



TECHNICAL ASSISTANCE PANEL REPORT

# Town of Payson ULI AzTAP



April 17, 2018

# Acknowledgments

A robust team of people were instrumental in making this AzTAP a success. The Urban Land Institute Arizona District Council (ULI Arizona) gratefully acknowledges the following individuals who serve the Town of Payson as professional staff for being a superb partner and for their enthusiasm and commitment. ULI Arizona is grateful to the Payson Town Council for their dedication of leadership and support.

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# About ULI

## ULI ARIZONA DISTRICT COUNCIL

The Urban Land Institute is a 501(c)(3) non-profit research and education organization supported by its members. Founded in 1936, the Institute has members in 95 countries worldwide, representing the entire spectrum of land use and real estate development disciplines working in private enterprise and public service. The mission of the Urban Land Institute is to provide leadership in the responsible use of land and in creating and sustaining thriving communities worldwide.

The ULI Arizona District Council was formed in the early 1980s, as a direct response to the need for educational forums and events at a local level. ULI Arizona brings public and private sector leaders together to share and exchange ideas, information, and experiences to shape the way communities grow. For additional information, please visit: [www.arizona.uli.org](http://www.arizona.uli.org).

## ABOUT ULI AzTAPS

The ULI Arizona Technical Assistance Panel (AzTAP) Program is a service offered by ULI Arizona to assist Arizona municipalities, counties, regions, and nonprofits in the preliminary study of complex land use planning, development, and redevelopment issues. Drawing from a seasoned professional membership base, TAPs provide objective and responsible guidance on a variety of land use and real estate issues ranging from site-specific projects to public policy questions.

AzTAP was initiated by the ULI Arizona District Council in 2003 as an extension of the time-tested national ULI Advisory Services Program that was established in 1947 with proven success for its comprehensive, pragmatic approach to solving land use challenges. TAP interdisciplinary panel

teams are carefully chosen for their specific knowledge and the holistic examination that they provide to help resolve local issues.

Communities gain valuable insight and ideas from highly qualified industry professionals who volunteer their time. Professionals who bring their expertise to bear also get a better understanding of the unique development challenges facing communities. The interaction between panel experts, local communities, and residents strengthens the community fabric and builds opportunities for strong public and private sector collaboration to promote thriving Arizona communities. The focus and scope of issues defined by the local sponsoring community make each TAP unique. Past ULI Arizona TAP reports are available to view and download at [www.arizona.uli.org](http://www.arizona.uli.org).

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# Executive Summary

## Assignment and Process

Payson partnered with the Arizona District Council of the Urban Land Institute (ULI Arizona) to conduct a Technical Assistance Panel (AzTAP) evaluating the Main Street and American Gulch area of Payson.

A panel of ten multi-disciplinary development industry thought leaders met on April 17, 2018 at Payson Town Hall and discussed ideas and strategies aimed at enhancing the redevelopment potential for the area.

This summary report outlines the various strategies that were discussed during the AzTAP to help the Town lay the groundwork for realizing a vibrant, sustainable Downtown area that can attract a new generation of long term residents and families.

As the Town and its partners make decisions about how to invest in the short and long term, there are several important overarching priorities to consider. Energizing the community, identifying champions, building on successes, and clearly defining direction. More can be done, and the ensuing AzTAP findings and ideas are available to help guide achievable next steps.



Payson welcomes the AzTAP Panel.

## Key Steps

Topic	Key Steps
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Creating Sense of Place</li> <li>• Planning for Circulation and Mobility</li> <li>• Developing Parking Plan</li> <li>• Increasing Activity in Downtown</li> <li>• Creating Development Strategy</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Development Strategy</li> <li>• Gulch Infrastructure</li> <li>• Financing</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Branding Downtown/American Gulch Character District</li> <li>• Building Support</li> <li>• Communicating Message and Vision</li> <li>• Curate Experience</li> </ul>

Recommendations were guided by questions on the topics of:

- Planning and Design
- Market and Real Estate Development
- Infrastructure and Investment Strategies
- Finance and Incentive Strategies
- Sustaining Community Momentum and Leadership

## Going Forward: Top Priorities and Action Items

### Top Priorities

Topic	Short Term	Mid Term	Long Term
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Establish Overall Vision for Downtown</li> <li>• Road Diet</li> <li>• Parking Inventory</li> <li>• Downtown Coordinator</li> <li>• Establishing an Anchor</li> <li>• Increase Density and Local Engagement</li> <li>• Inventory and Promote</li> <li>• Attract Desired Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Gateway</li> <li>• Secondary Gateway</li> <li>• Multimodal Plan to Enhance Connectivity</li> <li>• Transit</li> <li>• Parking Plan</li> <li>• Implementation Plan</li> <li>• Removing Barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptive Reuse</li> <li>• Reconsolidation of Uses</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Survey Land</li> <li>• Build Momentum</li> <li>• Partnerships</li> <li>• Define Total Costs, Additional Studies, and Sources of Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Land Acquisition</li> <li>• Phasing Infrastructure Development</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of Financing Options</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Creating identity</li> <li>• Focusing on Tourism and Hospitality</li> <li>• Political Will</li> <li>• Community Support</li> <li>• Identify Champions</li> <li>• Stakeholders</li> <li>• Leadership</li> <li>• Building Consensus</li> <li>• Convey Excitement about Revitalization</li> <li>• Metrics/Performance Measures</li> <li>• Communicate Success Stories</li> <li>• Curate Experience</li> <li>• Engage Businesses</li> <li>• Events</li> <li>• Incubate Popups</li> <li>• Farmer's Market</li> </ul>		

## Action Items

Topic	Short Term	Mid Term	Long Term
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Start with high value, low cost improvements on Main Street: calm traffic and beautification</li> <li>• Improve pedestrian/ bike connection on Main Street (such as widening sidewalk)</li> <li>• Articulate Main Street policies and establish Main Street Guidelines</li> <li>• Consolidation of plans and articulation of vision</li> </ul>	<ul style="list-style-type: none"> <li>• Development of plan for interconnected multi-modal network</li> <li>• Look at the gateways to Main Street and the Gulch, at SR 87 and event center</li> <li>• Open up Sawmill Crossing and linking to Main Street</li> <li>• Form Based Code</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of larger concepts</li> <li>• Implementation of parallel connections</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Survey Land</li> <li>• Assessment and development of low hanging development opportunities</li> <li>• Communication plan and ideas to market to find development leaders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan for acquiring easements</li> <li>• FEMA Study needed</li> <li>• Acquire/swap for land</li> <li>• Financing Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Financing</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Communication/storytelling on success of Main Street, beginning with things already done well</li> <li>• Easiest and fastest things to build success and reactivate Main Street: mural, repositioning farmers market, restriping, food trucks Downtown</li> <li>• Start with easy volunteer type projects (such as apple tree planting) specifically to see leaders emerge; use those leaders to be able to make quick changes</li> <li>• Identify champions</li> <li>• Develop communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Changing perception of what people think of as barriers</li> <li>• Continue to build momentum through emphasis on authenticity, history, culture that already exists</li> <li>• Strengthen merchants' guild by rebranding and enlarging organization to encompass all Main Street and develop strategic plan for the organization</li> <li>• Involve Artists Guild involve and create a temporary artist program</li> <li>• Look at next generation of Sawmill Crossing ownership and how it would be an anchor</li> </ul>	



# Background

The Town of Payson is the heart of Mogollon Rim Country, a popular tourist destination for recreation and hub of activity for the 26 communities throughout the Mogollon Rim region. Main Street is an integral part of this history, including the historical center of the Town, rodeo, and center of commerce. Over time, with the construction of State Route (SR) 87 connecting the Phoenix Metropolitan Region to Rim Country, Payson has become a pass-through community and a destination for those owning second homes. Subsequently, Main Street suffered from a decline with the influx of national mainstream businesses locating along SR 87. Additionally, with the downturn in the economy in 2008, there was a decline in development resulting in a decrease in jobs throughout the region, as many had jobs centered around the construction industry.

This Arizona ULI Technical Assistance Panel (AzTAP), held on April 17, 2018, served as an opportunity to examine how Payson can move forward to continue to grow in a positive direction and enhance the community, creating a strong sense of place with Main Street as the hub of Downtown while enhancing the American Gulch as a natural recreational linkage connecting Main Street to Green Valley Park.



CAPTION



Family oriented activities at Green Valley Park.

## Study Area Location and History

The Town of Payson would like to examine reinvigorating Main Street, fostering local businesses and bringing the 'cool factor' to Rim Country, as well as enhance the connection to Green Valley Park through the development of American Gulch drainage area as an amenity, all while building a job base and improving the local economy. With many historical buildings existing on Main Street and an upturn in the economy, Payson has recently seen a renewed interest in development Downtown, with a mix of uses and family owned businesses reinvigorating the local economy and investment in redeveloping historic buildings, including The Sawmill Crossing as a large anchor development on the east end of Main Street next to SR 87. This type of investment has sparked interest in being downtown, demonstrating to both residents and visitors that Main Street is exciting and a place to be. There currently is a significant amount of vacant or underutilized land along and adjacent to Main Street. The Town has been working with owners as well as internally to maximize development, increase multifamily housing and enable the integration of residential and commercial development together.

Main Street itself is a wide street, with a center turn lane, and parking can be difficult, especially during events such as First Friday. Additionally, with the mix of uses along the corridor logistics for deliveries can be difficult, contributing to congestion and safety issues. Currently, large trucks utilize the center turn lane for deliveries and loading/unloading, and generally most uses along Main Street are auto oriented uses.

Additionally, several churches and a school are located at the west end of Main Street, one church on the east end and one church on the West end, and school on West end, which creates additional traffic through Downtown. Recently, a 'road diet' project was proposed to reduce the width on Main Street to promote more of a Downtown cross section, however business owners opposed the project and it was not completed. Major adjacent facilities include Westerly Road, which provides access to the American Gulch area, a natural drainage way backing to Main Street and providing access to Green Valley Park.

Payson has a strong history and several current plans which can be leveraged to encourage growth in the historic Downtown and development of the American Gulch area. Historically, Main Street was the center of Town for the rodeo, street dances, parades, and Town commerce. With the introduction of SR 87, many commercial businesses located along the new highway and most visitors are not aware there is a Main Street or park. Additionally, the community suffered with the recession, with much of the workforce moving elsewhere with the downturn in the economy and currently Payson is in the process of rebuilding.

Payson serves as the hub of the Mogollon Rim area, with a current population of approximately 16,000 residents in Payson and approximately 32,000 throughout Rim Country. As Payson grows, along with the other 26 communities as part of Rim Country, Payson will continue to serve as the center of activity. Located an hour and a half north of the Phoenix metropolitan area, Payson is a major recreation destination for Arizona residents and sees an influx of visitors during tourism season, April – October, hosting a range of activities such as mountain bike racing, motocross, and rodeo, as well as general outdoor recreation.

Gila Community College and the Small Business Development Center are working with Town to rebuild and grow the economy and workforce. Currently there is a diversity of businesses and uses on Main Street, such as auto repair, county complex, Senior Center, coffee shop, thrift stores, and an incoming microbrewery. The Town would like to preserve and celebrate the history of Payson, building on successes in the area. Recent development successes include the community raising money to fund the installation of an apple orchard adjacent to American Gulch, the redevelopment of the historic Oxbow Saloon, and an incoming brewery in the historic Bootleg Alley. Increasingly, businesses now want to be on Main Street and some are returning, such as Mumbo Jumbo Antiques.

## What We Heard: Strengths and Challenges

The Town of Payson, Main Street and American Gulch area have a significant history to preserve and promote. With a mix of residential and commercial uses, many historic buildings, and linkages to open space, Main Street has been a focus area over the last ten years. Being over a mile long, there is great potential for Main Street to develop into character areas with different types of experiences.

To facilitate discussion with the AzTAP, Town staff and elected officials provided an overview of the strengths and challenges as a baseline for the AzTAP discussion.

### Strengths:

- **Strong history and historical buildings in Downtown: Many historic buildings being restored, retaining character on Main Street**
  - **Oxbow Saloon** – in the heart of traditional Downtown, currently renovating, adding in kitchen
  - **Bootleg Alley Antiques** – just purchased for brewery



Main Street.



Bobby Davis, Payson Economic Development Specialist, orients the panel.



Historic Buildings on  
Main Street.



Installing Irrigation  
for Orchard.

- **Pieper Mansion** being converted to bed and breakfast, and can also be used as event venue
- **Bus barn** was Globe train turnaround station relocated to Payson - currently being resurfaced and will be used as private residence
- **JW Boardman General Merchandise** – historic Town owned property on Main Street
- **Lone Pine Hotel** – historic apartment complex on Main Street
- **Community anchors: Locally owned community focused businesses and community activities located on Main Street, with several new successes that can serve as anchors of community life and activity in the Downtown.**
  - **Sawmill Crossing** on east side of Main Street fronts to SR 87 and serves as the bridge between the more commercial focus of SR 87 and community focus of Main Street. The Sawmill Crossing has community activities such as the farmer’s market and plans for a community splash pad. The shop the Copper Needle is a successful business in the Sawmill, famous for quilt designing machine and drawing national attention for classes and other activities
  - Several **locally known businesses** have opened recently to great success, 703 on Main Street (fine dining farm to table restaurant), Mogollon Moose Bakery, flower shop (which is looking at adding a community focused mural), and Lowery Glass.
  - **Senior Center, Women’s Center, and Meals on Wheels** located on Main Street, where about 50 people come daily for lunch, and also have activities such as yoga, bingo, crochet, woodworking. Seniors can ride Senior Center bus and the center was recently awarded funding through the Arizona Department of Transportation to expand transit service into Town, to be implemented by November 2018.
- **Community projects to build upon/Community Amenities**
  - Community came together in 2017 to raise \$10,000 to plant an **Apple Orchard** on Town property, which fronts American Gulch. Strong support within the community and the orchard has become a community asset.
  - Conversion of Napa Auto building on Main Street for **Gila County Courts Complex**, which will be an asset for community, allowing Rim County residents to serve jury duty in Payson instead of traveling to Globe, as well as serving other court functions locally.

- **Sawmill Crossing** links SR 87 to Main Street and is community anchor, hosting weekly Farmer’s Market, connection to American Gulch with pathway connections to Westerly Road, and opportunity for community mural fronting American Gulch.
- **Higher density housing** located adjacent to American Gulch, including a senior complex and multifamily housing backing to lake at Green Valley Park
- **Town-owned property** on Westerly Road backing Main Street in Downtown can be utilized for parking
- **Messinger Funeral Home**, adjacent to American Gulch on Westerly Road, has a large community presence and accommodates community events held in community room
- There is an existing **Main Street Merchants Association** which has initiated and supported recent development projects and local businesses

- **Recreation Amenities/Community Events**

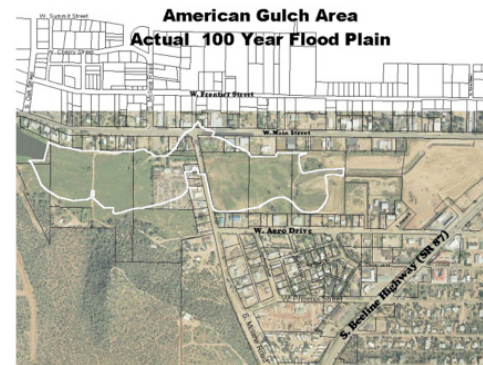
- **Green Valley Park** is “the jewel of Payson”, serving as an established anchor at the western end of American Gulch. It has three lakes offering an opportunity for urban fishing. Additionally, there are several historic buildings within the park serving a range of uses for the school district and the historic Zane Grey cabin, which is part of the Rim Country Museum Tour. The picturesque park serves as a preferred location in the community for photography and hosts a range of events throughout the year utilizing the open space, stage and amphitheater for free concerts in the summer and festivals such as 4th of July Hometown Celebration. Payson host two parades each year on Main Street – the Worlds Old Continuance Rodeo parade in August and the Electric Light Parade in December. It is common for children to walk and ride bicycles to the park from throughout the community
- **American Gulch** is a large drainage way backing to Main Street and connecting the Sawmill Crossing to Green Valley Park. This area is currently open space and in floodplain with immense opportunity for refinement to become a strong community asset as an open space trails connection from Downtown to Green Valley Park. In some areas portions of a signed trail exist, such as signage at Westerly Road, however there are gaps in trails and connectivity of land ownership, where some land is privately owned within American Gulch, although 2.79 acres is Town owned adjacent to American Gulch and is currently used for Food Bank storage. Community investment is occurring along the American



Green Valley Park.



Planned Birding Platform in American Gulch.



American Gulch Plans.

- Gulch, such as the Mogollon Sporting Association funding a birding platform
- Main street serves as the center of many **community events** which require closing the roadway, such as the Rodeo Parade in August and Electric Light parade in December
- Recreation and outdoors is integral to the character of Payson, and several **local bicycle and hiking shops** promote local recreation activities, such as bike races and trails
- **Vacant/Underutilized Land**
  - **Vacant and underutilized land** exists along Main Street, and the Town has established working relationships with several land owners to develop
  - **Gila County Complex** is currently located on the eastern end of Main Street in Downtown and is interested in relocating away from Main Street to the eastern side of Payson due to safety concerns with transportation of prisoners across Main Street

### Challenges:

- **Lack of visitor knowledge** that Main Street and Green Valley Park exist. People don't turn off the Beeline as they are just passing through
- Cost of housing is high in Payson and there is very **limited affordable higher density housing** stock
- **Low water crossings** at American Gulch, and several areas that currently experience major flooding in rain events, with speculation that the wash needs to be channelized
- School at west end of Downtown generates high traffic volumes through Downtown from parents dropping kids off at school
- Proposed **road diet on Main Street was opposed by community**, where the concept was to remove the center turn lane, adding parking on south side and bike lanes on both sides
- **Lack of redundancy in circulation network** adjacent to and providing access to Downtown, such as a dead-end road at American Gulch and Green Valley Parkway
- **Limited parking** along Main Street, currently an issue during events and will continue to exacerbate as more successful businesses locate on Main Street.
- **Historic, Redevelopment, and Downtown Commissions** were active around 2005, but are no longer active
- The Town has **limited staff resources**

# Panel Assignment and Process

Payson partnered with the Arizona District Council of the Urban Land Institute (ULI Arizona) to conduct a Technical Assistance Panel (AzTAP) evaluating the Main Street and American Gulch area of Payson.

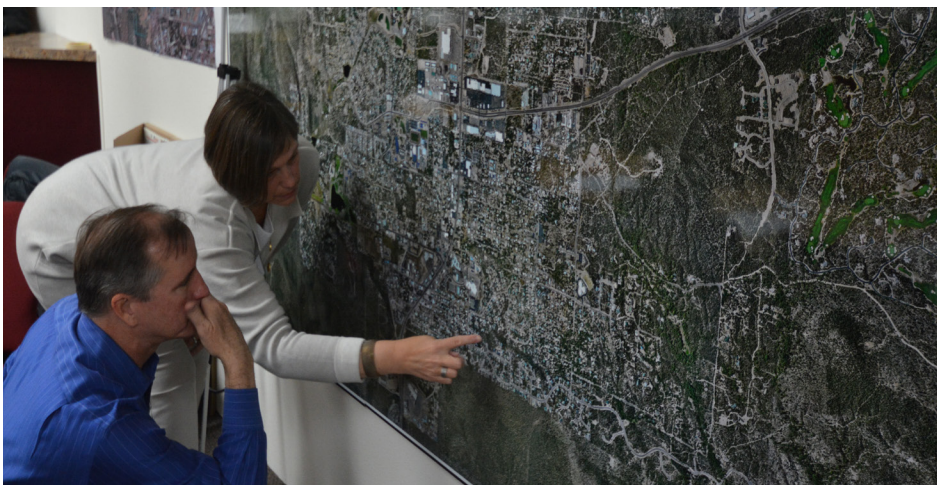
A panel of ten multi-disciplinary development industry thought leaders met on April 17, 2018 at Payson Town Hall and discussed ideas and strategies aimed at enhancing the redevelopment potential for the area.

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As the Town and its partners make decisions about how to invest in the short and long term, there are several important overriding priorities to consider. Energizing the community, identifying champions, building on successes, and clearly defining direction are fundamental in attract investment. More can be done, and the ensuing AzTAP findings and ideas are available to help guide achievable next steps.

**Recommendations were guided by questions on the topics of:**

- Planning and Design
- Market and Real Estate Development
- Infrastructure and Investment Strategies
- Finance and Incentive Strategies
- Sustaining Community Momentum and Leadership



CAPTION

# Main Street Recommendations

Creating spaces and places where people want to go will help invigorate the Downtown Main Street area and encourage additional investment.

## Creating Sense of Place

### Establish Overall Vision for Downtown

With the planning studies currently, there is not one overall, out-front vision leading implementation along Main Street in the Downtown. The long-term vision should be solidified with an implementation plan that will guide the development of sense of place in a “district plan”, preserve authentic character, attract the desired types of business, and be flexible to evolve over time. An easy, first step could be stitching together the array of planning documents that have already been developed and distilling them into a clear vision and action plan.

Downtown Payson serves local and regional markets so appealing to both residents and visitors will be important, and maintaining the unique, genuine atmosphere that exists today with attracting more people and businesses. A branded website, such as oldtownpayson.com, can promote the long-term vision and be a convener for community input on priority projects that happen over time.

## Creating Gateways

### Downtown Gateway

To enhance sense of place along Main Street, recognizable, noteworthy gateways would orient visitors that Main Street exists, catalyze additional development and growth, and encourage businesses to locate there. Gateways could be created in phases via an improved circulation loop. In addition to enhancing the entrance from the Beeline onto Main Street, another iconic gateway might also be created at McLane and the Payson Event Center in the future.



## Secondary Gateway

Developing the American Gulch Trail to connect to the Beeline Highway would be a secondary natural, open space system entryway. This might also involve repositioning parcels, relocating the Gila County office, and leveraging the corner of the Beeline Highway. In the future, the unique bank building at the corner of the Beeline Highway and Main Street could be repurposed as a Chamber of Commerce building, serving as a welcome center for Main Street. Ultimately, the American Gulch could weave through parcels forming a visual green connection from the Beeline Highway.

## Planning for Circulation and Mobility

### Multimodal Plan to Enhance Connectivity

The broader circulation context of multimodal access onto Main Street needs to be closely examined. Identify and enhance pedestrian connectivity and implement a road diet plan that narrows the street. Also, develop north-south and east-west connectivity and link Main Street to the American Gulch and the greater community.

Establishing better north-south and east-west connectivity will improve circulation patterns and develop multimodal opportunities. Upgrading connections to Frontier Street and maximizing use of through-lots to Main Street and Frontier Street will expand rear lot parking options. Frontier Street runs parallel to Main Street and could strengthen redundancy in the transportation network and add additional access to parking. Although there is a grade difference between Frontier Street and Main Street, there are many through-lots which could be optimized for vehicles, bicycles and pedestrians. For a better east-west connection, create a loop and extend McLane south to the Payson Events Center as a solution providing additional access to the Beeline SR 87 (although there are topographical issues to overcome).

Pedestrian connections, such as Bootlegger Alley and green space access to American Gulch, provide active options that will help improve community health. Pedestrian connections also improve safety in the corridor, especially to schools and Green Valley Park at the west end of Main Street.

### Road Diet

***“More pedestrian visitors would be drawn to Main Street through the road diet concept that narrows the street.”***

The planned road diet concept (removing the center lane) should be implemented as a first step in creating a more vibrant, pedestrian friendly, healthy, active Downtown environment. Work with local business owners to build support early. The focus should be on increasing density in the area,

not adding to roadway capacity. Implementation of the road diet concept will influence investment in place and calm traffic and slow people both visually and physically to experience Main Street. Bike lanes are also an integral piece of this concept. Including bike shares at specific parking area nodes provide more options to invigorate multimodal activity along Main Street.

The City of Cottonwood is a good example where roadway improvements and lowered speed limits added character and created a pedestrian oriented business district. Lower speed limits allow for better visibility of signage and businesses and increases safety for all users.

## Transit

A transit system should be considered to increase multimodal options, such as a circulator throughout Payson as recommended in the General Plan, or a Main Street historic trolley. Advancing transit complementary to a parking management district is a good way to provide business access and utilize remote parking more strategically, such as the lots located at the ends of Main Street in Sawmill Crossing, the school, churches, and other joint options, i.e. Messinger Funeral Home.

## Developing Parking Plan

Because parking is currently a challenge in the Downtown, with limited signage, hours, and locations not clearly conveyed, the creation of a parking plan will outline specifics for a parking district in the Downtown.

## Parking Inventory

Inventory all parking that exists and is planned, have discussions with business owners to understand what they need, and opportunities to maximize joint facilities.

## Parking Plan

When events occur, remote parking has been used with buses providing transportation to Main Street event areas. A plan will help focus parking into designated areas, provide access to businesses, and identify solutions for large events. On-street parking is an important element of a road diet strategy and can increase development opportunities along Main Street. The parking plan should include parking management, identify shared opportunities, and address easements and agreements with business and land owners.

## Increasing Activity in Downtown

***“Focus on how to increase dwell time along Main Street.”***

### Downtown Coordinator

Dedicating a staff position to serve as the Downtown coordinator is a great opportunity to build momentum for Downtown. They will be a champion to lead placemaking and design, oversee redevelopment efforts, and curate ideas for activities on a regular basis.

### Establishing an Anchor

New retail and food opportunities along Main Street and in the Downtown area will build the sense of place. The Town could also zone the area as entertainment district to link Main Street/Downtown to the Gulch and Green Valley Park. A new entertainment anchor would build the hospitality base and increase revenue, especially if enough people would be drawn to stay overnight. Establishing more anchors, in conjunction with holding regular events, will help boost all local businesses activity as people peruse shops on Main Street.

The existing Sawmill Crossing is already an anchor for the east end of Main Street, with an opportunity to be a showcase gateway to Main Street and the American Gulch. It will be important for a new gateway design here to open to both Main Street and the Gulch. The Sawmill Crossing should become part of the Main Street Merchant Guild with its strong Main Street business assets.

***“Integrating recreation and local business idea: “Scoops Loops”  
– signage indicating how many scoops of ice cream you earn  
based on how many miles biked on the trails along the American  
Gulch.”***

### Increase Density and Local Engagement

It is important to attract visitors, but perhaps more important to increase the local base of activity in the Main Street/Downtown area to support businesses. Multifamily housing options will increase the number of residents living in pedestrian-oriented proximity to Downtown. Bringing denser housing to Main Street, adjacent streets such as McLane, and fronting to the American Gulch will help increase customer base to make additional businesses more viable. Also, the school is a valuable local partner that can play a big role invigorating and activating the area through local youth events and activities, such as chalk festivals, art exhibits, and community planting events.

***“More residents living nearby will help to keep Main Street alive.”***

## Creating Development Strategy

### Inventory and Promote

Inventory key buildings to retain, reinvigorate, and prime for investment, and keep a ready list of developable land and what is available. Balance what exists today with the potential for uses and development that are more suitable, “Main Street-like” in the future. This will not happen quickly but can follow an incremental, phased approach. Host a series of charrettes with developers/brokers to convey available properties and evaluate associated needs and potential partnerships. For example, the bus barn property is privately-owned, but might be able to become an iconic asset if redeveloped and made available for public use in the future. The American Gulch area has some great vacant land and redevelopment opportunities that should be evaluated for their best long-term success.

### Implementation Plan

There are so many great planning documents that have been created over the years that relate to Main Street and the Downtown. What is critical now is stitching together a collective summary and developing an effective implementation strategy. Identify smaller projects that will build early success and community support.

***Have a “just do it” column that draws the great ideas from the Town’s previous studies.***

### Removing Barriers

Identify priority projects and work with the community and property owners to remove barriers for their development. Barriers are often about value and perception of value, so be flexible with solutions. Some obstacles may be easier for the Town to address, such as policy, zoning and development fees. Development agreements can solve perceived monetary barriers by simplifying land use peculiarities and providing developers certainty for projects to be built with confidence. However, regularly communicating with the development community is the most important way to understand the perceived barriers and what the needs are to get projects off the ground.

***“Questions to ask the development community: What message is the Town sending? How does that compare with other communities?”***

### Attract Desired Businesses

Businesses who are dedicated to strong quality customer service locate on Main Street/Downtown will strengthen the area as a desirable destination.

Success in attracting new businesses will incrementally generate a concentration of activity over time.

Actively recruit the desired types of businesses, reaching out to small independent businesses and working with sellers when new properties come on the market. If Payson owns land outside of the Downtown area, consider land swaps as options to remove undesirable uses along Main Street.

A big hurdle to attracting businesses to locate in the Downtown Main Street area is improving broadband access. However, attracting businesses that do not require significant broadband use could be a near-term step.

## Develop Downtown Design Standards

### **Design Standards**

Reexamine the Main Street design standards and enhance their focus on identity to create a cool, unexpected experience on Main Street. Use the standards to create a sense of place and promote the connection to the American Gulch through appropriate setbacks and orientation, including dual frontage for south side parcels adjacent to the Gulch. If consistently used, land use tools can be effective guides to promote desired growth patterns and activity centers for investment.

“McLane/Main is the 100% corner, need to build on that as a key node, focusing on beautification and maximizing use. The clock creates an iconic “center of Town”, could be anchor of a pocket park, facilitate popups or other small shops such as ice cream or coffee.”

### **Form Based Code**

Establish zones or unique character areas to build a sense of place in a “downtown” district. A form based zoning code might be an option to explore as it focuses on form without overtly prescribing the use of space, which may evolve over time. Common elements to focus on are streetscape improvements, landscaping, parking, and curating the pedestrian experience, a consistent “living room” feeling on Main Street that can be enhanced over time. Wider sidewalks will create more gathering space, allow businesses to expand patios, add pedestrian shade and amenities, and activate the street.

### **Enforcement**

Enforcement of standards is a critical key to success. Planning and design standards need to be enforced during the design and construction process. Other standards, such as the sign code, can be utilized to enhance character but also need to be consistently enforced. Lax sign code enforcement is a detractor, especially for temporary signage, including extensive use of sandwich board signs which are not taken in when businesses are closed,

and signage is missing on many businesses. Enforcement of the sign code is a minimal cost, “low hanging fruit” mechanism to quickly improve character and create a positive Main Street atmosphere.

### Adaptive Reuse

Given the rich history and character on Main Street, it is important to know which buildings should be considered for adaptive reuse. Maintaining the historic elements, such as the wishing wells, is essential to maintaining charm and building a one of a kind experience. Often the biggest hurdles to adaptively reuse buildings are fire and safety requirements. Coordinate early with the Fire Department to determine best and safest options and integrate flexibility into the code. The code has provisions for existing building upgrades, but they should be reevaluated to ensure the specific needs for historic buildings are adequately addressed. In some cases, it might not be one parcel at a time, but rather looking at a group of parcels to be sure they are ADA accessible, potentially addressing issues with vehicle ingress/egress, deliveries, etc.

### Concentrate Viable Downtown Character

Focus on businesses that add to the Downtown character and support the long-term vision. Through design standards and zoning emphasis on form, not function, the uses along Main Street will change and become more fitting over time. To speed things up, out of character uses (and forms) can be transferred away from Main Street (through land swaps, purchases, ownership changes, etc.) to more suitable areas. This can also help build markets in Town, i.e. an Industrial Park.

# American Gulch Recommendations

The American Gulch is a unique, natural community asset, but to maximize its potential as a recreational resource it needs to be linked to Main Street and enhanced. A plan to revive the American Gulch into a thriving community activity center should be a priority, and should establish and preserve view corridors, identify trail locations and recreational open space access locations, and outline development guidelines for promoting a walkable environment through phased increments.

The American Gulch plan needs to be built around an inclusive, grassroots community vision. The long linear stretch of the Gulch should consider different activity spaces, destinations, and an ecosystem with occasional water flow. Break the larger area into a series of smaller pieces or zones (i.e. the zone behind Sawmill Crossing) that can incrementally be developed and implemented. The plan should identify how to weave the zones together with different revenue generating opportunities. Build on successful first steps, such as the Apple Orchard, the Sawmill Crossing farmer's market, and the initial segments of a pathway. Sawmill Crossing is a logical first phase project that could incorporate watercourse infrastructure, a trail, and an iconic mural. As property owners, business owners and residents become more involved and realize the successes, additional advocates within the community will step forward. The Apple Orchard project already demonstrates a strong existing resource and volunteer base and desire for the Gulch project within the community.

## Development Strategy

### Survey Land

Assess the status of available land, property ownership, and market potential.

## Land Acquisition

Evaluate each of the districts or character areas within the Gulch and identify opportunities to build support and catalyze each of the areas. Low cost opportunities for restoration of the Gulch include exchanging land out of the floodplain in exchange for rights of way to incentivize private owners. Several parcels do not directly access the Gulch, but additional negotiation for access easements could be considered.

***“The opportunity cost of delaying action is the costs of land increase.”***

The Tonto Apache Tribe owns parcels adjacent to the Gulch which are not in floodplain. The Tribe should be a prime partner for development along the Gulch, so discovering mutual goals is important. For example, the Town could assist with services for the Tribe in exchange for development access or partnership opportunities. The City of Maricopa has great examples of working with the Ak-Chin Indian Community to develop land as a benefit to the overall community and Tribe.

## Infrastructure

### Build Momentum

Initiate low cost steps to leverage success early and build community support and momentum, such as changes to road striping, diagonal/parallel parking, or development of a form based code. These inexpensive near-term steps will exemplify how things can take shape and evolve over time.

### Partnerships

Some American Gulch improvements will be costly for land owners. To encourage development, the Town could assist land owners that have property in the floodplain in exchange for some public benefits, such access easements, dedications, infrastructure, site improvements, etc.,

### Acquisition and Phasing Infrastructure Development

The Town will need rights-of-way and easements to implement the vision for the Gulch. Start acquiring easements and rights-of-way in key locations for utilities and transportation connections now. Phase over time to leverage changes that happen organically. Some improvements will be relatively low cost, but others will require significant money, investment, and political will. A realistic timeline that outlines who does what and when is essential to help people understand the infrastructure necessary and signal priorities within the different zones and build public trust and support.



## Targeted Effluent Use

Evaluate targeted effluent use to create the illusion of water navigating the American Gulch. While not enough effluent exists currently because of existing commitments, increasing multifamily development in the area could increase nearby available effluent. Indian Bend Wash in Scottsdale is a good example of using effluent to support a linear park system with water features.

## Financing

### Define Total Costs, Additional Studies, and Sources of Funding

Get more definition on the Gulch costs, such as engineering and working with FEMA to study flood mitigation and management. This will help the inventory of the types of funding and financing options available to know what are most feasible and the best ways to create a viable financing package. In some cases, it is necessary to layer different funding and tools to make something pencil out. Because there is an uncertain future with federal funding, evaluate programs with caution and understand their limitations as they might not be available in the future. Strike now while funding sources exist if possible.

***“It is important to first have a clear understanding of what you are trying to solve.”***

### Evaluation of Financing Options

#### **Community Facilities Districts**

A Community Facilities District (CFD) can be set up in a designated area to sell bonds to fund public infrastructure, streets, roads, water, sewer, fire, library, etc. CFDs become separate political subdivisions of the state and they can't be formed unless 51% of landowners agree, a hearing is held and three CFD board members are appointed. Recent revisions to Arizona CFD statutes include two of the CFD board members being selected by the largest landowner. The smallest CFD in land area size to date is the City of Scottsdale Waterfront financed at approximately \$1.2 million.

A CFD can be a straightforward approach to encourage public improvements in an area because there is no direct financial responsibility on the Town. Money is raised by selling tax exempt bonds with revenues designated to be reinvested within the district. A next step would be to determine what amount is economically feasible for property owners to be pay for public infrastructure and how wide to cast the net for participation.

#### **Revitalization Districts**

A Revitalization District is like a CFD but the board members are land owners. Over time land owners cede control to affected residents. These have

been done approximately eight times in Arizona. The Town can suggest a revitalization district but can't form it itself, as it is the landowners that need to bring themselves together. Again, there is no financial responsibility on the Town. Money would be raised by selling tax exempt bonds. In Flagstaff, a revitalization district was set up by the downtown merchants, and it helped implement a parking management plan and provide parking meters.

### **Tax Increment Financing Alternative**

Tax increment financing is not currently allowed in Arizona. However, a new idea is being explored that uses a development agreement like a sales tax reimbursement agreement attached to assessed property value. The developer would be reimbursed for providing public infrastructure using a formula for assessing increased property value which would be included in a development agreement. Developers and property owners would not receive the reimbursement until the infrastructure is constructed. For example, as the property owners on Main Street create value by reinvesting benefit back into public infrastructure in the area, they would be reimbursed for their investment based upon an agreed upon formula, similar to a sales tax reimbursement agreement. The formulas would be developed in conjunction with Town staff and officials.

### **Other Funding Mechanisms**

Bonds and impact fees are other funding mechanisms. If the Town has \$46 million in bonding capacity and \$645,000 current debt, a bond could be passed. For every \$10 million, property tax goes up \$0.32 per year per \$100.00 value. Generally, in the current market a combination of funding mechanisms is needed, with support from both public and private entities. If using the Town's statutory bonding capacity, then could combine Gulch improvements with other community improvements. It is important to be careful about what gets put into the bonding formula and that the vision and motivation narrative is clearly communicated. In some instances, impact fees could also be used.

Some federal funding may be available for various elements of the Gulch project development. The Federal Emergency Management Agency (FEMA) offers grants for land within floodplains and the Environmental Protection Agency (EPA) also has funding to help with watercourses and flood control. Numerous non-profit and grant opportunities also exist for various elements.

Transportation safety and mobility infrastructure could partially be funded in partnership with the school district and health facilities located in the Downtown area. With the school campus in the corridor, Safe Routes to School funding could support some transportation infrastructure improvements. A Banner Health facility is located on Main Street and as a non-profit hospital they are

obligated to invest a portion of their revenue back into the community as part of their Community Reinvestment Act obligations. There is already an active partner in the Main Street Guild.

Resources for grant writing is available to help municipalities write grants through the Association of Grant Funders. There is also potential for historic preservation funding through the National Trust, where redevelopment sites such as Oxbow could apply, although typically a 501c3 would be the applicant.

### **Successful Funding Initiative Characteristics**

Most big projects in the Phoenix metro area use special district financing, especially in cases of redevelopment areas to higher density mixed use with more public amenities. The challenge in Payson will be to create an area big enough to warrant bonding capacity. For example, if a drainage structure costs \$6-10 million, a bond or taxing district could be created. However, enough amenities would have to be built to demonstrate progress and direction of where the planned development is going.

# Communication Recommendations

## Branding Downtown/American Gulch Character District

A smart branding campaign will help people visualize the Main Street and American Gulch connection and market the possibilities. Brand as a core historic district, such as the “Payson Recreation and Old Town District” or “Gulch Main Street District”. In Breckenridge, Colorado, its main street previously had its back turned to the river but worked to reorient an active physical and cultural river connection supported with branding and many iterative improvements developing over time.

### Creating Identity

Leverage the Old Town Payson identity along Main Street and the American Gulch. Develop a cohesive identity and brand, supported with a continuity of planning elements for what the district is doing and visual cues repeated throughout. Think about what is there and the brand will develop itself. Specific actions such as murals on the back of Sawmill Crossing are great ways to add sense of place/identity. The Courts building (repurposed Napa) is in a good location and can also be part of branding/welcoming attraction element.

***“Old Town Payson is the experience; Main Street is the location.”***

### Focusing on Tourism and Hospitality

Some of Payson’s greatest strengths are its rich history, climate and location, and strong recreation orientation of the community. Main Street development should trend towards tourism and hospitality and build on these strengths. As opportunities to relocate light industrial elsewhere in Town are seized, more recreation, outdoor activity, food, drink, music, entertainment, arts and crafts, and the existing Oxbow Saloon, Piper Mansion, Mogollon Moose Bakery, and 703 on Main Street will create a food and entertainment cluster.

## **Promote History**

The history of the Main Street area is an anchor element that should be promoted. Actions might include better signage to communicate history on the historic buildings, such as the jail and Oxbow Saloon. It will be important to retain character and architectural integrity on historic properties as the area grows and evolves to communicate the stories of what is there and what took place over time.

## **Antique/Vintage Trail**

With the concentration of thrift stores, opportunities to rebrand as “retro” or “vintage” exist, and ultimately evolving into the anchor of an antique/vintage Rim Country trail complete with a vintage store tourism map, similar to the Salsa Trail in Southeastern Arizona.

## **Maximize Outdoor Brand**

With a recreation-oriented community and an existing anchor of Green Valley Park, the development of the Main Street area and the American Gulch should leverage Payson’s outdoor brand. Main Street could become a central attractor for outdoor activities, ecotourism, and glamping activities, such as indoor/outdoor hotel space and building the hiking/biking culture. As the Gulch develops, one or more of the Gulch zones or character areas could be focused on outdoors, which might include hiking shops, bike rentals, and yurts. The Tonto Apache Tribe owned land near the Gulch is also another asset that could leverage and expand the hospitality/outdoor brand experience.

## **Building Support**

To build support for major infrastructure investment, it is necessary to build support within the community at multiple levels. When you have great champions within the community, coupled with transformative ideas, new project and investment opportunities often follow.

## **Political Will**

Consider the community will for infrastructure development and public improvements in the area, the necessary phasing, and how American Gulch improvements should be coupled with Main Street improvements, or when they should be developed separately. A phasing plan would need to be developed and clearly conveyed to build political will and community support to pay over time. If pursuing a bond, it may be combined with other projects, but it is wise to be careful on what gets put into the bonding package, and a clear narrative that people understand should be crafted.

***“Decide what can be supported, what’s in and what’s out, since sometimes projects rise and fall together.”***

## Community Support

The development of the American Gulch and revitalization of the Main Street area are important community projects. Build community support over time, showing incremental progress such as implementation of the birdwatching platform and the Apple Orchard. It will be important to communicate and benchmark progress along the way to demonstrate prudent public return on investment.

## Identify Champions

Empower champions within the community for the Gulch and Main Street area, people that really live and breathe it. When there are people communicating and promoting the vision, things take root faster. Find someone to be the Downtown coordinator or the 'face of Main Street/Gulch', such as a part time employee or retired person to energize the community and build support.

Assess who is already investing in the community and leverage those assets. The Apple Orchard project raised money and sweat equity from leaders throughout the community to benefit the Main Street area through a planting event, with many donors and supporters not having a physical presence in the Main Street area. By having events, more supporters and potential champions in the community will emerge.

Identify opportunities to rename future infrastructure after a champion who wants a legacy project, such as a Riverwalk, or renaming Lake 1, Lake 2, and Lake 3 in Green Valley Park after community champions. A community run event, contest or fundraiser can also build support and name existing or future infrastructure.

## Stakeholders

Early identification of stakeholders helps people get involved from the beginning, and those stakeholders promote and communicate ideas within the community. If a champion (person, company or family) within the community is willing to put money behind an idea, they often encourage and are attractors to get other stakeholders on board and will help form alliances.

## Leadership

Strong community leaders can be found within Gila Community College, community organizations, and the Main Street Merchants Guild. The Town should actively coordinate with relevant programs at the college to encourage participation, reach out to nonprofit organizations such as the Audubon Society, who may want to be involved in programs within the American Gulch, voluntary associations, clubs, networks, and local institutions and

organizations such as the Payson Senior Center, who could lead community activities such as planting/maintaining vegetation and trees in the Gulch.

## Building Consensus

A challenge in most community planning and redevelopment efforts is working with multiple viewpoints and building consensus. The Town of Payson is no different and previous road improvement efforts to restripe and add parallel parking were opposed by a fraction of merchants who didn't feel they had enough time to consider the project. The first step is to building support with local champions who will be strong advocates, but remember that there are always people who will be opposed to change. It is important to engage champions and stakeholders in community conversations as early as possible. Build a strong network of champions and let them be the lead voices so it's not just coming from Town officials. A unified community partnership can advocate more effectively than disparate groups working alone and will bear pressure from community opposition. It's often easier to rally support around new ideas when community members are leading the change. Partnerships with community champions will serve to unify the long-term redevelopment efforts for the Downtown Main Street/American Gulch area.

Also, when facing naysayers, ask what they would support. This will engage them in the dialogue and developing the solutions and build the relationship for working together. Ideally this will discover how an approach can be modified into a third option that could work for everyone.

## Communicating Message and Vision

Establish consistent messaging about Downtown Main Street/American Gulch area successes and relate everything that is accomplished to the long-term community vision. Good stories that will create community pride and excitement and promote investment and demonstrate that progress is occurring.

## Convey Excitement about Revitalization

Track and promote the successes in adaptive reuse and revitalization to demonstrate how to overcome barriers and streamline future successful efforts. The reuse of the Bootleg Alley building should be closely tracked and documented as an adaptive reuse case study for Downtown redevelopment.

Aid businesses by putting information about opportunities on the economic development website, including what assistance could be offered. Create excitement and buzz about the myriad of revitalization and investment opportunities. The Rim Country Museum could be leveraged as a promoter of adaptive reuse of the buildings.

When costs are of concern, the Town may be able to offer support for low cost temporary measures, such as parklets or reclaiming parking spaces for pedestrian areas and patios.

## Metrics/Performance Measures

Track performance on Main Street redevelopment and American Gulch efforts and regularly communicate successes. Every year the Town should collect information on how the district is performing and quantify return on investment, and assess business owners' changing needs. This demonstrates the political will and commitment to implementing the long-term community vision, just as the Town of Gilbert did in their Heritage District.

## Communicate Success Stories

Leverage the free weekly development services clinic, which includes various Town departments and helps remove barriers to small business startups, and have the team determine what resources would be necessary to mobilize development. Communicate public and private sector partnership success stories that move projects forward to bring more people to the table. Celebrate even small wins such as street construction and business access, and tie the value and benefit to the established metrics in the implementation plan.

## Curate Experience

Actively curate the overall experience of area and create more reasons for people to come Downtown. Promote and curate content on social media, but the key is having the right person communicate content. Consider a trusted high schooler that uses the area to promote positive uses, such as posting pictures of the Gulch with the tag "Imagine what this could be".

## Engage Businesses

Engage businesses, especially the Merchants Guild to solicit feedback and buy-in. Consider rebranding the Merchants Guild to be a Main Street Association to further engage all property owners, not just merchants. Build on the success of existing businesses, for example the owners of the Mogollon Moose Bakery and the 703 restaurants now have two businesses on Main Street. Ask their ideas for additional improvements and how to attract more leadership and investment. Leverage businesses that are creating the softer programming themselves. In Phoenix, a project is turning part of Los Olivos Park into a farm, education center and park concession to enhance the community and reconnect residents with its agrarian history, providing a good example of letting a land owner take the lead.



The Town and Chamber of Commerce could partner to help small businesses with marketing and branding on social media. Consider also coordinating with the Gila Community College Small Business Development Center to offer a quarterly free drop-in service to help with branding and social media messaging.

## Events

Build on the Project for Public Spaces idea of the “Power of 10” - activate the place and create enough events and destinations that build on each other and attract people and keeping people returning.

Holding community events, such as painting a mural or a paint the street event, will help to connect with business owners, parents, students, residents. Focus on smaller, low hanging fruit to get the community excited while looking towards long term projects. Also, building excitement around new openings will help to embrace and encourage small businesses, showcasing personalities of local business and support a shop local movement. This can also serve to cultivate new opportunities, mining local businesses throughout community that might be good fits to move to the Main Street district.

## Incubate Popups

Create an incubator space to serve as a launching point for small businesses, like Gangplank in Chandler. Encourage mobile vendors and food trucks by establishing regulations and zoning to allow them. Have popup events with mobile vendors, snow cone carts, food trucks with the goal that over time they will evolve into small businesses that locate in permanent bricks and mortar locations on Main Street. It is important to have consistently programmed popup events to allow small businesses the opportunity to be successful. Use of mobile trucks can also extend to popup events in the Gulch extending from Downtown and Green Valley Park, increasing activity in the Gulch and encouraging the community to brainstorm possible uses within the Gulch.

## Farmer's Market

The farmer's market could be relocated from Sawmill Crossing and expanded further into Downtown to reinvigorate and orient people to the place and the existing businesses. It could be located at a central location, such as Oxbow, or distributed all along Main Street to utilize vacant or underutilized land. Sawmill Crossing and the church parking lots at the west and east ends of Downtown could service as parking facilities the market.

## Key Steps

Topic	Key Steps
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Creating Sense of Place</li> <li>• Planning for Circulation and Mobility</li> <li>• Developing Parking Plan</li> <li>• Increasing Activity in Downtown</li> <li>• Creating Development Strategy</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Development Strategy</li> <li>• Gulch Infrastructure</li> <li>• Financing</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Branding Downtown/American Gulch Character District</li> <li>• Building Support</li> <li>• Communicating Message and Vision</li> <li>• Curate Experience</li> </ul>

## Going Forward: Top Priorities and Action Items

### Top Priorities

Topic	Short Term	Mid Term	Long Term
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Establish Overall Vision for Downtown</li> <li>• Road Diet</li> <li>• Parking Inventory</li> <li>• Downtown Coordinator</li> <li>• Establishing an Anchor</li> <li>• Increase Density and Local Engagement</li> <li>• Inventory and Promote</li> <li>• Attract Desired Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Downtown Gateway</li> <li>• Secondary Gateway</li> <li>• Multimodal Plan to Enhance Connectivity</li> <li>• Transit</li> <li>• Parking Plan</li> <li>• Implementation Plan</li> <li>• Removing Barriers</li> </ul>	<ul style="list-style-type: none"> <li>• Adaptive Reuse</li> <li>• Reconsolidation of Uses</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Survey Land</li> <li>• Build Momentum</li> <li>• Partnerships</li> <li>• Define Total Costs, Additional Studies, and Sources of Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Land Acquisition</li> <li>• Phasing Infrastructure Development</li> <li>• Targeted Effluent Use</li> </ul>	<ul style="list-style-type: none"> <li>• Evaluation of Financing Options</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Creating identity</li> <li>• Focusing on Tourism and Hospitality</li> <li>• Political Will</li> <li>• Community Support</li> <li>• Identify Champions</li> <li>• Stakeholders</li> <li>• Leadership</li> <li>• Building Consensus</li> <li>• Convey Excitement about Revitalization</li> <li>• Metrics/Performance Measures</li> <li>• Communicate Success Stories</li> <li>• Curate Experience</li> <li>• Engage Businesses</li> <li>• Events</li> <li>• Incubate Popups</li> <li>• Farmer's Market</li> </ul>		

## Action Items

Topic	Short Term	Mid Term	Long Term
<b>Main Street</b>	<ul style="list-style-type: none"> <li>• Start with high value, low cost improvements on Main Street: calm traffic and beautification</li> <li>• Improve pedestrian/ bike connection on Main Street (such as widening sidewalk)</li> <li>• Articulate Main Street policies and establish Main Street Guidelines</li> <li>• Consolidation of plans and articulation of vision</li> </ul>	<ul style="list-style-type: none"> <li>• Development of plan for interconnected multi-modal network</li> <li>• Look at the gateways to Main Street and the Gulch, at SR 87 and event center</li> <li>• Open up Sawmill Crossing and linking to Main Street</li> <li>• Form Based Code</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of larger concepts</li> <li>• Implementation of parallel connections</li> </ul>
<b>American Gulch</b>	<ul style="list-style-type: none"> <li>• Survey Land</li> <li>• Assessment and development of low hanging development opportunities</li> <li>• Communication plan and ideas to market to find development leaders and partners</li> </ul>	<ul style="list-style-type: none"> <li>• Develop plan for acquiring easements</li> <li>• FEMA Study needed</li> <li>• Acquire/swap for land</li> <li>• Financing Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Financing</li> </ul>
<b>Communication</b>	<ul style="list-style-type: none"> <li>• Communication/storytelling on success of Main Street, beginning with things already done well</li> <li>• Easiest and fastest things to build success and reactivate Main Street: mural, repositioning farmers market, restriping, food trucks Downtown</li> <li>• Start with easy volunteer type projects (such as apple tree planting) specifically to see leaders emerge; use those leaders to be able to make quick changes</li> <li>• Identify champions</li> <li>• Develop communication strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Changing perception of what people think of as barriers</li> <li>• Continue to build momentum through emphasis on authenticity, history, culture that already exists</li> <li>• Strengthen merchants' guild by rebranding and enlarging organization to encompass all Main Street and develop strategic plan for the organization</li> <li>• Involve Artists Guild involve and create a temporary artist program</li> <li>• Look at next generation of Sawmill Crossing ownership and how it would be an anchor</li> </ul>	

# Panel Questions

## Planning and Design

1. How can circulation patterns and parking be improved to draw more people to Main Street and Old Town?
2. How can the Town encourage an inventive and pedestrian friendly character that reflects the community and neighborhood?
3. Based on the community's vision, what planning priorities and design improvements are most important to spur additional (re)development and spin-off activity?
4. What planning and regulatory changes, if any, are recommended so that downtown development standards and allowances guide a viable implementation strategy?
5. What else can be done to increase social activity throughout the day and week?

## Market and Real Estate Development

6. What is the right mix, timing, and location of uses: office, retail, housing, civic, education, etc. to leverage surrounding development?
7. How should these development opportunities be coordinated with the parallel recreational American Gulch opportunities?
8. Which buildings are appropriate for adaptive re-use? And what type of uses?
9. Are there any big moves (i.e. site assemblage, land use relocation, or other) that could be a game changer and unlock the potential of the area?
10. What immediate steps should the Town take to increase the market potential?

## Infrastructure and Investment Strategies

1. What infrastructure investments will be most helpful in increasing vibrancy in Old Town / Main Street and the American Gulch? Which improvements should be a priority?
2. How can public and private investments be leveraged?

3. What metrics can be used to evaluate short, mid, and long-term return on investment?
4. What are some ways to encourage a coordinated, holistic approach to improvements, including parking, and maintenance along Main Street?

## Finance and Incentive Strategies

1. What are some creative methods for handling infrastructure financing and implementation and funding recreational projects like the American Gulch Linear Park?
2. What financial and regulatory tools are available to attract the necessary investment capital for Main Street / Old Town revitalization and what is required to qualify for them? (character improvements, parking areas, etc.)
3. What are the best public/private finance and partnership strategies to facilitate redevelopment?
4. How can the Town use finance tools and community resources as catalysts to create successful outcomes and guide when and where things happen (i.e. encourage quality infill development in Old Town)?
5. How can the Town strengthen its partnership with the Tonto Apache Tribe to capitalize on mutually beneficial development opportunities?
6. How can the Town remove barriers to development of priority projects?
7. What are examples of successful (re)development initiatives implemented by other communities that were low cost, high value?

## Sustaining Community Momentum and Leadership

1. How can the Town create and sustain momentum for the redevelopment vision for the Main Street area?
2. What actions will help ensure property owners and investors are committed to redeveloping a vibrant retail, pedestrian oriented Main Street and Old Town?
3. How can the Town communicate and ready businesses for redevelopment opportunities?
4. How can the Town ensure (re)development efforts are inclusive and representative of the community as a whole?
5. How can property owners and landowners be encouraged to work proactively and in a coordinated and mutually supportive way?
6. What community stakeholders can be leveraged as leaders?

## Going Forward: Top Priorities and Next Steps

1. What are short-, medium-, and long-range goals that are realistically attainable?

# About the Panel



Panelists from left to right Ashley Harder, Jon Ford, Melissa McCann, Carter Froelich, Tom Hester, Cameron Carter, Heather Personne, Lani Lott, Dan Klocke, Kris Floor



## Heather Personne, Panel Moderator

Principal, Point B Property Development

Heather Personne is a Principal with Point B, a national real estate development, management consulting and venture capital firm. Heather oversees Point B's growing real estate development business, focused primarily on small-scale ground-up and adaptive mixed-use redevelopment in urban areas.

Heather has over 20 years of experience in real estate acquisitions, development, management and dispositions. Throughout her career, she has spearheaded the development of more than 100 properties totaling nearly three million square feet and valued at over \$800 million. Prior to joining Point B, Heather held roles as a Retail Partner with Phoenix-based commercial development and investment firm ViaWest Group and as a Principal with Evergreen Devco, Inc., a regional retail and multi-family developer.

Heather graduated Summa Cum Laude, Phi Beta Kappa from the University of Arizona Honors College and holds a Bachelor of Arts degree in Psychology and French. She is heavily involved in the Urban Land Institute, holding leadership roles in the Arizona District Council and participating on the national ULI Place Making and Town Centers Product Council. She is also a member of ICSC, the Arizona chapter of CREW and is on the board for the Phoenix Center for the Arts. In addition to her professional commitments, Heather also participates

on the Alumnae Board of the Phoenix chapter of Kappa Alpha Theta and is a founding board member of the Roadrunner League of Boys Team Charity, a civic organization focused on encouraging philanthropic commitments among young adults. Heather resides in Scottsdale, Arizona with her husband Matt and three children. In her spare time, she enjoys hiking, snow-skiing and traveling.

## Cameron Carter

Partner, Rose Law Group

Cameron Carter is a Partner and Director of the Transactional Department at Rose Law Group pc. He has a unique background as he served as a Project Manager for Jokake Construction Company on a wide variety of commercial projects for 3 ½ years prior to attending law school. With his expertise in the construction industry, he has a depth of knowledge that is unique to most attorneys and this helps him to advise clients in the areas of real estate development, land use, and zoning. Mr. Carter has worked to solve a number of issues involving development impact fees, building permits, eminent domain, right of way acquisition, rezoning cases, and use permits. In addition to real estate and development issues, Mr. Carter works on a variety of election law matters including initiative and referendum, political committees, candidate qualification and campaign finance issues.

Mr. Carter is a fifth generation Arizonan and feels strongly about giving service in the community. He has worked as a volunteer leader with the Boy Scouts of America and previously served on the Board of Directors of the McCormick Ranch Property Owners' Association. Cameron Carter is a graduate of the Sandra Day O'Connor College of Law at Arizona State University, where he was named a Willard H. Pedrick Scholar. Mr. Carter completed his undergraduate studies at Arizona State University in 2000, where he graduated cum laude and received his Bachelor of Science from the Del E. Webb School of Construction.



## Kristina J. Floor, FASLA,

President, Floor Associates

Founding Principal Kristina Floor is a second-generation Phoenician who has a vested interest in making Arizona communities more livable by creating meaningful spaces within the public realm.

In addition to her career as an urban designer and landscape architect, Kris has a strong understanding of the built form through her collaborative experience working within an architecture firm. Each of these skills has allowed Kris the opportunity to be involved in several projects over her forty-year career ranging in scale from urban planning to mixed use development and urban infill.

Known for her strategical design approach, Kris also has extensive experience with projects that include below grade parking structures which resulted in the need to implement landscape over-structure in what is now known as intensive green roof



design. These projects have stood the test of time and Kristina is sought after as an expert in this field. In addition to these highly technical and complex project types, Kristina is also well known for creating meaningful interpretive spaces that have been recognized nationally for their design. Elsie McCarthy Sensory Garden, Desert Garden and the garden spaces related to Good Samaritan Regional Medical Center are a few of the projects that have received both local and national recognition.

Kris finds that the projects that make a difference in creating livable space are the most rewarding to her. It isn't about size but more about creating "third place" environments that spur synergy within a local neighborhood or within the community at large. The quality of these spaces is crafted by design but equally important is how the space will be programmed to encourage activation. The conversation on how that occurs is what excites and interests Kris most.



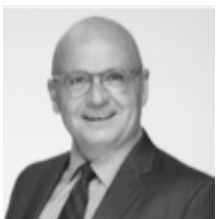
### Jon Ford

Director of Strategic Initiatives, Vitalyst Health Foundation

As Director of Strategic Initiatives, Jon leverages three decades of for-profit and non-profit experience to develop an expanded, innovation-centered network of stakeholders focused on all aspects of health and well-being.

He continuously engages influencers and partners in furthering policy and systems change. Jon is particularly focused on fostering relationships that engage new sectors and catalyze innovation. Working with the leadership team, he is responsible for crystallizing and developing new initiatives that further Vitalyst's mission and goals.

Jon also drives all of Vitalyst's earned, paid, online and offline communications, including media outreach, publications, websites, podcasts, webinars and newsletters and publications.



### Carter Froelich, CPA

Managing Principal Southwest & Mountain Regions, DPFG

Carter is the Managing Principal of DPFG's Southwest and Mountain Regions as well as the Phoenix, AZ office. Prior to the opening of the DPFG Phoenix office in 1994, Carter was manager of the real estate consulting department of the national accounting firm of Kenneth Leventhal & Company in both the Phoenix, Arizona and Newport Beach, California offices. Carter is a former State Certified Real Estate Appraiser in the state of Arizona, and a candidate for membership in the Appraisal Institute. Carter holds a master's degree in Real Estate Development from the University of Southern California and a Bachelor's degree in Business Economics from the University of California, Santa Barbara. Carter has over thirty-five years of experience in the real estate industry with thirty-one of those years focused in real estate consulting. Carter's area of specialty is in the formulation and implementation of land secured financings both private and public for large scale developments,



the preparation of market driven land use plans, the preparation of feasibility analysis for all types of real estate, development impact fee analysis, and the formulation of development strategies for large scale master planned communities. Carter has also assisted developer, home builders and home builder associations across the country in the review and critique of Development Impact Fee studies.

Carter is a former member of the City of Phoenix's Camelback Village Planning Committee. Carter is a member of the Urban Land Institute, the Central Arizona Home Builder's Association, and the Building Contractors Association of Southwestern Idaho. Carter was instrumental in the update of the 2008 and 2016 National Association of Home Builder's Impact Fee Handbook.

### Ashley Harder

Founder, Harder Development

Ashley Harder is a downtown Phoenix developer who is invested in community building, infill projects and repurposing forgotten buildings. Ashley founded Harder Development in 2011 after observing the enormous potential and dynamic growth of the city. Sharing the vision of inspiring community members, Ashley began focusing on historic neighborhoods that retain the city's character, while providing opportunities for newcomers to establish their businesses downtown. Harder Development provides the local community with warm, unique spaces that are truly special to the community and reminiscent of historical main street shops. Harder's mission is to contribute to an overall higher quality of life shared by the people who choose to work, live, and play in downtown Phoenix. Ashley grew up around old buildings in Boston, and says she learned a lot from her sister, who currently redevelops big-city structures and neighborhood buildings in their hometown.



### Tom Hester

Associate Vice President, Urban Design Director, Gulf/Southwest Region, AECOM

Tom is Associate Vice President, Urban Design Director, Gulf/Southwest Region, AECOM. Tom focuses on strategically integrating land use and transportation into the design of great places that enhance quality of life and leverage economic development. Tom has earned a national reputation for his ability to help public and private sector clients strategically position community and development projects, and improve their overall performance and viability. His strong leadership and management skills have helped diverse groups build consensus and attain project goals. Tom brings effective skills in architecture, urban design, community planning, transportation planning, real estate finance and development, public and private partnerships, zoning, and design guidelines to his projects. Throughout his career, he has been a speaker at professional conferences, lectured at universities, and published articles in professional journals.



Tom earned a master of architecture in urban design from Harvard University's Graduate School of Design, where he earned top honors for leadership and academic studies, and a bachelor of architecture from California State Polytechnic University in Pomona. He has taught at architecture, planning and design at Cal Poly Pomona and Otis College of Art and Design, and is a member of the Urban Land Institute where he has participated in a number of forums and Advisory Services Panels as well as taught at their Real Estate School.



### Dan Klocke

Executive Director, Downtown Phx Partnership, Vice President of Development, DPI

Dan Klocke serves as the Executive Director of the Downtown Phoenix Partnership (DPP), the business improvement district for Phoenix. He oversees the organization, as well as economic development for Downtown. Dan joined the Partnership in 2003, as the director of the Downtown Phoenix Community Development Corporation, a sub-entity of the DPP. Previously, he ran the Charles Village Community Benefits District in Baltimore, Maryland a similar business improvement district, from 1999 to 2002. Before that he was the business development manager for the Belair-Edison neighborhood in Baltimore City where he organized businesses, recruited new ones and oversaw improvements in the Main Street of the neighborhood. Dan worked as a teacher in both Baltimore and a small town in Bolivia. He has a master degree from Tufts University and an undergraduate degree from the University of Notre Dame. He is married, has 4 children and lives in Downtown Phoenix.



### Lani Lott

President, L.L. Consulting

Ms. Lani Lott is President and founder of L.L. Consulting. Ms. Lott specializes in organizational formation and training, Main Street Program development and management, business development strategies and programs, strategic planning and visioning, marketing, promotional and branding strategies, tourism development and strategies, business improvement district formation and management, and small business consulting and coaching. Ms. Lott's clientele include State and local governments, Main Street programs, downtown business associations, business improvement districts, tourism agencies, community development corporations, and numerous non-profits throughout the Southwest. Prior to forming L.L. Consulting in 2001, Ms. Lott was Senior Consultant at Burnes Consulting, a nationally recognized downtown revitalization and economic development firm providing services throughout the nation.

Ms. Lott has over 25 years in the field of downtown and commercial district revitalization utilizing the National Main Street Four Point Approach program. From 1990, -1996 Ms. Lott served as the Executive Director for the Grass Valley

California Downtown Main Street program. Since 2001, Ms. Lott has been one of the core consultants providing services, ranging from board training, strategic planning, fundraising strategies, business development and market opportunities plans and volunteer management for the New Mexico Department of Economic Development, State Main Street Program and the Arizona State Office of Historic Preservation, State Main Street Program.

Since 2003, Ms. Lott has been working with small businesses assisting with market analysis, business plans and marketing strategies. Consulting specialties include business planning, market research, business feasibility, financial projections, visual merchandising strategies, tourism, special event and promotion planning, image building techniques, storefront and interior assessments, and using technology to build customer loyalty. In addition, Ms. Lott conducts numerous workshops targeted at helping existing businesses as well as new entrepreneurs with building a plan to grow their business and increase profits.

Ms. Lott holds a bachelor of science in public administration from California State University, Sacramento. She is a member of the National Trust for Historic Preservation, the Arizona Preservation Foundation and the Arizona Heritage Alliance.

## Melissa McCann

Director, ASU University City Exchange

Melissa McCann is the Director of Arizona State University's - University City Exchange which focuses on the integration of the university and the city. Within the University City Exchange, she coordinates specific initiatives related to urban design, planning and sustainability strategies. In addition, she is a planning and design educator in the ASU - W.P. Carey School of Business, Master of Real Estate Development program focusing on the built environment, market positioning, capturing value and the importance of good design to the business of real estate.

As an Urban Designer with over 30 years of professional urban planning practice, Melissa possesses a broad range of expertise in all phases of design and management with a strong commitment to the creation of sustainable communities and green urbanism. Involved in a variety of public realm and private projects nationally and internationally, she is well versed in the creation of healthy cities, robust ecologies, and enduring public open space integrating progressive design principles. Her professional practice includes working across a broad range of project scales – from the urban fabric of cities to campuses, urban brownfields, public parks and cultural landscapes. Melissa's involvement has included extensive practice leading public agencies, private clients and integrated multi-disciplinary design teams of planners, architects, engineers, scientists, allied consultants, stakeholders, developers and federal | state | local jurisdictions in an effective engagement.



ULI Arizona Technical Assistance Panel



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