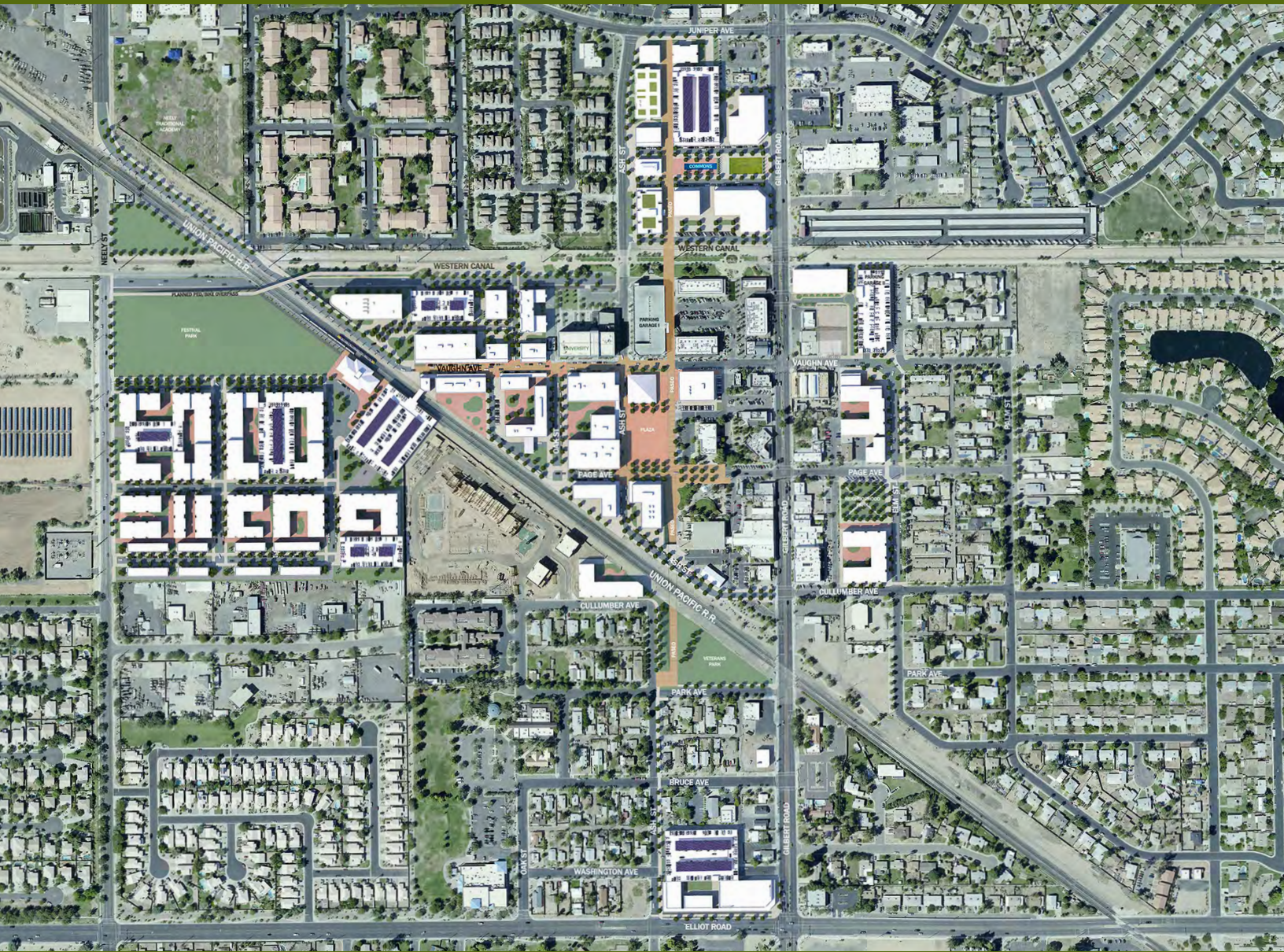


Draft June 05, 2018 **PUBLIC REVIEW DRAFT**

HERITAGE DISTRICT REDEVELOPMENT PLAN



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DRAFT INTRODUCTION



INTRODUCTION

As the center and symbolic heart of the community, the Gilbert Heritage District offers significant opportunity to enhance the district's retail, commercial, and residential vitality while celebrating its intimate atmosphere and historic character.

The Gilbert Heritage District Redevelopment Plan was first adopted in 1991 and was updated in 2001 and 2008. This 2018 update contains many new elements. Most notably, an accompanying master plan builds upon the foundation established by the community to provide new insights that will enhance the District's goals and policies, and will foster coordinated efforts between the public and private sectors in the continued redevelopment of the Gilbert Heritage District (District). This new master plan will be a major contributing factor in Gilbert's continuing quest to be a Community of Excellence.

The Redevelopment Plan focuses on attracting people-generating uses that will stimulate growth and complement the area's identity. By establishing the appropriate balance of retail shops, unique entertainment uses, one-of-a-kind restaurants, hotels, offices and residential uses, the Heritage District will retain its small town character, and its role as the cultural center of the community and the 'place to be' for families, while improving the economic vitality of the District.

Both residents and out-of-town visitors are attracted to the small town appearance, and pedestrian and bicycle emphasis that the Heritage District offers. The social, cultural, business and civic activities that occur in the District will play a significant role in its future. Through careful design management, the District can achieve the benefits of an intensified, highly functional, mixed-use center without impacting its intimate atmosphere and historical context.

Implementing the Redevelopment Plan will require substantial short and long-term capital commitments. For the Heritage District to realize its highest and best uses and to maximize its development potential, the Town of Gilbert recognizes the need for vigorous, coordinated public/private partnerships. This coordinated reinvestment, guided by the Heritage District Master Plan, will help maximize the economic potential of properties, rehabilitate substandard buildings, eliminate blighting influences, improve parking, beautify streetscapes, create joyful public gathering spaces, and allow the assembly of land for new development. New construction and rehabilitation activities generated by initial investments will serve as catalysts for the improvement of other properties, attracting more businesses and customers and further increasing the economic vitality of the area.

STATEMENT OF BOUNDARY

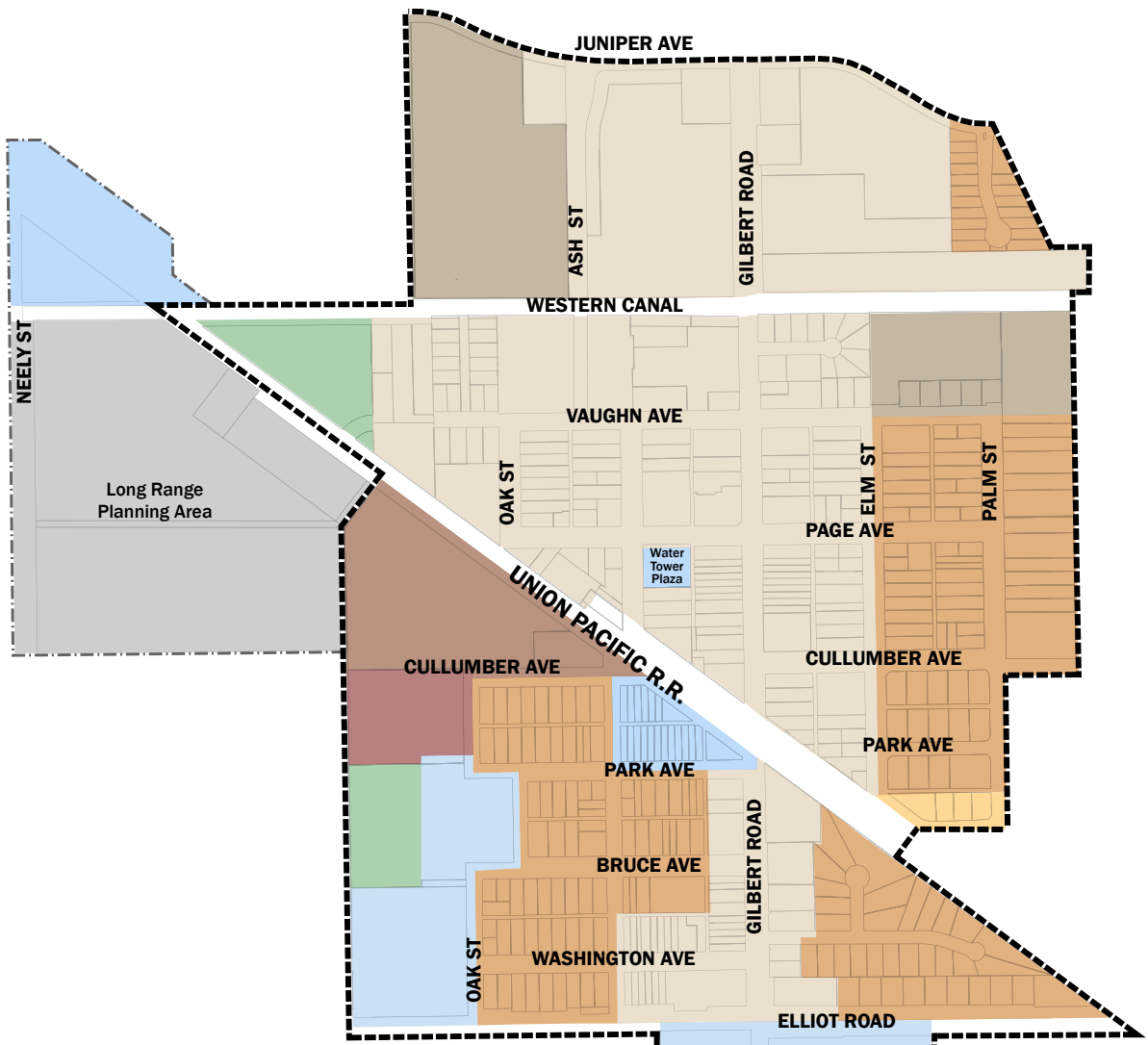
The Heritage District boundary was adopted by the Gilbert Council as the redevelopment area boundary in September 1990. The Redevelopment Commission recommended this adoption after conducting a public hearing, with extensive community participation concluding on January 11, 1990. No adjustments to the boundary have been made since the inception of the District.

The District covers approximately 0.3 square miles and includes the original town site, the commercial areas on both sides of Gilbert Road, and the residential neighborhoods east and west of Gilbert Road between the Western Canal and Elliot Road.

- **Northern boundary.** Juniper Avenue, extending approximately 1,000 feet east and west of Gilbert Road.
- **Southern boundary.** 600 feet south of Elliot Road, including the Gilbert Historical Museum.
- **Eastern boundary.** Follows a north-south alignment approximately 250 feet east of Palm Street, shifts west along Cullumber Avenue and then south along the east side of Palm Street. The remainder of the east boundary lies along the Union Pacific Railroad (UPRR) tracks to Elliot Road, then shifts 700 feet to the west. Finally, it turns south to meet the southern boundary.
- **Western boundary.** Aligns with Catalina Street from Elliot Road north to the UPRR tracks, west 1,400 feet to the Western Canal and then north to Juniper Avenue.

The 2018 master planning process identified an area outside the current District boundary with potential for long-term redevelopment. This 'Long Range Planning Area' abuts the western boundary of the Heritage District and is bound by the Western Canal to the north and Neely Street to the west. Should this area be considered for expansion of the Heritage District Redevelopment Area, it must be identified as a target for redevelopment activities by the Redevelopment Commission and the Town of Gilbert pursuant to *Title 36, Chapter 12, Article 3, Arizona Revised Statutes*.

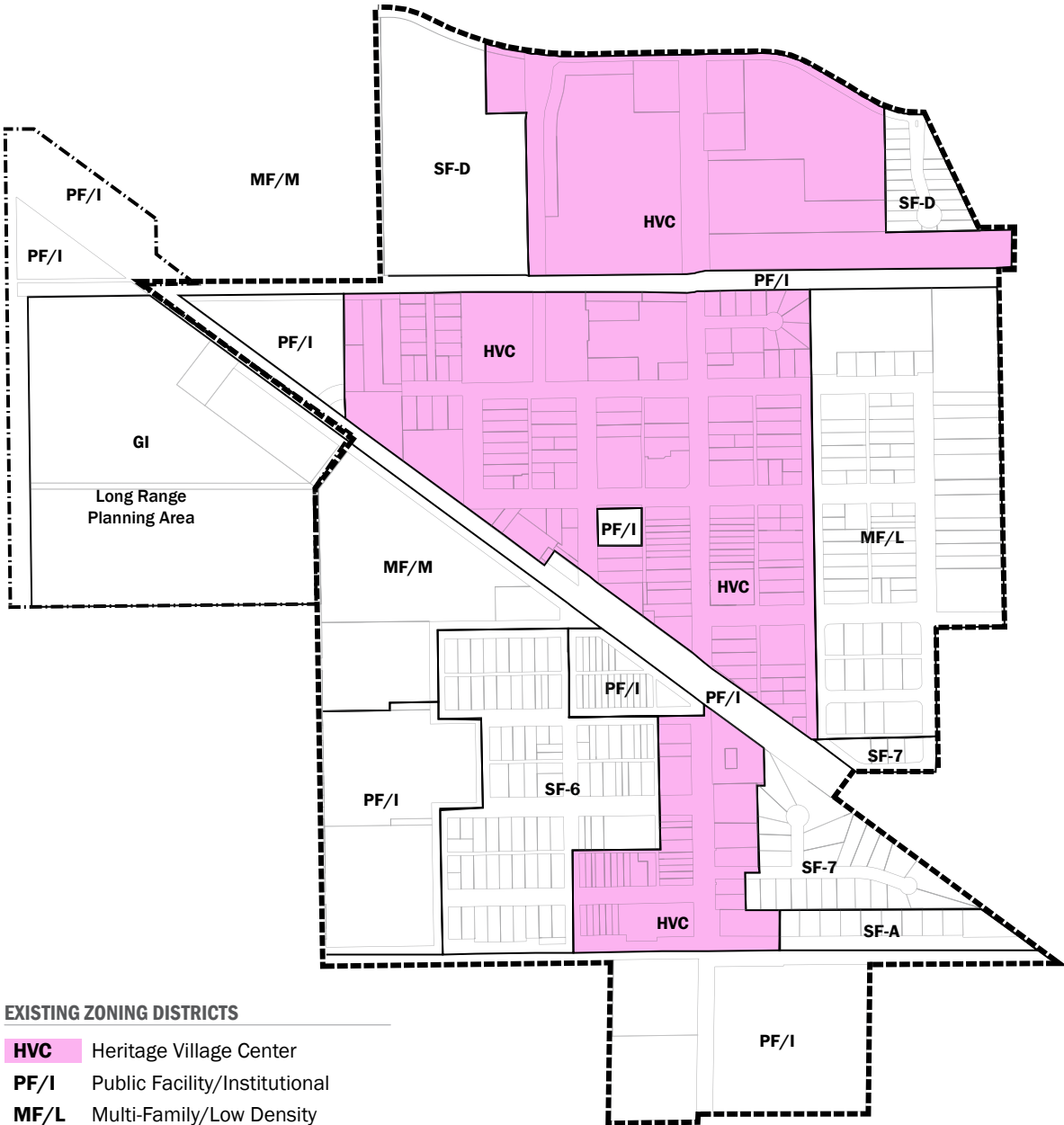
GENERAL PLAN MAP



**GENERAL PLAN
LAND USE CLASSIFICATIONS**

	Village Center (VC)
	Public Facility/Institutional
	Parks/Retention (P/R)
	Residential > 3.5 - 5 DU/Acre
	Residential > 5 - 8 DU/Acre
	Residential > 8 - 14 DU/Acre
	Residential > 14 - 25 DU/Acre
	Residential > 25 - 50 DU/Acre
	Light Industrial (LI)

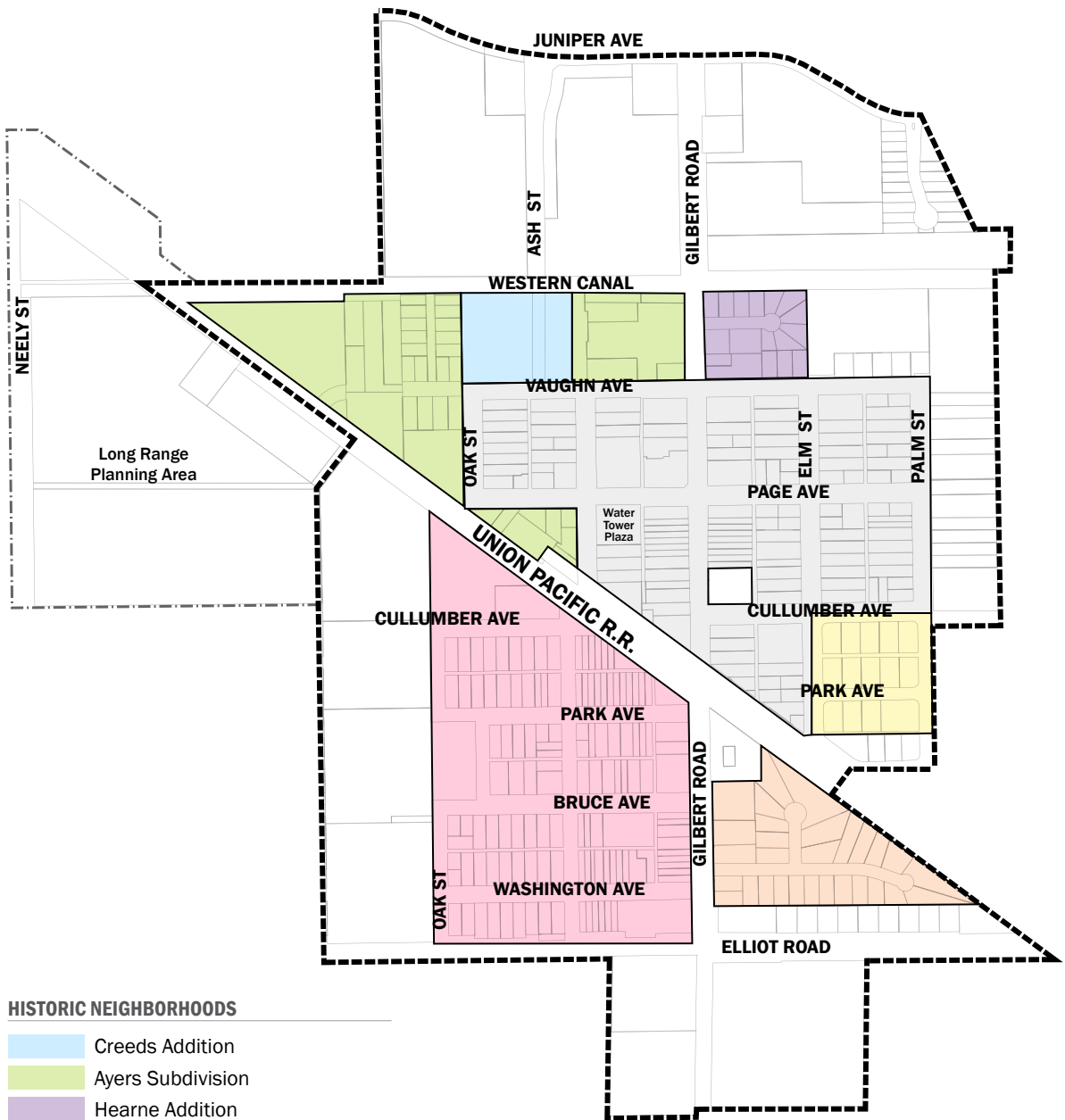
HERITAGE DISTRICT ZONING MAP



EXISTING ZONING DISTRICTS

- HVC** Heritage Village Center
- PF/I** Public Facility/Institutional
- MF/L** Multi-Family/Low Density
- MF/M** Multi-Family/Medium Detached
- SF-6** Single Family-6
- SF-D** Single Family Detached
- SF-A** Single Family Attached

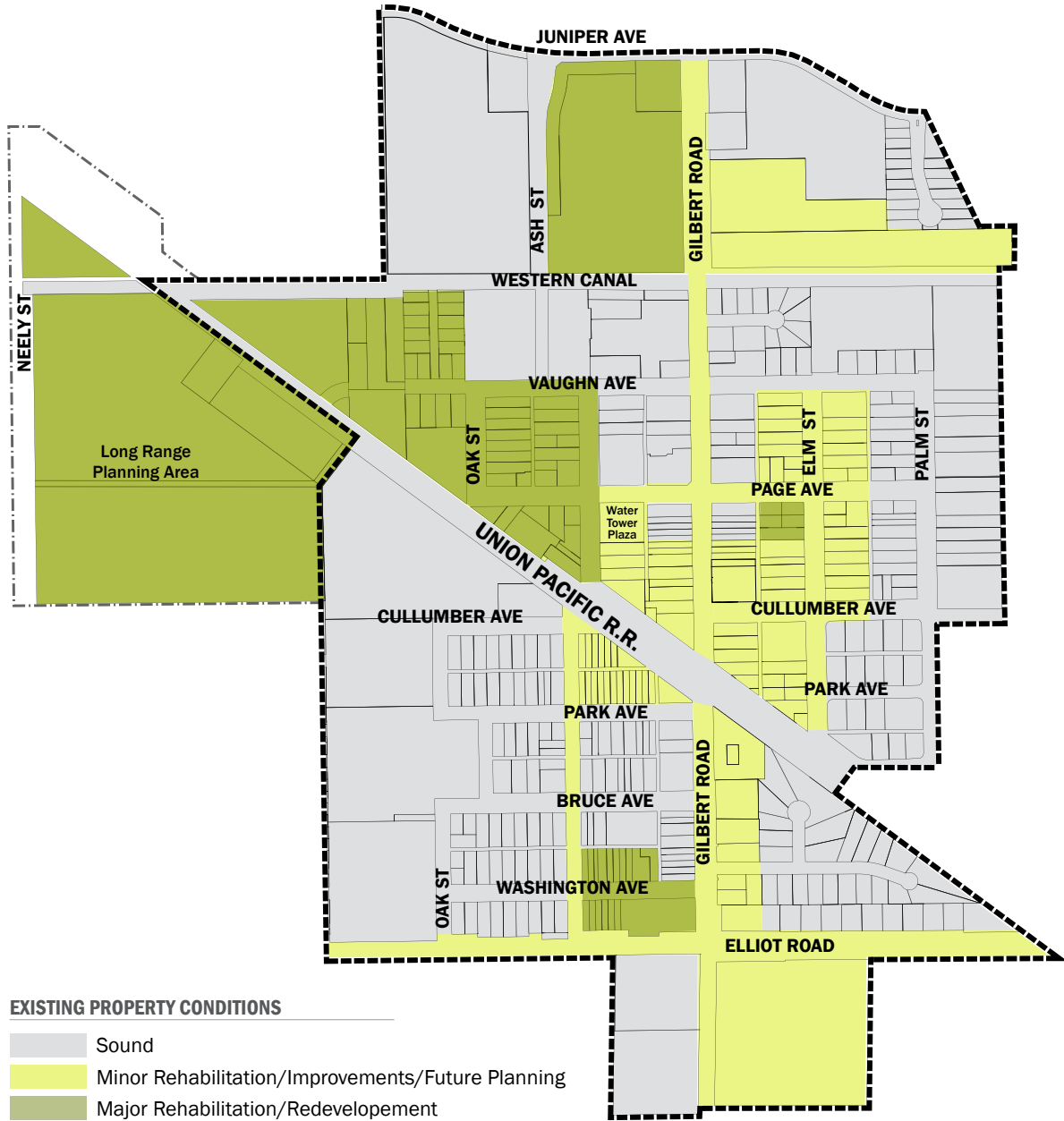
HISTORIC NEIGHBORHOODS MAP



HISTORIC NEIGHBORHOODS

- Creeds Addition
- Ayers Subdivision
- Hearne Addition
- Gilbert Townsite
- Cooper Addition
- Lacy Tract
- Greenhaw Place

PROPERTY CONDITIONS MAP



PROPERTY OWNERSHIP MAP



DEMOGRAPHICS & DENSITY

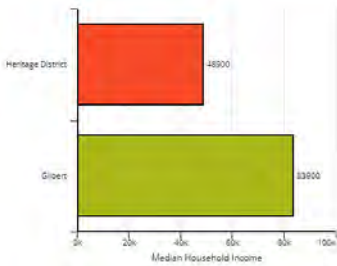
Population



POPULATION

- Gilbert 2017: 246,400
- Heritage District 2017: 1,325 residents (445 households)
- Gilbert Median Age: 33.3 (<10% age 65+)
- Heritage District median age: 33.7 (15% age 65+)

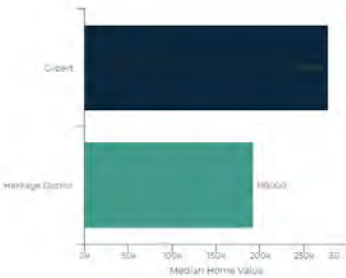
Median Household Income



HOUSEHOLD INCOME

- Gilbert 2017 median household income: \$83,900 (48% higher than national)
- Heritage District 2017 median household income: \$48,900

Median Home Value



HOUSING

- Heritage District 2017 median home value: \$193,000
- Gilbert 2017 median home value: \$277,900 (20% higher)
- Heritage District 2017: 505 housing units, 12% vacant, 54% of occupied are owner, 46% renter

Heritage District Housing Units



DRAFT VISION



DISTRICT VISION

*Imagining a vibrant and prosperous future for Heritage District,
structured by the Town's collective goals and values.*

Through extensive public input and stakeholder engagement efforts, the Town of Gilbert has established a vision for the Heritage District. The community envisions a downtown that:

- Is the heart of the community
- Is family-friendly, pedestrian and bicycle oriented, and provides a convenient and safe experience throughout the district for all
- Is a desirable place to work, gather, dine, relax, shop and live during all seasons and times of day
- Provides a variety of unique, attractive, vibrant, yet peaceful public gathering places—plazas, parks, and paseos
- Reflects the Town’s railroad and agricultural heritage and maintains a small-town feeling in an urban setting
- Recognizes and embraces of the importance of its diverse population, namely contributions made by the Latino community and its ties to Gilbert’s past
- Attracts a distinct mix of retail, restaurant, office, hospitality, and entertainment businesses that are a regional draw
- Promotes the development or redevelopment of underutilized space, while ensuring that no single use dominates the overall character and vision of the Heritage District
- Is clean and well maintained
- Accomplishes all of the above in an economically sustainable way

GOALS AND OBJECTIVES

This Plan establishes six redevelopment goals to promote the District vision. Each goal is associated with a set of objectives—the strategies that will be undertaken to meet the goal. The goals and objectives have been developed through a collaborative process, integrating stakeholder and community feedback.

GOAL 1 CHARACTER & VISION **Promote consistency with the master plan vision and quality urban design with an emphasis on the human scale and preservation of historic character.**

Objectives

- Establish a unique sense of place and destination in the District through the use of consistent themes, district transitions, and preservation of view corridors.
- Reinforce important historic characteristics while allowing for innovation and design creativity through the application of descriptive architectural design guidelines and standards.
- Strengthen and protect established residential areas as an essential component of a diverse mix of land uses within the District.

GOAL 2 ECONOMIC VIABILITY **Improve the economic viability of downtown.**

Objectives

- Encourage and actively identify developments that both reflect market trends and enhance the built environment of Gilbert.
- Implement a district-wide land use plan consisting of a distinct mix of retail, restaurant, office, residential, hospitality, and entertainment uses.
- Build awareness of, and capacity for, Gilbert as a tourism destination.
- Promote use of public spaces as venues for events and activities.

GOAL 3 INVESTMENT DRAW **Promote reinvestment and attract new development.**

Objectives

- Develop unique high-quality retail shops, restaurants, evening entertainment, office, hotel, and residential projects.
- Develop retail uses that serve the existing residents and attract new uses such as a small grocery store, pharmacy, clothing shop, or shoe store.
- Attract regional investment to the Heritage District to fulfill the overall vision of creating a desirable place to work, gather, dine, relax, shop, and live.
- Invest in new roadways and open spaces to attract and complement development.
- Locate parking structures in conjunction with new development. Discourage and limit new surface parking throughout the District. Encourage shared parking among uses.
- Develop and implement strategies for business attraction and marketing in the Heritage District based on the master plan concepts.
- Collaborate with residents and business owners/operators to identify neighborhood and business needs.

Provide a district circulation network for pedestrians, bicycles, transit, and vehicles consisting of safe, direct, and convenient routes for all modes.

Objectives

- Implement master plan concepts for improved access, for all modes, through and within the District.
- Ensure that transit center honors the Town's railroad heritage.
- Develop physical mechanisms or structures to slow traffic on Gilbert Road, without adversely affecting business viability in the District.
- Provide alternative traffic routes through the District to reduce traffic congestion on Gilbert Road.

Promote Downtown as the symbolic & cultural center of the community.

Objectives

- Emphasize the following themes as the physical and cultural heritage of Gilbert: Railroad; Water; Agriculture; Family; Latino culture, history, and contributions.
- Promote use of water features, with conservation measures, throughout the District.
- Enhance citizen awareness of Gilbert's history through integrated interpretive art, kiosks, walking tours, literature, and displays.
- Increase cultural awareness through signature events in the District. Ensure that public spaces are adequately sized to accommodate a range of events.
- Make the Heritage District a family gathering place and the 'place to be'.

Maintain partnership and collaboration between residents, Town officials, policy-makers, and developers to ensure collective vision is carried out.

Objectives

- Ensure integration of community-identified issues, concerns, and goals into adopted District policy.
- Utilize the Redevelopment Plan and Master Plan as a marketing tool to attract and facilitate desired development.
- Encourage public-private partnerships
- Explore opportunities for interaction through community visioning, public platforms, and shared networks such as public WiFi, bike share, or community gardens.

GOAL 4
IMPROVED
CIRCULATION

GOAL 5
CULTURAL
TOWN CENTER

GOAL 6
PARTNERSHIP &
COLLABORATION

DEVELOPMENT OPPORTUNITY

The District vision is market-based. It considers real estate market trends, evolving demographics, and existing land use patterns to shape 10-year redevelopment demand for the Heritage District. The following strengths and challenges highlight areas of opportunity for strategic District development.

STRENGTHS Population & Demographics

The Town of Gilbert is a youthful community that has grown significantly during the past 25 years. The Town's population—just over 29,000 in 1990—is nearly 250,000 today. Attracted by reasonably priced high-quality new housing developments and high-quality public schools, many young families settled in Gilbert. Household incomes and education levels in Gilbert are some of the highest in the Phoenix Metropolitan Area. Employers moving to this metropolitan area, or expanding existing businesses, will find the labor force in Gilbert irresistibly appealing. This young and well-educated population constitutes the Town's primary asset for economic development and District redevelopment.

Publicly-Owned Land

Creating long-term value for the District requires ownership control of key development sites. With ownership of 59 percent of non-residential property in the Heritage District, including several large vacant parcels, the Town has a unique and exceptional strength. The Town is able to best serve the interest of the Town as a whole by determining the type and timeliness of development of its properties. The Town is also able to strategically identify parcels to be reserved for public use while maximizing the return from other key parcels. This holistic approach, paired with good planning, will provide a greater return for both the Heritage District and the Town over many decades.

Regional Draw

The existing concentration of local and regional restaurants and entertainment venues in the Heritage District already serves as attraction for the southeast quadrant of the Valley. The District's historic architectural character, scale, and emerging walkable environment provides a charm that is not common elsewhere in the East Valley. Restaurants are typically one-of-a-kind or regional, rather than national chain establishments that can be replicated any place. While the Heritage District is not yet a full-service downtown, its concentration of unique food and entertainment venues is a strong foundation for continued growth.

CHALLENGES Previous Lack of Master Plan

The District has evolved without a master plan over the past two decades. Previously, the Town has used the Redevelopment Plan and Heritage District Design Guidelines to guide redevelopment efforts. These plans did not focus on the opportunities and goals associated with Town-owned property.

Places that provide the community with a strong brand identity are scarce and protections for the unique historic character are lacking. The adoption of the master plan establishes a vision for developing the Heritage District into a fully integrated downtown with a strong brand identity based on the District's historic character.

Auto-Oriented Development

The automobile is still the dominant mode of travel in Gilbert. The Heritage District's location two miles south of US-60 and four miles north of SR-202 combined with congestion on Gilbert Road may impact the regional appeal of this evolving downtown. However, development of multi-modal transportation alternatives, additional access, and roadway improvements can offset challenges of limited regional auto access.

CIRCULATION OPPORTUNITY

The District vision is mobility-based. Local and regional transportation systems were assessed to determine their impacts on land uses, livability, and circulation within the Heritage District. To improve access to and within the District, the following strengths and challenges should be addressed.

Importance of Rail Service

The Maricopa Association of Governments (MAG) Regional Commuter Rail System will provide service between Tucson International Airport and Phoenix Sky Harbor International Airport, with potential line extensions beyond. The rail line is sited to pass through Gilbert and stop in the Heritage District, operating within the existing Union Pacific right-of-way.

The pending station in the Heritage District offers great opportunity as a long-term transit alternative for employees commuting and a focus for future development. Commuter rail service can:

- Support the creation of a multi-use, pedestrian-oriented downtown
- Strengthen existing and future businesses by increasing access to an expanded labor pool
- Stimulate the tourism industry and bolster the local economy
- Provide key linkages to major regional destinations

Incomplete Street Grid

Today, the central presence of the railroad, which bisects the District at a diagonal, complicates automobile circulation. The District lacks a robust network of traffic-relieving local, collector, and arterial streets. For the Heritage District to realize its full development potential, automobile access in all directions must be improved.

Regional Auto Traffic & Congestion

Population growth in the East Valley has impacted local and regional infrastructure systems. The Heritage District has experienced these changes first hand. Increased traffic volumes on Gilbert Road, where average daily traffic (ADT) has increased significantly as a result of local and regional commuter traffic using Gilbert Road as a route to and from US 60 and major destinations both within the Heritage District and surrounding areas. The use of Gilbert Road as an auto commuting pipeline degrades the pedestrian environment, eliminates bicycling opportunities, negatively impacts the District's rich concentration of unique dining and entertainment venues, and forms a physical and psychological barrier between the eastern and western portions of the District.

STRENGTHS

CHALLENGES

STRATEGIC STEPS

Building on the District's strengths and challenges, the following steps are recommended to improve the District's long-term social, cultural, and economic vitality:

MARKETING

Market District strengths to attract a diverse cluster of employers. The quality of Gilbert's labor force, the Town's appeal to young families, the potential commuter rail stations, and the offering of vibrant public spaces should be emphasized to attract technology, finance, information services, medicine, insurance, or similar companies.

Continue to promote the Heritage District's uniqueness. Limit national chain food and beverage establishments within the downtown core.

LAND USE

Plan for an office concentration of 1.5 to 2.0 million square feet over the next 20 to 25 years. This office concentration provides daytime patronage to strengthen Heritage District retail and restaurants. Additionally, employment uses will facilitate a bi-directional commute on the rail system, thereby maximizing the efficiency of the public investment in rail infrastructure.

Pursue development that contributes to a full-service Heritage District. As the District begins to develop into an employment destination, provide a hotel conference facility for major indoor community events.

Add multi-family housing to strengthen the downtown as a vibrant 18-hour district. A significant employment concentration enhances the multi-family residential market in the District.

Add community-serving retail to complement additional housing. Ground floors of larger mixed-use buildings should include retail shopping where drive-by traffic will provide the visibility to support business. Locate storefronts on designated retail streets and around new public open spaces.

Establish an entertainment destination. Focus new restaurant and entertainment uses to the sites north of the Western Canal.

Strengthen arts and cultural facilities. These spaces are integral to the establishment of the district as a destination for visitors, employees, and residents.

Build public gathering and recreational spaces. Open spaces are essential amenities for the Gilbert community that increase the value of adjacent parcels.

TRANSPORTATION

Improve auto circulation and District access. Ensure that efficient automobile ingress, egress, and capacity will accommodate anticipated District growth.

Improve pedestrian and bicycle access through the District. Ensure that barriers are mitigated and low-stress routes parallel to auto-dominated roads are available.

DRAFT **CHARACTER**



DISTRICT CHARACTER

Gilbert's agricultural heritage and desert setting combine in a unique family-friendly community—a community founded in a proud heritage and building a prosperous future.

Protecting and celebrating Gilbert's special character requires both a commitment to appropriate placemaking strategies and focused updates to the Town's regulations.

Gilbert's history and geographic location make the Town a unique and special place, where the desert provides a desirable setting for a growing and prosperous urban community. With nearly **300 days of sunshine** annually, residents of Gilbert enjoy a vibrant outdoor experience almost year-round. However, the high temperatures of the summer months require refuge from the sun, demanding **cool shaded areas** and water features. The palette of **native desert vegetation** against the **blue sky** runs through the Heritage District, lining Gilbert Road with the **nostalgia of the Old West** where wooden plank storefronts and covered walkways recall historic frontier towns.

Looking back to Gilbert's birth, the expansion of the canals and the development of the railroad and dams were instrumental in establishing the Town as an **agricultural center**. The importance of community and culture in Gilbert was cultivated by early settlers who migrated to raise families and work in the developing industries. The prosperity and vibrancy of this era brought a strong identity and colorful heritage story to Gilbert that residents are proud to represent today.

PLACEMAKING STRATEGY

The Gilbert Heritage District's high-quality public spaces and distinctive design elements are unified through consistent themes that reflect the Town's unique identity and sense of place:

- **Celebrating the heart.** The Heritage District is the symbolic and cultural center of the community, where all ages and cultures intersect.
- **Preserving the Town's history.** The design of architectural and urban elements reference styles and traditions of the community's past.
- **Pedestrian and family-oriented.** The District offers safe and accessible places for pedestrians first and foremost. Urban public spaces are human-scale, equitable, and well-maintained.



Covered Walkways & The Paseo

Western wooden storefronts on Gilbert Road provide cool shaded walkways that are reminiscent of the Old West main street. New development provides the opportunity to extend the reach of shaded walkways beyond the existing single block on Gilbert Road and add new pedestrian and bicycle pathways inspired by the archetypal Latin American and Spanish paseo. Revitalizing these motifs and providing a variety of covered sidewalks and paths throughout the District improves the pedestrian experience of downtown while remaining historically relevant.

- Retail arcades with high and wide proportions give outdoor spaces a light and airy quality and provide additional space for seating.
- The Paseo offers pedestrians and bicyclists a varied of experience in its route through the District. Special paving, lighting elements, linear water features, and plant life define and unify the segments of the path while continuous overhead shade structures cool the path and maintain the scale and sense of enclosure.

Festival Streets

The festival street is evocative of historical marketplace town centers, bustling with activity, community, and the buying and selling of goods. This unique type of street welcomes all modes of transportation, but focuses on the pedestrian experience. It is a destination street for interaction and enjoyment. Low speed limits with frequent crosswalks, special brick paving, overhead string lighting, banners, and other special furnishings define and emphasize the unique character of the festival street.

- The improved W. Vaughn Avenue festival street is the focus of new mixed-use development, helping to establish the area as the new pedestrian and family-friendly shopping district.
- The improved Page Avenue festival street establishes arrival at the Living Room and Water Tower Plaza, a pedestrian-dominated public space. The curbless festival street invites pedestrians to move and cross freely in this zone where the automobile is the guest. Traffic is limited, low speed, and vehicles must yield to pedestrians.

Public Open Spaces

Urban downtowns are often defined and characterized by their public space amenities. Fostering a variety of unique parks and plazas in the District will strengthen the sense of place and community and support the Heritage District identity. The various scales of open spaces each capture different experiences and qualities, ensuring a place for everyone.

- The Living Room Plaza is the largest hardscaped public space, suitable for large events, farmers' markets, or leisurely shopping and eating enjoyment.
- The Commons, inspired by the pedestrian malls of Catalonia, is smaller and more intimate than a full plaza. The focus of activity is dining and leisure, serving as a shared outdoor patio area between neighboring restaurants and entertainment venues.
- The Neighborhood Park follows the traditional park model and focuses on recreational activities, athletics, and landscape.
- The Festival Park is the largest softscape public space, suitable for larger events that take place outside of the town center such as carnivals, athletic tournaments, or vendor festivals.

Mixed-use Building Typology

Ground-floor retail storefronts are fundamental to new development at prominent locations. Mixed-use development with active ground floor uses contributes to the walkability, safety, and connectedness of the District.

REGULATORY UPDATES

ZONING MAP HVC DISTRICT ADDITIONS

The following parcels should be added to the Heritage Village Center Zoning Classification

A Vaughn Avenue Basin

The Vaughn Basin parcel should be re-zoned as part of the District Core Redevelopment Area and the planned W. Vaughn Avenue retail shopping street. This will promote the vision of a pedestrian-oriented mixed-use development that supports family-friendly local shopping.

B N. Elm Street

N. Elm Street offers great potential for redevelopment as a mixed-use walkable neighborhood including the proposed Neighborhood Park, public parking, and multi-family mixed-use on the west side of N. Elm Street. Re-zoning parcels on the east side of the street will allow for a two-sided neighborhood retail street with high-quality multi-family housing on upper floors. This will require additional public review and approval by Council.

As part of the re-zoning of existing residential sites, the Town of Gilbert should explore and identify policy and/or community outreach programs dedicated to preserving Latino culture and mitigating displacement of Latino communities through the process of redevelopment and re-zoning.

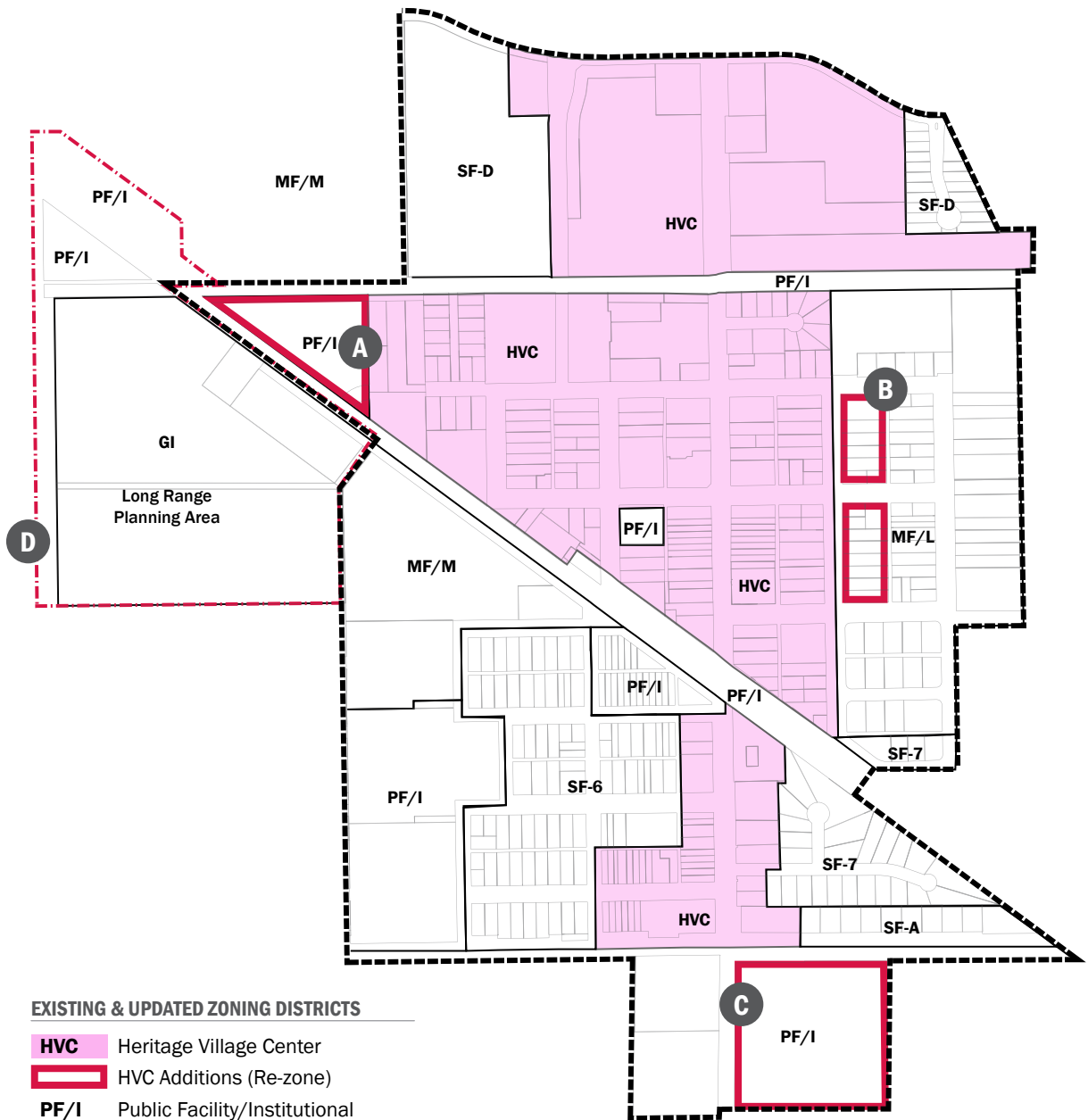
C Southeast Elliot & Gilbert Corner

At the southeast corner of the District, the Town owns an undeveloped parcel measuring approximately 7.8 acres. Although a previous deed restriction has inhibited development, the Town has identified the site for a future RFP. Before the release of an RFP, the parcel should be re-zoned to encourage the highest quality development

D Long Range Planning Area

This area, measuring approximately 27.5 acres, is currently occupied by industrial operations but has been identified as a valuable site for development and a potential Heritage District Redevelopment Area expansion. Recommended uses for the Long Range Planning Area include a transit center (approximately 4.3 acres), a park to accommodate large events (approximately 6.0 acres), and multi-family housing (approximately 16.5 acres). Redevelopment and inclusion of this area within the District requires re-zoning parcels from GI to allow pedestrian-oriented flexible future development.

HERITAGE VILLAGE CENTER DISTRICT ADDITIONS



EXISTING & UPDATED ZONING DISTRICTS

- HVC** Heritage Village Center
- [Red Outline]** HVC Additions (Re-zone)
- PF/I** Public Facility/Institutional
- MF/L** Multi-Family/Low Density
- MF/M** Multi-Family/Medium Detached
- SF-6** Single Family-6
- SF-D** Single Family Detached
- SF-A** Single Family Attached

GENERAL PLAN MAP
LAND USE UPDATES

The identified areas will require amendments to the General Plan designation.

A

Current Designation. Parks/Retention (P/R)

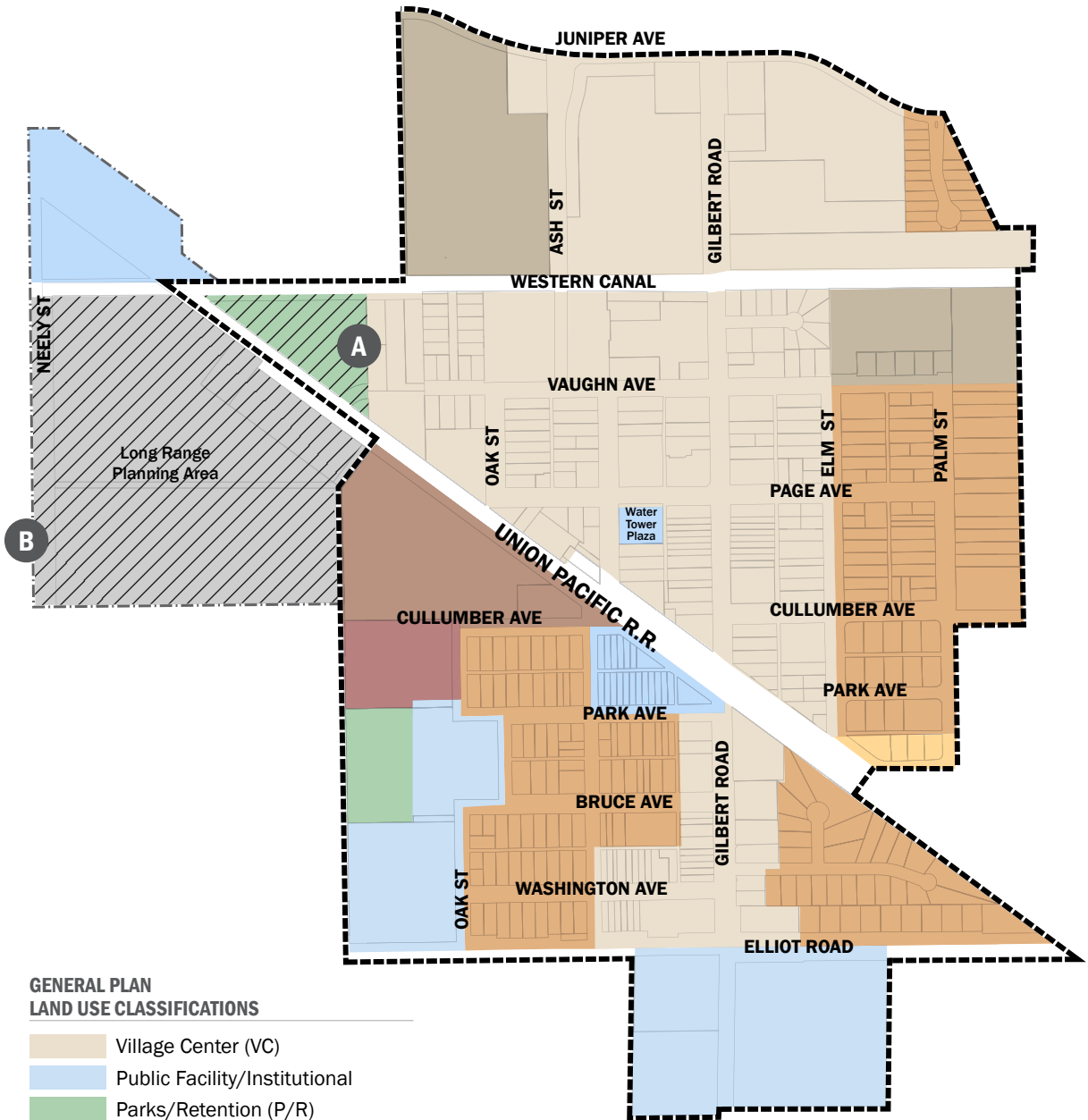
Proposed Designation. Village Center (VC)

B

Current Designation. Light Industrial (LI)

Proposed Designation. Village Center (VC)

GENERAL PLAN LAND USE UPDATES



GENERAL PLAN LAND USE CLASSIFICATIONS

- Village Center (VC)
- Public Facility/Institutional
- Parks/Retention (P/R)
- Residential > 3.5 - 5 DU/Acre
- Residential > 5 - 8 DU/Acre
- Residential > 8 - 14 DU/Acre
- Residential > 14 - 25 DU/Acre
- Residential > 25 - 50 DU/Acre
- Light Industrial (LI)

ZONING CODE
HVC DEVELOPMENT
REGULATIONS

The Heritage Village Zoning Code should be updated with the following development standards.

BUILDING FRONTAGE REQUIREMENTS

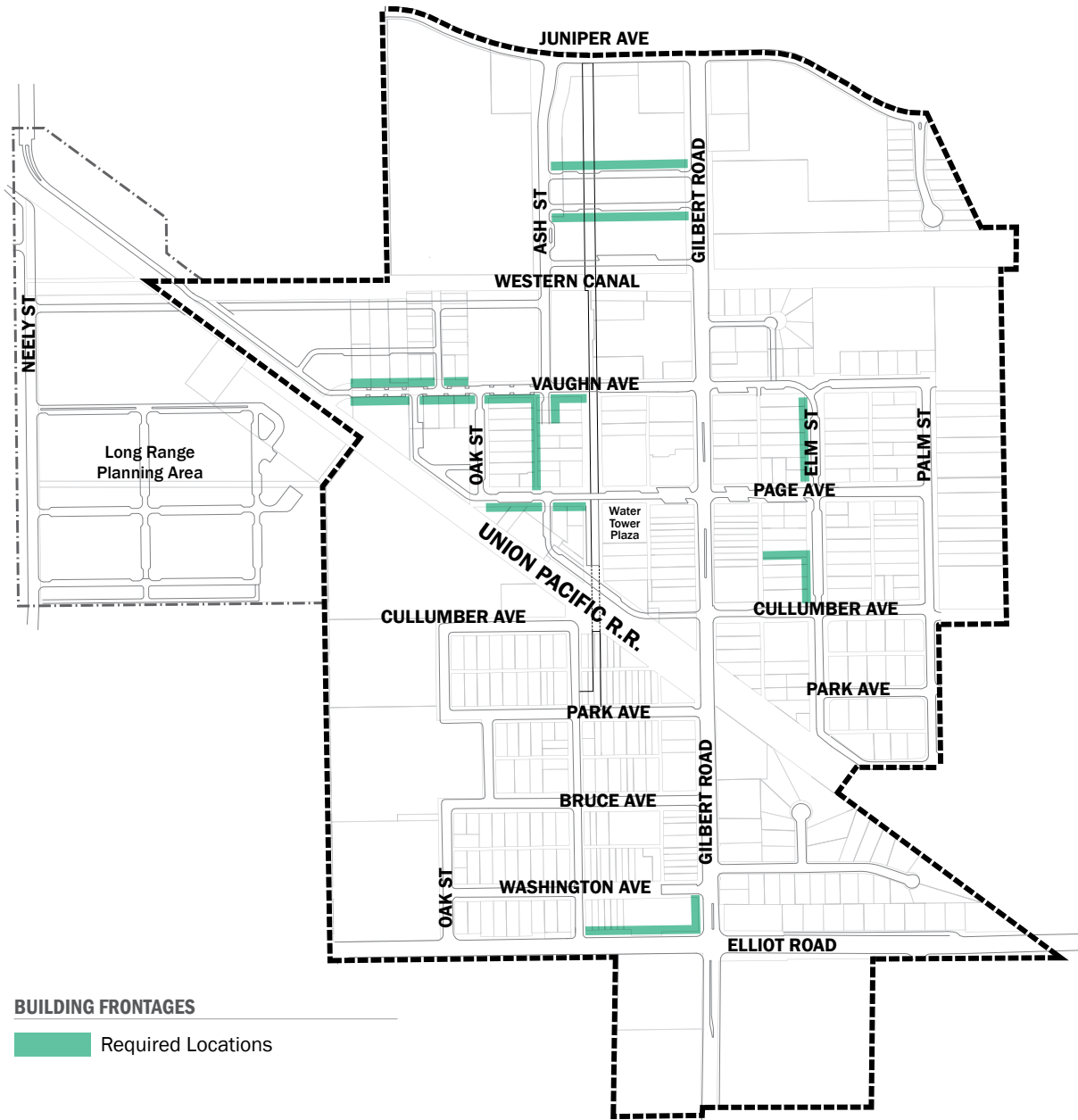
The locations indicated on the map shall meet the following requirements for building frontage to maintain the Heritage District character.

Ground-floor Transparency. Visibility through building windows and/or doors can support safe and active streets by creating a visual connection between pedestrians and building users. Transparency of 70% should be required for all retail and employment uses located at the ground floor. Updates to **2.403 (E) Transparency** may be required.


Entrance. The main pedestrian entrances of ground-floor uses should be oriented to the street to contribute to the vitality and safety of the District through ‘eyes on the street’ surveillance. By locating entries facing the street, residents and visitors will enter and exit the building from the public right-of-way, activating and animating the public realm.

Build-to Line. Bringing buildings to the street-fronting property line results in an efficient use of land. Placing and orienting ground-floor uses toward the sidewalk frames and encloses the public street. For retail uses, buildings built to the public right-of-way provide easy access for pedestrians and essential visibility for those traveling along adjacent roadways. **Permanent outdoor dining areas should not be permitted at the indicated locations.**

The build-to line should be measured at the exterior wall of the ground floor, where 100% of the facade is required to be built to the property line, with the exception of permitted setbacks for entrances (maximum four feet) and facade articulation elements (maximum 18 inches). Updates to **2.403 (C) Build-to Lines** may be required.

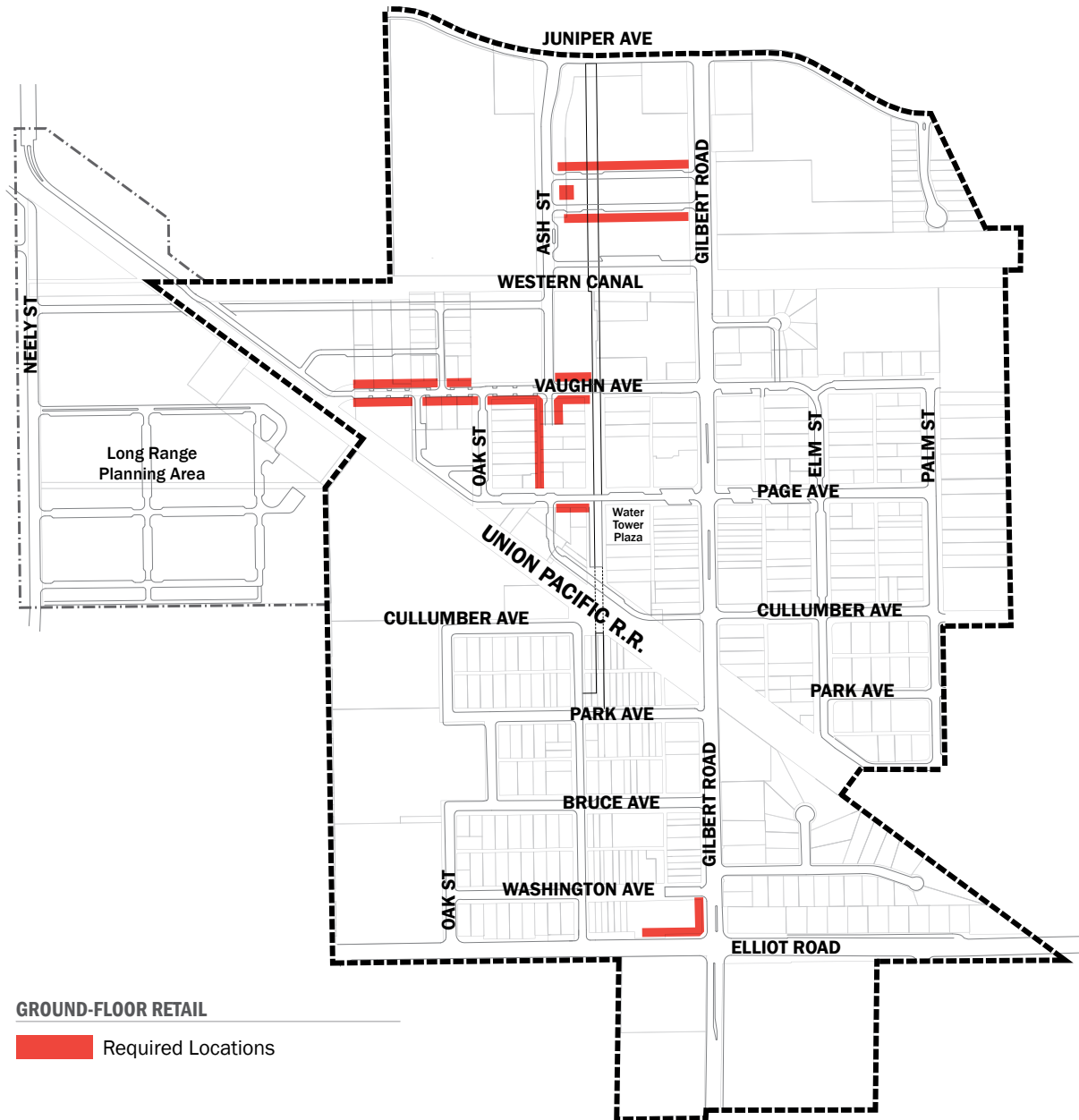


BUILDING FRONTAGES

 Required Locations

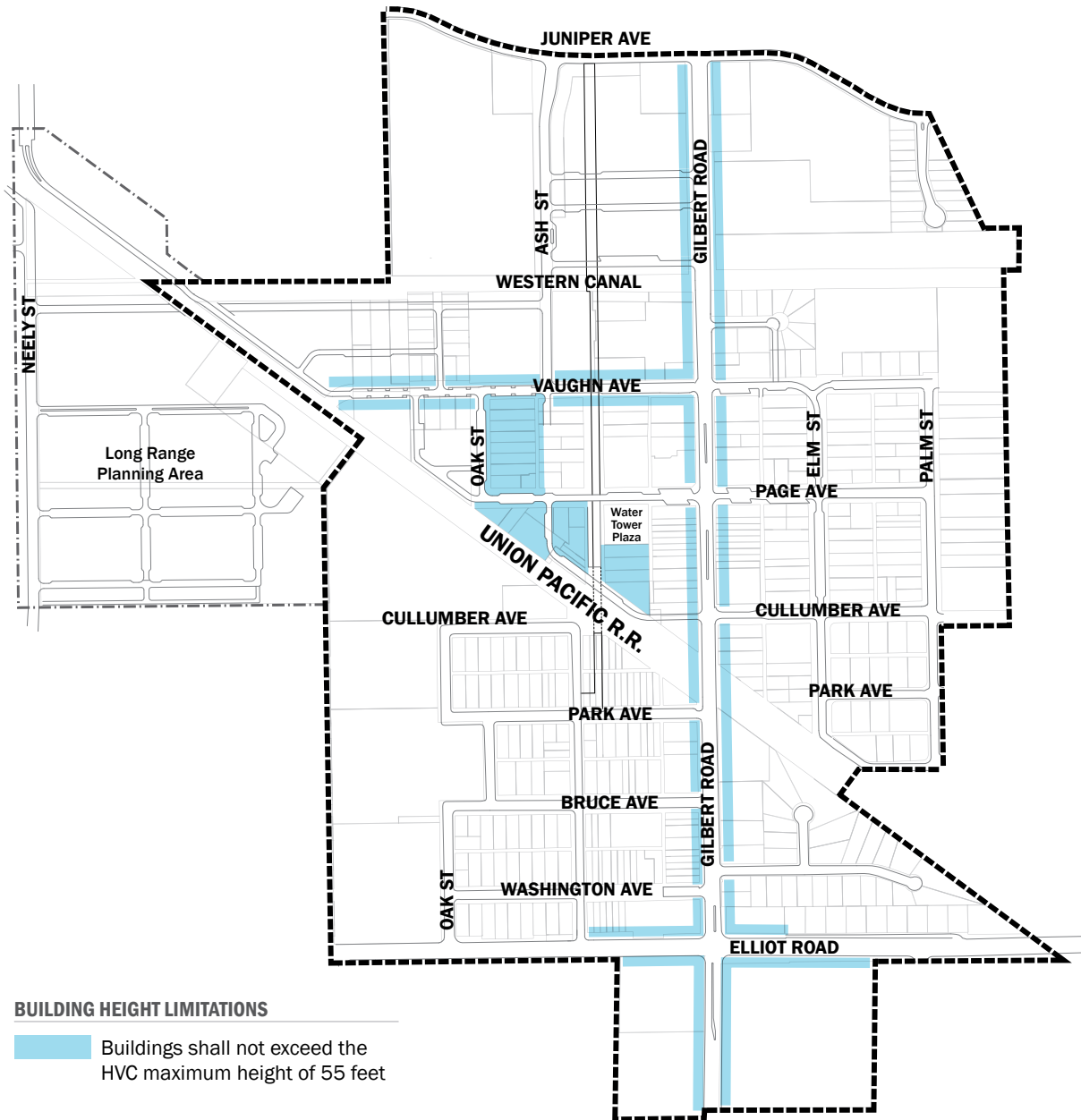
GROUND-FLOOR RETAIL REQUIRED

Retail uses provide goods and services to local residents and to visitors. Ground-floor retail uses create activity along the street. Retail streets should be continuous edge-to-edge retail storefronts with no interruptions by other land uses, including commercial uses. Primary permitted uses should be limited to merchandise sales and eating and drinking establishments.



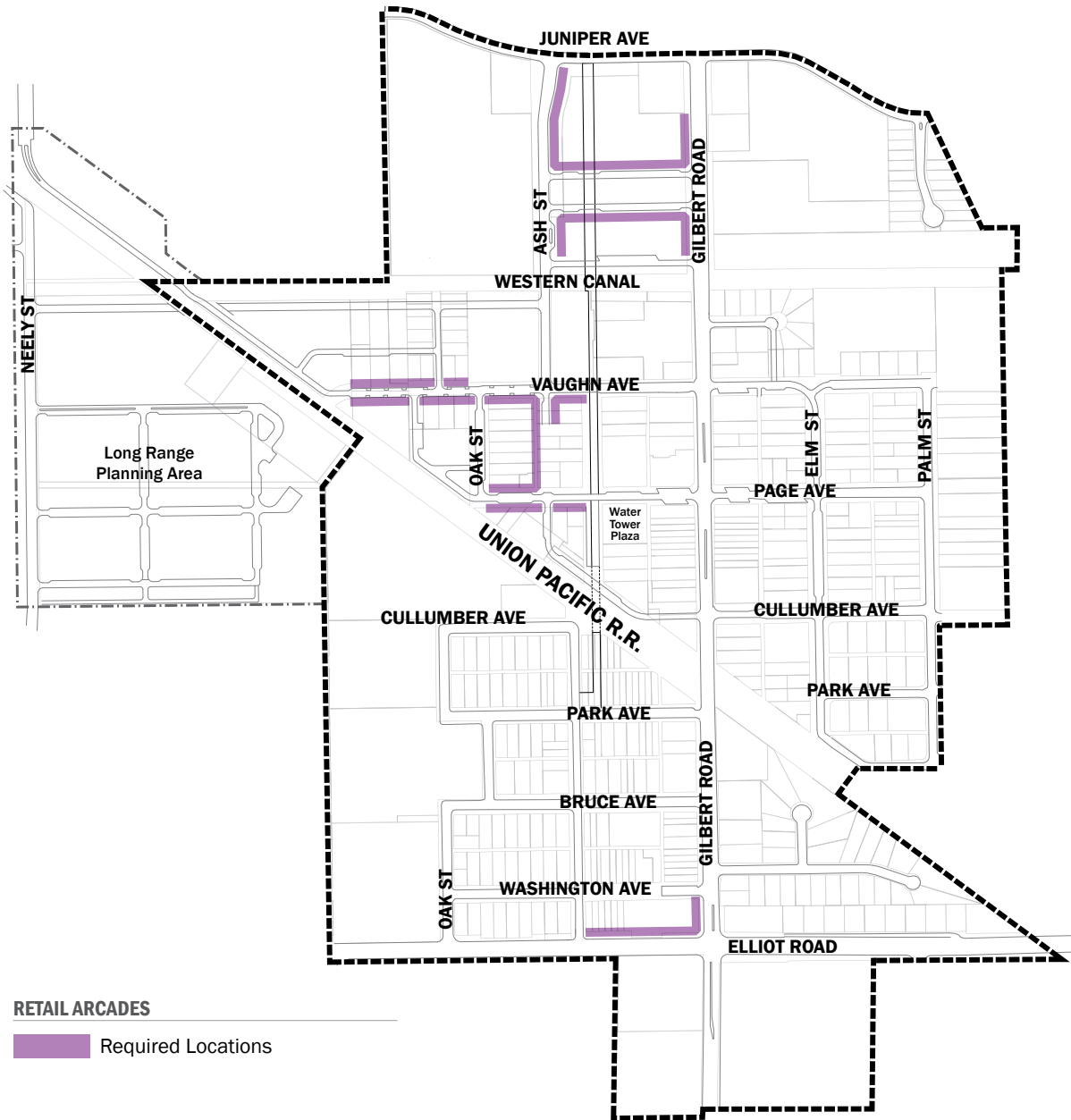
BUILDING HEIGHT LIMITATIONS

In order to preserve the views and prominence of the Gilbert Water Tower within the Heritage District, development of adjacent blocks indicated on the map as well as buildings fronting W. Vaughn Avenue should not exceed the maximum height of 55 feet as permitted by the Heritage Village Center (HVC) Development Regulations. Likewise, to preserve the historical character of Gilbert Road, buildings with frontage on Gilbert Road should not be approved that exceed the 55 foot maximum height. Updates to **2.403 (B) Maximum Building Height** may be required.



RETAIL ARCADE REQUIRED LOCATIONS

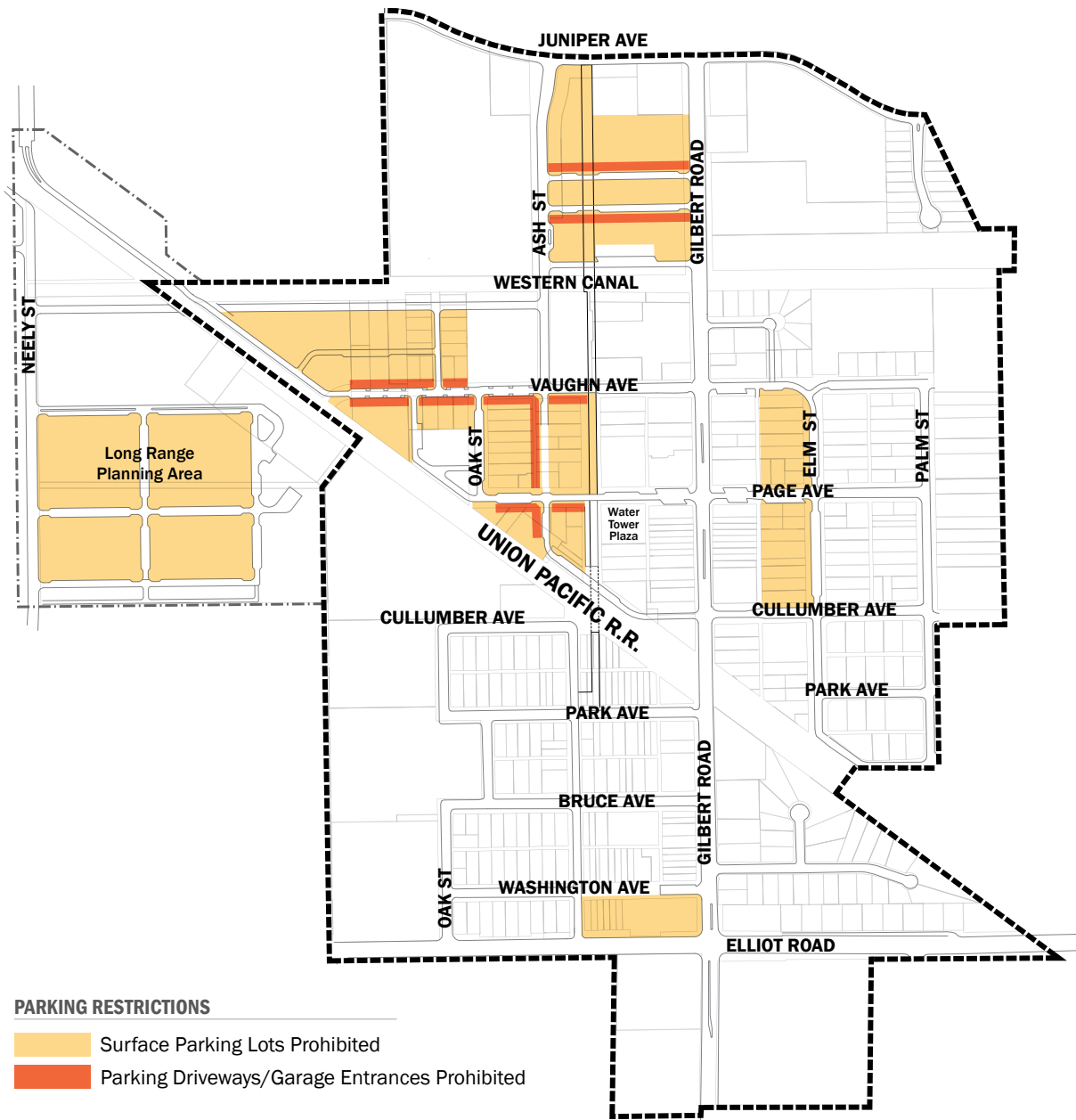
Arcades provide a shady respite from the high temperatures common in the desert and reflect the historical character of Gilbert and of traditional Hispanic architecture. Arcades should be a minimum of 15 feet wide and 18 feet high.



PARKING LOTS RESTRICTED LOCATIONS

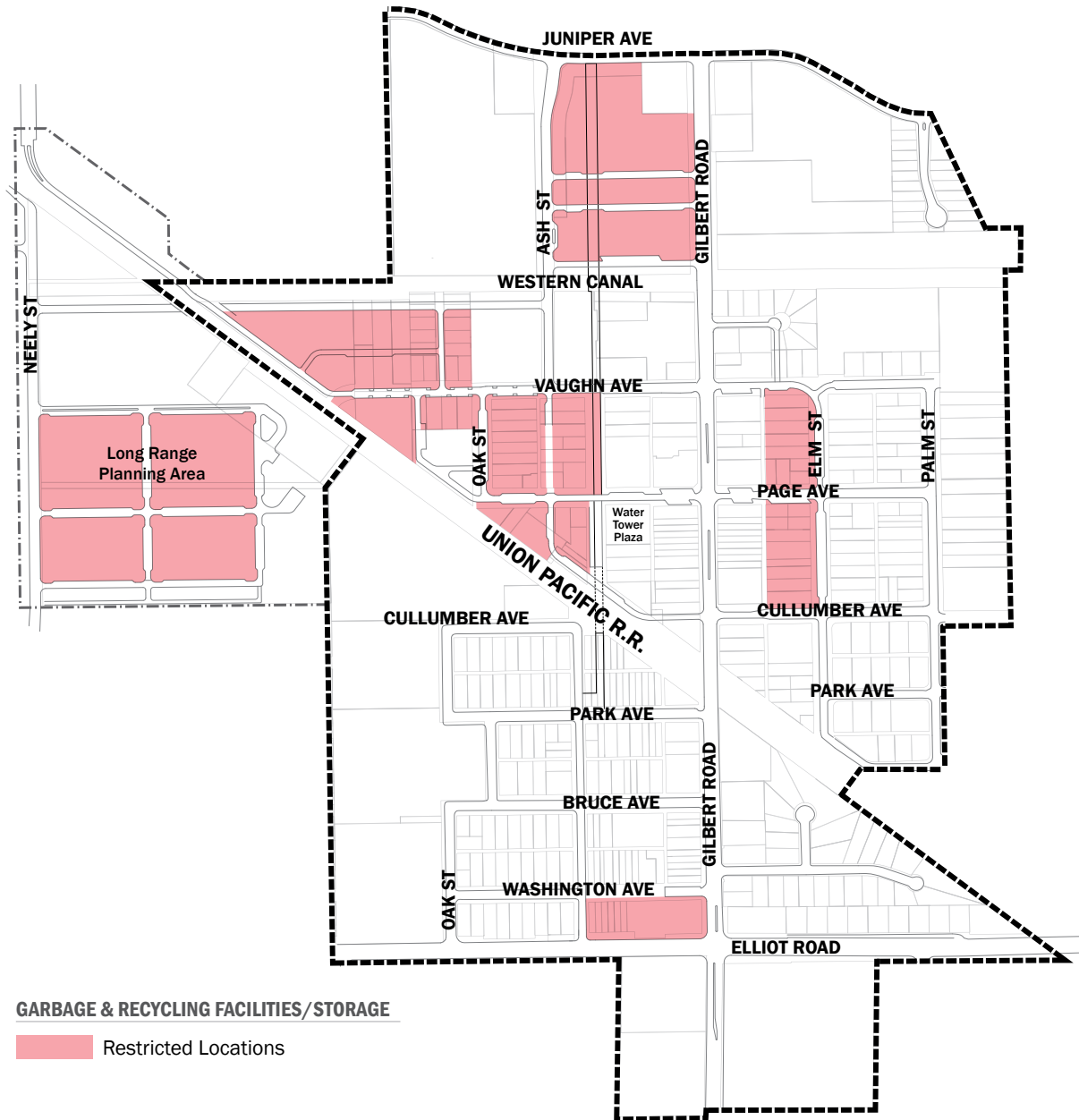
Surface parking lots should be prohibited with all new development. Short-term parking is allowed for drop off, ADA access, and service access, but should be limited to a maximum of five 5 spaces. Prohibit short-term parking where frontage requirements are indicated.

Driveway and parking entrances are prohibited in indicated areas. Retail frontages and a continuous pedestrian sidewalk environment should be maintained.



GARBAGE & RECYCLING FACILITIES/STORAGE RESTRICTED LOCATIONS

Require indoor garbage and recycling storage areas for new multifamily and commercial buildings. For existing buildings, explore types of enclosures and locations for centralized pick-up.



DRAFT MASTER PLAN



MASTER PLAN

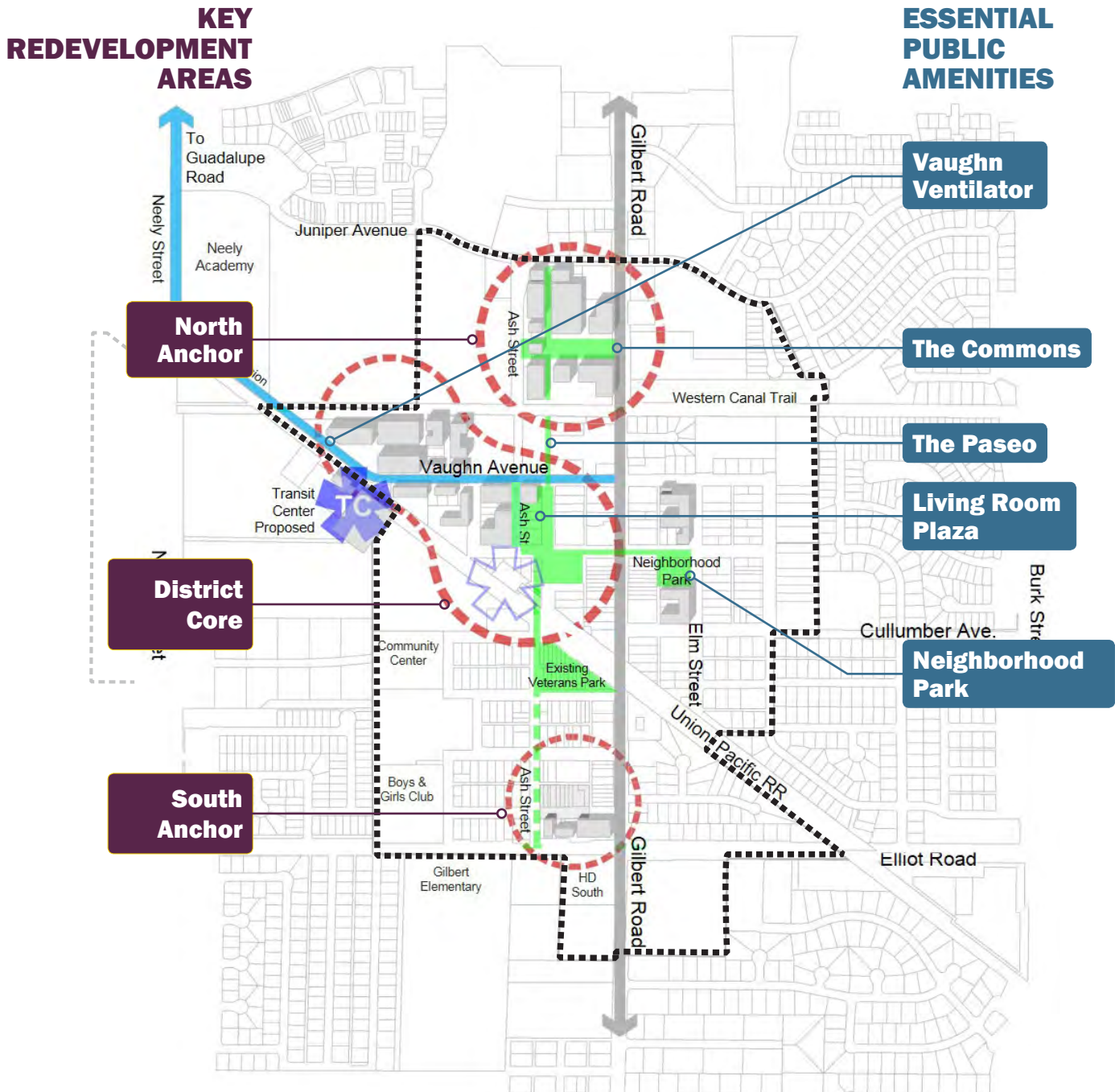
The Master Plan provides a road map for establishing the Heritage District as a distinctive place that is appealing to residents, workers and visitors alike.

The Master Plan protects and enhances long-term real estate value by informing new developers of the community's vision and character. The master plan reflects the Town's policies so property owners and developers do not need to spend time and resources determining what can and cannot be developed on any parcel. Finally, for those interested in investing in the Heritage District, it will serve as a powerful and comprehensive marketing document.



FUNDAMENTAL CONCEPT

The Fundamental Concept illustrates the essential public amenities and infrastructure improvements that are necessary to stimulate identified market demand in the three Key Redevelopment Areas while positively responding to Redevelopment Plan goals and objectives. The Fundamental Concept serves as a concise guide to the additional planning, design, and funding strategies needed for Town-owned parcels over the next five to ten years.



Key Redevelopment Areas

Three compact areas, distinct yet complementary, address community needs, strengthen existing uses, and meet real estate market demand.



North Anchor

Expansion area for current Gilbert Road dining and entertainment uses. New uses will create a more 'balanced' District by providing new opportunities for office, hotel, and conference center uses.



District Core

New commerce hub along Vaughn Avenue that will attract local-serving retail, office and apartment development. Around the plaza new development will strengthen existing assets—the Water Tower, Hale Centre Theater, and possibly a new Transit Center.

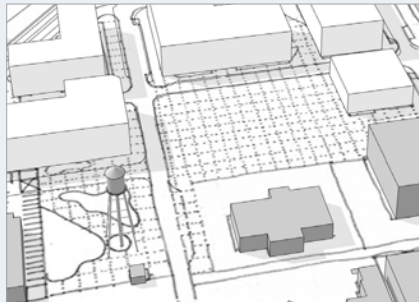


South Anchor

At the Town's historic crossroads, retail, employment and parking development create a new focus of activity and commerce. This anchor will strengthen adjacent commercial uses and spur development of nearby vacant parcels on Gilbert Road.

Essential Public Amenities

Projects that will improve the livability of the District for Gilbert residents while attracting new visitors and customers. Amenities are strategically located to benefit all areas of the District and serve as focal points for Key Redevelopment Areas.



Living Room Plaza

Located in the District Core, the plaza will be an expansion of the Water Tower Plaza. The Living Room Plan strengthens the District's 'cultural heart' where the farmers market, Gilbert's Christmas tree, and other festive civic events will occur.



Vaughn Ventilator

A new 'alternative route' that will provide much needed new vehicular access to the District from the west. The slow-speed, human-scaled road will be designed to provide a setting for strolling and window shopping in the District Core.



Neighborhood Park

Lawns, playground structures, seating, and tables, along with other park features, will be attractive to residents who live east of Gilbert Road.



The Paseo

This north-south, car-free pedestrian and bicycle route will link existing District neighborhoods with Key Redevelopment Areas. A 'common thread' of distinctive, landscape, paving, furniture, and signing elements create a joyful and memorable setting.



The Commons

Oriented east-west, the green space will provide a window into the North Anchor redevelopment area. The Commons will be designed to be festive, accommodating adjacent dining uses, vendors, or other nightlife activities.

DISTRICT BUILD-OUT

The build-out plan illustrates a realistic vision of the form, massing and character of development in the Heritage District once all Town-owned are fully developed. The District Capacity Table summarizes the types of uses and intensity of development to meet market demand. The build-out also envisions additional redevelopment outside the District planning area within a designated Long-Range Planning Area. Anticipated buildout is envisioned in 10 years.

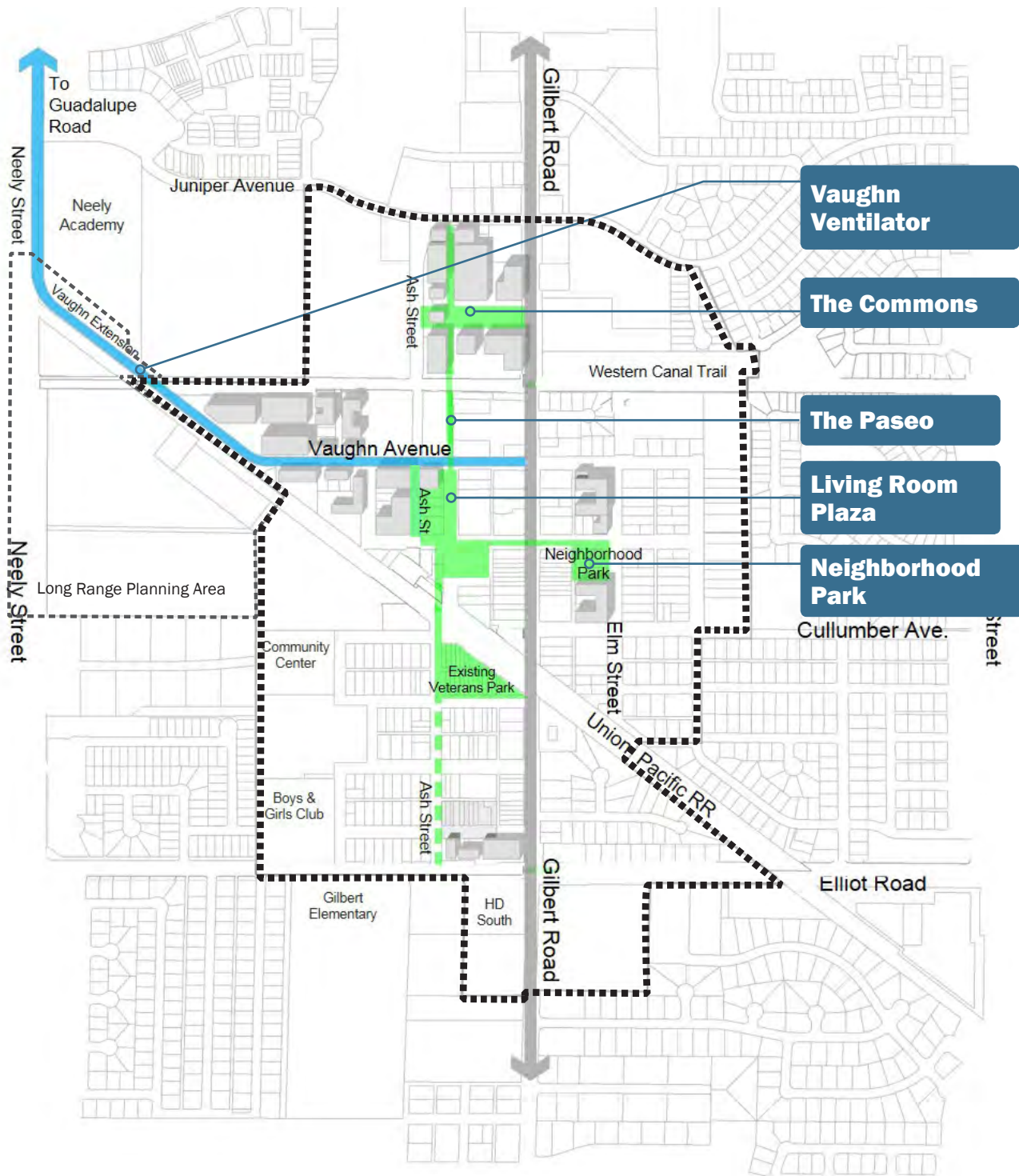


DISTRICT BUILD-OUT CAPACITY

	DISTRICT MARKET DEMAND	DISTRICT DEVELOPMENT YIELD	LONG RANGE PLANNING AREA YIELD
PRIVATE DEVELOPMENT			
Multi-family units	390-500	530	1,650
Office square feet	334,000-584,000	350,000-490,000	—
Retail—Shopping square feet	171,000-244,000	160,000	—
Retail—Restaurant/Entertainment square feet	35,000-65,000	60,000	—
Hotel rooms	120-350	120-320	—
Parking spaces	—	3,000	2,500
PUBLIC PROJECTS			
Parks/Plaza/Commons acres	—	6	6
Transit Center acres	—	—	4.3
Public Parking spaces	—	550	—
New Roads linear feet	—	4,800	—

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ESSENTIAL PUBLIC AMENITIES



LIVING ROOM PLAZA

CHARACTER The Living Room Plaza builds on the strengths and character of the Heritage District to provide an equitable and beautiful public amenity in the heart of downtown. Adjacent buildings benefit from the pedestrian activity at the plaza while providing access to a variety of cultural, historical, educational, and shopping destinations. The Living Room Plaza celebrates the Gilbert Water Tower as a revered historical gem and landmark for the Heritage District. Integrating the two spaces will help preserve and restore the icon for decades to come.

LOCATION The Living Room Plaza is located west of Gilbert Road between Vaughn and Page Avenues.

- ELEMENTS**
- Flexible open space for gathering, Farmers Markets, and other special events with overhead shade structure
 - Site for holiday decorations such as a Christmas tree
 - Tree-lined Paseo along the eastern edge with overhead shade structure
 - Underground public parking garage (approx. 550 spaces) accessible from the plaza
 - Public restrooms
 - Plaza-oriented retail pavilion at the northern edge accessible from Vaughn Avenue and the plaza
 - Perimeter bollards and planters for vehicular separation and protection
 - Decorative lighting

REDEVELOPMENT GOALS The Living Room Plaza supports the following Redevelopment Plan goals:

1. Character & Vision
2. Investment Draw
3. Improved Circulation
4. Cultural Town Center



Living Room Plaza - Before



Living Room Plaza - After



THE COMMONS

CHARACTER The Commons is an urban public open space central to the North Anchor redevelopment site. The space provides a variety of shaded seating, walking, and play areas for communal use with potential to accommodate additional dining patio area for adjacent restaurants and entertainment venues. The east-west axis and orientation of The Commons provides a ‘window’ view from Gilbert Road into the open space. A couplet of low-speed curbless roadways along the north and south edges connects Ash Street and Gilbert Road, providing drive-by visibility to ground-floor restaurant and entertainment retail sites in the North Anchor.

LOCATION The Commons is located immediately west of Gilbert Road between W Juniper Avenue and the Western Canal Trail.

- ELEMENTS**
- Pedestrian, bicycle, and vehicular access via Paseo, sidewalks, and couplet roadways
 - Perimeter bollards and planters for vehicular separation and protection
 - Central splash pad water feature
 - Lawn area, shade trees, and other native landscape elements
 - Overhead shade structure and decorative lighting
 - Retail pavilion/cafe
 - Site for public art pieces
 - Seating areas for public use and dining patios

REDEVELOPMENT GOALS The Commons supports the following Redevelopment Plan goals:

- | | | |
|------------------------------|--------------------------------|---------------------------------------|
| 1. Character & Vision | 3. Investment Draw | 6. Partnership & Collaboration |
| 2. Economic Viability | 4. Improved Circulation | |



The Commons - Before



The Commons - After



NEIGHBORHOOD PARK

CHARACTER The Neighborhood Park is an essential public amenity for the residents of the east side, who today, have no access to communal open spaces within their neighborhood. As part of a district-wide open space network, the Neighborhood Park replaces an expanse of parking lots nearly a quarter-mile long isolates the east side neighbors.

LOCATION The Neighborhood Park is located at the southwest corner of Page Avenue and Elm Street.

- ELEMENTS**
- Lawn, shade trees, and other native landscape elements
 - Sports and athletic fields and courts
 - Play areas
 - Paths for walking, running, and bicycling

REDEVELOPMENT GOALS The Neighborhood Park supports the following Redevelopment Plan goals:

1. Character & Vision
4. Improved Circulation



Neighborhood Park - Before



Neighborhood Park - After



THE PASEO

CHARACTER The Paseo is a safe, continuous, and dedicated north-south pedestrian/bicycle route through the District that links the neighborhoods to key redevelopment areas and public spaces. The three segments of The Paseo are unified through consistent placemaking elements, furnishing, and unique paving.

LOCATION The Paseo extends from Juniper Avenue to Elliot Road, crossing under the Union Pacific Railroad.

- ELEMENTS**
- Consistent furnishing and pedestrian amenities including seating, lighting, bike racks, garbage cans, drinking fountains, and linear water features
 - Street trees and other native landscape elements
 - Enhanced and widened sidewalks
 - Family-friendly bike facilities separated from sidewalk
 - Wayfinding
 - Overhead shade elements

REDEVELOPMENT GOALS The Paseo supports the following Redevelopment Plan goals:

1. Character & Vision
4. Improved Circulation



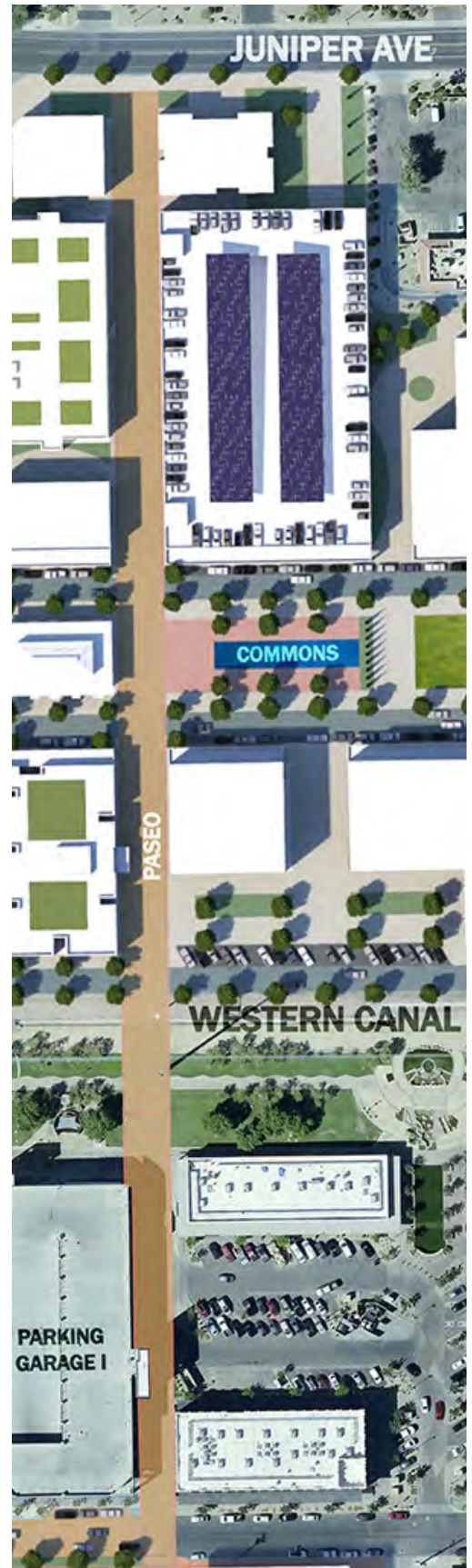
North Segment

The Paseo North Segment is a pedestrian and bicycle promenade that passes through the North Anchor development area and links The Commons to Living Room Plaza.

North Segment - Before



North Segment - After





Underpass

The Paseo Underpass is a railroad underpass for pedestrians and bicyclists, connecting the Living Room Plaza to Veterans Park. The underpass follows a gentle slope, complying with ADA standards, and employs daylighting techniques as well as special night lighting to promote visibility and safety. The Paseo Underpass provides a light and airy experience for pedestrians and bicycles going to and from the District Core.

Underpass Character



Image: Healthy by Design

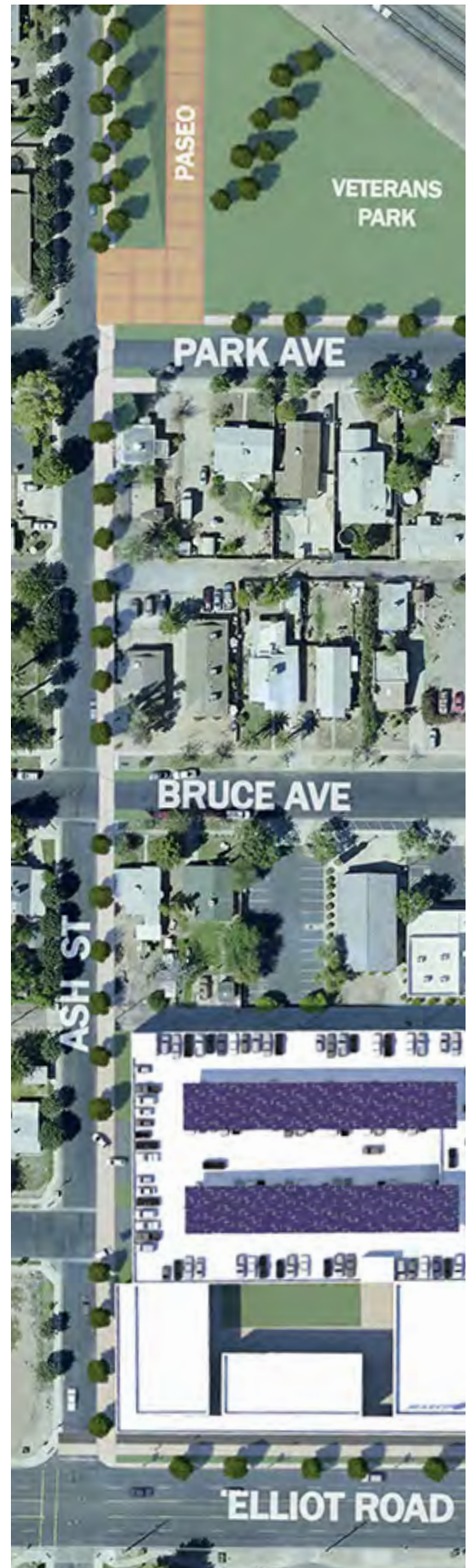
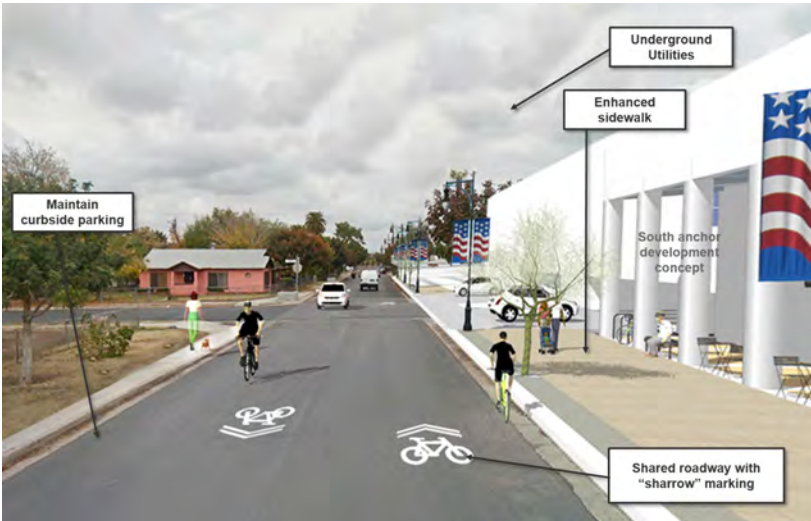
South Segment

The Paseo South Segment provides an enhanced pedestrian and bicycle environment and facilities on Ash Street south of the railroad track, while maintaining existing curbside parking. Improvements include a widened sidewalk with crosswalks and ornamental lighting, sharrow pavement markings, and underground utilities.

South Segment - Before



South Segment - After



VAUGHN VENTILATOR

CHARACTER The Vaughn Ventilator project provides a low speed roadway extension and additional improvements to existing Vaughn that will transform the inactive roadway to promote a family-friendly local shopping street in the District Core. By offering an new west side access point for the Heritage District, improved circulation and access will create the environment needed for pedestrian-oriented mixed-use development.

LOCATION The Vaughn Ventilator extends Vaughn Avenue west from its existing dead end at the Union Pacific Railroad to connect to Neely Street. Improvements to the existing roadway occur west of the proposed Paseo and existing Heritage Marketplace.

ELEMENTS **W. Vaughn Improvements (70-foot right-of-way)**

- Curbside parking with landscaped planters
- Festival string lighting
- Wide sidewalks with special paving
- Two travel lanes (bidirectional)

W. Vaughn Extension (50-foot right-of-way)

- Railroad buffer with landscaping and security fence
- North side sidewalk with ornamental lighting, street trees, and fence
- Two travel lanes (bidirectional)

REDEVELOPMENT GOALS The Vaughn Ventilator supports the following Redevelopment Plan goals:

- | | |
|------------------------------|---|
| 2. Economic Viability | 4. Improved Circulation |
| 3. Investment Draw | 6. Partnership & Collaboration |



Vaughn Ventilator - Before

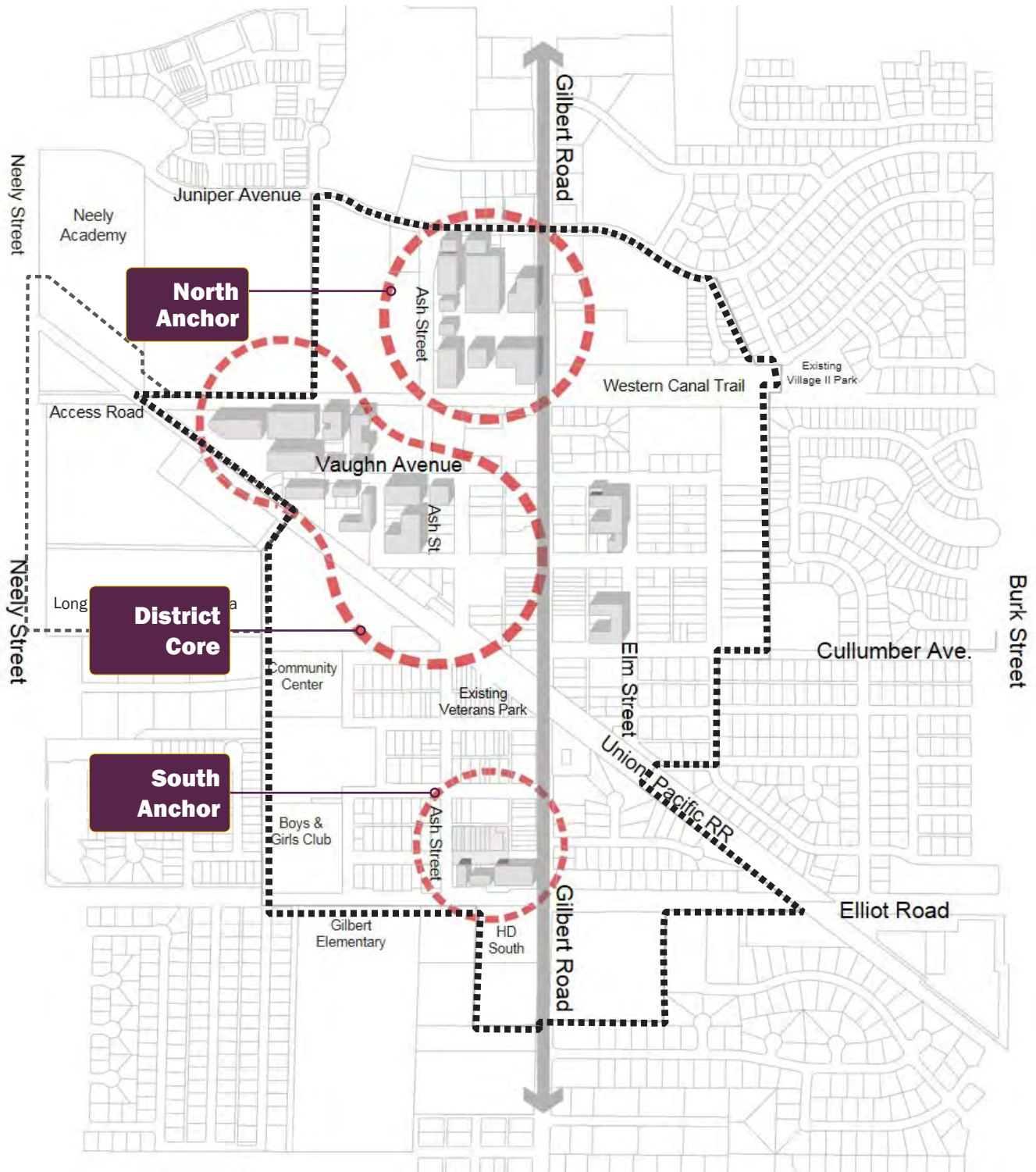


Vaughn Ventilator - After



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KEY REDEVELOPMENT AREAS



DISTRICT CORE

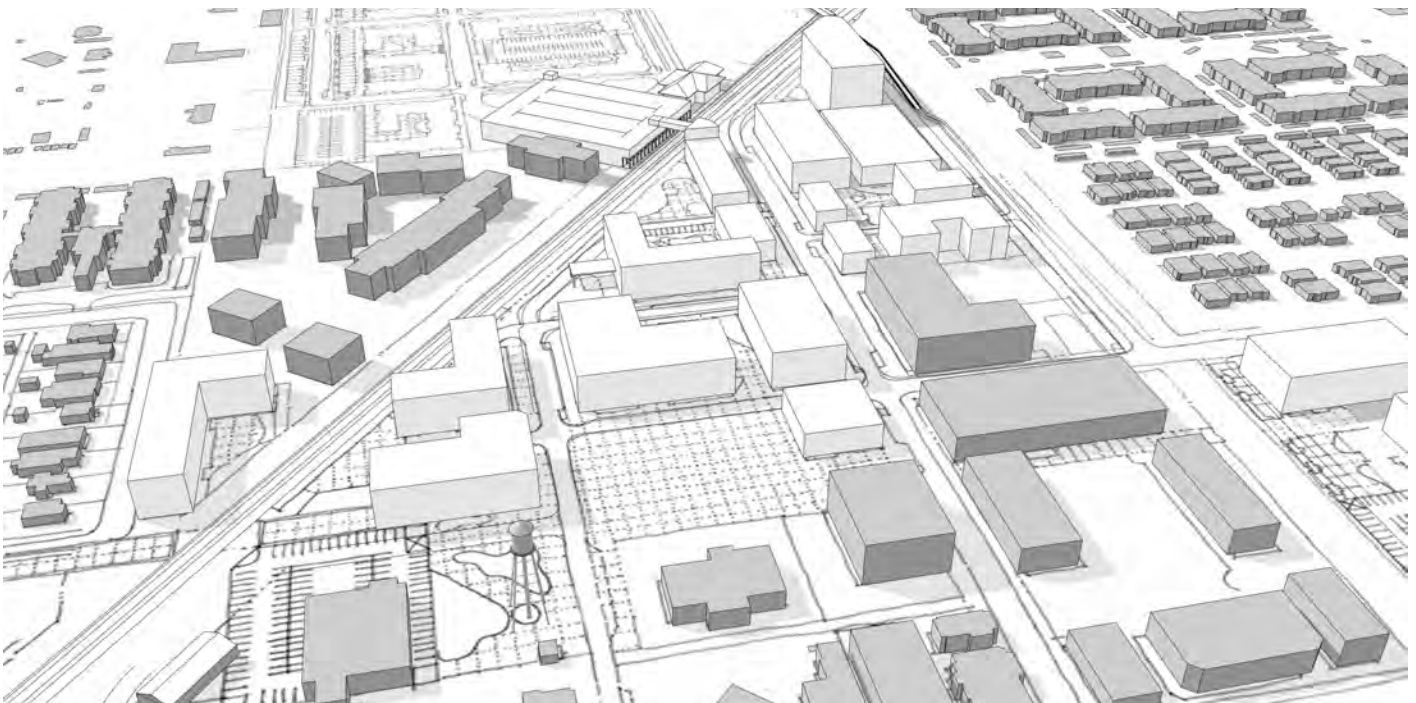
CHARACTER The District Core is the downtown center of activity, home to local retail shops, regional employment, a boutique hotel, and more. New development in the District Core is focused around two major public amenities, the Living Room Plaza and W. Vaughn Avenue. Buildings with street or plaza frontage provide shaded arcade walkways for retail shopping and dining activity on the ground floor. District Core development prioritizes pedestrian and bicycle access and promotes a safe, secure setting for day-to-day activity through environmental design. Strategies include maximizing visibility and transparency, limiting alleys and parking lots, and providing protective furnishing such as bollards, planters, and street trees along streets and open spaces.

LOCATION West of Gilbert Road, South of the Canal, and north of the UP Railroad.

- LAND USE**
- Office
 - Local Retail Shopping
 - Family-friendly Restaurant and Dining
 - Boutique Hotel
 - Multi-family Rental Housing
 - Multi-family Condominium
 - Parking

REDEVELOPMENT GOALS The District Core supports the following Redevelopment Plan goals:

1. Character & Vision
2. Economic Viability
3. Investment Draw
5. Cultural Town Center
6. Partnership & Collaboration



District Core - Before



District Core After



NORTH ANCHOR

CHARACTER The North Anchor is an 18-hour employment and entertainment development with ground-floor retail and on-site public and private parking. Development is focused around the centrally-located Commons open space that bisects the site and provides the option for a hotel with conference facility at the northern half of the site. The North Anchor's various uses, amenities, and location make this area a draw for local and regional communities. The development is accessible from Gilbert Road, Ash Street, Juniper Avenue, and the Commons couplet roadways. The North Anchor is connected to the Core via the pedestrian and bicyclist Paseo. This Town-owned 9.1 acre site has been identified as a priority project by the Town of Gilbert and began the selection process with a request for qualifications (RFQ) from developers.

LOCATION West of Gilbert Road and east of Ash Street. Between the Western Canal and Juniper Avenue.

- LAND USE**
- Office Campus
 - Restaurant/Entertainment Retail
 - Option for Hotel with Conference Facility
 - Public and Private Parking

- REDEVELOPMENT GOALS**
- The North Anchor supports the following Redevelopment Plan goals:
1. Character & Vision
 2. Economic Viability
 3. Investment Draw
 5. Cultural Town Center
 6. Partnership & Collaboration



North Anchor - Before



North Anchor - After



SOUTH ANCHOR

CHARACTER The South Anchor Redevelopment Area envisions anchor retail uses for this prominent and accessible corner, such as a neighborhood-scale grocery market, pharmacy, or convenience store fronting Elliot Road. Located within the Lacy Tract neighborhood and nearby the Gilbert Elementary School as well as the Boys and Girls Club, the South Anchor must be a safe, walkable, neighborhood-scale development to serve the community south of the railroad tracks. The northern half of the site is reserved for public parking accommodating retail development and other nearby destinations such as the Boys & Girls Club, Community Center, and neighboring churches. Parking may be built as a surface lot in the near-term with the opportunity to replace with a parking structure in later phases.

LOCATION Northwest corner of Elliot and Gilbert Roads.

- LAND USE**
- Office
 - Neighborhood-scale Retail
 - Public Parking

- REDEVELOPMENT GOALS** The South Anchor supports the following Redevelopment Plan goals:
- | | |
|------------------------------|---------------------------------------|
| 1. Character & Vision | 3. Investment Draw |
| 2. Economic Viability | 6. Partnership & Collaboration |



South Anchor - Before



South Anchor - After



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OTHER PROJECTS

In addition to implementation of the key redevelopment areas and essential public amenities, several other actions are critical. These actions include key infrastructure improvements, and coordination with regional agencies.



TRANSIT CENTER

CHARACTER The transit center/passenger rail station should be a gateway for the Town. This will be where many people will arrive and should be designed to support an integrated mixed-use plan that includes joint development opportunities.

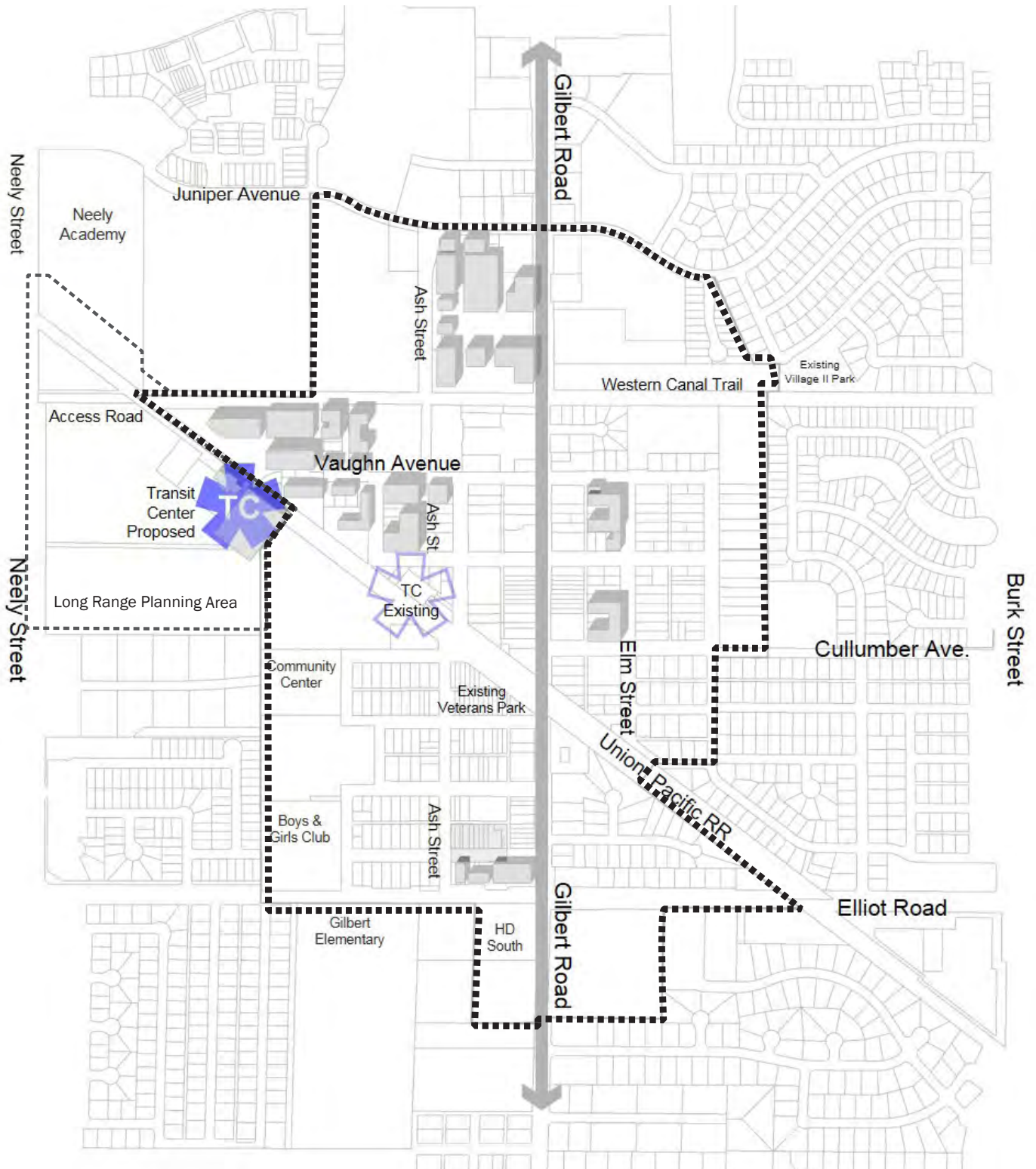
LOCATION The Transit Center needs to be considered as a long-term component of the overall Heritage District Redevelopment Plan. Full implementation may take as long as 30 years. As such, longer-term preservation of a viable site needs to be balanced with the desire to maximize development opportunities in the next five to ten years. Two station locations will be retained and planned for until a decision about the Long-Range Planning Area is known. Should the Long-Range Planning Area become available for redevelopment, this site option would be preferable with the station serving as a linkage development east and west of the tracks and a broader integrated land use and transportation vision. If this area is not available, the more centrally located station can function adequately although the site is much more restricted at that location and it will be more challenging to leverage the station benefits.



ELEMENTS Creative approaches that create an iconic gateway should be considered. The Town should consider a range of design concepts as the program for the transit center and design of the Vaughn Avenue connection is further refined. Concept refinement should strive mitigate the track barrier and unify the two sides the land uses at the station. Elements should include:

- **Vehicular access** to the station from the street network from both Neely and Gilbert Road.
- **Park-and-ride**, but it may not entail a major structure. It should be sited to serve daily commuters but also serve as a parking reservoir for Heritage District uses during off-peak evening hours or on weekends. The park-and-ride could be phased. An initial phase may entail construction of a surface lot; however, it should be sized for conversion to a parking garage. Moreover, the structure should be designed with flat floors so that can be used differently in the future should there be less demand for parking cars (i.e., autonomous vehicles, Uber/Lyft, etc.).
- A **pedestrian skybridge** connection to Vaughn Avenue is critical for connecting the two sides of the tracks and for the operational viability of the passenger rail station itself. Development of a parking structure provides a cost-effective opportunity to share the use of the vertical circulation, elevators and stairs for both transit commuters going exclusively to the transit center and pedestrians accessing new development fronting Vaughn Avenue and in the Long-Range Planning Area.
- A **light and airy underpass**, similar to that envisioned for the Paseo crossing at the train station a direct, safe and convenient underpass for bikes and pedestrians could be located at the point where Vaughn Street is proposed to turn toward Neely Street may be preferable. However, space constraints and universal access requirements for meeting Americans with Disabilities Act (ADA) may make this alternative more difficult than a skybridge can be overcome.
- The **transit center bus facility** can be on either side, although integration with a parking structure and the train station creates a more efficient and desirable 'multi-modal' hub. Flexibility is appropriate as the nature of bus services and routing may changes in the future.

REDEVELOPMENT GOALS The Transit Center supports the following Redevelopment Plan goals:

1. Character & Vision	3. Investment Draw
2. Economic Viability	4. Improved Circulation



-  Preferred Transit Center Location (Long Range Planning Area)
-  Alternative Transit Center Location (Existing Park-and-Ride)

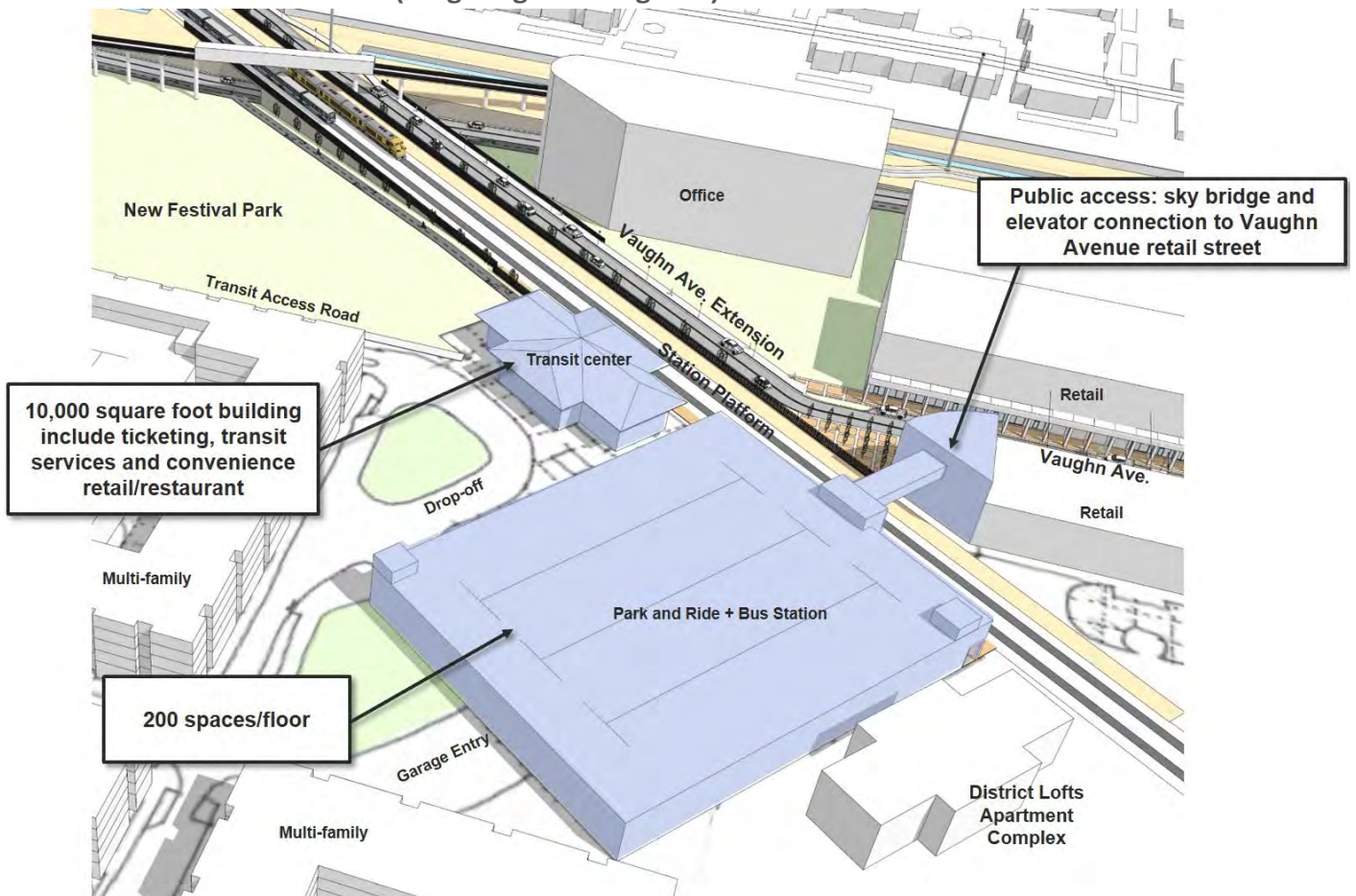
Preferred Transit Center Location (Long Range Planning Area) - Before



Preferred Transit Center Location (Long Range Planning Area) - After



Preferred Transit Center Location (Long Range Planning Area)



ASH STREET EXTENSION

CHARACTER Implementation of the Ash Street Extension requires locating the future transit center at the preferred site in the Long Range Planning Area. The Ash Street Extension improves connectivity and circulation within the District Core. The extension is one of three Ash Street segments north of the railroad that form a continuous roadway connecting Cullumber and Juniper Avenues. At the intersection of Cullumber and Gilbert Road, the Ash Extension provides a low-speed outlet from Gilbert Road and an occasional-use alternative route.

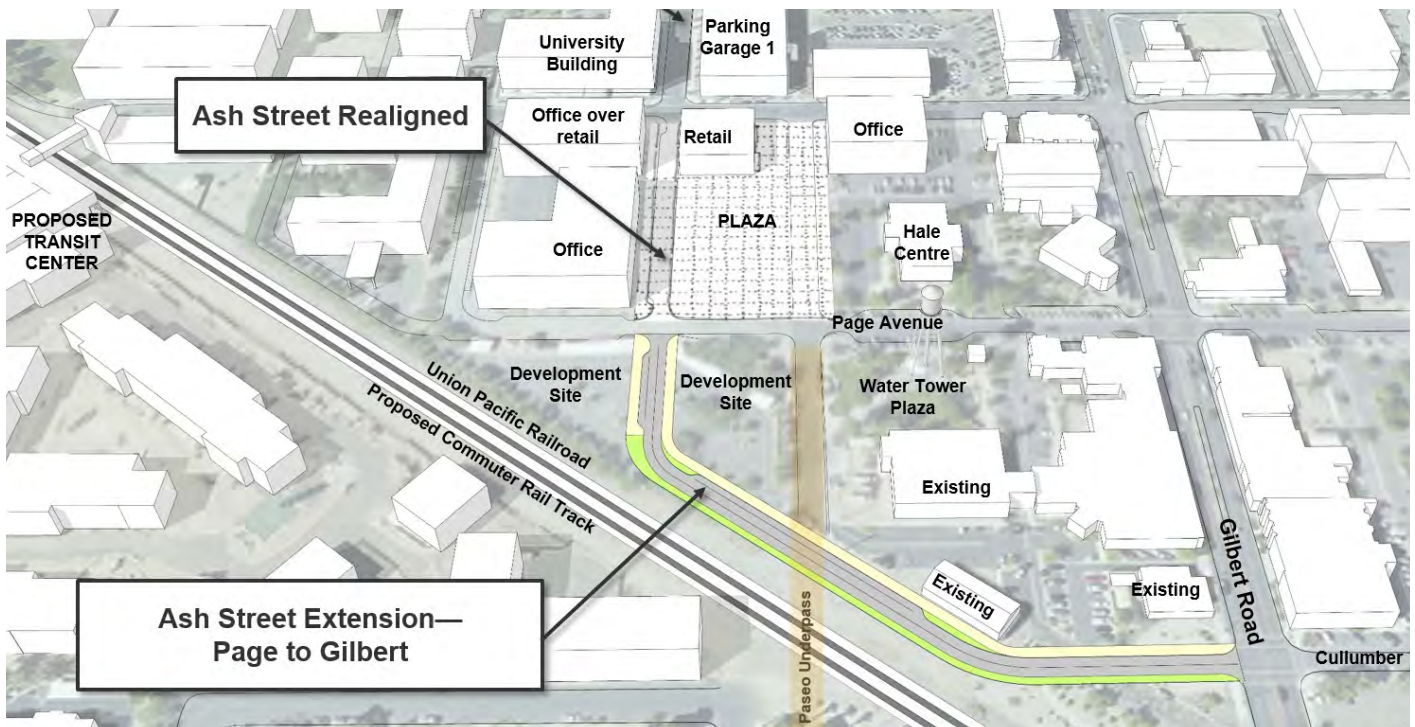
LOCATION The Ash Extension runs from the existing Gilbert/Cullumber intersection, along the UPRR right-of-way and north through existing park-and-ride transit parcels to connect to the re-aligned segment of Ash Street at Page Avenue.

The re-aligned segment of Ash Street flanks the western edge of the plaza, approximately 180 feet to the west of it's existing location to align with its northern most segment at Vaughn Avenue.

- ELEMENTS** 50-foot right-of-way including:
- Railroad buffer with landscaping and security fence
 - Sidewalk
 - Two travel lanes (bidirectional)
 - Curbside parking

REDEVELOPMENT GOALS The Ash Street Extension supports the following Redevelopment Plan goals:

4. Improved Circulation
6. Partnership & Collaboration



Ash Street Extension - Before



Ash Street Extension - After



ACCESS ROAD

CHARACTER The Access Road will provide essential roadway access to the preferred location of a Transit Center and adjacent mixed-use development along with a pedestrian and bicycle-friendly connection to the Western Canal Trail.

Construction of the Access Road will impact the floodplain. The planning and design of the roadway will need to address the complex technical challenges and methods to mitigate impacts, including methods to keep flood waters out of the underpass and the identification of flood storage areas outside the Heritage District boundary.

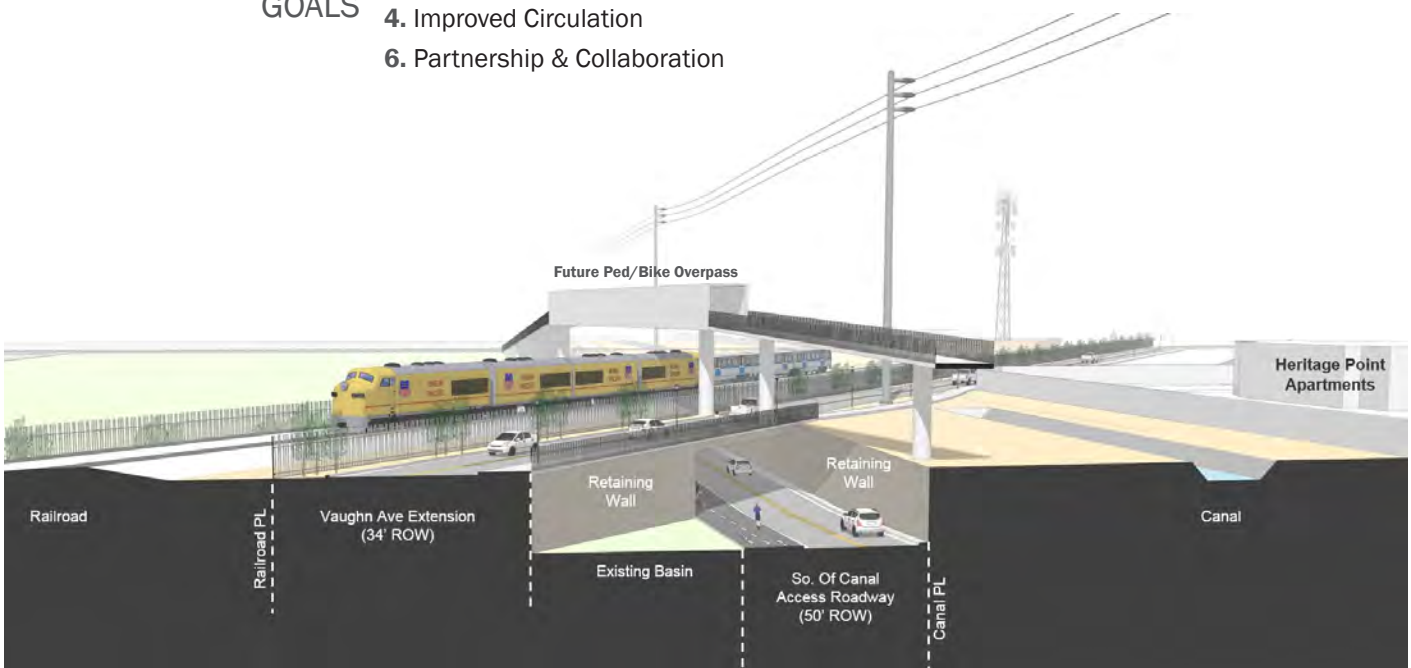
Moreover, the regulatory process for FEMA approval of flood mitigation must be considered, including a potential Conditional Letter of Map Revision (CLOMR) and a final Letter of Map Revision (LOMR). The design and approval of this roadway should be coordinated or combined with the design and FEMA approval the Vaughn Ventilator.

LOCATION The proposed Access Road runs parallel to and south of the Western Canal right-of-way, connecting Neely Street at the west to Ash Street at the east. As proposed, the Access Road would pass under the railroad and extend through the north end of the University Building parcel. The long-term project will need to incorporate a pedestrian and bicycle overpass that is slated for construction in 2019.

- ELEMENTS**
- 50' right-of-way
 - Two travel lanes
 - ADA accessible multi-use trail
 - Attractive retaining walls
 - Light and airy railroad underpass
 - Flood control levees and/or other unusual remedial measures

REDEVELOPMENT GOALS The Access Road Underpass supports the following Redevelopment Plan goals:

4. Improved Circulation
6. Partnership & Collaboration



Access Road Underpass - Before



Access Road Underpass - After



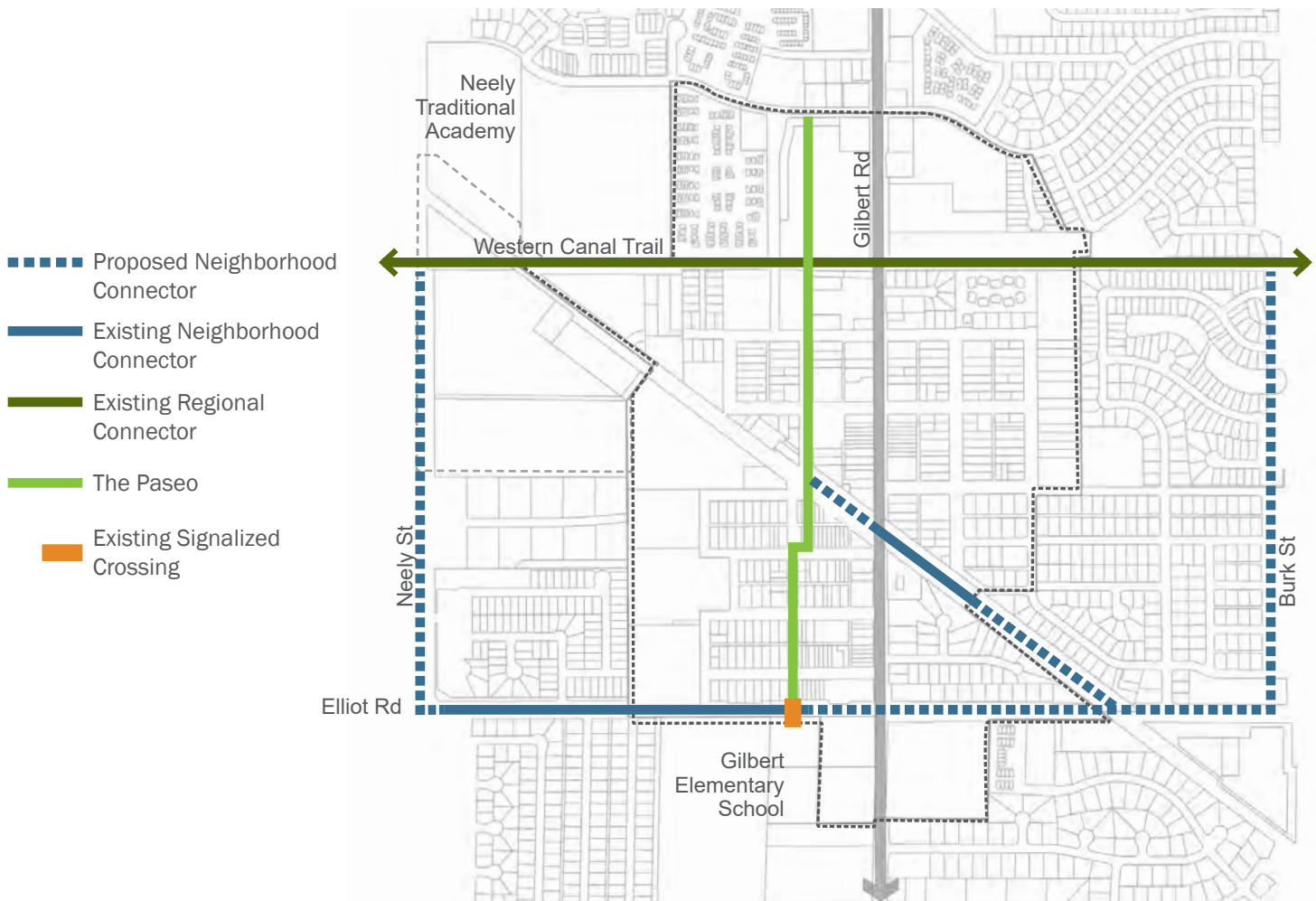
PEDESTRIAN & BICYCLIST LOOP

CHARACTER The Pedestrian & Bicyclist Loop provides safe and comfortable all-ages walking and biking connections between Town neighborhoods, local schools, the Heritage District Redevelopment area, and the regional network.

LOCATION The Pedestrian & Bicyclist Loop connects the Western Canal Trail with Neely Street, Elliot Road and Burk Street.

- ELEMENTS**
- Designated pedestrian paths and/or sidewalks
 - Designated bicycle paths, lanes, and/or trails
 - Lighting
 - Wayfinding
 - Opportunities for enhanced furnishing and pedestrian amenities at key locations (e.g. seating, bike racks, garbage cans, drinking fountains, street trees and other native landscape elements)

REDEVELOPMENT GOALS The Pedestrian & Bicyclist Loop supports the following Redevelopment Plan goals:
4. Improved Circulation



Pedestrian & Bicyclist Loop – Before



Pedestrian & Bicyclist Loop – After



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DRAFT IMPLEMENTATION



IMPLEMENTATION STRATEGY

The Implementation Strategy is founded on the principle that public dollars must be spent on projects that leverage significant private investment and spark widespread sustainable reinvestment in the District.

The implementation strategy identifies a hierarchy of ‘Catalyst’ and ‘Key’ projects that meet Heritage District Redevelopment Plan goals. Implementation of this short-list of projects is achievable within the next ten years. To meet this target, each will require financing, additional associated planning, programming, design, engineering, and construction. These projects are generally proposed for properties currently owned by the Town and should be initiated by the Town of Gilbert. In limited instances, acquisition of private property and/or cooperation and coordination with private entities will be necessary to construct these projects.

The implementation strategy can be dynamic. Once Catalyst and Key projects are significantly completed, the implementation strategy should be updated to address new focus areas and opportunities that emerge as a result of the implementation of these Catalyst and Key projects.

CATALYST PROJECTS

The Catalyst projects have been selected to promote the District’s economic development. These public projects are intended to maximize the land value and tax revenue potential of Town-owned properties that may be acquired by the private sector through future Request for Proposals (RFP).

The Catalyst projects will:

Create immediate momentum. Catalyst projects should be initiated and substantially completed within five years of Plan adoption to establish the foundation for subsequent private development. Time-sensitive real estate market trends and development cycles must be captured and coordinated with existing redevelopment policies and schedules set forth by Town Council.

Change public perception. By increasing the value of existing uses and the development viability of underutilized and vacant sites, the value of existing uses, these projects create new interest from the development community. These new amenities also improve the livability of the District and provide opportunities to attract additional Town and East Valley income-generating events and activities.

Generate return on public investment. These strategically located public investments—streets, paseos, plazas, and parks—will stimulate significant nearby development. Existing and new development sites adjacent to new infrastructure will benefit from increased visibility and access.

Stimulate private development. The expenditure of public resources sets the stage for the desired private redevelopment by maximizing the value of the land. Significant commitment of Town financial and staff resources is required to implement these projects. As a rule of thumb based on similar successful redevelopment efforts across the country, every dollar of public money spent for financing, planning, designing and constructing projects stimulates seven dollars of nearby private sector development. This threshold has been used to establish the ‘business case’ for selection of Catalyst projects.

KEY PROJECTS

Key projects provide for the advancement of Redevelopment Plan goals beyond those of economic development. These projects have a more flexible schedule and could be initiated following, concurrently, or in combination with, Catalyst projects. The Key projects should be initiated and substantially completed within five to ten years of plan adoption.

OTHER PROJECTS

In addition to implementation of the Catalyst and Key Projects, several other long-term infrastructure projects have been identified to maximize Heritage District redevelopment opportunities. These projects include areas outside the District boundary and will require additional coordination, potential site acquisition, and further planning, design, and mitigation measures.

REDEVELOPMENT GOALS

Catalyst and Key projects address goals refined through The Redevelopment Plan Update public process. The table below indicates the Redevelopment goals addressed by each project. Implementation details and required Town actions are described for each project on the following pages.

REDEVELOPMENT GOALS

- 1** CHARACTER & VISION
- 2** ECONOMIC VIABILITY
- 3** INVESTMENT DRAW
- 4** IMPROVED CIRCULATION
- 5** CULTURAL TOWN CENTER
- 6** PARTNERSHIP & COLLABORATION

	1	2	3	4	5	6
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NORTH ANCHOR CATALYST

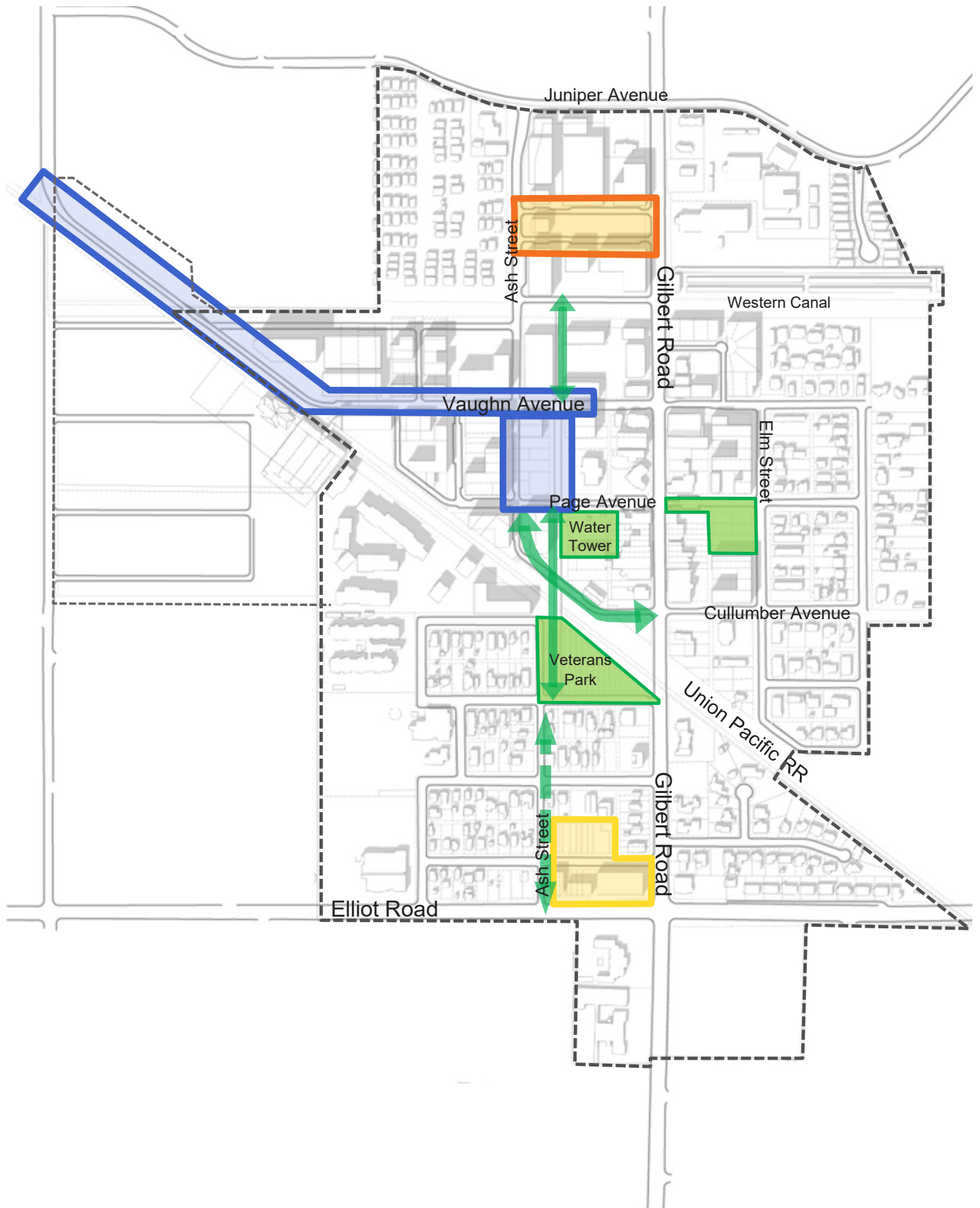
The Commons Urban open space and perimeter couplet of streets	●	●	●	●		●
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DISTRICT CORE CATALYST

Vaughn Ventilator Extension of W. Vaughn Avenue to connect to Neely Street and pedestrian improvements to existing Vaughn		●	●	●		●
Living Room Plaza Large gathering space for recreation and celebration in the heart of the District	●		●	●	●	

KEY PROJECTS

The Paseo Underpass Railroad underpass for pedestrians and bicyclists, connecting the Living Room Plaza to Veterans Park				●		
The Paseo South Enhanced pedestrian and bicycle environment and facilities on Ash Street south of the railroad track				●		
The Paseo North Pedestrian and bicycle promenade linking The Commons to Living Room Plaza				●		
South Anchor (RFP) Town-owned parcels at northwest corner of Gilbert Road and Elliot Road		●	●			●
Neighborhood Park Residential amenity for east side neighborhoods	●			●		
Water Tower Plaza Improvements Enhancements to existing Water Tower Plaza to unite with Living Room Plaza	●				●	



CATALYST PROJECTS

NORTH ANCHOR CATALYST THE COMMONS

The North Anchor redevelopment parcel has been identified as a priority project by the Town of Gilbert. The selection process began in March 2018 with a request for qualifications (RFQ) from developers. The Commons is the Catalyst project that will stimulate private development for the rest of the North Anchor site. The open space and accompanying roadways ensure that future development of this Anchor will be pedestrian-friendly with successful ground-floor retail and urban spaces reminiscent of historic Western covered walkways and Spanish boulevards.

Town Actions

- Commit to funding, designing, and constructing The Commons open space and couplet roadways.
- Establish development requirement or easement for The Paseo right-of-way from Juniper Avenue to the Western Canal.
- Adopt design standards and/or design guidelines to inform development.
- Provide traffic analysis of couplet roads to determine need for additional traffic signals.

DISTRICT CORE CATALYST VAUGHN VENTILATOR

The Vaughn Ventilator, including roadway improvements and extension, offers an alternate access point for the Heritage District while creating the ideal environment for future development in the core. The transformation of this inactive roadway will set the stage for pedestrian-oriented mixed-use development that supports family-friendly local shopping. The construction of this roadway will require additional analysis to address FEMA regulations. Any roadway construction that removes volume from the flood plain will need to be replaced elsewhere in the general area. Potential locations for replacement are identified in the **Requirements** chapter of the Redevelopment Plan.

Town Actions

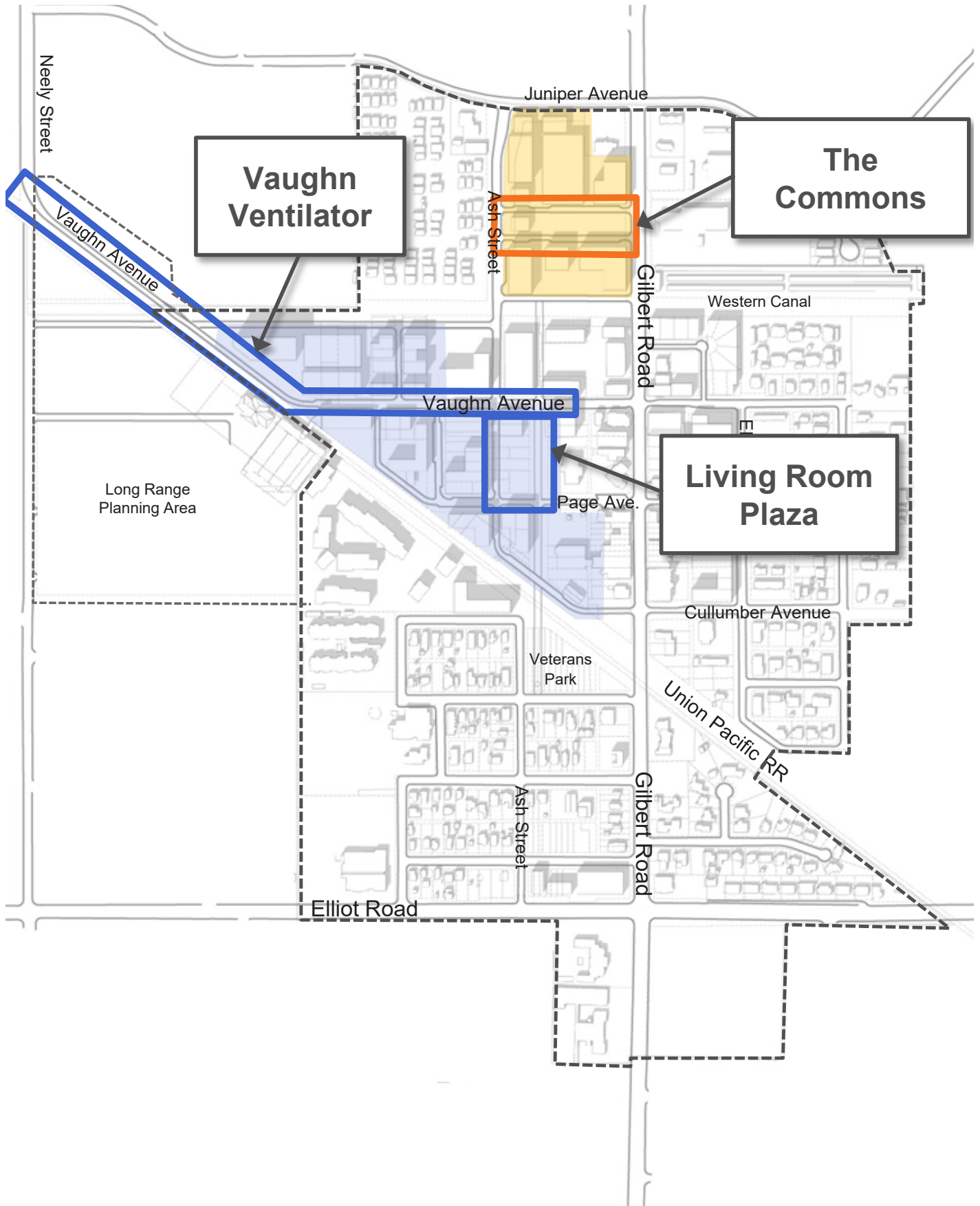
- Acquire approximately 50–60 feet of right-of-way from Neely Traditional Academy and a small portion of Heritage Pointe Apartments' parking lot to build the Vaughn Ventilator.
- Study/identify 'Safe Routes to School' and other pedestrian and bicycle safety measures for Neely Traditional Academy. Design and construct improvements as part of the Vaughn Ventilator project.
- Fund, design, and construct the Vaughn Ventilator including extension and improvement projects.
- Re-zone Vaughn Basin parcel from PF/I to HVC to allow pedestrian-oriented commercial development.
- Identify location for new detention or other flood control measure.

DISTRICT CORE CATALYST LIVING ROOM PLAZA

The Living Room Plaza builds on the strengths and character of the Heritage District to provide an equitable and beautiful public amenity in the heart of downtown. Building a plaza for the enjoyment of the community enhances the livability of the District and illustrates the importance of family and history. The Plaza creates a focal point that will attract quality development honoring the Town's values.

Town Actions

- Vacate existing Ash Street between Vaughn Avenue and Page Avenue. Rebuild Ash Street between Vaughn and Page Avenues to align with existing Ash Street to the north.
- Fund, design, and construct the Plaza, adjacent perimeter roadway improvements on Page Avenue, and the adjacent segment of The Paseo.



KEY PROJECTS

THE PASEO UNDERPASS

To ensure that The Paseo is a safe, continuous, and dedicated pedestrian and bicycle route Juniper Avenue to Elliot Road, the Paseo must cross under the Union Pacific Railroad.

Town Actions

- Establish agreement with Union Pacific to obtain right-of-way/easement beneath existing UPRR right-of-way.
- Establish and execute wayfinding program to determine needs for Paseo signage.
- Fund, design, and construct the Paseo Underpass including improvements to Veterans Park where affected by Paseo underpass (minimum area).

THE PASEO SOUTH SEGMENT

The Paseo South project improves pedestrian and bicycle infrastructure on Ash Street south of the railroad track. Improvements include widened sidewalks with crosswalks, sharrow pavement markings, and underground utilities. As an extension of the northern Paseo route, The Paseo South ensures a continuous and connected route for pedestrians and bicyclists traversing the District.

Town Actions

- Establish, design, and implement wayfinding program for The Paseo South.
- Fund, design, and construct The Paseo South.
- Assess cost and impacts of burying overhead utilities.

THE PASEO NORTH SEGMENT

The segment of The Paseo between the Western Canal and W. Vaughn Avenue transforms a left-over space between the existing parking areas into an active, safe, and pleasant passage between The Commons and the Living Room Plaza. This segment provides a vital connection that ties the North Anchor to the District Core.

Town Actions

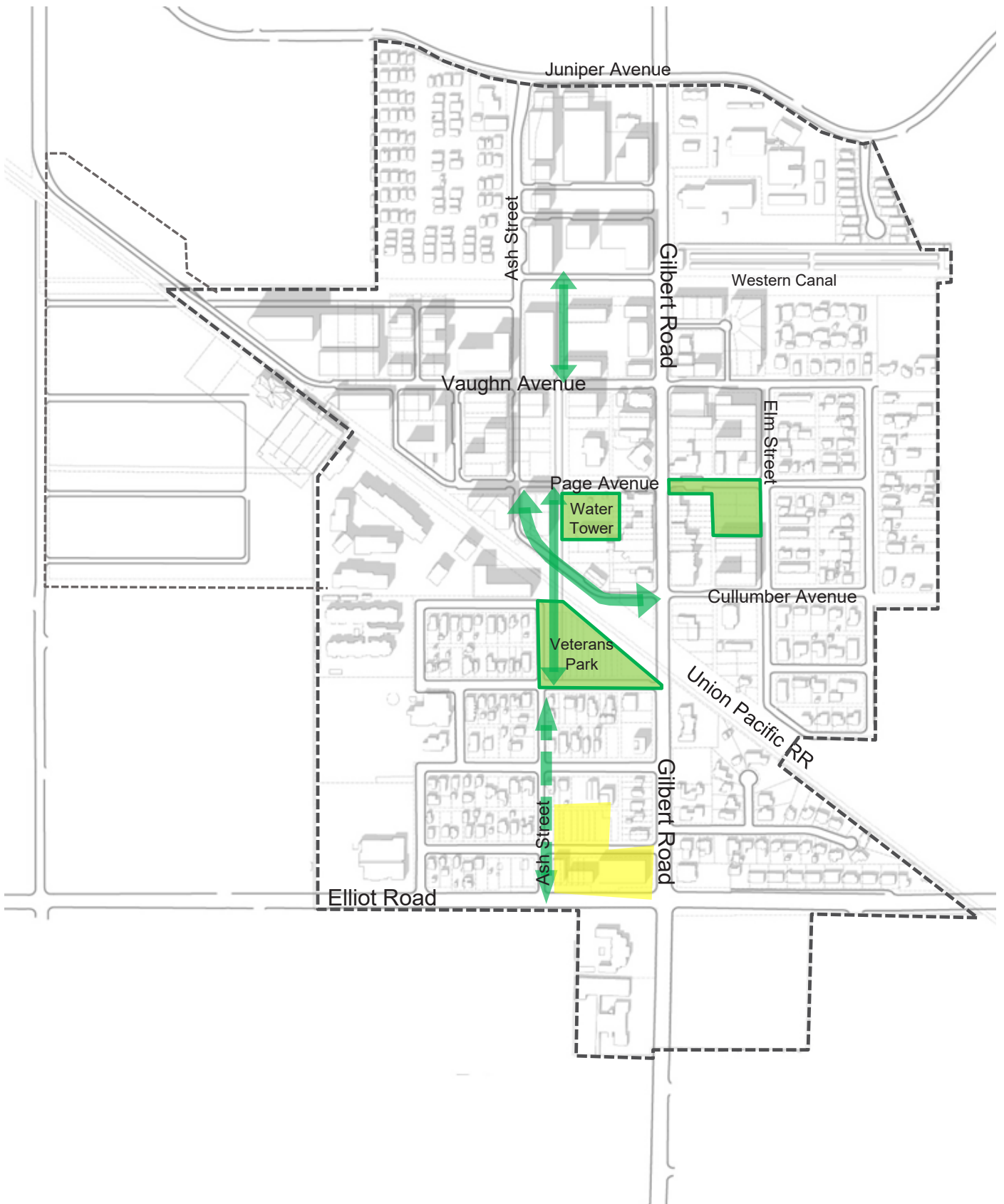
- Explore potential ground-floor modifications to Parking Garage I.
- Establish, design, and implement wayfinding program for The Paseo North.
- Fund, design, and construct The Paseo North.

SOUTH ANCHOR REQUEST FOR PROPOSALS (RFP)

Anchor retail uses, such as a neighborhood-scale grocery market, pharmacy, or convenience store, are recommended for this prominent and accessible corner. Attracting the appropriate scale and character of development requires intentional timing to ensure that the rest of the District has achieved a supportive level of development. The South Anchor Redevelopment Area, approximately 2.2 acres of undeveloped Town-owned land, has been identified for inclusion in the HVC zoning district in preparation to release the RFP.

Town Actions

- Vacate existing Washington Avenue between Ash Street and Gilbert Road.
- Fund, design, and construct surface parking lot for interim public use.
- Assemble and release RFP.
- Re-zone parcels currently zoned SF-6 to HVC.



**NEIGHBORHOOD
PARK**

The Neighborhood Park is an essential public amenity for the residents of the east side, who today have no access to communal open spaces within their neighborhood. As part of a district-wide open space network, the neighborhood park plus adjacent Page Avenue improvements serve as a connective link where today a ‘wall’ of parking lots nearly a quarter-mile long isolates the east side neighbors. The neighborhood park has catalytic potential even as a ‘Key’ project. Because of the complementary nature of parks and housing, adjacent Town-owned parcels on Elm Street have an added value that is very attractive to future multi-family development.

Town Actions

- Fund, design, and construct the Neighborhood Park along with Page Avenue ‘festival street’ improvements between Gilbert Road and Elm Street.

**WATER TOWER PLAZA
IMPROVEMENTS**

The Gilbert Water Tower is a revered historical gem and landmark for the Heritage District. It has served the community as a plaza and gathering space for a decade. A fully integrated Town plaza will help preserve and restore the icon for decades to come. Improvements to the existing Water Tower Plaza should reflect and complement the design of the Living Room Plaza through material expression and other consistent elements in order to unify the two spaces and allow them to be experienced as one.

Town Actions

- Fund, design, and construct Water Tower Plaza improvements including adjacent Page Avenue ‘festival street’ improvements between existing Ash Street right-of-way and Gilbert Road.

CATALYST & KEY PROJECT IMPLEMENTATION SCHEDULE

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029
CATALYST PROJECTS												
The Commons												
Developer RFP		SELECT										
Public Investment Projects		DESIGN & BUILD										
Private Development Projects			DESIGN & BUILD									
Vaughn Ventilator												
Developer RFP		SELECT										
Public Investment Projects		DESIGN & BUILD										
Private Development Projects			DESIGN & BUILD									
Living Room Plaza												
Developer RFP		SELECT										
Public Investment Projects		DESIGN & BUILD										
Private Development Projects			DESIGN & BUILD									
KEY PROJECTS												
The Paseo Underpass		DESIGN & BUILD										
The Paseo South		DESIGN & BUILD										
The Paseo North		DESIGN & BUILD										
South Anchor (RFP)		DESIGN & BUILD										
Neighborhood Park		DESIGN & BUILD										
Water Tower Plaza		DESIGN & BUILD										

OTHER PROJECTS

TRANSIT CENTER

The Transit Center needs to be considered as a long-term component of the overall Heritage District Redevelopment Plan. Full implementation may take as long as 30 years. As such, longer-term preservation of a viable site needs to be balanced with the desire to maximize development opportunities in the next five to ten years. Two station locations will be retained and planned for until a decision about the Long-Range Planning Area is known. Should the Long-Range Planning Area become available for redevelopment, this site option would be preferable with the station serving as a linkage development east and west of the tracks and a broader integrated land use and transportation vision. If this area is not available, the more centrally located station can function adequately although the site is much more restricted at that location and it will be more challenging to leverage the station benefits.

Town Actions

- Retain and continue planning efforts for two potential station locations until a decision about the Long-Range Planning Area is known.
- Proceed with planning and development of the preferred location of the transit center in the Long Range Planning Area if it becomes available for redevelopment.

ASH STREET EXTENSION

The Ash Street extension project helps mend the disjointed street grid and facilitates traffic flow in the District Core by providing a low-speed outlet from Gilbert Road at the existing Cullumber Avenue intersection. At full build-out, Ash Street will provide an alternative route from Cullumber Avenue to Juniper Avenue. Since the right-of-way for this extension passes through the existing Park & Ride lot, implementation of the Ash Street Extension is contingent on relocation of the transit center.

Town Actions

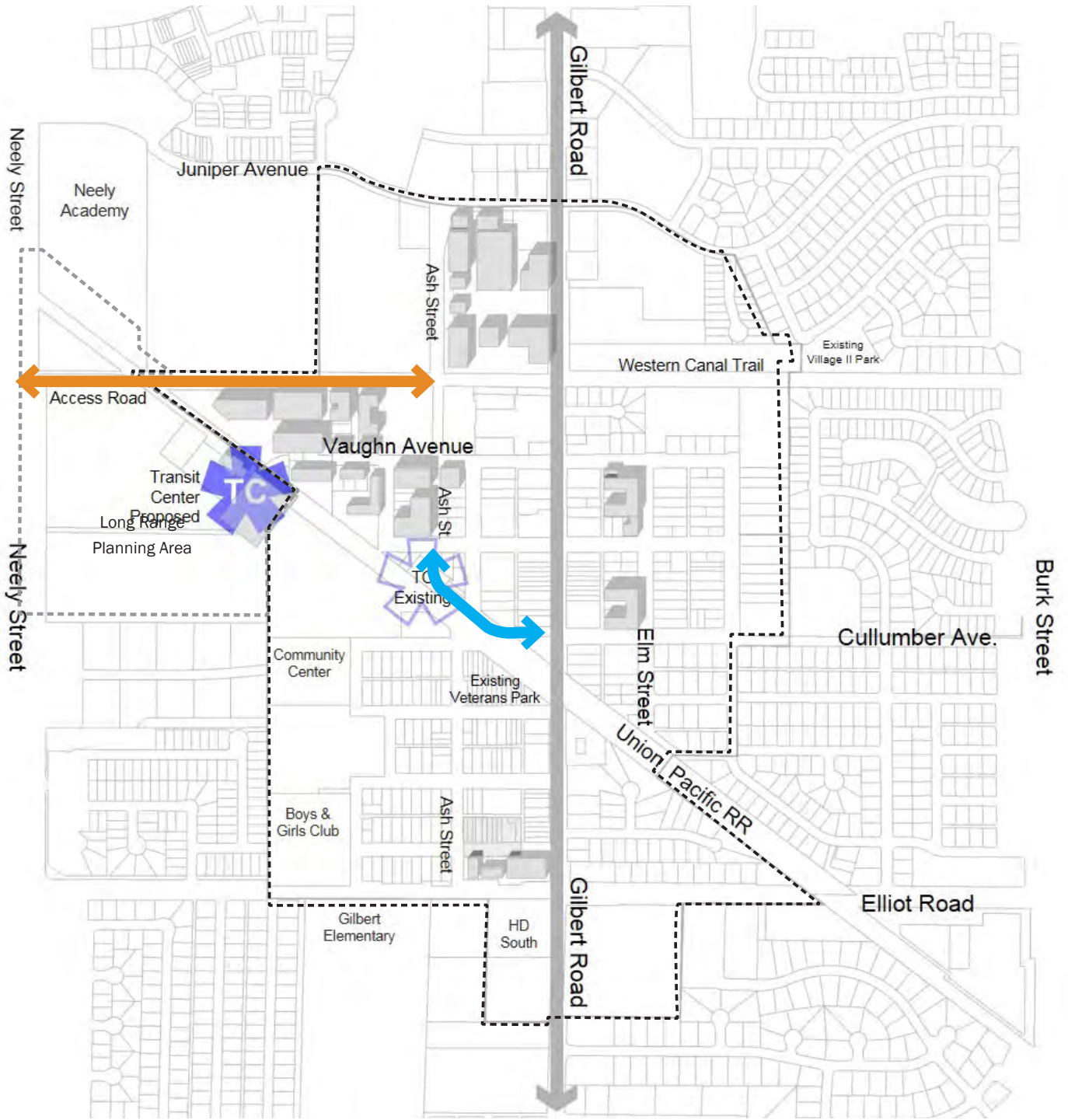
- Identify actions required to relocate the existing transit uses out of the District Core. The recommended destination is in the Long Range Planning Area.
- Provide traffic analysis of ingress/egress at intersection of Gilbert Road and Cullumber Avenue. Determine viability of a traffic signal.
- For portion of roadway within existing Union Pacific right-of-way, acquire approximately 50–60 feet of right-of-way or easement.





ACCESS ROAD

The Access Road will provide essential roadway access to the preferred location of a Transit Center and adjacent mixed-use development along with a pedestrian and bicycle-friendly connection to the Western Canal Trail. As proposed, the Access Road would need to pass under the railroad, extend through the north end of the University Building parcel, and would incorporate the ped/bike overpass that is slated for construction in 2019. The planning and design of the roadway will need to address the complex technical challenges and methods to mitigate impacts to the floodplain, including methods to keep flood waters out of the underpass and the identification of flood storage areas outside the Heritage District boundary.

Town Actions

- Establish agreement with Union Pacific to obtain right-of-way or easement beneath existing UPRR right-of-way.
- Provide additional technical analysis to ensure proper flood mitigation is consistent with FEMA regulations
- Reserve easement along northern property line of University Building parcel.
- Coordinate design and construction with Ped/Bike Overpass and Vaughn Ventilator roadway extension projects to avoid conflicts.



-  Preferred Transit Center Location (Long Range Planning Area)
-  Alternative Transit Center Location (Existing Park-and-Ride)
-  Access Road
-  Ash Street Extension

BUSINESS CASE

MARKET ABSORPTION

The estimated annual market absorption for new private development within the Heritage District Redevelopment Area assumes a 10-year build-out.

By the year 2028, new private development is estimated to total:

- 151,500 square feet of retail
- 322,000 square feet of commercial office
- 320 hotel rooms
- 2,010 units of multi-family housing
- 5,400 parking spaces

The cumulative new development anticipated at each 1-year benchmark is expressed in the table below.

Cumulative New Development

	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Retail square feet	0	40,000	40,000	80,000	80,000	120,000	120,000	120,000	151,500	151,500
Office square feet	0	100,000	100,000	150,000	150,000	200,000	200,000	200,000	322,000	322,000
Hotel rooms	0	0	120	120	120	120	320	320	320	320
Multi-family units	0	200	400	600	800	1,000	1,200	1,500	1,800	2,010
Parking spaces	0	1,200	1,200	3,000	3,000	3,000	4,000	4,000	5,400	5,400

TAX REVENUE GENERATION

The estimated tax generated from new development by the year 2028 is estimated at \$265.4 million, assuming 3% inflation. The projected tax revenue generation establishes the business case for targeted public investments in the Master Plan projects that are most likely to stimulate sustained private investment.

Based on the anticipated tax revenue generation from new development, the payback period for public investment would occur in five to six years.

DRAFT FUNDING



FUNDING SOLUTIONS

Funding sources are available for infrastructure projects in the region, including some creative and innovative financing techniques and mechanisms that could be considered as sources of public investment for the Heritage District catalyst projects with the potential to stimulate significant private redevelopment.

The estimated public investment for the catalyst projects amounts to approximately \$27.7 million. These public costs include the construction of new streets, streetscape improvements, open spaces, and parking.

The funding sources were identified based on conversations with the Economic Development offices of the ten largest Arizona cities about the financing mechanisms or strategies that were successfully used to implement public improvements in their cities.

INFRASTRUCTURE FUNDING

For Arizona cities, the primary sources of public infrastructure funding, beyond local general fund capital improvement budgets, comes from federal, state and regional grants.

The U.S. Department of Transportation's (USDOT) *Better Utilizing Investments to Leverage Development* (BUILD) Grants program supports investments in surface transportation infrastructure and awards funding on a competitive basis for projects that will have a significant local or regional impact. BUILD funding can support roads, bridges, transit, and rail or intermodal transportation.

The USDOT BUILD grant allows for larger dollar amounts and should be considered a possible funding source for roadway infrastructure projects within the Gilbert Heritage District, such as the Neely Connector Underpass within the Westside Expansion area (with an estimated cost of \$10.2 million).

The Maricopa Association of Governments (MAG) is a major source of regional funding for infrastructure projects include the following mechanisms:

MAG Federal Transportation Funds

Of the multiple programs and grants offered, the most flexible of the federal transportation funds that may be most applicable to funding Gilbert Heritage District infrastructure projects, are the MAG Surface Transportation Block Grant Program and Congestion Mitigation and Air Quality Improvement (CMAQ) Program. These transportation funds may be used for highways, transit or streets improvements.

Half-Cent Sales Tax

The half-cent sales tax for transportation went into effect in January 2006. The tax is levied on business activities in Maricopa County, including retail sales, contracting, utilities, rental of real and personal property, restaurant and bar receipts, among others. The revenues collected from the half-cent sales tax are deposited in the Arizona Department of Revenue account and allocated between the Regional Area Road Fund (56.2 percent for highway and 10.5 percent for arterial street improvements) and the Public Transportation Fund (33.3 percent for transit). For continued funding of redevelopment projects, extension of the half-cent sales tax is critical as these funds expire at the end of 2025.

Local Funds

Local resources, including taxes, bonds, general funds, the Highway User Revenue Fund (HURF), state funds, and impact fees, allow member agencies to locally fund transportation projects, operations and maintenance, and pavement preservation, and to meet various match requirements for capital projects. Local funds are also available through the Arizona Public Service (APS) to assist residents in undergrounding overhead electric lines, with SRP or the Town of Gilbert subsidizing the cost by up to 67 percent.

Arizona Department of Transportation (ADOT) Funds

ADOT relies on funding from two primary sources: the Highway User Revenue Fund (HURF) and federal transportation funds. The HURF comprises funds from the gasoline and fuel use taxes, a portion of the vehicle license tax, registration fees and other miscellaneous sources collected within the state.

FEDERAL FUNDING

REGIONAL AND STATE FUNDING

FINANCING STRATEGIES

OPPORTUNITY ZONE LEGISLATION

The Tax Cuts and Jobs Act passed by Congress and enacted into law on December 22, 2017, added Opportunity Zones to the tax code. These zones were created to spur economic development by providing tax benefits to private investors. Some of the benefits include:

- **Investment held for ten years** — taxable amount of the capital gains reinvested is reduced by 15 percent and no tax is owed on appreciation.
- **Investment held for seven years** — taxable amount of the capital gains reinvested is reduced by 15 percent.
- **Investment held for five years** — taxable amount of the capital gains reinvested is reduced by 10 percent.

Governors were required to submit their zone nominations to the U.S. Treasury Secretary within 90 days of enactment of the Tax Cuts and Jobs Act. Zones must be located in either a low income census tract or a census tract contiguous with a low income census tract to qualify for nomination. Following certification of the nominations by the US Treasury, designation as a qualified Opportunity Zone remains in effect until year-end 2028.

In May of 2018, the US Treasury Department approved 18 Opportunity Zones in the East Valley including one census tract in Gilbert. This tract, bounded by South Gilbert Road on the east, West Elliot Road on the south, North Cooper Road on the west and West Guadalupe Road on the north, includes the portion of the Heritage District west of South Gilbert Road.

Opportunity Zone designation, combined with the adoption of the Redevelopment Plan and the Downtown Master Plan, creates a highly favorable investment climate for the Heritage District.

CASE STUDIES

Innovative infrastructure financing strategies have been employed both in and outside of Arizona with varying levels of success.

Enhanced Municipal Services District

An Enhanced Municipal Services District, similar to a Business Improvement District, was created in the City of Chandler to promote and manage the downtown area and provide beautification and maintenance services. The district is funded by annual assessments of all privately-and publicly-owned property within the district. Assessments are based on assessed value, building square footage and land square footage.

Mini Bonds

Municipal bonds have traditionally been sold for \$10,000 or \$20,000 with dividend yields of five percent or higher. To help fill an infrastructure maintenance funding gap, Denver, Colorado, decided to offer a new type of bond to attract investors. The mini bond was sold for \$500 each with slightly lower yields than traditional bonds. This is considered a type of crowd-funding; seeking smaller investments from a very large number of individuals.

Within one hour of opening online sales for individual investors through the City's website, \$12 million worth of mini bonds had sold. These mini bonds, which were limited to Colorado residents and were unable to be resold on other financial markets, received an AAA rating from Moody's. Denver has now offered these mini bonds five times. The program has been especially successful because of local publicity.

Parking In-Lieu Fee

Currently the Town of Gilbert provides public parking in the downtown and does not require private commercial development to provide parking. This strategy greatly improves a developer's return and serves as a strong economic development incentive for the downtown. Once the downtown commercial district is more established, the Town would be in position to impose parking requirements and provide developers the option of a Parking In-Lieu Fee payment to help fund future public parking and other parking related facilities.

In comparable Southwest cities, the most common financing mechanisms used for funding infrastructure integrate various financing programs, public-private partnerships, and special tax levies. These are all funding sources that would be suitable to for the Heritage District. See Appendix for full case studies of the following cities:

- **Flagstaff, Arizona.** Redevelopment Area Designation and Plan: "Bed, Board, and Booze Tax" (BBB Tax)
- **El Paso, Texas.** Redevelopment District and Historic Incentive District
- **Albuquerque, New Mexico.** Historic District, Business Improvement District (BID)

ADDITIONAL CASE STUDIES

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DRAFT ROLES & RESPONSIBILITIES



ROLES & RESPONSIBILITIES

The success of the Heritage District will be defined by the individual community members who step forward to champion the Redevelopment Plan and the Master Plan.

REDEVELOPMENT COMMISSION

The Redevelopment Commission advises the Town Council on matters related to the Heritage District Redevelopment Area. Members consider new proposals for development, monitor current projects and implement the Redevelopment Plan. The Redevelopment Commission has specific powers and guidelines permitted by the State of Arizona, pursuant to Title 36, Chapter 12, Article 3, Arizona Revised Statutes.

The Redevelopment Commission shall consist of five Commissioners appointed by the Mayor, meeting the Arizona Revised Statutes and municipal requirements. All Commissioners must reside within the Town limits. The Commission shall include members with the following professional backgrounds:

- Architecture, landscape architecture, planning, or urban design
- Land development or construction management.
- Financial management.
- Social services, including workforce development, public health, affordable housing, human rights, social work.

The Redevelopment Commission shall have the following responsibilities:

- Encourage development and redevelopment in the Heritage District that adheres to the adopted Master Plan.
- Advocate for the prioritization of Redevelopment Goals and projects outlined in the Master Plan and act as the recommending Commission for implementation actions.
- Act as the recommending Commission to the Gilbert Council for the use of existing and potential funds for redevelopment.
- Encourage and endorse promotional activities within the Heritage District that support the Redevelopment Goals and Master Plan vision.
- Recommend to the Gilbert Council a Redevelopment Plan and amendments thereto.
- Review and make recommendation to the Planning Commission on proposals to amend the General Plan, Official Zoning Map, provisions of the Zoning Code within 1000 feet of the boundary of the Heritage District Redevelopment Area.
- Review applications for design review of projects within the Heritage District Overlay Zoning District and issue decision, pursuant to the provisions of Article 5.6: Design Review.
- Hear and decide appeals from administrative design review decisions of the Planning Manager.
- Review design guidelines for the Heritage District Overlay Zoning District and provide approval recommendation to the Gilbert Town Council.
- Review Special and Conditional Use Permits and provide approval recommendation to the Planning Commission, pursuant to the provisions of Article 5.4: Use Permits.
- Review and provide comments to the Planning Commission on appeals of Administrative Use Permits.
- Review preliminary subdivision plats and provide approval recommendation to the Planning Commission, pursuant to the provisions of Chapter III: Subdivision Regulations.
- Review and comment on applications for Zoning and Subdivision Variances, Design Review, and Use Permits within 1000 feet of the boundary of the Heritage District Redevelopment Area.
- Conduct public hearings as required by the Zoning Code.

COMPOSITION

RESPONSIBILITIES

DRAFT REQUIREMENTS



REQUIREMENTS

As the Heritage District continues to redevelop and evolve, the requirements provide guidance for future planning efforts.

Requirements for the following topics are included:

- **Public Parking.** Where and how public parking should be provided
- **Circulation.** Traffic analysis and study needed to support improvements to the District's circulation.
- **District Branding.** Establishing an authentic brand highlights the Heritage District's unique character.
- **Wayfinding.** Both Gilbert residents and out-of-town visitors benefit from a friendly wayfinding system.
- **Tourism.** The District is poised to take advantage of recently completed tourism planning efforts
- **Public Art.** Initiation of a public art plan will support attractive integration of Gilbert's historic and cultural identity into public spaces.
- **Special Events.** The design of the District's open spaces, combined with event programming that reflects the District's identity, will establish a rhythm of community events.
- **District Management.** A strategy to address day-to-day operations, overall functioning, and funding for improvement projects should be developed.
- **Public Safety.** Maintaining safety for residents, workers, and visitors in the Heritage District is a priority for the Town of Gilbert.
- **Flood Control.** Development and infrastructure improvements in the will require a plan for impacts to the identified floodplain.

PUBLIC PARKING

The Heritage District offers free parking on- and off-street for residents and visitors alike. To assess the existing parking demands and impacts of projected development consistent with the Master Plan, the Town should develop a comprehensive public parking strategy.

DATA COLLECTION AND STUDIES

Key areas of data collection needed to inform parking policy include:

- **Existing Conditions Analysis.** Assess District parking capacity in structures, lots, and on-street. Determine typical parking occupancy for peak and off-peak hours.
- **Autonomous Vehicle Study.** Conduct a study to assess the potential future impacts of autonomous vehicles and driverless cars on Heritage District parking and circulation.
- **Technology Application.** Explore the use of the smart phone apps and digital wayfinding tools to facilitate locating parking in the District and navigating potential traffic conditions.

REGULATORY STRATEGIES

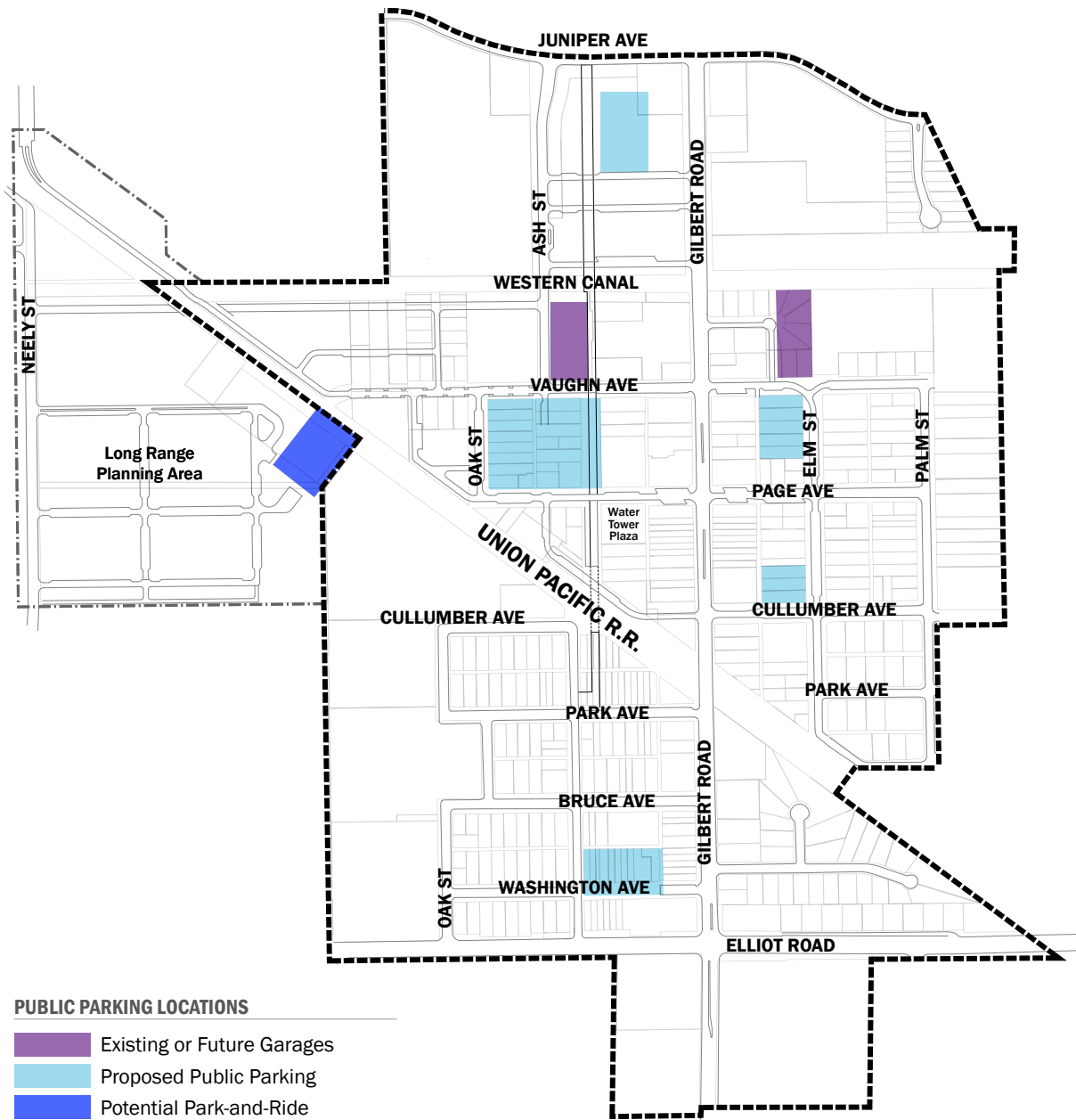
The following strategies should be studied and addressed in a District Parking Plan.

- **Fee In-Lieu Parking Program.** For development sites where required parking spaces cannot be accommodated on-site, allow the option for developers to pay a fee rather than develop on-site parking. The fees are used to build and maintain shared parking facilities.
- **Curb Lane Management.** To reduce loading and service conflicts, curb lane parking should be regulated in critical areas. Setting time limits and permitted parking hours will help balance and prioritize the demands of curb lanes..
- **Parking Maximums and Minimums.** Setting parking maximums and reducing or eliminating parking minimums can help incentivize more intense development by giving developers flexibility with providing parking, allowing them to determine how much parking is necessary for their use.
- **Public/Private Partnership.** To get the highest value private development while maintaining public parking infrastructure, encourage development agreements between the public and private sector.
- **Enforcement.** Regular and consistent enforcement of the parking policies will help maintain an efficient parking system, facilitate circulation, and reduce congestion in the District.

PARKING FACILITIES

- **On-Street Parking.** Maintain and maximize parallel on-street parking as indicated in the Master Plan
- **Designated Ride-share Facility.** Explore locations and demand for temporary parking zones and safe pick-up/drop-off facilities for ride-share vehicles, e.g. Lyft, Uber.
- **Parking Structure Design.** Develop design standards for parking structures that facilitate future adaptive reuse. Most importantly, parking structures must have flat floors with a minimum 10-foot floor-to-floor height. Ramped floors should be prohibited as they conflict with the character of the Heritage District and preclude the option of adaptive reuse.
- **Bicycle Parking.** Develop standards for bicycle parking corrals within on-street parking lanes. Establish an application process for property owners who wish to reuse adjacent on-street parking spaces for bicycle parking facilities.
- **Park & Ride Lot.** Explore alternatives for relocating the Park & Ride facilities outside the District Core and replacing with a parking structure sized for potential future commuter rail demands.

Public Parking



CIRCULATION

For successful implementation of Master Plan roadway improvement projects, the Town of Gilbert will need to additionally conduct circulation studies and traffic analysis.

GILBERT ROAD

Gilbert Road traffic volumes are anticipated to increase substantially over the next ten years, with or without development in the Heritage District. To understand how specific proposed projects impact the traffic on Gilbert, Elliott, and other arterial roadways, a larger discussion needs to be initiated by the Town to discuss management of congestion on all town arterials.

HERITAGE DISTRICT ANALYSIS

Specific project areas for additional analysis include:

- **North Anchor Roadway Improvements.** New ingress and egress at Gilbert Road and the Commons couplet roads is proposed. Analysis of additional signalization, changes to lane channelization, the addition of additional crosswalks, and other roadway changes will need to be assessed
- **Ash Street Extension.** A new intersection leg is proposed at the intersection Gilbert Road and Cullumber Avenue. Additional traffic analysis will be necessary to determine the whether a new traffic signal would facilitate better vehicle access to the new roadway.
- **Vaughn Avenue Extension.** With an extension of the roadway west to Neely, new traffic will be induced past the Neely Academy, potentially impacting student and teacher crossing safety at Juniper and other intersections. A 'Safe Routes to School assessment should be conducted and improvements should be made as necessary.
- **Additional studies and planning to maintain District access while calming high speed traffic, discouraging cut through traffic, protecting neighborhood pedestrian-orientated character and general neighborhood livability.** Future planning studies may include an East District access study and additional transportation planning for the Cooper Addition and the Lacy Tract.

DISTRICT BRANDING

A strong District brand is a consistent message with emotional impact which represents Gilbert’s Heritage District as the place to shop, dine, work, play, live and invest. The District should brand and celebrate its own inherently unique qualities. The District must also position itself as a connected part of the larger Gilbert community.

The Gilbert Heritage District will develop and implement a brand that celebrates the District’s **distinctive role as the Town’s cultural, entertainment, civic, transit, business and residential center**, while establishing **connections to the larger Gilbert community’s identity and economy**.

DEVELOPING THE BRAND

The recommended process for developing a strong place and graphic brand for the Gilbert Heritage District is outlined in six phases as follows.

Establish Branding Committee

Establish a Branding Committee (BC) with the following stakeholders:

- Town Representatives.
- Commercial Representatives.
- Master Planning Team Representatives.
- Place and Graphic Brand Consultant Representatives.

Define Team Expectations and Objectives

Determine the BC’s roles, schedule, outline process and deliverables. Define the project goals, the target market, the short and long term opportunities and constraints. Based on this insight, develop a project mission statement and An approach to multi-platform communication for the public education and input portion of the process.

Interviews

The Gilbert Heritage District brand must be based on an understanding of the current and visionary perceptions, attitudes and beliefs of District merchants, homeowners, downtown inhabitants and visitors. The place and graphic brand consultant team will take lead in the interview / interactive sessions, which include, at a minimum:

- Town and civic stakeholders
- Current developers and business owners
- Master plan representatives

Document and Present Best Practices and Preliminary Recommendations

Draft a strategic approach and broad stroke recommendations. Review with the core master plan team to ensure the basis of the strategies align with the master plan’s over-arching concept. Present document and gain approval prior to phase 3.

Conceptual Theme Options

Develop three conceptual themed design options that clearly demonstrate an intentional purpose, have emotional impact and have the ability to be shared in a successfully consistent message. The themes should be distinctively different and tell a visual story that is authentic to the Town of Gilbert heritage future based on the approved master plan.

PHASE 1
BUILD YOUR TEAM OF
CHAMPIONS

PHASE 2
PROGRAMMING

PHASE 3
CONCEPTUAL DESIGN

This is the time when the Town begins its effort to schedule and work through the logistics for the upcoming design presentations for public input. This may be coordinated through the Gilbert Office of Digital Government (Gilbert Digital).

Considerations

The concepts should follow relevant best practices for place and graphics brand identity, which may include:

- Sub-district naming
- Tag-line
- Applications and use (Web, Social Media, Print, Outdoor Boards, Signage and Wayfinding, Apparel)
- Symbol, or series of symbols should there be sub-districting
- Typography palette
- Color and contrast palette

Visual Presentations

The conceptual design options will be shared with the master plan team, the BC, and the community through a series of presentations, with feedback gathered and used as the basis of design refinements. Presentations will include conceptual theme, strategies, imagery, graphics, color and typography palette and representative vignettes demonstrating a sampling of applications.

PHASE 4 DESIGN DEVELOPMENT

Preferred Concept

Based on the public input and feedback, one preferred design is refined and the logo graphic and its details are further developed. The BC reviews the refined materials and they are shared back to the community in a final Town Council meeting/presentation.

Following Town Council approval, the media action plan for community awareness is implemented through the Town's Office of Digital Government (Gilbert Digital).

PHASE 5 PRODUCTION

Artwork

The final artwork is produced and becomes the Place and Graphic Brand standard for the Town of Gilbert and its future development within the Gilbert Heritage District. Graphic Elements should include, but not be limited to:

- Logo/ Symbol Graphic
- Font Palette and Font usage
- Font composition in relationship to the Logo/Symbol
- Color Palette and Color Usage
- Color Palette translations: Web, Print

Upon completion of the Graphic Brand elements in a multi-media format, a complete documentation of the elements and their appropriate is designed, developed and distributed to the governing department(s) within the Town of Gilbert.

PHASE 6 GUIDELINES

Establish Place and Graphics Brand Standard Guidelines

The Standards Guidelines is the foundational tool for the implementation of the Place and Graphic Brand. It states the functional and intentional purpose, communicates the intent of the shared and consistent message, and relays the brands emotional impact, while setting the stage for a distinctively unique graphic brand, which when implemented, responds to the future Gilbert Heritage District.

WAYFINDING

Signage and wayfinding systems are a hallmark of great places and can make a **positive impact on community interaction** while greatly enhancing the urban landscape and **encouraging travel and exploration** in new and exciting areas.

The Town of Gilbert will enhance the **Downtown Heritage District** by creating a multi-modal friendly urban environment that welcomes the community and invites them to stay and experience the downtown. The signage becomes a vital tool for connectivity within the Gilbert Heritage District. It communicates and celebrates the strengths of District amenities and contributes to its overall economic health of the Town by helping to attract businesses, residents, and tourists while creating a positive experience. Strong wayfinding strategies, design and implementation will effect the overall appeal of the District through a palette of structures, graphics and communications well positioned to ease the flow of increased traffic to the **Town's cultural, entertainment, civic, transit, business center**.

BUILDING A SIGNAGE AND WAYFINDING PROGRAM

The recommended process for developing a strategic and successful signage program for the Heritage District is outlined in eight phases as follows.

Establish A Signage and Wayfinding Committee

Establish a Signage Committee (SC) with the following stakeholders:

- Town Representatives.
- Commercial Representatives.
- Master Planning Team Representatives.
- Signage and Wayfinding Consultant Representatives.

Define Team Expectations and Objectives

Define roles, schedule, outline process and deliverables. Define the project goals, the user demographic, short and long term opportunities and constraints. Based on this insight, develop an approach to a multi-platform communication for the public education and input portion of the process.

Interviews and Data Collection

The Heritage District signage and wayfinding program must be based on an understanding of the existing sign program, visionary perceptions, attitudes and beliefs of District merchants, homeowners, downtown inhabitants and visitors. The signage and wayfinding consultant team will take lead in the interview / interactive sessions, which include, at a minimum:

- Town and Civic Stakeholders.
- Current Developers and Business Owners.
- Master Planning Team Representatives.

Programming and documentation

Develop a strategic approach and broad stroke recommendations. Review with the core master plan team to assure the basis of the signage and wayfinding strategies align with the master plan over-arching concept. Present document and gain approval prior to phase 3.

PHASE 1 BUILD YOUR TEAM OF CHAMPIONS

PHASE 2 PROGRAMMING

PHASE 3
CONCEPTUAL DESIGN

Conceptual Theme Options

Develop three conceptually themed signage and wayfinding design options which clearly demonstrate its intent through strategic and unique options representing the Downtown Heritage District and its connectivity to the overall Town of Gilbert.

Visual Presentations

The conceptual design options will be shared with the master plan team, the SC, and the community through a series of presentations, with feedback gathered and used as the basis of design refinements. Presentations will include conceptual theme, strategies, imagery, graphics, color and typography palette and representative vignettes demonstrating a sampling of applications.

PHASE 4
DESIGN DEVELOPMENT

Preferred Concept

Based on the public input and feedback on the signage and wayfinding, one preferred design is refined and further developed. The SC reviews the refined materials and they are shared back to the community in a final Town Council meeting/presentation.

Following Town Council approval, the media action plan for community awareness is implemented through the Town's Marketing and/or P. R. Department..

PHASE 5
DESIGN INTENT
DOCUMENTATION

Final Drawing Documents

Development of Design Intent Drawing document provides all the details for the contractor to fabricate and install the signage. The Town obtains a qualified contractor and upon final approval of the documentation, it is released to the contractor. The documentation will include the following:

- Detailed drawings and Specifications
- Location plans and message schedule
- Artwork and Graphics

PHASE 6
CONSTRUCTION
ADMINISTRATION

Facilitate fabrication and Installation

During this phase, the signage consultant will coordinate closely with the contractor throughout the fabrication and installation process to assure accurate interpretation of detailed drawings, review red lines, coordinate schedule and deliverables.

PHASE 7
SIGNAGE GUIDELINES
AND STANDARDS

Establish Signage Standard Guidelines

The standards are developed and documented to guide and assist The Downtown Heritage District, The Town of Gilbert and its entities in the maintenance of a cohesive signage and wayfinding program. The standards describe the elements of signage so as to communicate a consistent brand message. It is the tool for future implementation of the overall program.

PHASE 8
PERFORMANCE
ASSESSMENT

Quality Control Follow Up

A draft of an on-site survey containing stakeholder input on the signage and wayfinding performance will be presented to the Town in a summary and recommendations noting successes, challenges and an action plan for the future.

TOURISM

Tourism is a significant contributor to the Town's economic vitality. Significant study of the Town's tourism needs and market potential has been completed, and a Marketing and Tourism Strategic Plan has been completed. These studies highlight several needs, opportunities or strategies relevant to redevelopment of the Heritage District.

A tourism campaign designed with tangential goal of enhancing business recruitment would blend with Gilbert's economic development efforts. An attractive and functional District will enhance business recruitment and be an important asset in the Town's economic development strategy. The Master Plan vision of parks, commons green, a 'living room' plaza, and the development of small pedestrian scale retail/restaurant streets will all enhance the Town's business recruitment appeal. The downtown work environment will also become more interesting and comfortable for employees.

Circulation and regional access improvements suggested in the master plan, such as the Vaughn Ventilator roadway and a potential commuter rail station, would be very important to employers; access to a large employment pool during the commute hours is critically important to business location.

A great Downtown Heritage District must have interesting hotels. Hotel development for tax benefits should be encouraged. The master plan identifies several viable hotel sites.

Gilbert has the potential to develop wedding facilities and wedding business. A wedding pavilion can certainly be integrated into one of the envisioned downtown parks. The proposed Festival Park or Veterans Park certainly has the land area to develop a wedding pavilion and garden complex. Some of the larger restaurants in the Heritage District can then host wedding banquets.

The East Valley has a shortage of convention and conference facility space. Market analysis and feasibility study identified the need for a proposed 200-room hotel and a 40,000-square-foot conference facility in the Town of Gilbert.

To attract this use, a group of office employers with a few thousand office employees needs to be located around the downtown before the Heritage District becomes an appealing location for hotel and conference facility development. During peak days, the number of conference attendees and their room requirements exceed the capacity of the conference hotel (200 rooms), having other hotels in the vicinity to accommodate the overflow is important to attracting the conference facility.

Encourage and facilitate the expansion of the Town's arts & cultural offerings and develop arts & culture assets to pair with 'agri-culinary' offerings. Allowing for the expansion of existing cultural facilities like the potential Hale Theatre, a concentration of smaller specialty stores and art galleries would enhance the Heritage District's cultural appeal. These would include the retail and restaurant spaces around either The Commons or on buildings fronting the Vaughn Ventilator.

Investigate and develop a signature event. The Living Room Plaza and The Commons can be designed to accommodate special signature events of different sizes.

ENHANCE BUSINESS RECRUITMENT

ENCOURAGE HOTEL DEVELOPMENT

CREATE A WEDDING DESTINATION

MEET NEED FOR A CONFERENCE FACILITY

DEVELOP ARTS & CULTURE ASSETS

SIGNATURE EVENTS

PUBLIC ART

Integrating art into the urban fabric will enrich the District's attractiveness and transform spaces. Public art reflects the unique environment and cultural identity of the Town to visitors and to residents. It can provide a link to the Town's history and can contribute to development of tourism. The Town should develop a public art plan and establish funding for the procurement, installation, and maintenance of public art in the Heritage District.

ART SELECTION PROCESS

Approval by Committee

- Redevelopment Commission
- Committee appointed (by council or mayor)
- Town Hall vote or small election
- Develop an Art Advisory Group to ensure compliance with zoning, building, and other codes and regulations

Contracting & Acquiring Process

- Existing pieces purchased from artist or gallery
- RFP (open or closed)

DESIGN AND INSTALLATION GUIDELINES

Establish guidelines or standards for public art pieces that address the following.

- Public accessibility and equity (hours/location)
- Circulation, egress, fire safety
- Landscaping and maintenance required at selected site
- Proximity to other landmarks, signs, buildings of significance
- CPTED (Crime Prevention Through Environmental Design)

BUDGET CONSIDERATIONS

Develop a budget to determine funding needs based on the following expected costs:

- Cost of actual artwork
- Artist and artwork-selection-related expenses including proposal and project related honoraria.
- Documentation and public education materials.
- Pre-design, design, planning and service contracts.
- Expenses for technical assistance provided by architects or engineers.
- A designated fund for project costs, maintenance, restoration, and conservation.
- Site preparation.

POTENTIAL FUNDING SOURCES

Public Sources

- **Hotel/Motel Tax.** Percentage of hotel/motel tax (3% in Gilbert) for public art program
- **State lottery revenue percentage.**
- **Regional and federal grants.**
- **Percent-For-Art Program.** Percentage of CIP (0.5-2%) for commissioning of public art.

Private Sources

- **Donors.** Independent, arts foundations or programs that facilitate workplace giving

Public/Private Partnership

- **Developer incentives.** If a percentage of total construction costs are committed to public art, the developer is rewarded with (FAR/height/density) bonus.

SPECIAL EVENTS

Special events set the rhythm of a community and are important to its quality of life, growth, and prosperity. They define uniqueness of place and foster development of a vibrant, healthy community that works together to find ways to interact, learn from each other, contribute to a greater common good, enhance economic growth, and have fun.

Well-integrated event strategies build coherent space use and include a three-phase continuum of activation:

- **Passive experience** and observation activities (such as banners, plantings, public art, gobo projections, well-designed trash cans, storefront window treatments, wall murals, etc.)
- **Intermediate experience** stage of minor interactive involvement opportunities (such as street musicians, buskers, sidewalk sales, chess tables, water features, seating areas, etc.)
- **Active experience** that brings direct public destination engagement through major event and festival celebration (such as holiday tree lighting ceremonies, family film nights, Halloween gatherings, farmers markets, parades, fun runs, food truck events, art festivals, etc.).

Gilbert's events will reflect the community's core values and its authentic character to define a context for one's sense of place, and to foster community pride.

Gilbert is rooted in ancient Hohokam traditions, agriculture (alfalfa and cotton), and the railroad that earned Gilbert the identity as the "Hay Capital of the World." Gilbert has the Valley's highest per capita income and education level. Gilbert is a true oasis in the desert with riparian preservation in the midst of the Sonoran Desert. Gilbert is growing with satellite technology, stem cell research, cancer research, and green technologies. Its community values feeling at home, valuing its small town intimacy and personal interactions, how it embraces people of all cultures, fosters a welcoming feeling to everyone, its family and environmental values, its casual feel and way of living, and its community icons such as the Hale Theatre, the water tower, and food.

Gilbert's citizens value music and the arts including all forms such as performing, visual, and literary. They like exciting, bustling, and active environments; like to talk with neighbors and meet new friends. They value growth in everything they do and want to cultivate sustainability and foster clean technologies and industries. They value water, light, and nature. They balance conservative and progressive values and standards. If they represented a season, they would embody Spring. These are the cues around which Special Events should be designed and these are the values they should embody.



GILBERT'S SPECIAL CHARACTER



The Living Room Plaza and The Commons are the key sites of special events, all of which should reflect this community character.

VENUES LIVING ROOM PLAZA

Throughout history, the center of cities have been marked with public gathering and celebration. It's the neutral place that belongs to all citizens and brings them together to mark the passing of the seasons, national and local holidays, and gatherings unique to the character of the community.

The heart of Gilbert's Heritage District, the Living Room Plaza, emphasizes signature events designed specifically for the District. These signature events will draw Gilbert citizens and East Valley families initially and eventually will also draw Valley-wide and tourist visitors. Visitors will come for these events and it will be the job of nearby merchants to offer promotions that encourage customers to shop.



Event Concepts

- Seasonal celebrations such as the lighting ceremony for the community holiday tree (complete with the arrival of Santa Claus), a harvest festival, a celebration of Spring Training
- Events based on industry (satellite, bioscience, etc.) and education, such as a kinetics event
- A splash pad for families to play and cool-off on hot Arizona days
- Arts and cultural events such as a family outdoor film festival, a poetry festival, a live music series
- Events representing Gilbert's patriotic values such as a citizenship ceremony and festival, a July 4th celebration
- Events reflecting Gilbert's focus on food such as a slow food festival incorporating a Taste of Gilbert

The Plaza will require a concentration of resources that allow appropriate infrastructure activation for a wide range of activities but should not be a highly-designed area or include a permanent stage. A fixed single-use design does not serve multiple uses and precludes easy use.

VENUES THE COMMONS

The Commons is the gathering spot for the District, a night-life destination where people can dine in the moonlight and enjoy drinks with friends and family. This space is the focus of **promotional development**, designed not only to draw visitors and residents but also to get them inside shops, restaurants, and bars.

Event Concepts

- Seasonal promotions that offer cross-promotional opportunities such as Restaurant Week
- Themed promotions that celebrate important social and cultural activities such as the Super Bowl, Final Four, and other iconic events
- Girls Night Out promotions that are well-advertised
- Chess tables where patrons can gather with their own chess pieces
- An extension of the Plaza's Slow Food Taste of Gilbert, offering Slow Food opportunities in restaurants
- Street musicians and buskers on a regular basis
- Extensions of Premise that allow sidewalk café extensions
- Liquor License extensions that create a Commons-wide roaming area
- Food truck events that draw local participants
- Small music combos

Infrastructure and resources needing review and consideration include:

- **Open design.** Public space design should allow for the flexibility needed to ensure use by many activities such as music concerts, film projections, canopy set-up, holiday tree anchoring; paved and green space
- **Electric access.** Adequate power for holiday tree lighting, stage lighting, vendor power, ambient decorative lighting
- **Public amenities.** Permanent restroom and water sources or accessible space for temporary rentals that are visible and easily maintained during events
- **Signage.** Informational and directional signage that promotes events and assists visitors
- **Taxes, licenses, and permits.** Determine taxes, licenses, and permits to be required for promoters and vendors, information that provides access to those instructions and to any needed applications, including the decision to grant limited and controlled liquor license roaming in the Commons area, consideration of developing an Heritage District Event Sanctioning protocol, and the establishment of all fees
- **Approved vendors.** Information about any approved vendor programs required by the Town of Gilbert
- **Solid waste disposal.** Planning both for large container and curbside container use and maintenance
- **Space cleaning and maintenance.** Custodial and repair services provided on a frequent and regular basis to ensure that public spaces are always welcoming to guests;
- **Human resources and staffing.** Determine Town resources needed for the permitting process and the monitoring and overview of events in action, which might include design of a new Special Events Permit Task Force (including tax and licensing, fire, police, ADA, private event expertise, liquor review, and other Town department representatives that may be necessary to fully vet events
- **Security.** Downtown gathering spots may require more intense security and interactive services with pedestrians which might include making decisions about Gilbert police involvement during both event and non-programmed times for these gathering spots, decisions about private security needs, and consideration of on-the-street ambassadors who are trained to provide customer service;
- **Transportation and parking.** Major event transportation can involve heavy vehicular traffic that requires long-term parking such as lots and parking garages (public or private). Public transit can be emphasized, as available. Satellite shuttle schemes should be evaluated to determine efficacy.
- **Mapping.** Provides promoters and vendors with to-scale renderings of space available and possibly recommended layouts for different types of activities.
- **Public/Private partnerships.** Develop collaborations and partnerships that can enrich signature events, such as aligning satellite and aeronautical industry representatives with the public schools to foster kinetics events and working with the Cactus League to develop sanctioned activities.

DISTRICT MANAGEMENT

To ensure that the Heritage District vision and goals are being met through the continued redevelopment and growth of the District, the Town must develop a District Management Plan that addresses day-to-day operations, overall functioning, and a strategy for identifying and funding improvement projects.

PLAN DEVELOPMENT

1. Identify priorities and interest

Assess the need for specific services and the willingness and level of owner contribution.

- Hold a series of meetings reaching out to property owners, stakeholders and civic leaders.
- Aim for a wide range of stakeholder representation of properties within the Heritage District. Owner outreach may include mailed or online surveys to gauge owners' interest in forming an improvement district and to identify priorities.

2. Prepare draft District Management Plan

Establish the framework for a strategy to meet the needs identified by the stakeholders. The Plan will include proposed district boundaries, assessment rate, budget, and services. Review draft with stakeholder and steering committees. Revise based on feedback received.

3. Finalize and adopt District Management Plan

The Plan will comply with state and municipal laws and be a user-friendly education tool. Contents will include:

- District rationale and objectives
- Boundaries and benefit zones
- Service plan options and budgets
- Assessment methodology
- Governance structure
- Town base level of services
- Rules, regulations, and term
- Exhibits including a map and list of parcels to be assessed
- Any additional information required by legal statute

OPERATIONS & MAINTENANCE

The goal of developing a Heritage District Management Plan is to optimize the efficiency of operations within the Heritage District, improve customer satisfaction, and promote the health, safety, and beauty of the District. The Plan should include programs and policies dedicated to cleanliness and public safety in the Heritage District.

'Clean & Safe' Program

A Clean & Safe program provides integrated **cleaning** and **security services** in the Heritage District open spaces, streets, and public restrooms including the following areas of focus.

- **Sidewalk and street cleanup.** Litter and cigarette removal, graffiti removal, pressure washing services. Regular street sweeping helps maintain the cleanliness of impervious surfaces—streets and parking lots—to keep the storm drain system free of debris and improve the appearance of the District. Maintenance of plant life within the public right-of-way is managed by the Parks and Recreation Department and outlined in the Parks, Recreation, and Trails Master Plan (adopted 2014). However, additional clean-up and litter collection services may be obtained by a future 'Clean & Safe' crew.
- **Parks and open spaces.** New District public amenities such as the proposed Plaza, Commons, Paseo, or Neighborhood Park should be incorporated into the Town Parks Master Plan and follow Parks and Recreation maintenance practices. The Clean and Safe program would foster specific maintenance and operations policy exclusive to the Heritage District open spaces.

- **Enhanced crime prevention and security in parks, plazas, and other public outdoor spaces.** The program would support community policing efforts of the Gilbert Police Department to provide enhanced public safety services in the downtown area.
- **Response to cleaning requests.** In addition to performing routine cleaning and maintenance services, The Clean & Safe crew would be on-call to respond to cleaning needs as they arise.
- **Public restrooms.** Provide cleaning and security to public restrooms located in parks, plazas and other outdoor public spaces to ensure these amenities remain accessible and safe for community use.

Waste Management Plan

The Heritage District Waste Management Stakeholder Working Group was assembled in as part of a community engagement process led by the Town of Gilbert to assess the needs and priorities of the Heritage District. The study, completed in September 2016, identified goals, issues, and opportunities.

- **Aesthetics & Visual Impact.** Unsightly and unkempt conditions brought on by scattered bins, garbage enclosure doors left open, and litter in parking lots.
- **Cleanliness.** Unpleasant odors, overflowing pedestrian garbage cans, and improper disposal methods due to unclear maintenance standards and protocol.
- **Convenience & Locations.** Placement and number of garbage bin locations is inadequate to serve the needs of the District.
- **Collection Frequency & Traffic Impacts.** Potential for increased service conflicts and traffic impacts due to current collection schedule (seven days per week).
- **Reasonable Cost.** How to increase and improve services while maintaining low cost.
- **Current and Future Needs.** Needs for district-wide recycling and composting services, efficient receptacles, improved communications, and dedicated personnel.
- **Miscellaneous Current and Future Concerns.** Address unsolicited dumping, employee safety at centralized locations, and design solutions for new and retrofit facilities.

A holistic and inclusive strategy to meet the needs of the community should include the following components:

- **Service & Facilities Map:** Create a map of existing and proposed container locations. Explore optimizing service routes and pick-up/drop-off locations. Identify opportunities for centralized pick-up. Utilize Geographic Information System (GIS) mapping technology to generate and maintain Service & Facilities Map. Map should also include service zones, transfer stations, hazardous waste facilities, and locations of other helpful resources.
- **Equipment:** Explore dedicated grease disposal enclosures, garbage compactors, cardboard compactors, container type/capacity (commercial, residential, pedestrian).
- **Facilities.** Require indoor garbage and recycling storage areas for new multifamily and commercial buildings. For existing buildings, explore types of enclosures and locations for centralized pick-up.
- **Personnel & Staff.** Point of contact or liaison for customer service and conflict management (future issues and current individualized solutions). Staff to manage

pedestrian garbage cans and litter in common areas.

- **Standard Operating Procedures & Maintenance Standards.** Ensure doors are closed and/or locked after pick-up. Provide regular inspection of enclosures and establish protocol for enforcement. Advocate for employee safety and protection.
- **Services:** Explore options for add-on cleaning services (or enhanced municipal services district) for commercial customers. Explore increasing the frequency of service for pedestrian garbage cans. Offer district-wide recycling and composting/organics.
- **Communications:** Educational/reference materials such as manuals, schedules, and guides, promotional material to encourage recycling and composting, merchant newsletter, social media, and face to face meetings, development agreements, and on-boarding new customers to educate and provide the information needed to participate.
- **Funding & Service Fees:** Strive to maintain a cost-neutral operational philosophy. Update rate structure. Assess an add-on cleaning service fee option.

POTENTIAL FUNDING APPROACH

Successfully implementing a District Management Plan requires funding to support the appropriate level of service. Formation of an Enhanced Municipal Services District would provide a structure for establishing a funding stream.

As permitted by the State of Arizona (Title 48, Chapter 4, Arizona Revised Statutes), an Enhanced Municipal Services District may be formed within a designated area to provide public service within the district at a higher level or greater degree than provided in the remainder of the community, including such services as **public safety, fire protection, refuse collection, street or sidewalk cleaning, landscape maintenance in public areas, planning, promotion, transportation, and public parking.**

Key considerations for forming an Enhanced Municipal Services District include:

- **Formation.** The formation of an Enhanced Municipal Services District requires a petition signed by all of the property owners in the proposed district.
- **District Boundary.** All commercial properties within the Heritage District Redevelopment Area should be considered for inclusion in a potential Enhanced Municipal Services District. The owner outreach process may determine otherwise.
- **Funds Management.** Businesses within the Enhanced Municipal Services District are charged annually through a special assessment on their property tax bill. Typically, the collected funds are provided to a nonprofit body organized of representatives of contributing businesses. The representative body advocates for the common interests and redevelopment of the district, ensuring business needs and goals are being met.

PUBLIC SAFETY

Maintaining safety for residents, workers, and visitors in the Heritage District is a priority for the Town of Gilbert. The Town should explore a Safety Initiative that may include creation of a Safety Task Force to coordinate special event planning related to traffic flow, crowd management, and crime control. The Task Force could be involved in strategic planning for all safety programs and downtown activities. Potential programs may include:

- Utilization of bike police patrols the within the District on a daily basis or during special event periods. Patrols would ensure that residents, workers and visitors to the Heritage District feel confident in their personal safety and have a positive experience; In addition, the Patrols could provide ‘on-street concierge’ service, assisting visitors, residents and workers with maps, directions and information on where to go and what to do.
- Placement of security cameras linked to the Town police department in public parking structures, parks, and other open spaces where incidents of crime have occurred.
- Development of a Public Safety Escort program for employees. An on-call safety escort worker could provide transportation during night hours.
- Development of a crime awareness program

Construction of buildings should strive towards making the Heritage District a safe place. This can be achieved through the application of Crime Prevention Through Environmental Design (CPTED) principles when designing buildings, facilities, and their surroundings. In recognition of an increase in extreme crimes, such as terrorism, CPTED principles can also be adapted and applied to counter these threats. Specifically, changes to current design standards and building codes to ensure public safety, especially in the proposed Living Room Plaza, The Commons and Vaughn Avenue pedestrian-oriented public spaces, should be evaluated and updated. Creation of a CPTED Guidebook should be considered to provide useful reference for planners, building professionals, and security agencies seeking to incorporate suitable crime prevention and security measures in the planning and design of building and infrastructure projects in the District.

The Town should explore the possibility of employing a Public Safety Manager who is responsible for administering Heritage District public safety programs and helping to maintain a safe, secure, and comfortable environment for visitors, residents, and business people. The Public Safety Manager would work closely with or be a part of the Gilbert Police Department.

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN PROGRAM

HERITAGE DISTRICT SAFETY MANAGER

FLOOD CONTROL

The Vaughn Ventilator essential roadway project and along with development in the District Core will impact the existing floodplain identified in the Federal Emergency Management (FEMA) National Flood Insurance Program Flood Insurance Rate Map (FIRM) panel 2731 of 4425 for the Town of Gilbert. A plan for addressing the complex technical challenges and methods to mitigate impacts by providing compensatory storage along with consideration of new impervious drainage impacts must be developed.

VAUGHN VENTILATOR

While it is possible to construct the essential new road in this area, any volume removed from the flood plain would need to be replaced elsewhere in the general area. One approach may be constructing replacement areas west of the canal within the Long-Range Planning Area or possibly within the Neely Riparian Preserve, but this approach would require assessment of the feasibility of piping or methods to transfer floodwater below the UPRR tracks. The project implementation schedule needs to consider the regulatory process for approval. Should a Conditional Letter of Map Revision (CLOMR) be required, it will likely take at least 12 months to get through FEMA, and another 6-9 months for the final Letter of Map Revision (LOMR), assuming compensatory storage can be identified elsewhere in the vicinity.

DISTRICT CORE DEVELOPMENT

Because the Town of Gilbert generally drains from east to west, flood plain ponding in the area east of the Union Pacific railroad (UPRR) tracks will be a significant. Building in the flood zone, the Vaughn Basin area, east of the UPRR, and north of the Western Canal will require substantial evaluation of the engineering requirements to get these areas “high and dry” with respect to the existing flood zone.

Moreover, the existing Vaughn retention basin was only sized to accommodate the 10-year storm, and so as the parcels in the greater Heritage District develop, there will need to be additional retention provided such as underground retention.

ACCESS ROAD

While not identified as an essential project, the construction of the Access Road t will also impact the floodplain. To construct an underpass, consideration of methods to keep flood waters out of this area need to be addressed. An underground crossing at this location may require flood control levees and/or other unusual remedial measures.

BUDGET & RESOURCE CONSIDERATIONS

Develop a budget to determine funding needs based on the following expected costs:

- Development of a District Parking Plan
- Development of an Autonomous Vehicle Study.
- Design and Construction of a parking structure to be sited through District Parking Plan

Develop a budget to determine funding needs based on the following expected costs:

- Design and construction of improvements
- Development of recommended studies

Develop a budget to determine funding needs based on the following expected costs:

- Development of a District Branding Strategy.
- Implementation of District Branding Strategy.

Develop a budget to determine funding needs based on the following expected costs:

- Development of a District Wayfinding Plan.
- Design and construction of District wayfinding system.
- Maintenance of wayfinding elements.

Develop a budget to determine funding needs based on the Town's existing plan.

Develop a budget to determine funding needs based on the following expected costs:

- Cost of actual artwork
- Artist and artwork-selection-related expenses including proposal and project related honoraria.
- Documentation and public education materials.
- Pre-design, design, planning and service contracts.
- Expenses for technical assistance provided by architects or engineers.
- A designated fund for project costs, maintenance, restoration, and conservation.
- Site preparation.

Develop a budget to determine funding needs based on the following expected costs:

- Fund construction of open spaces that support flexible use of spaces for a range of event types.
- Development of an Events Strategy for the District
- Identify funding for event coordinator.

Develop a budget to determine funding needs based on the following expected costs:

- Development of a District Management Plan
- Day-to-day staffing and infrastructure maintenance

PUBLIC PARKING

CIRCULATION

DISTRICT BRANDING

WAYFINDING

TOURISM

PUBLIC ART

SPECIAL EVENTS

DISTRICT MANAGEMENT

PUBLIC SAFETY

Develop a budget to determine funding needs based on the following expected costs:

- Development of a District Safety Initiative
- Implementation of Safety projects such as bicycle patrols, surveillance cameras
- Develop CPTED Guidebook
- Employment of Public Safety Manager

FLOOD CONTROL

Develop a budget to determine funding needs based on the following expected costs:

- Development of a Flood Control Mitigation Plan
- Implementation of recommended mitigations

