a resource to promote its own events.</p> | [Combined with Goal 1.] Annually; with Quarterly updates as appropriate. |

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
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| Goal 3: Continue strategy to increase awareness and knowledge of success in community education of the schools. | Town Manager | This goal addresses the need for the Town to work closely with the community's schools for the purpose of marketing their collective progress on behalf of the community. This goal identifies the linkage between the successes of the community's schools on the Town's Economic Development program. <u>It also acknowledges the value of regular meetings with staff and elected officials among the community's schools to ensure alignment with common goals.</u> | Annually. |
| <u>Goal 3: Identify and develop the Town's "brand". [NEW GOAL]</u> | <u>Economic Development</u> | <u>Complete a "branding" study to identify the Town's unique identity that can be developed and promoted to prospective residents and visitors. Enhancement of the "brand" would be used in the development of the Council goals and objectives for FY13-14 and beyond.</u> | <u>June 2014</u> |

KRA 7: INTERGOVERNMENTAL RELATIONS

Queen Creek will actively participate in regional and statewide organizations and partnerships to ensure the Town's interests are represented. The Town will proactively monitor and advocate for legislation that maintains local control, preserves state-shared revenues, and advances the community's competitive position.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
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| <p>Goal 1: Encourage and Promote Productive Regional Partnerships.</p> | <p>Town Manager/ Town Council/ Economic Development/ Development Services</p> | <p>Queen Creek is uniquely situated geographically in two counties: Maricopa and Pinal. Although mostly located in Maricopa County the Town’s relationships must extend well beyond its borders to positively address complex long-term economic development opportunities and issues affecting transportation on the community. Staying active in Pinal County and Maricopa County will ensure that the Town’s interests are not overlooked and are advocated in the best interest of the town and the region. Based on available staff, the Town has strategically identified key regional organizations the Town will actively participate in. Town staff monitors the agendas of several other organizations, but does not actively participate in meetings.</p> | <p>Annually.</p> |
| <p>Goal 2: The Town should proactively pursue statewide partnerships to support and advance legislation that improves Queen Creek’s competitive position with other regions and/or states and work towards the creation of new economic development tools and resources.</p> | <p>Town Manager/ Economic Development</p> | <p>The uncertainty in the economy has created a number of opportunities and challenges as resources for local governments are even more limited. The Town needs to proactively engage area representatives so they can support the interests of Queen Creek and the region. Additional work with the League of Cities and outreach with key legislative representatives is imperative.</p> | <p>Annually.</p> |
| <p>Goal 3: Support legislation designed to establish fair taxation policies that apply to both online retailers and brick and mortar businesses in Arizona.</p> | <p>Town Manager</p> | <p>California and Texas recently passed legislation that allows for the taxation of online purchases if the online retailer has subsidiaries in the state where the buyer resides. This legislation is aimed at leveling the playing field between online retailers and brick and mortar businesses. It is highly likely the Arizona Retailers Association will pursue similar legislation in Arizona in 2012. The Town supports this legislation from a fairness standpoint; however staff will need to work with the League of Arizona Cities and Towns to carefully evaluate proposed legislation to ensure no loss of local control over transaction privileges taxes. The passage of this type of legislation would not only increase the competitiveness of brick and mortar stores, it would also likely improve the State’s fiscal health and increase state shared revenues. Town staff will also track the progress of similar legislation at the federal level.</p> | <p>[State and Federal legislation making progress on this matter.] Annually.</p> |
| <p>Goal 4: Continue to sponsor and initiate collaboration with our partner cities, towns and counties, including the community’s schools</p> | <p>Town Manager/ Town Council</p> | <p>Organize various meetings and community orientations. Joint meeting with area City/Town Councils plus school districts. In addition to holding joint meetings with area City/Town Councils and schools, collaboration opportunities may also include Town Council participation on regional boards and committees including the Maricopa Association of</p> | <p>Annually.</p> |

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| | | Governments Regional Council, the Central Arizona Association of Governments, East Valley Partnership, and the Phoenix-Mesa Gateway Airport Authority. | |
| Goal 5 4: Encourage Maricopa County to use bond financing as a practical, modern means to improving the region's road system consider construction of roads as a tool that implements key economic development goals of Queen Creek and this region. | Town Manager/ Town Council | <u>This goal attempts to highlight the deficiencies that exist in Queen Creek and this part of Maricopa County and encourages Maricopa County to change existing road development policies that allow for acceleration of needed roads in this area.</u> Continue dialogue with surrounding communities to solicit wide-spread support of county-wide bond financing to meet the region's transportation needs. The Town Council would like to have a meeting with the County Board of Supervisors on this matter. | Annually. |
| Goal 6 5: Encourage Maricopa County to develop San Tan Regional Park. | Town Manager/ Town Council | Continue dialogue with County on San Tan Park improvements and planning. | Annually. |
| Key Result Areas/Goals <i>(Not in Priority Order)</i> | Department & Lead Staff | Narrative Description | Completion Date |
| Goal 7 6: Collaborate with state, local and county agencies; Central Arizona Association of Governments; and Maricopa Association of Governments on SR 24 freeway, N-S freeway, Inter-City Rail and Commuter Rail studies and corridor planning efforts. | Town Manager/ Town Council/ Development Services | Identifies a long-standing strategy of the Town to achieve a freeway in the region, closest to most of the emerging population centers to alleviate congestion on Town arterial streets and accelerate economic development in the Town's employment areas. Freeway alignments (SR 24 and N-S Freeway) are still under review by ADOT and final corridor selection will likely occur in FY11-12. The 2010 MAG Commuter Rail Study identified the SE Corridor (Union Pacific RR to Queen Creek) as the best alternative. The Inter-City Rail study linking Tucson to Phoenix is currently underway, with a final alignment to be selected in 2014. In addition to identifying regional partners, the Town should consider a Major General Plan Amendment in 2012 and the delineation of a transit-oriented development land-use corridor along the UPRR. | Ongoing. Major General Plan Amendment in 2012 |

KRA 8: LAND USE / ECONOMIC DEVELOPMENT

Queen Creek will build on its assets; strive to strengthen, diversify and balance the local economy through marketing and recruitment of target industries; pursue proactive land planning and partnerships; maintain high architectural standards for new development; take advantage of opportunities to advance infrastructure and provide excellent service to prospective businesses; and ensure that all new and existing development adheres to the Town's adopted standards and codes.

| Key Result Areas/Goals <i>(Not in Priority Order)</i> | Department & Lead Staff | Narrative Description | Completion Date |
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| Goal 1: Maintain a balanced community and economically | Economic Development | <u>The Town Council approved an update to the Economic Development Strategic Plan in September 2012.</u> Key strategic | 2018 |

diverse employment base.
Maintain or adopt policies that preserve the quality of life in the community.

initiatives address this goal and supplement quality of life provisions.

The Economic Development Commission will be updating the Economic Development Strategic Plan as part of their work program for FY11-12. The Economic Development Strategic Plan update will include a detailed review of several key areas critical to the economic development program for the Town. These key areas include:

- Targeted industry sectors — evaluate emerging industries and what makes sense for Queen Creek to target in the short term with limited resources and limited building inventory and improved sites. Also need to consider that the office, industrial and retail markets are heavily over supplied in the Phoenix Metro area.
- Focus on agritainment/agritourism uses; how to grow existing assets that differentiate Queen Creek from other towns and attract similar yet complementary uses.
- Focus business attraction efforts in the Town Center. Develop beautification program for the Town Center that includes façade improvement grants, gateway features, public (functional) art, special events, festivals and activities and specific design standards for Town Center.
- Issue an RFP for a mixed use entertainment district in the Town Center in an attempt to take a leadership role in filling a void in entertainment options in the community.
- Outline plan for Town owned parcels within the Town Center.
- Small business development and kitchen incubation program dedicated to early stage catering, retail and wholesale food businesses.
- Conduct a housing density study to understand how residential densities may impact economic development. Study results may also factor into future inter-city rail opportunity.

Evaluate results of the economic impact study to understand the secondary impact the destination venues have and can have on the community by way of increased revenue growth.

Economic Development and land use opportunities should be evaluated in terms of how the new economic or land use change affects quality of life. Appropriate criteria should always be considered in decision making. Implement the newly-approved Economic Development Strategic Plan.

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| <p>Goal 2: Develop and propose strategic amendments to our Zoning Ordinance that implement emerging to respond to legislative priorities, and provide enhanced offer economic development tools. Emphasis of Zoning Ordinance updates will be on business retention/creation while balancing community design preferences and address areas of interest in order to keep the ordinance current and relevant.</p> | <p>Development Services/ Economic Development</p> | <p>As part of the implementation of the General Plan, staff is developing recommendations to update the Zoning Ordinance. As part of this process staff will develop and propose amendments to the Zoning Ordinance that are required via action by our State legislature and other amendments that will support Economic Development opportunities as outlined in the updated Economic Development Strategic Plan. These opportunities may include but are not limited to changes that support Town Center (downtown) development including zero setback requirements and design standards; special event permitting; agritourism/agritainment type uses. <u>The zoning ordinance was adopted in 1989, and has been modified since then to address new issues and land use changes. As part of an ongoing review process, staff will be developing amendments to respond to new legislation, support our Economic Development Strategic Plan and respond to issues of Council interest.</u></p> | <p>2012 <u>Annually.</u></p> |
| <p>Goal 3: Continue to attract and preserve higher educational opportunities to the community and region.</p> | <p>Town Manager/ Economic Development</p> | <p>Continue partnership with the Maricopa County Community College District and Rio Salado College on the Communiversity at Queen Creek, partnerships with Chandler-Gilbert Community College and ASU Polytechnic. <u>Consider issuing a Request for Proposal to solicit interest from educational institutions interested in expanding in the southwest region, Phoenix Metro area for possible location in Town Center, adjacent to the library.</u></p> | <p>Ongoing.</p> |
| <p>Key Result Areas/Goals <i>(Not in Priority Order)</i></p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |
| <p>Goal 4: Evaluate options to deliver infrastructure in key employment areas of the community. Areas include the northern tier; southeast area including the commercial center at Meridian/Riggs.</p> | <p>Economic Development/ Utilities/ Development Services</p> | <p>The SWOT analysis of the Town's main employment areas identified lack of infrastructure as one of the major challenges in trying to attract employment uses to the community. An implementation and financial plan related to infrastructure will be developed and presented to the Town Council Budget Committee and Town Council during FY12-13 budget discussions.</p> | <p>[Moved to <u>KRA 1: CIP</u> June 2012</p> |
| <p>Goal 5: Update the Redevelopment Area Plan.</p> | <p>Development Services/ Economic Development</p> | <p>The Town Center Committee, appointed by Council in January 2009, updated the Town Center Plan that was approved in April 2010. As part of the process the Committee also provided recommended updates to the Goals and Objectives section of the Town Center Redevelopment Area Plan to ensure consistency between the documents. The Town Center Redevelopment Plan is an implementation tool build upon community direction laid out in the General Plan and more specifically, the Town Center Plan. Working in</p> | <p>[Not applicable as funding options for implementation have been eliminated by the County.]</p> |

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| | | <p>conjunction with the Town Center property owners, the Plan provides direction to the Town on steps that can be considered to protect and enhance the Town Center. The Redevelopment Plan may be updated to reflect changes and goals already accomplished and those yet to be accomplished. Emphasis on any goals by date may include references to ULI and ASU studies and recommendation for Town Center.</p> | 2012-2013 |
| <p>Goal 6 4: Update the Town's annexation policy to encourage proactive Town-initiated annexations, whenever such annexation is beneficial to the economic development opportunities within the Town's Planning area.</p> | <p>Development Services/ Economic Development</p> | <p>With limited resources and a disproportionate reliance on sales taxes, the Town remains cautious when considering any annexation opportunity. <u>However, there are notable economic development opportunities available to the Town that should be considered sooner rather than later, in order to allow the Town to be the service-provider and beneficiary of planned economic growth in certain areas (e.g., state lands).</u> Ample consideration should be considered in conjunction with a fiscal analysis of the potential annexation.</p> | Ongoing. |
| <p>Goal 7 5: Enhance the opportunities for Queen Creek businesses to be successful <u>by adopting strategies and policies that provide for expedited permitting and support of existing businesses through marketing cooperatives.</u></p> | <p>Economic Development w/QC Chamber of Commerce</p> | <p><u>This goal establishes a policy making Queen Creek an attractive community for business investment and job growth. An aspect of creating this climate means that staff will establish a process that leads to an expedited permitting process within the Development Services Department for new and expanding businesses in the community. Existing processes should be evaluated to determine that appropriate safety goals are met, but balancing the regulatory environment with the need to create jobs and increase the tax base within the community. All options shall be explored to consider strategies so that Queen Creek is the community of choice for business expansion and relocation.</u></p> <p>Continue to implement and evolve the Shop Queen Creek Program, encouraging residents to shop local and businesses to support other local business.</p> <p><u>Continue to evolve the QC Inc. program to meet the needs of the Queen Creek business Community</u></p> <p>Begin planning for the succession and evolution of the QC Inc. program. Research the idea of a kitchen incubator.</p> <p><u>Research ideas for different incubation programs. Work with Development Services to update the Zoning Ordinance to support economic development goals for Town Center development, special event permitting; agritainment/agritourism. (Reference KRA 8: Goal 2)</u></p> | <p>Annually <u>June 2013</u></p> |
| <p>Key Result Areas/Goals <i>(Not in Priority Order)</i></p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |

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| <p>Goal 8 <u>6</u>: Establish a proactive Economic Development policy on business recruitment. <u>Develop an action plan specific to the new targeted industry sector Clean and Renewable Energy and Water.</u></p> | <p>Economic Development</p> | <p>Proactively promote the Ombudsman Program to new and/or expanding businesses. Work to change any negative perceptions of doing business in Queen Creek.</p> <p>Continue to evaluate “local” tools to aid in closing the deal with new business. Staff will continue to partner with regional groups including the Greater Phoenix Economic Council (GPEC), the Arizona Commerce Authority (ACA) and the Arizona Association for Economic Development (AAED) in this effort.</p> <p>Continue to update and revise the economic development web pages with relevant business resource information.</p> <p>Create a value proposition for the community and why companies should expand or relocate in Queen Creek.</p> <p>Work with Workforce and Technology GIS to offer detailed information on available sites with interactive maps (ESRI) on the Town’s website allowing for full access to information.</p> | <p>Ongoing.</p> |
| <p>Goal 9 <u>7</u>: Continue to monitor, evaluate, and adjust HPEC cost-recovery policies <u>Create opportunities that allow HPEC to continue as an economic generator for the community.</u></p> | <p>Economic Development</p> | <p>HPEC is designed to operate as an economic development venue. The facility will be marketed (as per the Town Council approved marketing plan) for regional events, including non-equine events, that increase revenues and provide positive economic impacts to the community. HPEC will continue to provide opportunities for local equestrian and recreational activities while accommodating the new regional and national equestrian associations that have signed multi-year contracts for events at HPEC.</p> <p>Revenue projections for HPEC for FY11-12 are estimated at \$460,000. Staff will be evaluating HPEC policies and procedures given the economic development focus for the facility.</p> <p><u>Enhance the availability of local business information for patrons of HPEC. Utilize space in the new show office and prepare “welcome to Queen Creek packets” for new visitors.</u></p> <p><u>Implement fundraising campaign for capital improvements to the facility.</u></p> <p><u>Evaluate the cost/benefit of outsourcing certain functions related to HPEC operations.</u></p> | <p>Annually.</p> |

| <p>Goal 10: Continue partnership with Chamber of Commerce for strategic economic development initiatives.</p> | <p>Economic Development/ Town Manager</p> | <p>Currently the Chamber of Commerce is responsible for a significant element of the Business Retention and Expansion program (BR&E) for the Town. BR&E is a strategic piece of a successful economic development program. The Chamber, as a key partner of the Town, serves as the main conduit for businesses looking to expand in Queen Creek or for businesses that have issues that need to be resolved in an attempt to keep them in the community. The Chamber also serves as the anchor tenant of the QC Incubator program and serves a vital role in providing small business resource information and the continuity for the program at the QC Inc. location.</p> | <p>Annually. [Completed.]</p> |
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| <p>Key Result Areas/Goals (Not in Priority Order)</p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |
| <p>Goal 11 8: Continue to promote Recruit a resort/hotel development to the community, opportunities and evaluate options for accelerating resort and master planning in the San Tan Mountains. This goal also includes evaluating hotel options in other areas of the community, such as downtown [COUNCIL RETREAT]</p> | <p>Economic Development</p> | <p>Continue to maintain/develop relationships with key resort/hotel developers and market strategic locations for development in Queen Creek. Collect data from neighboring community hotels on bed nights that are coming from Queen Creek.</p> <p>Continue to track data related to hotel development trends including occupancy rates in surrounding communities. Capture absorption data within the region. Monitor bed nights that HPEC and the community's other large event venues are is generating from the regional/national associations utilizing the facility these facilities.</p> <p>Evaluate conducting a hotel study for the community.</p> <p>The General Plan identifies a resort development option in the San Tan Mountains. This goal would strive for achieving that land use sooner with Town in a lead role.</p> <p>Conduct a resort feasibility study for the identified resort sites in the General Plan (FY13). Develop options that may include partnering with the private sector.</p> | <p>2012-2013 <u>June 2013</u></p> |
| <p>Goal 9: Adopt a plan for infrastructure delivery for the 5.5 square miles of State Lands in the Town's planning area. [NEW GOAL/COUNCIL RETREAT]</p> | <p>Utilities/ Development Services/ Economic Development</p> | <p>The Town Council desires to take the initiative to be the water and sewer service provider for the 5.5 square miles of State Lands identified in the Town's northernmost planning area – identified as employment lands. This will require developing a 208 water quality plan and seek approval of the 208 permit via CAG.</p> | <p><u>July 2014</u></p> |
| <p>Goal 10: Initiate the process to update the Queen Creek General Plan in 2015 [NEW GOAL]</p> | <p>Development Services</p> | <p>State law requires every community to update their General Plan every 10 years. The Town's General Plan was updated in 2008 after a year-long process. Consideration needs to be given early in the process as to the steps the Town would like to take to update the plan, no later than 2018, including the selection of a citizen committee, selection of a consultant, etc.</p> | <p><u>January 2015</u></p> |

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KRA 9: PUBLIC SAFETY (FIRE, EMERGENCY SERVICES AND POLICE/SHERIFF)

Queen Creek will undertake public safety planning and programs to protect lives and property by ensuring effective and timely emergency response, fire/crime prevention and public safety education. Planning and programs will be designed to respond to community needs, reduce crime, and enforce and update local codes as needed.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
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| <p>Goal 1: <u>Create, develop and test new staffing and deployment model (for the future) to replace current plan from 2005. Create, develop, analyze and test new staffing and deployment model for the Queen Creek Fire Department for future growth replacing the traditional model defined by the original public safety master plan.</u></p> | <p>Town Manager/Fire</p> | <p><u>This goal attempts to set forth a new business model for fire and emergency services for future stations for the community. It establishes various possible protocols for review, analysis and experimentation that allows for clear standards to still be met community-wide, while concurrently addressing long-term cost-containment for this critical service. Listed below are possible steps the department will explore.</u></p> <ul style="list-style-type: none"> a) <u>Document emergency response model based on improved response times, pre-hospital medical care and fire/rescue/special operations capabilities. Design and describe an innovative approach to providing emergency services (medical, fire and rescue) in Queen Creek's municipal planning area that will improve response times, pre-hospital medical care and fire rescue/special operations capability.</u> b) <u>Validate conceptual applications of new model. Provide a comparative analysis between the costs of creating and maintaining the fire resources recommended by the original public safety master plan with the cost of creating, implementing and growing the new fire department model.</u> c) <u>Experiment with two-person Advanced Life Support (ALS paramedic) rescue unit. Experiment with a two-person Advanced Life Support (paramedic) rescue unit, which represents the fundamental or key emergency response unit in the Town's 911 response capability.</u> d) <u>Provide a transition plan for converting the Queen Creek Fire Department's current operational approach to the new staffing and deployment model</u> e) <u>Develop a Facilities Plan and timeline for implementation for the Capital Improvement Plan (CIP).</u> | <p>December 2013 <u>July 2014</u></p> |

| <p>Goal 2: Provide Maricopa County Sheriff's Office (MCSO) District 6 staffing and deployment model that meets the policing needs of the Town based upon improved statistical analysis of past and present programs and services. Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing established performance standards.</p> | <p>Town Manager/ MCSO</p> | <p>The staffing and deployment model for policing will focus on traffic control, accident prevention, crime reduction, and public safety education. <u>Improve crime statistical analysis including shift coverage, closed case and overall workload and proactive community policing.</u> This goal is linked to the revised master plan for police and law enforcement services.</p> | <p>Annually.</p> |
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| <p>Key Result Areas/Goals (Not in Priority Order)</p> | <p>Department & Lead Staff</p> | <p>Narrative Description</p> | <p>Completion Date</p> |
| <p>Goal 3: Develop strategies for improving <u>enhancing</u> the crime prevention programs in the Town.</p> | <p>Town Manager</p> | <p>a) <u>Utilizing statistical analysis and empirical evidence evaluate all current crime prevention programs/ services and make recommendations to the Town Manager/Council. Develop strategies that employ modern and effective policing strategies. Town Manager to evaluate cost for increasing programs. Revise the Law Enforcement Services contract with MCSO to include baseline expectations focusing on the following areas:</u></p> <ul style="list-style-type: none"> i. <u>Crime.</u> ii. <u>Quality of Life Issues.</u> iii. <u>Officer Productivity.</u> iv. <u>Crime Prevention/Collaboration Initiatives.</u> <p>b) <u>Establish and manage a program to address the needs of the Town's business community. Identify training aids and awareness programs based upon the criminal activity previously reported. Invite special commercial entities impacted by the criminal activity to participate in the training.</u></p> <p>c) <u>Expand the Crime Free Multi-Housing Program to include all multi-housing properties within the Town. Identify specific criminal activity for those properties. Focus the delivery of the program on the two target audiences:</u></p> <ul style="list-style-type: none"> i. <u>Management staff and property owners.</u> ii. <u>Tenants.</u> <p>d) <u>Develop a neighborhood watch program that is results oriented and includes a formal structure. Designate boundaries for each neighborhood with an assigned chairperson and an assigned MCSO Deputy. Schedule meetings within the neighborhood based upon the criminal activity previously reported. Include citizen input to identify the desired outcome or response to the neighborhood watch effort.</u></p> | <p>June 2013</p> |

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| <p>Goal 4: Develop and exercise the Town's Disaster Management System.</p> | <p>Town Manager/Fire/Police/Development Services/Utilities</p> | <ul style="list-style-type: none"> a) Complete revisions to the Town's current Emergency Operations Plan (EOP). b) Develop an emergency communications center for Town Disaster operations. c) Develop a database for disaster management to include GIS capability and a resource directory. d) Establish and manage a regional Community Emergency Response Team (CERT) disaster response system for citizen volunteers. e) Develop exercise (simulation) system to annually test the Town's disaster response capabilities. f) <u>Implement a Disaster Management Plan in regards to the Town's technologies to ensure business continuity.</u> | <p>Annually.</p> |
| <p>Goal 5: Evaluate and support options to provide emergency services to Queen Creek County Island residents that provide needed public safety and appropriate cost recovery for the service.</p> | <p>Town Manager/Fire</p> | <ul style="list-style-type: none"> a) Support petition drive to create Queen Creek County Island Fire District (QCCIFD) as a consultant and advisor. b) Negotiate IGA with QCCIFD if established c) Expand QCCIFD to provide emergency services in Queen Creek's municipal planning area (MPA), as appropriate. | <p>December 2014</p> |
| <p><u>Goal 6: Identify and describe required or needed technology changes in the Queen Creek Fire Department during the time frame to implement the Corporate Strategic Plan. [NEW GOAL]</u></p> | <p><u>Fire Operations/EMS/Resource</u></p> | <ul style="list-style-type: none"> a) <u>Provide iPads and application software to enable Queen Creek firefighters to utilize the Firehouse inspection program.</u> b) <u>Evaluate and replace any defective or outdated electronic devices that are components of the Fire Department's station alerting system. This plan includes working with Information Technology to assess the current equipment and develop a plan for upgrading the components.</u> c) <u>Provide the necessary communication equipment on each fire truck to allow the creation of mobile hotspots and high speed data transmission. This will support the current commercial fire prevention inspection program, hydrant program and the upcoming electronic patient care program. In addition, a plan is being developed to install wireless access points in the fire stations to support these applications.</u> | <p><u>January 2013</u></p> |
| <p><u>Goal 7: Update the Master Plan for Law Enforcement Services. [NEW GOAL]</u></p> | <p><u>Town Manager</u></p> | <p><u>The Town's original public safety master plan (i.e., the Buracker Plan), "A Strategic Plan for Law Enforcement Services", was developed and accepted by the Town Council in 2004. The study established a population threshold of 30,000 to 50,000 as to when the Town should begin to consider the transfer from contractual to a municipal police department. The population of the Town is approximately 27,250. This plan needs re-evaluation and updating during the 5-year time horizon of the CSP.</u></p> | <p><u>December 2014</u></p> |

KRA 10: TECHNOLOGY

Queen Creek will continuously analyze opportunities to improve performance, efficiency and service through technology. Resources will be allocated for updating and implementing new technologies in the best interests of the community.

| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |
|---|---|---|--|
| <p>Goal 1: Implement emerging technologies that support the Town's telecommunications planning, GIS Strategic Plan, and other information technology efforts.</p> | <p>Town Manager/ Workforce & Technology</p> | <p>The Town continues to focus upon technologies that are being developed that could potentially enhance efforts within the Town on multiple levels. Examples include improved telecommunication use and regional coordination by public safety, use of GPS units by Town field services, geographic and mapping data to enhance efficiency, utilization of web resources to broadcast the Council meetings, and implementation of virtualization technologies for the Town's IT infrastructure. Commercially, staff continues to evaluate technologies and strategies that could enhance high-speed data options/services for businesses within the Town, as they relate to economic development opportunities. The Town Manager serves as the Chair of the Topaz Regional Wireless Cooperative (TRWC) system for the region and several staff members represent the Town on TRWC committees. TRWC links multiple jurisdictions to maximize public safety and service-oriented communications and to promote interoperability.</p> | <p>Ongoing. <u>[Completed.]</u></p> |
| <p>Goal 2: Maintain an active and relevant website that provides comprehensive information in a user-friendly format.</p> | <p>Workforce & Technology/ Economic Development</p> | <p>The Town's website serves as a hub of community communication, and should be maintained using the most up-to-date technology, making it simple for residents, businesses and visitors to find information. The current website was installed in 2007 and has been updated with minor changes each year. <u>The Town's website will be updated in 2013, allowing for accessibility from mobile devices, enhanced interactivity and transparency.</u></p> | <p>Ongoing. <u>Update in 2013.</u></p> |
| Key Result Areas/Goals (Not in Priority Order) | Department & Lead Staff | Narrative Description | Completion Date |

Goal 3 2:-Continue to pursue and implement emerging technologies to improve efficiencies with regards to manpower, sustainability and operations. Conduct a comprehensive architectural and inter-operability review of Town legacy systems and implement recommendations to reduce redundant programs and increase efficiency.

Utilities
Workforce & Technology

- a) Site security/video surveillance for all well sites and water storage facilities (ties to KRA 4/Goal 2)
- b) Equipment technology, acquire equipment that will enable staff to increase efficiencies and reduce future staffing.

Hardware/software acquisitions with regards to the following: ~~GPS/ GIS~~ technology for identifying and mapping system components; ~~iWater~~ software allowing operators to locate and input system detail/ data for maintenance performed, new construction, changes, and repairs; ~~iRemote~~ software that eliminates paper work orders and allows for real time response to completing tasks; ~~SCADA~~ (Supervisory Control and Data Acquisition) improvements to better manage electrical and operational efficiencies for well sites; ~~AMR~~ (Automatic Meter Reading) technology to more efficiently read over 9700 plus meters in the water distribution system; ~~AMI~~ (Advanced Metering Infrastructure) networking technology of fixed network meter systems utilizing smart meter technology for tracking/ collecting customer usage patterns. ~~iCall~~ an automated system that allows customers to retrieve account information and pay the utility bill over the telephone allowing customer service representatives to focus their time on other duties, as well as allowing us to utilize our ~~iNhan~~ce billing and work order system data to automatically direct information/ messages to customers via the telephone; ~~vehicle GPS~~ locating to more efficiently distribute workloads.

The Town has several legacy technology systems in which it provides services to the Town residents and for internal use. Some of these legacy systems include MUNIS (finance), Firehouse (fire records system), InHance (utility billing), ESRI (GIS), ViewCenter (Development Services document retention and imaging), Queen Creek Connection (virtual Town Hall work order system), NeoGov (HR recruiting and performance evaluation), Vision Internet (web services), and IVR (permitting). As the Town begins to grow, more software programs may be necessary to provide the level of service to meet the diverse service demands dictated by population growth which, in turn, requires the Town to hire more staff or places pressure on current staff to learn and support the new programs. The review and implementation will consist:

- a) Hire a third-party to conduct the technology architectural review to determine opportunities for efficiency and to eliminate redundant programs.

Ongoing-
June 2015

| | | | |
|---|--|--|----------------------------------|
| | | <ul style="list-style-type: none"> i. <u>Compare the costs of purchasing a new program that encompasses most of these legacy programs versus programming to make them inter-operable.</u> b) <u>Hire a contract programmer to connect remaining and future systems.</u> | |
| <p><u>Goal 3: Implement an updated building permit application and inspection system to allow the Town to streamline the building permit issuance and building inspection process. [NEW GOAL]</u></p> | <p><u>Workforce & Technology/ Development Services</u></p> | <p><u>In order to prepare for an increasing number of building permit applications, new electronic systems are needed to help manage the workload and track building permits electronically. This goal addresses a modernization and upgrade in our permitting systems to address the demands of our customers, allow for improved timelines and overall efficiencies. Elements of the new technology needed include:</u></p> <ul style="list-style-type: none"> a) <u>Modification of the Town’s website and supportive software to allow minor building permits to be submitted and approved on-line, building inspections to be scheduled on-line and building permit status available on-line</u> b) <u>Upgrading the current IVR (Integrated Voice Response) to allow customers more choices.</u> c) <u>Replacement of the current LIS (Land Information System) with an on-line version that would provide more options for data collection, automation and customer services.</u> <p><u>The intent of these modifications is to improve customer service to be more consistent with our neighboring communities and provide customers and help achieve the plan review times needed to comply with the provisions of SB1598.</u></p> | <p><u>July 2014</u></p> |
| <p><u>Goal 4: Upgrade technology for Council Meetings. [NEW GOAL]</u></p> | <p><u>Workforce & Technology</u></p> | <p><u>Upgrade the technology at the Council dais and Council presentation equipment. Upgrade the technology for the Council meeting through:</u></p> <ul style="list-style-type: none"> a) <u>Identify appropriate technologies.</u> <ul style="list-style-type: none"> i. <u>All-in-one microphones, which include camera panning capabilities, sound identifiers, voting system, etc.</u> ii. <u>Replace the projector and screen with 60” monitors on each side of the dais. An additional monitor can be placed in the Founders Meeting Room for overflow purposes.</u> | <p><u>December 2013/2014</u></p> |

Steps to Establishing Goals and Strategic Objectives

Step 1: Issue Identification (Mayor and Council)

What I MUST DEAL WITH based on what I understand

Based on the Premises identified, what are the ISSUES we face that we must address in order to be successful?

Step 2: Objectives and Goals Identification (Mayor and Council)

What I WANT TO DO in order to address the issues that concern us?

1. What should our OBJECTIVE be in dealing with the issues we have as identified? (Words to describe the end)
2. How would I define my GOAL in achieving the objective identified above? (metrics to describe achieving the goal)

Step 3: Strategies Identification (Town Manager)

What STRATEGY or STRATEGIES should I employ in order to "make" my Goal and achieve the Objective?

Group according to:

- ✓ "Explore"
- ✓ "Initiate"
- ✓ "Sustain"
- ✓ "Emphasize"
- ✓ "Backburner"

Step 4: Resource Allocation (Town Manager)

Do we have the resources to do what we want to do?

- ✓ Human/Financial
- ✓ Time
- ✓ Cooperation
- ✓ Etc.

Step 5: Accountability Identification (Town Manager)

Who will execute the strategies and how will review and accountability be established?

Who will carry out the actions identified, how will regular review of progress and efficacy be carried out?

Steps to Establishing Goals and Strategic Objectives

Step 6: Prepare Corporate Strategic Plan (CSP) (Town Manager)

- ✓ Establishes goals (Key Result Areas)
- ✓ Establishes timeline for completion
- ✓ Establishes departmental assignments and accountability
- ✓ Provides for status report

Step 7: Approval of Updated 5-Year CSP (Annually – December) (Town Manager recommends to Council)

SMART Goal Setting

For each goal statement that you write, apply this test to make each goal is **SMART**. Remember, goals are not about what you do but about the **result** you wish to achieve.

| | |
|-----------------------------------|--|
| <p>S = Specific</p> | <ul style="list-style-type: none"> ⊕ Easy to understand. ⊕ Specifies desired future results ⊕ Uses concrete action verbs (i.e. increase, solve...) ⊕ Defines the goal by answering: who, what, when, why, how... |
| <p>M = Measurable</p> | <ul style="list-style-type: none"> ⊕ Describe how each goal (result) will be measured. ⊕ Can this goal be measured using numbers (is it "quantitative")? ⊕ Decide what measure will indicate "success". ⊕ Answer the following questions: <ol style="list-style-type: none"> 1. How will I know the result has been achieved? 2. How will I show the result has been achieved? 3. What data will be collected? How is the data going to be collected? |
| <p>A = Achievable</p> | <ul style="list-style-type: none"> ⊕ Does the Town have the necessary tools or resources to accomplish this goal? ⊕ With all the other commitments within the Town, is this goal realistic? ⊕ Is this goal within the Town's control and influence? |
| <p>R = Relevant</p> | <ul style="list-style-type: none"> ⊕ Is the goal in alignment with the mission, vision, and guiding principles of the Town? ⊕ Does the goal relate to broader objectives that you wish to achieve? |
| <p>T = Time-framed</p> | <ul style="list-style-type: none"> ⊕ What is the specific time frame to achieve this goal (beginning and end date)? ⊕ Is the time frame reasonable? Have other factors been considered (delivery by others, coordination)? ⊕ May include interim steps and a plan to monitor progress ⊕ May establish a time frame for short and long-term goals |



TOWN OF QUEEN CREEK

2012 Council Retreat

Francisco Grande Hotel & Golf Resort
Casa Grande, Arizona
August 24-25, 2012

Attendees:

Policy Makers

Gail Barney, Mayor
Robin Benning, Vice Mayor
Craig Barnes, Councilmember
Dawn Oliphant, Councilmember
Jeff Brown, Councilmember
Julia Wheatley, Councilmember
Jason Gad, Councilmember

Staff

John Kross
Patrick Flynn
Doreen Cott
Jennifer Robinson

Facilitation and Summary: Lance Decker

INTRODUCTION AND BACKGROUND

The Town of Queen Creek is changing. The worldwide recession of 2007 slowed the Town's growth and physical expansion; demographic changes also occurred during that time. A new mayor and council were elected, and as policy makers they must now reconsider the plans of past councils. Given the dramatic changes in the economy... locally, regionally and worldwide... should the Town maintain the direction established by previous policy makers, or should the Council consider changing that direction?

On August 24 and 25, 2012, the Mayor, Town Council, and management staff dedicated a Friday evening and Saturday to discuss these and other issues. The following meeting summary represents the product of these discussions. Appendix A contains the working agenda for the meeting, and Appendix B is a summary of comments from pre-workshop interviews.

MEETING OBJECTIVES

The objectives for the budget retreat:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

THE ISSUE DEVELOPMENT PROCESS

A standard part of the LL DECKER & ASSOCIATES facilitation model is the Issue Development Process. Participants are asked to follow this five-step process in developing answers to key questions. I've found that this discussion process assures all have a voice ... and no one dominates the conversation, so I insist that participants learn and use this technique as part of the retreat.

Driving Question - One person with a good understanding of the topic is asked to describe, in two minutes or less, "everything we need to know" about the subject. During this first step, the speaker introduces us to the issue, illustrates why this issue needs attention, gives the group an initial starting position for discussion, and provides an initial direction for resolution.

Discussion - Participants are asked, "Who has a different position than the one just suggested?" With that, others who may hold opinions about the topic can provide alternative points of view as to what is "at issue" and the kinds of actions that might advance the organization or resolve the controversy. At this point no debate occurs... just presentation of opinions about the topic and direction that might be appropriate. Participants are also asked to keep their comments to 30 seconds or less... termed a "thirty-second soapbox."

Questions and Concerns - When all participants have had an opportunity to describe the issues in their own terms, then a second round of discussion can occur that focuses on

questions and concerns. Having listened to the differing opinions surrounding the topic or issues, participants are encouraged to raise questions and identify any concerns they may have about the recommendations presented by others. Again, debate is not an appropriate format at this point. Participants simply state their questions about what has been said, and listen to the answers. The intention is to direct questions and concerns toward the issue...not at each other.

Alternatives - Once all participants have had an opportunity to speak, the group is challenged to summarize what they heard and propose any alternatives that have not yet been suggested. Hopefully, through this process, new ideas and different possible solutions may have come to light that can overcome concerns and help the group reach a better recommendation. Again, individual debate...pro / con... is not appropriate. Simply state the preferred alternative and the benefits generated by that alternative. It is unnecessary to disparage the recommendations or suggestions of others.

Possible Actions - NOW, IT'S TIME TO DEBATE! When stating why one alternative is better than another, avoid comments that would be overly contentious, personally directed or unnecessarily provocative. Personal attacks directed toward the wisdom of another participant's suggestion are not productive to the decision, extend / delay decisions, and are discouraged. The group is challenged to mix and match features of the various recommendations; by doing so they may find better ways to resolve the issues and improve the relative position of all interests.

Summary - Keep in mind the fundamental questions, 1) "What actions will we agree to collectively take... or decisions might we collectively make... to resolve the controversy or address the topic?" and 2) "What direction and actions will the immediate group and other stakeholder interests collectively support?"

Using this Issue Development Process, the group generated information, recommendations and direction. As with all retreats, no final decisions were reached during the meeting; tentative suggestions by the group are subject to reconsideration and additional discussions, considerations and actions at a later time.

OPENING EXERCISE

After an introduction to the meeting process model being used during the retreat, Lance asked participants to consider four questions as a starting point for discussions:

- What do we (the Council) know and believe about Queen Creek?
- What values and beliefs do we (the Council) share?
- What makes us (Queen Creek) unique and different?
- How does that make us (the Council) stronger as a policy team?

A spirited discussion followed.

PRE-MEETING INTERVIEWS

Prior to the August retreat, Town Council members were asked their opinions on various topics as part of telephone interviews. Below are the categories of topics that were identified as critical to the Council’s discussions:

- Council Governance and Policy
- Fiscal Issues
- The General Plan Amendments and 2015 Update
- Infrastructure Development and Improvements
- Economic Development
- Land Use Planning
- Public Safety
- Signs
- Interaction with Nonprofits
- Direction for Town Staff

FRIDAY NIGHT HOMEWORK

As an assignment to the participants, Lance asked everyone to post on index cards the answer to the following question: “What are the three issues that will shape the strategic future of Queen Creek?” The detailed Council and staff input from that question are as follows:

Council Responses

| | | |
|--|---|---|
| <p>Infrastructure</p> <ul style="list-style-type: none"> • Water & Infrastructure • Wastewater, drinking water, irrigation, reclamation | <p>Economic Development</p> <ul style="list-style-type: none"> • Economic development • Economic development / business (employment and service mix) • Attracting business • Airport • Phoenix Mesa Gateway | <p>Civic Engagement</p> <ul style="list-style-type: none"> • Civic Engagement • Leadership commitment to the vision • Good council planning |
| <p>Fiscal Issues</p> <ul style="list-style-type: none"> • Finance • Financial strength and solvency (revenue vs. costs) | <p>Housing</p> <ul style="list-style-type: none"> • Affordable housing • Home starts • Housing | <p>Transportation</p> <ul style="list-style-type: none"> • UPRR • Access to freeway and SR-24 • Freeway access |

| | | |
|--|----------|-----------------|
| Legislature <ul style="list-style-type: none"> • Legislature • Legislature • State legislature | Downtown | Town boundaries |
|--|----------|-----------------|

Staff Responses

| | | |
|--|--|---------------------------------|
| Infrastructure Infrastructure – capacity Streets / road network to Gateway area Water capacity / Wastewater capacity | Finance / Fiscal Issues Taxes – Policy revenue Fiscal policies / budget | Land use / General plan |
| Legislature | Current & future councils | Tourism / destination QC |
| Transportation corridors / commuter and light rail | Phoenix / Mesa Gateway Airport | |

When asked to identify the strategic issues on which the Town of Queen Creek should focus, participants indicated the following four (4) strategic issues were key to the future:

- Housing
- Transportation
- Legislature
- Economic Development

SUBSTANTIVE DISCUSSIONS

Council Governance Issues

- Overall concern for continuing transparency of Council duties and actions. *[CSP related to transparency]*

Work Study Direction:

- Consensus to continue with work-study sessions prior to the regular session. Do allow for informal discussion and dialogue on policy issues and upcoming issues that need the Council’s attention.
- Video-taping Work-Study Session. Consensus to video tape the work-study session.
- Council Training Reports. Continue with existing policy resolution 730-08, establishing a protocol for reporting out attendance and issues learned at professional development opportunities.
- Council Committee Reports. Continue with reports as currently done on the Regular Session agenda.

Citizen Committees and Council Role and Involvement.

- ***Action Item:*** Staff to develop an amendment to existing bylaws, stipulating Council Member's role to be liaison status, non-voting and attendance not counting towards quorum.

Taxation Policy/Floating Rate White Paper Discussion.

- Broad-based acknowledgment of the issue in Public Safety/Emergency Services.
- No consensus to make changes at this time due to uncertain economic climate.
- Continue with interfund transfers to balance emergency services fund.
- Regarding Parks facilities: Discussion ensued concerning the need to amend the Five Park Master Plan. Issues included the ability to fund the plan, recognizing that impact fees, due to legislative changes, will not be a primary source of funding for future parks.
 - Additional comments included that, at present time, no ground-swell of community input, concern or need being demonstrated to motivate adding new amenities at this time.
 - Additional comment and input included redress with the state legislature, once impacts are fully known, demonstrating the result of their policy actions on the community. Hopeful for change to have reconsideration of the state policy to have growth pay for the needs of growth.

General Plan/Land Use.

- Density remains a concern.
- Changes in the plan may negatively impact existing or planned land uses.
- There may be domino or collateral impacts on the entire system that need consideration.
- There appears to be a disconnect when applications are proposed, between the Town's available infrastructure relative to the location of the proposed land use(s).
- ***Annexation Issue. [CSP – related to proactive involvement]***
 - Existing Policy (271-02) on annexation still valid; albeit, minor qualified changes that may add value may be considered.
 - More proactive analysis should be done, for example, on the State Lands parcel in the northeast portion of the planning area, so that the Town is prepared for service delivery, when the parcel is ready for annexation.
 - ***Action Item: Future Council WS concerning presenting the work done to-date, updating the model/results, on cost-benefit analysis for annexing county lands within the planning area. After presenting the work done to-date, do c/b analysis of three areas segmented: 1) State Lands parcel (NE section); 2) Eastern edge of planning area from Germann to Empire/Hunt; 3) all remaining county lands areas west of the previous two designated areas.***

Economic Development and Strategic Plan [CSP – reference to hotel, resort, branding, transit/commuter rail]

- Economic Development Director, Doreen Cott presented existing and proposed strategic plans; including the Department's Work/Action Plan.
- Comments included:
 - Transit needs to be addressed in the plan
 - Interaction with Union Pacific Railroad (UPRR) with a designated rail station needs to be identified.
 - QC, Inc. criteria for the future should continue to be addressed.

- A link to more clarity in the definition of the Queen Creek brand should be included in the plan.
- Heightened awareness of the intent to create a family-oriented business development interest should be identified.
- More consideration of the future of the Aerospace and Aviation target industry should be considered; perhaps deleting it.
- Hotels/hotel development should be accelerated and emphasized.
- Reconnecting with the Gila River Indian Community (GRIC) on their plans, if any for hotel/casino development, on their lands in the San Tan Mountains.
- Sales tax leakage a broad-based concern.
- **Action Item: Presentation/overview to Council at upcoming Work-study session concerning Tax Increment Financing (TIF) districts. This will be included in an upcoming presentation staff is preparing on bond financing and the importance of ratings.**

Infrastructure Development.[CSP]

- Comments included:
 - SR24 proximity to Town critical; as are the roads that lead to the freeway.
 - Balance should be evaluated when partnering with the private sector. Need to thoroughly evaluate the Town's investment in these partnerships.
 - Incomplete and scalloped streets infrastructure is a concern.
 - Town Center infrastructure a broad-based concern.
 - Identity piece is needed in the Town Center. Discussion ensued as to how best to attract new business to Town Center.
- ***Action Item: Presentation at upcoming Work-study session completing the Ellsworth Road improvement project and the remaining transportation related projects on the list for evaluation. Council may be interested in bringing the Ellsworth Project back for implementation; if so, action approving the construction project will need to occur at a future Regular Session; staff will need to re-bid the project – a discussion on procurement and schedule needs to occur.***

Horseshoe Park and Equestrian Centre.

- Discussion ensued concerning HPEC as noted below:
 - Concurrence that HPEC will not “pencil”; meaning the operating revenues will not fully cover costs nor annual debt service.
 - There needs to be a better link, by way of wayfinding, information on restaurants and other businesses, for patrons of HPEC to Town Center. Currently, the feeling is that patrons just access off Riggs and turn west to head out of town without visiting Town Center.
 - HPEC needs more time to mature; get traction within the region.
 - Debating original costs (sunk costs) for the facility doesn't make sense; We need to now deal with it, but be sensitive to the criticism.
 - Need to be concerned with the urge to escalate the commitment (future investment at HPEC).
- ***Action Item. Schedule for future Work-study session, a discussion on operations and maintenance costs and latest efforts on fund raising for CIP items. ***

On what decision factors should the Council base future policy direction?

- Economic Development
- Infrastructure

- Fiscal
- Civic Engagement

Public Safety.

- Broad-based recognition and concern for the ongoing budget gap between property tax collections and the cost of services.
- Broad-based recognition that public safety is a core service.
- Law Enforcement issues need to be addressed. Recognition that they are performance-based; still concerns and issues with 9-1-1 dispatch with the County.
- Staff commented that a report and update will be provided to the Council in September after the City of Mesa has reported back to the Town Manager.
- Discussion on developing a long-term solution needed for cost-containment.
- Alternative staffing models in Fire/EMS need to be considered.

Non-Profits.

Comments included:

- Interaction with Non-profits should be evaluated in the broader context of what is the proper role of government.
- Non-profits should be evaluating their long-term sustainability and informing the Council of their plans.
- Subsidizing special interests is not good public policy; proper stewardship of the public’s funds is critical.
- Non-profits provide a needed service, they pick up the gaps where the Town cannot serve.
- Town is picking winners and losers when funding some non-profits over others.
- Picking winners and losers is not an issue and should be evaluated in the broader context of the value/benefits they are providing to the town.
- Public benefit, if quantifiable, should be demonstrated.
- Summary: Council agrees to disagree and continue with status quo for time being.

DISCUSSION OF LAND USE

Major topics that were part of the overall discussion of land use issues.

| Services | Location | Compatible use |
|---|--|--|
| Complexity | Public expectations <ul style="list-style-type: none"> ● Current ● Future | Density |
| Housing | Annexation | Change in voter demographics / geography of future leaders |
| Infrastructure <ul style="list-style-type: none"> ● Water ● Streets | Economic development <ul style="list-style-type: none"> ● Employment ● Commercial ● Tourism | |

RECOMMENDATIONS / DIRECTION

The following recommendations were made, and direction given, to staff by Queen Creek policy makers.

- Staff will continue to support the Council by alerting them to emerging issues; the rule is “no surprises”. In return, the Council will work to do the same for staff.
- Staff needs to be cognizant of the amount of time spent on a single issue as there are other priorities to attend to.
- On specific issues, the Council may need more information than would normally be expected. Council will let the Manager know when such additional assistance from staff is required.
- Staff may use the Town Council members’ voices to occasionally provide political support for issues involving other agencies. The Council has offered such support to staff, and will continue to do so in the future.
- The Council requests feedback on their individual and collective job performance from management, staff and peers; this was not only requested but is valued. \
- On what decision factors should the Council base future policy direction?
 - Economic Development
 - Infrastructure
 - Fiscal
 - Civic Engagement

PLANNING FOR ACTION

Action planning is a technique for creating concrete results from meetings. The first column describes the action or activity that must take place. Focus on deliverables like specific reports, outcomes from projects, decisions made, or actions completed.

The second column determines who, specifically by name, will make sure the action or deliverable gets done. They don’t necessarily have to do the work themselves, but just need to be responsible for seeing it’s done. Don’t use titles, committees or “all of us” in this box... as a way of spreading responsibility. “When everyone is responsible... no one is responsible.” When a person’s name is in the box, they will feel personally responsible, and get the work done.

The third column is the delivery date. This should not be the date the activity will begin... or the date something will be in process. This should be the date when all work is completed, and the deliverable is submitted. This date should be when you can erase the action from the plan.

| PLANNING FOR ACTION | | |
|--|------------------------|---------------------------------|
| What needs to be done? | Who will do it? | By when will it be done? |
| Complete the draft meeting notes from this workshop and transmit to staff for further processing. | Lance | 9/4/12 |
| Send a performance checklist samples for evaluating meetings to John Kross, to be presented to the Council for their consideration. | Lance | 9/4/12 |
| Staff to develop an amendment to existing bylaws, stipulating Council Member's role to be liaison status, non-voting and attendance not counting towards quorum. | John Kross | 11/12 |
| Future Council work study session concerning presenting the work done to-date, updating the model/results, on cost-benefit analysis for annexing county lands within the planning area. After presenting the work done to-date, do c/b analysis of three areas segmented: 1) State Lands parcel (NE section); 2) Eastern edge of planning area from Germann to Empire/Hunt; 3) all remaining county lands areas west of the previous two designated areas. | John Kross | 1Q/2013 |
| Presentation/overview to Council at upcoming Work-study session concerning Tax Increment Financing (TIF) districts. This will be included in an upcoming presentation staff is preparing on bond financing and the importance of ratings. | John Kross | 10/3 |
| Presentation at upcoming Work-study session completing the Ellsworth Road improvement project and the remaining transportation related projects on the list for evaluation. Council may be interested in bringing the Ellsworth Project back for implementation; if so, action approving the construction project will need to occur at a future Regular Session; staff will need to re-bid the project – a discussion on procurement and schedule needs to occur. | John Kross | 11/12 |
| Schedule for future Work-study session, a discussion on operations and maintenance costs and latest efforts on fund raising for CIP items. | John Kross | 11/12 |

PLUS (+) ... DELTA (▲) EVALUATION

Given the entire planning session... from the time participants first arrived until right now... evaluate the meeting using a “plus...delta” technique. A “plus...delta” meeting evaluation asks the group the following questions:

“What did we do right at the meeting? What advanced our agenda? What worked for the group? What made this meeting a success?”

“What, if we ever did this meeting again, would we change to improve the results?”

MEETING EVALUATION

| What did we do right? | What would we change? |
|---|---|
| + We got through everything | ▲ Room could be cooler; maybe Flagstaff |
| + We kept on time | ▲ Maybe go a little longer; start at noon on Friday |
| + Flexibility in the agenda | ▲ Bring more staff? |
| + We were good listeners | |
| + Using the facilitation model we kept out of the “weeds” | |
| + We held the retreat off site | |
| + The number of staff was just right | |
| + The food was good; milk and cookies | |



APPENDIX A

TOWN OF QUEEN CREEK

2012 Council Retreat *Working Agenda*

Francisco Grande Hotel & Golf Resort
Casa Grande, Arizona
August 24-25, 2012

POLICY DIRECTION AND PRIORITIES

Retreat Objectives:

- To discuss current issues affecting Queen Creek
- To identify the policy direction and priorities of policy makers
- To improve the Council's ability to work effectively as a team

Friday, August 24

5:30 p.m. Dinner and Conversation

6:00 p.m. Welcome and Opening Comments

- Administrivia
- Review of Retreat Agenda
- Charter and Objectives for the Retreat

6:15 p.m. The 2012 Mayor/Council Team

- What do we know and believe about Queen Creek?
- What values and beliefs do we share?
- What makes us unique and different, and how does that make us stronger as a policy team?

6:45 p.m. Preparing for Discussions

- The Discussion Model: Question...Discussion...
- Concerns...Alternatives...Direction
- What I learned in my pre-retreat interviews
- Reaction to the interview presentation?

7:15 p.m. The Queen Creek Corporate/Strategic Plan: A Briefing

7:45 p.m. Saturday's Agenda: What's planned and what you'd like to change?

7:55 p.m. Homework Assignment

8:00 p.m. Recess until 8:00 a.m. tomorrow

Saturday, August 25

7:30 a.m. Breakfast and Conversation

8:00 a.m. Reflections from Friday Evening

8:10 a.m. **Discussion Topics**

- The Strategic Plan
- Council Governance
 - Council Agendas/Work-Study Sessions; Committee
- Reports: Council reports on training and conferences
- Committee Bylaws/Council Representation
- Fiscal Issues; Taxation Issues

9:15 a.m. Break

9:30 a.m. **Discussion Topics** (continued)

Participants

- General Plan and Land Use Planning
 - Annexation Policy
- Economic Development
 - Proposed Strategic Plan
- Infrastructure Development and Improvements
 - Horseshoe Park

11:45 a.m. Lunch Break

12:15 p.m. **Discussion Topics** (continued)

- On what decision factors should the Council base future policy direction?
- Public Safety
- Interaction with Nonprofits
- Direction to Town Staff

2:00 p.m. Break

2:15 p.m. What direction have we taken today?

2:45 p.m. Planning for Action

3:30 p.m. Wrap-Up

- Session Summary
- Observer Comments
- Meeting Evaluation and Closing Remarks

4:00 p.m. Adjourn



Requesting Department:
Development Services

TO: HONORABLE MAYOR AND TOWN COUNCIL

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

**FROM: WAYNE BALMER, AICP
PLANNING ADMINISTRATOR**

RE: DISCUSSION ON RESIDENTIAL DESIGN STANDARD OPTIONS

DATE: NOVEMBER 7, 2012

THE ISSUE

In 2005 the Town adopted a set of residential architectural design standards designed to enhance and maintain the quality of Queen Creek's neighborhoods. The focus was on the character of the streetscape, reducing the dominance of the garage and assuring architectural integrity in order to assure that the neighborhoods are sustainable and continue to make a positive contribution to the community in the years to come. A copy of these Architectural Design Standards is attached.

As part of the implementation process some of the design standards were left as guidelines, while others were adopted by ordinance in incorporated into our Zoning Ordinance.

One of the residential design standards that was adopted into the Zoning Ordinance was the requirement that the width of front facing garages (from outside of return to outside of return) shall not exceed 40% of the width of the front facade of the home. When this issue was presented to the Council in October as part of the Cielo Noche request, the Council reaffirmed their interest in maintaining the 40% requirement, which has raised concern in the home building community

While the 40% requirement has created a significant amount of discussion recently, there are several other design requirements that have also raised questions from home builders regarding their interpretation and use.

One option to both respond the current design questions, as well as to provide additional direction on design related issues, might be appropriate for the Town to review all our residential design standards and revise them as needed.

DISCUSSION

When the design standards were developed in 2005 they were intended to promote architectural interest and diversity of floor plans in order to develop interesting and distinctive neighborhoods. The standards incorporated the “best practices” at the time and were successful in achieving their goals.

Since then, however, we have seen an increasing trend for lots to be proposed as narrower and deeper. As a result, many new homes floor plans are being proposed which are also narrower and deeper in order to take advantage of having a larger rear yard. When our zoning ordinance was written dimensions of a “typical” 7,000 square foot lot were 70’x100’ – now they are more likely 60’x120’.

Since the typical front facing garage width is at least 20’ – a home with a front facing garage must be at least 50’ in width to not exceed the 40% requirement. Given that our side yard setbacks are at least 15’ total for both sides, in order to provide a 50’ wide house, the lot needs to be at least 65’ wide.

Another change staff has noted since 2005 is the trend toward developers offering more variation in their products in terms of the number and designs of the floor plans offered, as well as the number of architectural elevations available for each. As a result, the several instances the variety of home designs available has actually increased.

Also, since homes are not built in isolation, such issues as creating an attractive streetscape, developing a distinctive neighborhood character and providing sufficient four sided architecture for new homes are issues that are almost continually under discussion between staff and developers on how to comply with our standards.

ANALYSIS

The goal of our design standards is to create interesting, attractive and distinctive neighborhoods with attractive homes that reflect positively on both the builder and Queen Creek. That goal is also supported by developers as also being an asset to their neighborhood in that it maintains the character of their area and their surrounding neighborhoods. The questions often center on how best to achieve it – and how to determine if we are successful.

While the specific issue that initiated this discussion was the width of the garage in relation to the front of the house, that may be only the tip of the iceberg with the larger issue being is it time to review all our residential design standards to ensure they still reflect the Town’s goals and are still relevant in today’s development environment. In addition, since our standards were adopted other communities have also adopted residential design standards and what may have been unique in 2005 may now have been surpassed on other communities and is now commonplace and a new standard is needed to again be unique.

PUBLIC COMMENTS

In follow-up to the Council's action on the Cielo Noche case, staff sent an email to representatives of the homebuilding community who are active in Queen Creek and to the Home Builders Association of Central Arizona asking for their suggestions on how the town might more creatively address the 40% garage frontage issue.

Three replies were received from Jordan Rose on behalf of Fulton Homes, Kendall Baxley from Mint Homes and Jackson Moll with the Home Builders Association of Central Arizona. Copies of both the email and replies are attached.

In addition to these written comments, Staff receives verbal comments several other homebuilder that our requirement limits their design flexibility and their ability to produce attractive building elevations. Most agree with the Town's position that a large number of homes with the garage as the predominant design element facing the street does not produce an attractive streetscape. They think that there are other potential solutions to address the issue.

To date alternatives that have suggested include:

- Allow a percentage, but not all, of the model homes to exceed the 40% requirement.
- Increase the percentage to 45% for models with livable area more than 8' in front of the garage (i.e. have a greater garage setback than the 5' currently required).
- Allow 45% for homes which exceed the Town's required front yard setbacks.
- Using only the garage door width (typically 16') to calculate the 40% requirement, or limit the "return" used in the formula to one foot on either side of the door (18' total).
- Allow greater flexibility in the 5' garage setback requirement to create greater diversity in the streetscape
- Allow reduced front yard setbacks for a stand-alone entry element that extends beyond the garage door (a cover over part of the driveway in front of the door).
- Reduce the front yard setback for homes with an attached Porte Cochere in front of the garage.
- Allow some models to have the garage forward of the living area to create more variety.
- Require a greater number of floor plans and elevations per floor plan to create more variety
- Use side entry garages as the standard
- Establish design criteria to create a more diverse streetscape and if they are met to allow more variation in the garage width. These include:
 - Pre-determination of the elevations to be built on each lot to ensure variety.
 - More variation of garage orientations within the model series by including side entry, split, forward facing and oversized tandem garages.

- More oversized front porches, courtyards and balconies to provide more distinctive looks from the street.
- Builder to select two different roof tiles and different four color schemes for each elevation offered.
- The paring of driveways when possible
- Establishment of more specific architectural standards by the Town, and give "bonus points" for each that is met - which could be used for garage width variations.
- Allow up to 50% for three car garages if the builder provides:
 - No more than 2 spaces are on the same vertical plane or adjacent to each other
 - Provide at least a 2' offset with architectural trim on one space
 - Provide one space as either side entry or tandem
- Allow an increase if the builder provides:
 - Additional options for alternative garage locations (e.g. side or rear entry) for 10% of the homes
 - Garage doors with windows, raised or recessed panels or architectural trim
 - Dual single garage doors
 - Additional architectural treatments above the garage such as windows or balconies to create visual interest.

Also suggested with the option of only allowing lot widths of less than 65' under exceptional circumstances in which many of the design options described above were included in the proposed homes.

STAFF RECOMMENDATION

Staff recommendations two options to address this issue:

1. Continue the 20' garage width standard - but consider it more as a guideline than a requirement.

Allow applicants to present design options like those listed above for their models as part of their PAD request and have the Planning and Zoning Commission and Council evaluate the models on both the 40% garage frontage standard. The applicant would present their position and the Commission and Council would determine whether or not they have incorporated enough architectural elements to provide homes to be attractive and distinctive, even with additional garage frontage. An alternative would be to modify the text of the Zoning Ordinance to delete the 40% ordinance requirement, and continue it as a recommendation.

2. Consider convening a new Residential Design Guideline Committee to review and revise our Residential Design Guidelines.

When the Council created the Residential Design Guideline Committee in 2005, then Council member Lisa Coletto-Cohen was asked to chair the seven member team which included a representative from the Planning Commission and Chamber of Commerce as well as local citizens and representatives of the home building industry. A local architect was also contracted to assist the group with the project. The group held several meetings and generated the design standards that were later approved by the Council.

Given the changes that have occurred in the past seven years, it may be appropriate for the Council to convene a new Committee to review the current design standards and consider possible changes.

Should there be interested in pursuing this option, staff could prepare a work program, time line and budget for the project for presentation to the Council at an upcoming meeting.

ATTACHMENTS

1. E-mail to homebuilders
2. Letter from Jordan Rose
3. Letter from Jackson Moll
4. Letter from Kendall Baxley
5. Residential Design Standards Cover and Committee membership

Your thoughts on the 40% garage frontage issue are requested

wayne.balmer@queencreek.org

Oct 16, 2012

To: Jordan Rose, Norm Nichols, Greg Davis, Jason Barney, Tom Hickox, Jeff Blandford, Christa Walker, Kirsten Howe, Alex Holmquist, Kendall Baxley, Mike Perry, Jackson Moll, John Kross, Patrick Flynn

Hello all:

I'm looking ideas on options for the "40% garage issue" issue and I'm hoping you can help.

By way of background, the Town has a requirement in our zoning ordinance that "the width of front loaded garages (from outside of return to outside of return) shall not exceed 40% of the width of the front facade." There is an option to request a modification as part of the PDA approval process, but to date few have tried. One builder tried recently, and was asked to modify their garages to meet the 40% standard.

When the standard was adopted in 2005, more lots were wider and the long axis of the home faced the street so there wasn't as much of an issue. What we are seeing now, however, are requests to make the lots narrower and deeper with the short axis of the home faces the street - so the percentage is becoming a concern.

The Town has recently received several requests for rezoning/replatting for 55/60/65' wide single family lots which could create problems for the builders later in fitting a home on the lot, as well as several product lines that have had trouble meeting the 40% requirement.

Attached for your review is a copy of the staff report I gave the Council on this topic in September outlining the issue in more detail, along with a complete set of the design standards.

Where I would like your help is - what design options do you see that could help address the Council's concerns for having distinctive building elevations and an attractive streetscape - that you would like to see considered as possible options to the 40% garage front criteria?

Some of the ideas that have been suggested to date include:

- Using only the garage door width to calculate the percentage
- Allow a percentage, but not all, of the model homes to exceed the 40% requirement
- Allow lot widths of less than 65' only under exceptional circumstances
- Require a greater number of floor plans and elevations per floor plan to create more variety
- Allow greater flexibility in the 5' garage setback requirement to create greater diversity in the streetscape
- Use side entry garages as the standard

- Establish criteria to create a more diverse streetscape and if they are met to allow more variation in the garage width. These include:
 - Pre-determination of the elevations to be built on each lot
 - More variation of garage orientations within the model series to include side entry, split, forward facing and oversized products.
 - Include more oversized front porches, courtyards and balconies to provide more distinctive looks from the street
 - Builder to select two different roof tiles and different four color schemes for each elevation offered
 - The paring of driveways when possible
- Establishment of more specific architectural standards by the Town, and give "bonus points" for each that is met - which could be used for garage width variations.

What would you add to the list??

Please feel free to share this email with anyone you think might have an interest - or some ideas to contribute.

I'm looking for ways to achieve a win-win solution where the Council can achieve its goal of unique neighborhoods and the development industry can have a product they can support.

It would be appreciated if I could get your responses by Monday, November 5. I would like to summarize what we receive and get back to the Council and ask for their direction on how to proceed from here. Also, if you could put your responses in a PDF document on your letterhead so we can show the Council there is interest from the development community in offering ideas, it would be greatly appreciated.

If you have any questions, please let me know.

Thanks for your help.

Wayne Balmer, AICP | Planning Administrator, Development Services Department | Town of Queen Creek | phone: [480-358-3095](tel:480-358-3095) | fax: [480-358-3105](tel:480-358-3105) | e-mail: wayne.balmer@queencreek.org | 22350 S. Ellsworth Road, Queen Creek, AZ 85142 | www.queencreek.org

October 17, 2012

SENT VIA ELECTRONIC MAIL

Original sent via Regular U.S. Mail

Wayne Balmer
Town of Queen Creek
22350 S. Ellsworth Road
Queen Creek, Arizona 85142
Wayne.Balmer@queencreek.org

Re: Comments on Behalf of Fulton Homes Regarding Modification of Design Standards

Dear Mr. Balmer:

As you know, we represent Fulton Homes in their General Plan and Rezoning Applications relating to Queen Creek Station. We have obviously been paying attention to the discussion surrounding these Design Standards as Fulton will be heard by Commission and Council over the coming months. We agree that deviations should only be approved if the project is designed with features that create a diverse streetscape. We are very much in favor of working within these guidelines to allow the Town Council to feel comfortable in using their discretion to approve quality projects.

In anticipation that the Town may see multiple applications for variations on standards prior to any possible new Design Standards being discussed and adopted, you had suggested some ideas for a framework that would provide the Council and Staff with the tools it needs to make those decisions effectively. Fulton Homes is in full support of the Towns adoption or implementation of the below described policy changes as you suggest. Fulton Homes appreciates that these ideas are designed to give applicants an understanding of when and how Council discretion will be used to allow for a variation to a Design Standard.

The first applies just to the garage width issue as it seems that the larger door is, in most cases, caused by decorative returns (which it appears Council would encourage). In order to deal with this you may consider the following potential treatment:

1. In this scenario, the Town keeps the 40% width requirement and simply clarifies how the width is measured. The width would be only the width of the garage door itself (16' for 2-car garages). We favor this solution because the Town doesn't have to get rid of its standard, it still prevents builders from coming in with a 3-car garage door on smaller product, but it doesn't penalize builders for doing creative things to try and de-emphasize the garage door.

This would likely manifest in either statement of policy from the Council or even Staff or a simple rewrite of Section III.C. of the Residential Design Standards: "The total width of the garage door(s) for

front loaded garages (~~from outside of return to outside of return~~) shall not exceed 40% of the width of the front façade”.

We would also want to suggest a corresponding rewrite of this standard as it appears in the Zoning Ordinance related to PAD's. This would apply to Section 4.10.H, Table 4.10-4, Architectural Design Features: “The front elevation shall prominently feature an entrance for persons rather than automobiles with the total width of front facing garage doors ~~area~~ not to exceed forty percent (40%) of the front face plane.”

The other concept is for the Staff/Council to consider each potential deviation of a Standard and suggest that if a project meets the goal of a diverse streetscape then a garage width deviation is acceptable. You might consider a Staff statement indicating that the Council will look for the following criteria to be met for an applicant to have the best chance to make a case for a deviation. The goal of these six items is to allow for a diverse streetscape. If they are all met, they will do far more to vary the experience of driving through a neighborhood than meeting the 40% Garage Width Standard.

1. Builder pre-determines elevation selections for each lot, to ensure that that the same elevation or color scheme will not be located on adjacent lots, or directly across the street from one another.
2. Varying garage orientations are provided throughout each series with side turned swing-in, split, forward-facing and oversized tandem garages.
3. Oversized covered front porches, along with courtyards and balconies are offered to provide unique entry experiences as well as a distinctive looks from the street.
4. Builder offers a selection of two different roof tiles and four paint color schemes, unique to each elevation, for a total of twelve paint and six roof tile combinations.
5. Builder offers a variety of garage positions, including garages that are recessed from livable areas, front porches or courtyards, as well as some garages that are forward of these elements of the home.
6. Builder will pair up driveways whenever possible.

We hope these comments contribute to the discussion and allow the Town to move forward with the quality applications you may currently have before you. Thank you for reviewing this issue in such a timely manner and if you would like more information please just let me know.

Sincerely,



Jordan R. Rose



ESTABLISHED 1951

October 26, 2012

SENT VIA EMAIL

Wayne Balmer, AICP
Planning Administrator
Development Services Department
Town of Queen Creek
22350 S Ellsworth Rd
Queen Creek AZ 85142

Re: Queen Creek Design Standard III.C – Garage Proportion

Dear Mr. Balmer:

The Home Builders Association of Central Arizona (“HBACA”), on behalf of its members, is appreciative of the opportunity to comment on the Town of Queen Creek’s (“the Town” or “Queen Creek”) design standard that “the width of front loaded garages (from outside of return to outside of return) shall not exceed 40% of the width of the front façade.” The HBACA is confident that our input and participation will result in a design standard that will allow the Town to achieve its vision for an attractive and desirable home for its residents; allow individuals to find affordable housing that meets their demands and desires; and allows home builder to operate in an intensely competitive market.

Given that Queen Creek is perfectly situated to take full advantage of increasing construction activity, this issue is one that is extremely important to our members and they have provided a tremendous amount of feedback. In fact, several members have noted that they have not been able to offer their best selling product in Queen Creek specifically because of this requirement.

While we are mindful of the Town Council’s concern for having distinctive building elevations and an attractive streetscape, it is also important to remember that home builders design their product based on extensive study of their consumers’ desires and budgets. Regardless of the desires of Town staff, community groups, or the Town Council, the home builder alone carries the financial risk of designing and building a product that is attractive to consumers. If a design is not attractive to the future residents of the neighborhood, it will not sell.

Therefore, policy makers should seek to balance their desires with the freedom of home builders to build a product that meets the desires of the consumer, which often reflects an “Arizona lifestyle” of living by the pool. This consumer desire prefers designs that provide a useable backyard for a pool in exchange for the convenience of parking today’s large vehicles in an affordable and useable home that maximizes livable square footage.

It is also important to note that the Town already has other requirements in place, which when applied with the garage proportion requirement softens the garage dominance of the streetscape. For example, the town requires curvilinear streets and detached sidewalks with tree lined streets and shrubs. Between these two requirements the garage door (and in some instances the front elevation) is not noticeable. This is particularly true of mature neighborhoods such as Sossaman Estates at Queen Creek Road and Power Road, where the landscaping serves to effectively mitigate the garage dominance.

Given this regulatory framework, the following are options supported by the HBACA for providing additional flexibility in the Town’s design standards for garage proportion:

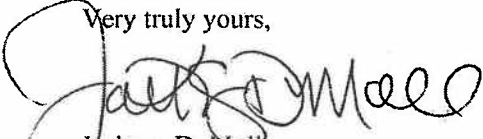
- When calculating the garage proportion include only the width of the garage door or alternatively limit the "return" from the door to 1' on each side. In other words, count the door (16') and add 1' foot on each side and define the garage as 18' regardless of the total "return."
- Allow some lots to have a garage forward of the livable space. Currently all plans must have livable space in front of the garage. The requirement to have livable space in front of all garages achieves "sameness" through regulation.
- Expand the garage proportion to 45% of the front façade if the livable space is more than 8' in front of the garage which will dramatically soften the garage dominance and provide for greater horizontal articulation.
- If the home is set back even further than the required maximum setback of 22' then allow 45% coverage because of the improved street scene.
- Allow a greater garage proportion if the builder provides for one or two additional options such as alternative garage locations (e.g., rear or side entry) for 10% of houses; garage doors with windows, raised or recessed panels, architectural trim, and/or single garage doors; or architectural treatment above the garage such as windows or balconies, to create visual interest. See City of Phoenix Design Guideline 8.3.
- For 3-car garages, allow garage proportion up to 50% on homes greater than 40' in width, if stalls are separated such that no more than 2 stalls are in the same vertical plane or adjacent to each other (i.e., provide a 2-foot offset with architectural trim for at least 1 stall or provide 1 stall in a side-entry or tandem configuration. See City of Phoenix Design Guideline 8.3.

In contrast, the following are options opposed by the HBACA for providing additional flexibility in the Town's design standards for garage proportions:

- Pre-determination of the elevations to be built on each lot. This would severely restrict a consumer's ability to choose the most visually desirable home in the most desirable location.
- Requiring additional floor plans, elevations, roof tiles, color schemes, etc. Offering additional elevations or colors only creates diversity if consumers choose the elevations equally; which rarely occurs.

The HBACA is looking forward to a meaningful and productive discussion of these issues. Once again, on behalf of our home builders in Queen Creek, thank you again for the opportunity to work together to achieve a mutually satisfactory resolution to this matter. Please feel free to contact me directly to discuss any questions or concerns.

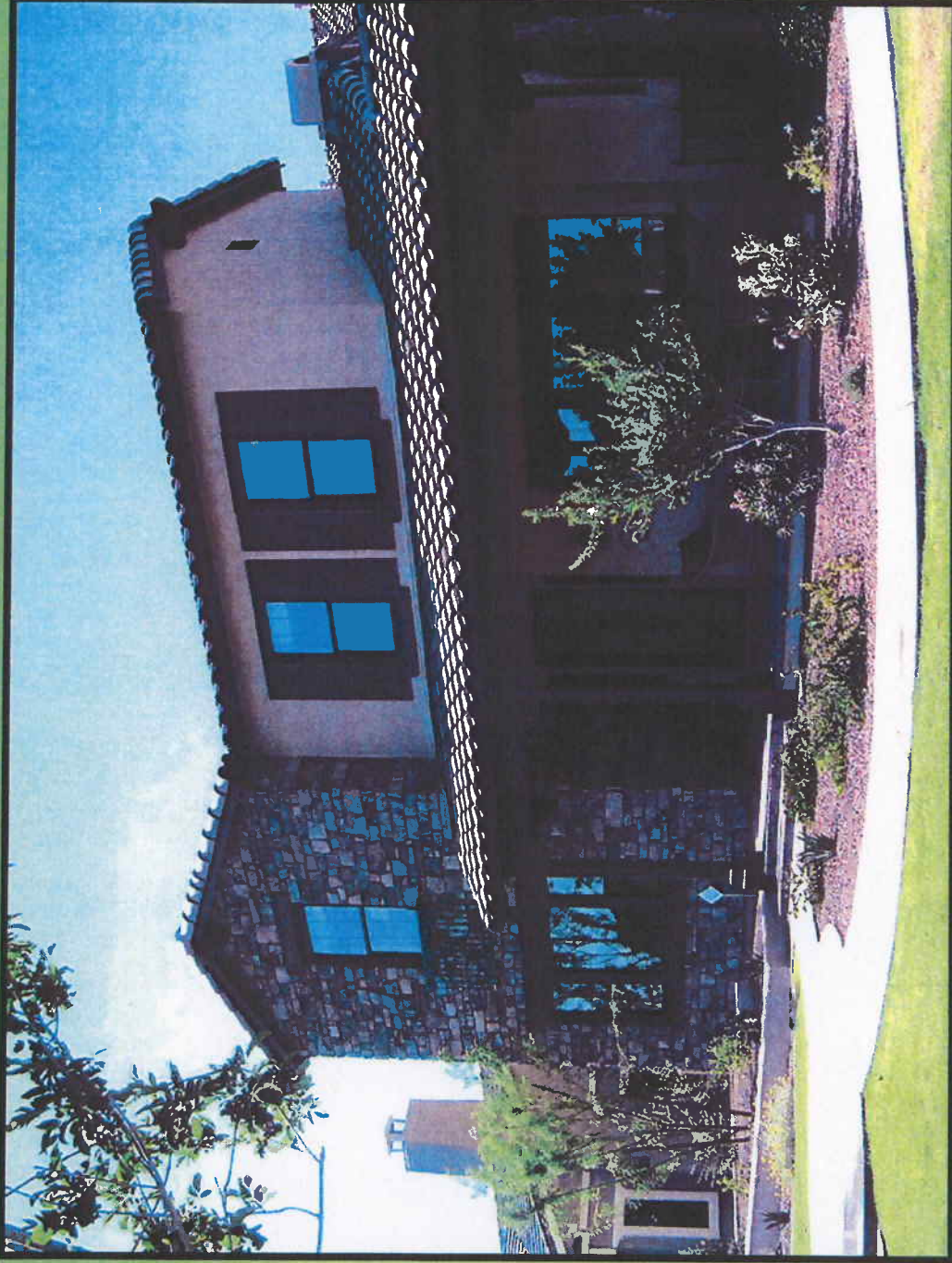
Very truly yours,



Jackson D. Moll
Deputy Director Municipal Affairs
Home Builders Association of Central Arizona

- Allow reduced front setbacks for designs with an attached Porte Cochere with conventional roof. This type of design element/feature could allow for a 3-5 foot recess area in front of the garage door; in turn, creating significant shadow lines and further diminishing the impact of the garage door(s).
- Allow reduced front setbacks for a stand-alone entry tower element, or porch feature that extends beyond the garage doors. This would help create a more definitive focal point to de-emphasize the front facing garage door(s).

TOWN OF QUEEN CREEK



Residential Architectural Design Standards
May 18, 2005

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