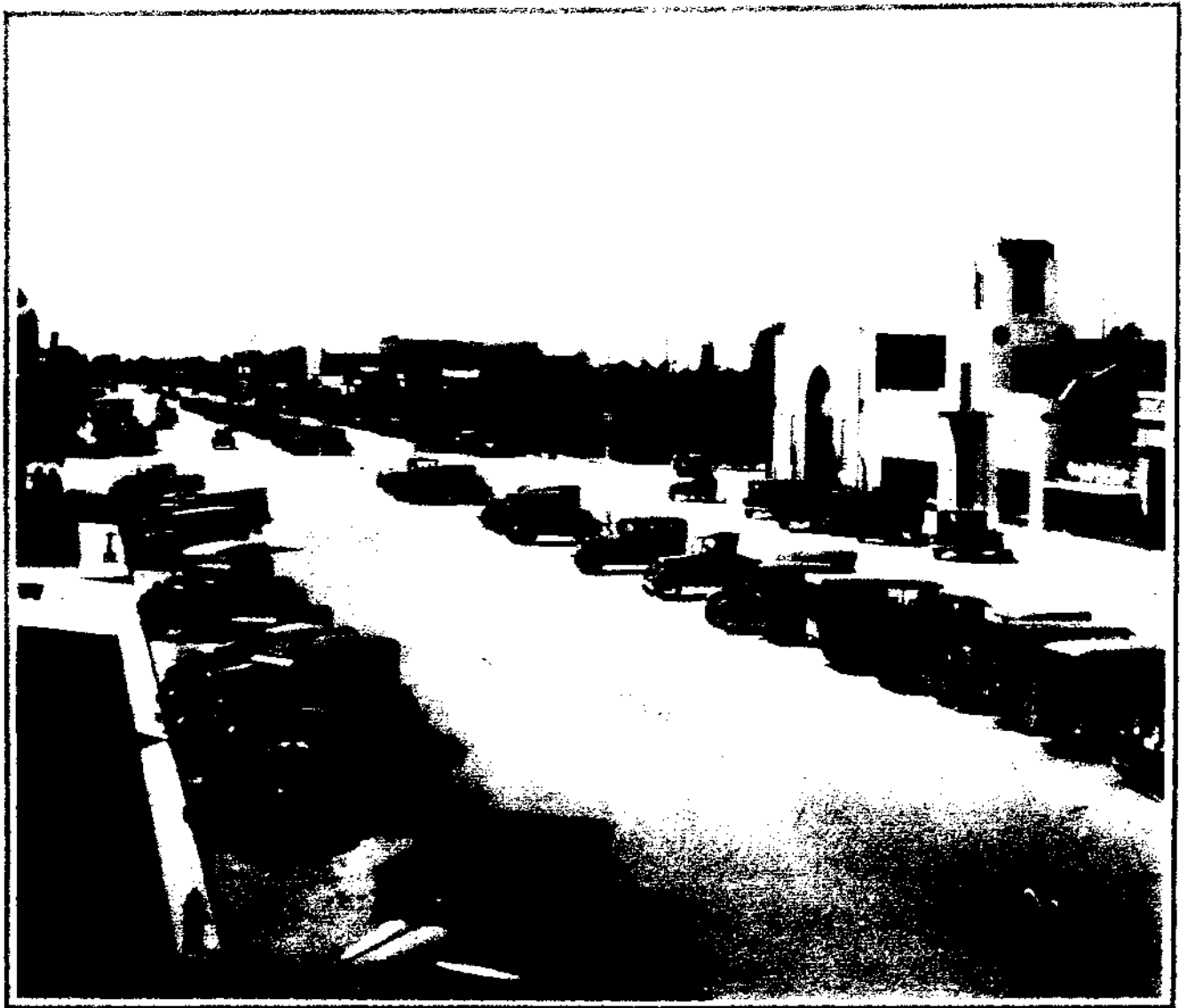


Connections

Restoring Town Center's Place



Connections

Restoring Town Center's Place

September 15, 1995

Acknowledgements

Citizens of Mesa

Mesa City Council

Downtown Vision Committee

Downtown Business and Property Owners

Mesa Town Center Corporation

Mesa City Staff

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CHAPTER I

INTRODUCTION

Primary Concepts

A. Seven Secrets Of Success

The June 1994 edition of "Western City" (published by The League of California Cities) highlighted "Seven Secrets Of Downtown Success":

1. **Form partnerships** between the business sector, the public sector, civic organizations and community residents.
2. **Know your vision** and aggressively pursue it.
3. **Be market driven** - market analysis is the critical first step for success.
4. **Create and have a business plan.**
5. **Dare to be different** - become known for a particular niche in the market place.
6. **Focus on well defined areas.**
7. **Know well the indispensable 5 M's:**
 - *Management of downtown.*
 - *Maintenance of property.*
 - *Marketing campaigns.*
 - *Market knowledge.*
 - *Money down for on-going quality downtown management and enhancement.*



Mesa Town Center Today

The same article set out ten commonly held myths about downtown revitalization. Most are beliefs that some form of star project will create the desired change.

The tasks which the *Connections* Planning Team were asked to tackle are almost all concerned with physical improvements, to change Main Street from looking like "anywhere" to looking like "somewhere." The Planning Team is aware that this is the easy part of the process - the real job is to get people to come to Downtown Mesa, to enjoy it and to come again and again.

Most of the proposals in this report are changes to the physical environment. If carried out, they will serve as the backdrop, the stage set for the theater, in which future downtown improvements will take place.

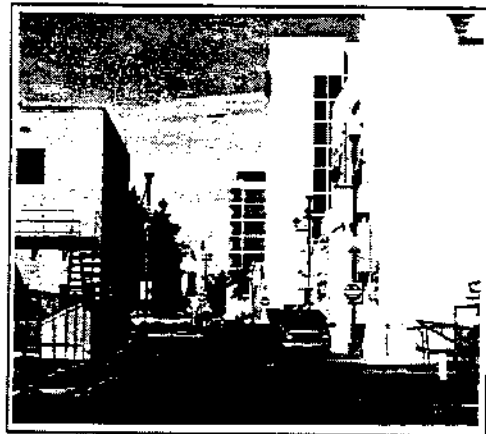
Revitalizing Downtown Mesa will be a long haul. It is a continuous, never ending process. To be successful, those persons entrusted with its future must apply the seven secrets of success:

1. To build strong trusting partnerships between the various agencies and parties, in place of the present fragile ones.
2. Creating confidence that the Vision is not a vague unattainable dream.
3. Making the market aware that Downtown Mesa has a great future.
4. Creating a conscious business plan for its development.
5. Recognizing that the special assets of Downtown Mesa make it unique in the Valley.
6. Focusing on Downtown as the soul of the City.

7. Realizing that one of Mesa's greatest assets is its people and to use their skills to develop the 5 M's: Management, Marketing, Maintenance, Market Knowledge and Money to create a quality place.

The report that follows concentrates on four aspects:

- Use Assets
- Make Connections
- Reinforce the Sense of Place
- Plan to Implement



One Of Town Center's Assets . . . Alleys

B. Use Assets

The *Connections* Planning Team became aware that Downtown Mesa is a basket of jewels waiting to be discovered. In their work they have come to realize that the community is not really aware of what they have under their very noses:

- Downtown Mesa has all of the facilities normally expected in a large City Center: hotels, local government offices, police headquarters, main library, banks, entertainment centers.

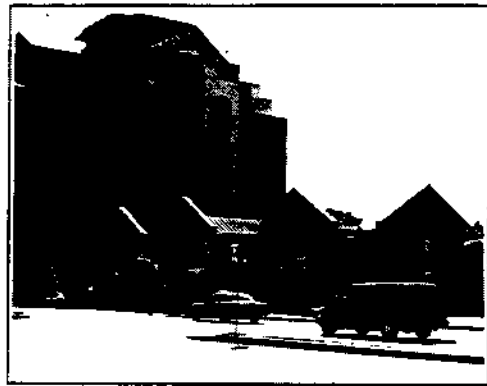
- In addition, it has unique assets, including the Arizona Temple and genealogical library, regionally renowned museums, art center, first class convention center facilities, and an amphitheatre.
- These assets draw people. Around a million people visit the Temple yearly; the museums attract up to 250,000 a year; the amphitheatre, which can seat 2,500 people, puts on 20 shows a year; an average of 9,000 people visit Brown & Brown Chevrolet every month. In addition, there are many people who visit the variety of specialty stores downtown.

These are no meager figures, particularly when added to the 7,500 who work and live within the square mile which marks the historic townsite of Downtown Mesa.

Initially, the *Connections* Planning Team thought the problem was that people did not come downtown. Now they know differently. The problem is that the downtown *appears* to be without people: "a ghost town," as one store owner suggested. Downtown Mesa is *perceived* to be unsuccessful.

The Team hypothesizes that Downtown Mesa is not perceived as a destination, but rather as a set of separate destinations. People do come downtown, but they treat each facility as an separate destination. Interviews with individual store owners support this view, for there are many specialty businesses in the downtown who market themselves to different clientele.

Current parking policy seems to reinforce this attitude. Street and city owned parking facilities are managed to ensure that there is convenient customer parking for each



There Are Many Destinations Here

business, and that employee parking is also close by. Most public lots and street parking have a limit of two hours. The concept that people should be encouraged to leave their cars and walk past other businesses on their way to work, or to visit other downtown activities on their outing appears to be missing.

Few people seek to use downtown for a range of activities. If they do, they expect to drive from one activity to another. After visiting a museum or attending a concert or investigating new cars, how many people ask themselves, "Should we do something else while downtown...do some window shopping?...have a meal?...catch a movie?" Few seek to make connections on foot.

For those on foot, Downtown Mesa has further assets to discover. There are over 400 historic buildings and beautiful areas, such as the historic districts or the pocket park between the library and the convention center.

The aim must, therefore, be to find ways of drawing the customers for individual destinations to regard downtown as a place of multiple destinations.

These observations have led us to three fundamental aims for our work:

- The need to encourage people to recognize the range of activities available in the downtown and that most are in close enough proximity to walk.
- The need to clarify connections between facilities to encourage people to visit more than one.
- The need for the public, the Council and its officials, and the stores owners, to regard the area as a series of linked and overlapping "places" which, when added together, create Downtown Mesa.

We regard the heart of this matter as the need to make or reinforce connections.

C. Make Connections

The team had come to realize that making and reinforcing connections is of fundamental importance as a means of improving Downtown Mesa. This is not only a physical factor but also an organizational factor.

Physical Connections

All, or nearly all, of the necessary physical connections exist now. The historic grid provides a high level of accessibility, not only for vehicles but also for pedestrians. The parking lots are well located to give quick access to Main Street and other facilities, often along alleys, breezeways or walkways.

The problem is that the connections provide little if any stimulation to walk. Few walkways are visually attractive, and conducive to pedestrian use.



There Is A Need For Better Pedestrian Connections

No account is made for the ambient temperatures: there is little shade and few places to sit. Most walkways feel bleak and lack a sense of security. Even the colonnades along Main Street, which were deliberately built to encourage pedestrians, are blank and uninviting.

Pedestrians are treated as second class citizens, lonely and exposed. Crossing any major street can be a miserable experience, especially in the searing heat of summer, waiting for lights to change and then having to scamper across 100 feet of hot asphalt in the short time allocated.

Further, despite the presence of the grid, people complain about the difficulty of finding the places they are looking for. Signage, even for major facilities, is inadequate and there is little attempt to aid traffic or pedestrian circulation with clear signs. As many of the public buildings are freestanding and tend to look similar, people can be very confused about where they are and how they get to where they want to go.

Organizational Connections

Interviews led the Team to realize that the need to make connections also applies to organizations. Organizations and administrative structures affecting downtown development seem as fragmented as the physical space they control. On a number of occasions staff from similar facilities in the City were brought together. Sitting around the table in the field office that the *Connections* Planning Team had opened on Main Street, these people told how rarely, if ever, they had met together before.

Organizational Relations

The Team sees a symbiotic relationship between organization of people and organization of space. At present each facility and each land use seems to operate not only as a separate entity, but almost as an island unrelated to the rest of downtown.

In the short time the Team has been involved, they have witnessed a number of important decisions affecting the future of downtown being pursued in isolation. While they recognize that development has to take place in separate "bite size" units, the *Connections* Planning Team do urge that consideration should be given to the wider implications before final decisions are made. Like throwing a pebble into a pond, development decisions have a ripple affect. They can be beneficial or harmful.

Administration and organization should be set up to ensure coordination of development. This is all part of seeing downtown as a whole.

The task of the *Connections* Planning Team was to advise on implementation of the "Vision Plan" (1994). Specifically, they were asked to advise on means of traffic calming and making downtown more pedestrian friendly; of improving streetscape and landscape; of deciding on the future of the colonnades; of revisions to building, zoning and sign ordinance, and marketing downtown. Apart from the last, these are all physical issues about how to improve the look and feel of downtown. But there is not a guarantee that any one or all will bring more people downtown. The crucial aspect is "*connections*." People need to know where they are, what is available, where they want to get to, how they may get there. *They need to arrive in somewhere pleasing, whether by car, bus, bicycle, or on foot.* After their initial business, they need to feel invited to stay and explore, if not this time, another time. They need to readily understand what Downtown Mesa has to offer and have it pique their interest enough to want to come back.

To get people who visit downtown to stay downtown, the Team concluded there must be a set of key attributes related to *Connections*:

They must be clear and readable
Visually attractive
Comfortable and secure
Fun to experience

Finally, *Connections* must encourage a feeling that Downtown Mesa has a *soul*; that it is truly the heart of the City of Mesa.

D. Reinforce The Sense of Place

The *Connections* Planning Team noted that the admirable "Vision Plan" lacked one specific point. It never discussed the concept of Downtown Mesa being the heart and "soul" of the community.

To be sustainable, communities need a *soul*: a quality which is difficult to define but which imbues feelings of loyalty, of civic pride, of connectiveness. Physically it might be considered as a "sense of place."

A street is a place. A walkway is a place. A plaza is a place. All places have character, though not necessarily pleasing, safe, or comfortable. Places get their identity through the social activities that take place there. It is important that the relationship between a place and its activities should feel appropriate. For example: a "street market" conjures images of crowds of people, of bustle, of bundles and boxes. It is not expected to be clean and tidy. In contrast, a "garden" implies peace and tranquility, a call to the senses of color and smell, light and shade.

Connections between activity areas also create places. Once connections are made, they become places in their own right and, if allowed to, attract their own uses and activities which provide them with soul.

At present, Downtown Mesa may be functionally efficient, but it has little overall sense of place or soul. It feels like a series of individual bits which share a piece of space. But that piece of space, the original townsite, has considerable historic significance as the site of the original Mormon settlement of Mesa. Its development and redevelopment over the last hundred years represents the struggle of generations of settlers to create a successful place. It deserves to be honored, for therein lies the soul of the community.

The *Connections* Planning Team see their roles as to help bring the soul of Downtown Mesa. They consider themselves lucky for most of the original grid of streets, which provide continuity between the past and the future, is intact. Within the grid, Downtown Mesa still has some districts which have their own unique character, often created by heritage buildings and original landscape.

As part of this project, the Team has seen their primary task to identify the different activity areas within the downtown and to set out ideas to reinforce their character in order to provide or enhance a sense of place, of arrival, and of connection.

The Team has concentrated on creating an appropriate sense of place along the pedestrian routes and streets. They see the sense of place being achieved through partnership of public and private works, combining the dynamics of activity from private initiatives within a framework of public works and regulatory guidance.

The Team was given the task of putting flesh on the bones of the Vision Plan. In the projects that are set out in this report, they feel that they have made a start. They hope that their efforts are sufficient and have done enough to convince the stakeholders that rapid implementation is the next logical step.

E. Plan To Implement

The *Connections* Planning Team recognizes that plans are only of value if they spur implementation. Implementation will only happen if the community accepts ownership of the ideas as meeting its desires and concerns. Consequently, within the short time frame of this study, the Team has attempted to communicate their thoughts as they evolved to the various stakeholders.

The intent has been to build connections between people and the organizations that serve them.

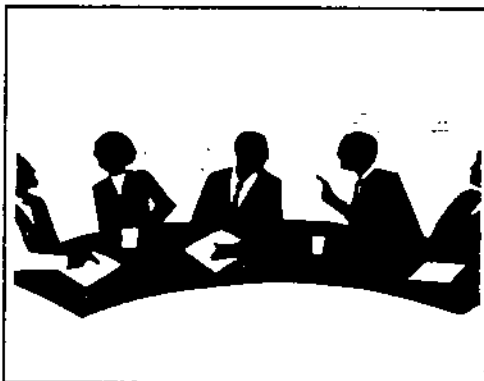
The Team wants to transfer as quickly as possible ownership of the ideas to the community, but recognize that this process takes time, particularly in a community which is rather fragmented in its views of what is best to do. Therefore, they have set out to create a set of projects which are coherent within their view of the future of downtown as a whole.

Criteria For Acceptability

The criteria for acceptability and implementability have been stated as:

- *High visibility on Main Street itself*
- *"Doable" within the City budget*
- *Capable of being carried out one at a time within the overall vision*

The *Connections* Planning Team considers that the projects and programs set out in the following chapters meet these criteria.



In most cities of the world, downtowns are their showpieces, the definers of their personality and foundations for their sense of place. Quality of life is often intimately linked to the public amenities of the city center. It is time for Mesa Town Center to take its place as the true center of the community.

Connections Planning Team

Project Rationale

A. Background

This project is part of a process initiated by the community in the *Vision Plan for Downtown Mesa* dated 1994. The Vision Plan outlined specific goals and objectives for revitalizing the Downtown. The next step was to refine these directives into more detailed tasks which could be acted upon in a phased manner. In effect, what is needed is the "Who, What, When, Where, How and Why" for implementation of the Vision. These are the purposes of the *Connections Plan*.

As with the Vision Plan, *Connections*, is guided by a number of key principles. These principles, consistent with those in the founding document, are reflected in all recommendations presented here.

They include:

- First and foremost, downtown should serve effectively as the center of the community of Mesa.
- All actions should be consistent with values expressed in the Vision Plan.
- Redevelopment should occur through a public-private partnership. This is not a public works program.
- Action steps should be phased in a logical way to create momentum and make very efficient use of limited resources.

- Improvements in Downtown Mesa should be justifiable as an investment in the community center and public and private property within it.
- Emphasis should be on improving what is already present wherever possible, rather than demolishing and replacing.

One of the key issues expressed by the crafters of the Vision Plan was the "need to identify and nurture a city-wide constituency for Downtown Mesa" (Vision Plan, page 7). The *Connections* Planning Team agrees with this position entirely. We would say more simply that what Mesa needs more than anything else is a strong sense of community.

About 30% of Mesa's residents have lived in this 123 square mile sprawling City for less than ten years. There are five times more citizens in 1995 than there were in 1970. It is widely understood that most of these people have little sense of affiliation or loyalty for the town. Imagine, if two citizens from Mesa were to meet in New York, they would probably have little more in common than a zip code. This is the kind of unhealthy state that leads citizens to vote down bond levies, keeps them from participating in public issues, encourages transience and is correlated with higher levels of crime, especially among teens.

Historically, the strongest way to establish this "connection" has been to build and maintain a relationship which literally no downtown plan since 1978 has made explicit. Downtown Mesa needs to be restored as the true social, cultural and civic heart of the community. It cannot be treated as just another district in the City.

Downtown needs to be the bonding agent which gives residents the feeling that they belong to the place called Mesa. Such

bonding among people and between people and the place in which they live can be a substantial measure of local quality of life. And quality of life is a trait which Mesa has touted as one of its main attractions.

Fortunately, Downtown has many assets which can be pulled together or connected to help establish (again) its central position in the community. There is an abundance of heritage, both in the history of its families and in its buildings. Outstanding cultural activities are available to be tapped more effectively. Exceptional civic assets and presence can be better highlighted. Recreation and entertainment can readily be infused into daily downtown life, and much can be done to make downtown simply a great place "to be." These are the priorities which have driven much of the action planning in *Connections*.

B. Business Development

Downtown businesses have suffered in large part because downtown has ceased to be an attractive, comfortable, entertaining place to be. Customers are well known for their in-and-out shopping patterns. That is, they come Downtown for a specific product or service, park as close to the target store as possible, then leave immediately. Few people ever linger. The result is a very low level of foot traffic - the life blood of retailing.

The Vision Plan and *Connections* both recognize the need to build a better downtown shopping environment. But physical improvements alone will not be enough. Regulatory constraints make it difficult for businesses to enliven the sidewalks (e.g., through sidewalk cafes or street vendors). And there are few businesses which offer food, refreshments and other attractions to encourage people to come and stay. These and other issues are

addressed here. The intent is to create an overall development framework that gets people "to be" downtown.

There is a popular saying about development these days: "If you build it, they will come." The *Connections* Planning Team believes this is a dangerous overstatement. In the context of downtown revitalization, foot traffic needs to be substantial enough to encourage most retail business types to start up or relocate. In effect, "If they come, you will build it," is closer to reality than the opposite.

Getting people to come downtown will require a broad range of actions, both physical and organizational. The actions will need to be phased with a focus on creating momentum. They will also need to be strategic and complementary. There are no stand-alone one shot fix solutions.

As important as these points are to successful revitalization, there is something even more fundamental needed. This is committed cooperation.

In the past, few would argue that there was a real commitment in City government to downtown redevelopment. Previous plans have not been implemented systematically. Very often, downtown has been perceived as simply another City district.

The City has a major stake in revitalization, as the following factors demonstrate:

- Over \$32 million in City property (plus utilities) are owned in downtown,
- Over \$8 million in annual revenue from taxes and utilities are derived from the city center.
- There is a need for a "flagship" city center that defines the character of Mesa for all who come here.

Political parties, commissions, committees, elected officials and the private sector need to form a unified commitment to the Vision. The *Connections* Planning Team has sought to provide a rational, "doable" implementation program that will help make this essential step occur.



A people place on Main Street

CHAPTER II

BACKGROUND/ EXISTING CONDITIONS

Historic Overview - Town Center

A. Mesa Town Center From Mormon Settlement to Urban Center, 1878 to 1945

"Ho, ye searchers of homes! Look unto the Mesa, and see the land of milk, fruit and honey!"

That brief declaration, written by Mesa pioneer J.M. Cosby, was printed in Valley newspapers in 1881. It was an open invitation to all to become a part of a small community located at the eastern edge of the Salt River Valley. Then known as Mesa City, it was founded by a group of Mormon pioneers seeking new homes in a new land ripe with opportunity. Its founders were self-reliant colonists with deep traditions in agriculture, family values and social responsibility. Now, over a century after they were published, the words of J.M. Cosby still remain a theme in Mesa's prosperity and development. Today Mesa is the third largest city in Arizona, and the

most successful of the state's early Mormon pioneer settlements.

Mesa was founded in 1878 by a company of Latter-Day Saints. Composed primarily of the extended families of Charles Crismon, George W. Serrine, Francis Martin Pomeroy, and Charles I. Robson, the colonists arrived in the Salt River Valley between January 26 and February 15, 1878. Traditionally referred to as the "four founding families of Mesa," the group numbered approximately 76 persons.

Initiation of the settlement included two important events. The first was the creation of the Mesa Canal Company in February 1878. The company immediately secured the necessary water rights to divert water for irrigation purposes from the Salt River to the future townsite and surrounding desert. Construction was begun on the twelve mile long canal in March 1878, reaching the townsite in October.

Second, in the spring of 1878, Theodore C. Surrine filed for a homestead on Section 22, which was then surveyed as the new townsite. When construction of the Mesa Canal had reached the northwest corner of the townsite in October, the group of settlers began establishing themselves "on the mesa," improving their lots and constructing homes. Between 1878 and 1882 a fairly regular stream of additional Mormon colonists arrived to settle in or near the townsite.

As with nearly all planned towns created by the Latter-Day Saints from the 1840s through the 1890s, Mesa City was laid out according to a town plan that Mormon leader Joseph Smith first designed in 1833 for the intended City of Zion, near Independence, Missouri. Smith's plan called for a mile-square grid of streets, each 132 feet wide, with three large squares at the center of the grid. An unusual feature of

the plan was the system of dividing the blocks into perpendicular lots so that they faced in alternating directions as one passed along the street from one block to the next. The townsite plat was officially recorded in Maricopa County on February 9, 1883.

Between 1878 and 1890 Mesa remained a relatively small Mormon settlement whose economy revolved around agriculture and community cooperation. By 1890 the town's population had grown to about 400. Important events which occurred in this period included the incorporation of the "Village of Mesa City" in 1883, the founding of Zenos Cooperative Mercantile and Manufacturing Institute in 1884, and the establishment of the Mesa Post Office in 1889. During these early years, Mesa was consistently described as a community of large, spacious lots, planted extensively in orchards and vineyards with tree-lined streets and "neat, comfortable adobe houses."



Wide Landscaped Streets Are A Key Feature

The 1890s saw important changes for Mesa City. The settlement experienced its first significant building boom and with it came an influx of new settlers, as well as an expanded economic base. Mesa's image as an agrarian, pioneer Mormon settlement had peaked by 1890, and the community was on the threshold of a new era of diversity and growth.

A surge in mining in the Superstition Mountains east of Mesa created a boom in commercial activity for the town. Its proximity to the mining district made it the commercial center for supplies, provisions and lodging for those traveling to and from the Superstitions.

The 1890s was also a period of general agricultural prosperity for the entire Salt River Valley. In addition to grain crops and alfalfa, many ranchers planted highly profitable fruit orchards and vineyards, hoping to compete with the verdant valleys of California. The agricultural potential of the region was widely published and promoted by local capitalists. Those efforts did much to increase immigration to the Salt River Valley and specifically to Mesa.

The notion that the town was a Mormon settlement and perhaps not accessible by people of other religions was quickly dispelled during this period. One news account published in 1891 stated the local sentiment clearly:

"Perfect peace and harmony exists between Mormon and non-Mormon people on this beautiful mesa. We want good people and we are not going to ask you anything about what you believe, for we want this beautiful country settled up."

A flurry of commercial activity occurred between 1890 and 1893 which created the momentum for Mesa's growth in the last half of the 1890s. During that period two hotels were built and several substantial brick business blocks were constructed. As the boom continued, Mesa's population steadily increased and the townsite was developed with additional homes and businesses. In 1894 the population was recorded at 648 with nearly 100 buildings located in the townsite. By 1900 the population was 722 and the town had been built up with over 150 buildings.

Important events of the decade included the initiation of telephone service in 1891, establishment of the Mesa City Bank in 1892, arrival of the railroad in 1895, and the incorporation of Mesa from a village to a town in 1897. The first Maricopa Stake Tabernacle was built in 1896, and a Methodist Church and a Baptist Church were both established in the 1890s. The Mesa Free Press, the town's first local paper, was founded in 1893.

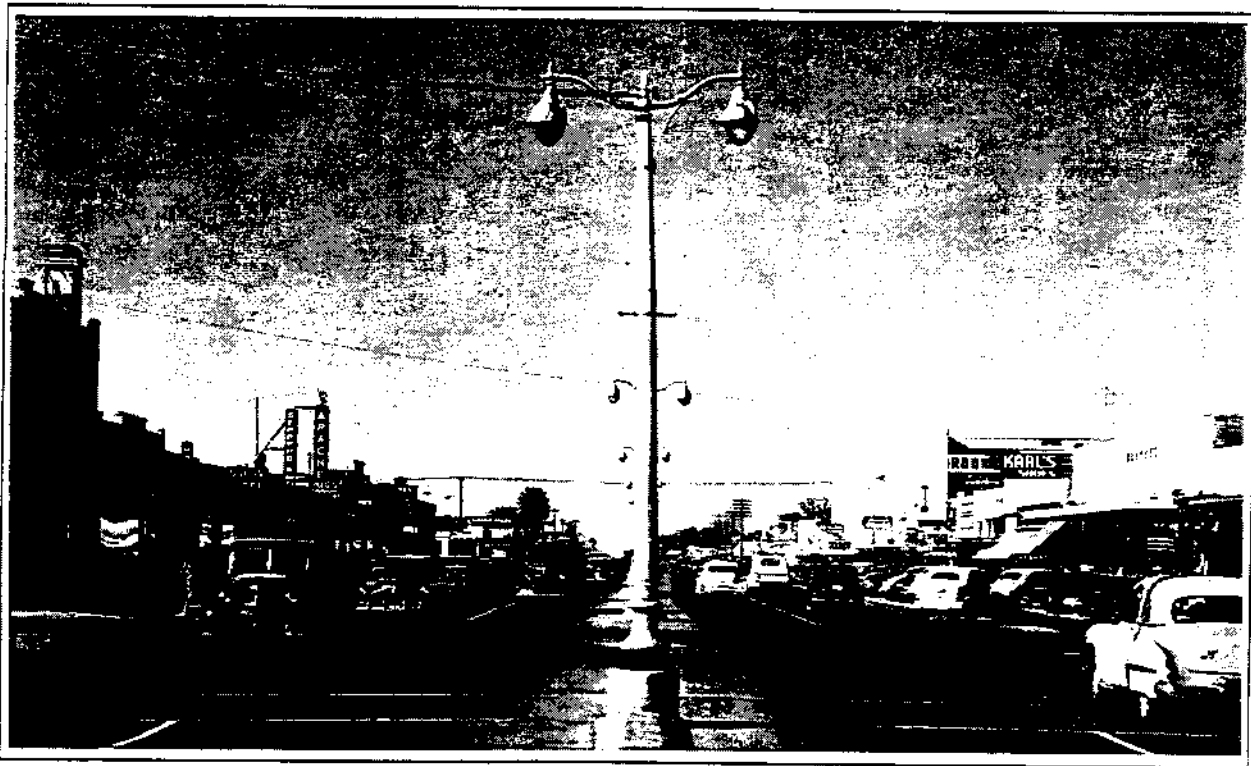
Mesa's second significant period of growth occurred in the early 20th century and was the direct result of the construction of Roosevelt Dam. Built between 1906 and 1911, the dam was the long sought-after solution to the valley's pressing water problems. Its construction resulted from nearly twenty years of lobbying by westerners for federal involvement in arid lands reclamation. The National Reclamation Act of 1902 provided financing for irrigation water storage dams and canal building projects throughout the west. As the first major reclamation project undertaken by the federal government, Roosevelt Dam clearly marked the beginning of a new era for Mesa and the rest of the Salt River Valley.

During the dam building years, Mesa served as the gateway for the shipment of supplies up to the construction site, thereby fueling the local economy and generating dozens of new businesses. Mesa's population doubled between 1900 and 1910 as a result of the project. The completion of the dam guaranteed ample water supply for agricultural purposes, even in times of drought. This was essential to Mesa's viability because, despite the construction economy created by the dam project, agriculture would remain the town's most important industry up through the 1940s.

Mesa's greatest population and building boom, which ended in 1921, also precipitated an important change in the physical character of the townsite. Between 1909 and 1922, a total of 18 subdivisions of the original lots and blocks in the townsite were platted and developed, particularly in

the northeast and northwest quadrants of the City. This redevelopment of the townsite into smaller lots afforded more housing in the townsite, but also slowly altered the traditional garden lot character of the town. The period clearly signalled the transformation of Mesa from a "City of Zion" settlement town to a fast growing urban area not unlike other valley cities.

Agriculture also flourished in the Mesa district during the first two decades of the twentieth century. The farmers were quite diversified, producing a variety of crops, including alfalfa, oranges, grapefruits and cantaloupes. Livestock, poultry and dairy farming also became important aspects of the agricultural economy. In 1917 a huge demand for long staple cotton was created because of World War I. As a result, many Mesa farmers abandoned their traditional crops in favor of this new "white gold."



Main Street - 1950

Between 1917 and 1921, as much as 25,000 acres of cotton were planted in the Mesa area bringing in an estimated \$5 million. Mesa's economy benefitted significantly from the cotton boom until the end of the war when the market collapsed. While the entire valley was hurt by the fall in cotton prices, the Mesa district was affected the most because it contained over half the cotton acreage in the valley.

With the exception of the last few years of the 1920s, the local and regional economy slowed significantly. By the end of the decade Mesa was experiencing another population and building boom. A diverse agricultural base, which no longer relied on cotton was a primary reason. In addition, the increased popularity of the automobile in the 1920s allowed the American people greater mobility and resulted in the immigration of thousands of families to the southwest.

Continued development of the re-subdivided blocks in the townsite from 1927 through 1931, provided additional housing opportunities for Mesa's growing population. In addition, land developers and builders joined forces with the emerging building and loan associations to make buying a home easier for the middle class family. By 1930 Mesa had become the economic, social and cultural center for the east valley.

The Great Depression was most severe in the Salt River Valley between 1931 and 1934. Although Mesa's population continued to increase, development of the City was limited to some residences and a few automobile-oriented businesses along the major roadways.

The New Deal Years of the late 1930s, which witnessed the birth of dozens of federally sponsored economic recovery programs, was an extremely influential period in Mesa's history. Programs administered by agencies like the Work Progress Administration, the Public Works Administration and the Federal Housing Administration were very instrumental in shaping Mesa's built environment during that period. The Federal Building, the Mesa Municipal Building and Irving School were all built as a result of these programs. The creation of federally insured mortgage loans by the FHA also significantly affected residential development in Mesa. By early 1937, one local bank reported that loans for new houses had reached a record high of \$353,000. Dozens of homes were built on the remaining vacant lots in most subdivisions, finally creating a mature character to the townsite. The boom in residential construction continued through 1942, when the United States' entrance into World War II curtailed most construction activity. By then, Mesa had witnessed the greatest period of growth in its 64 year history.

How This Plan Was Developed

A. The *Connections* Planning Team

This plan was prepared under contract to the City of Mesa by a team of local and national consultants. The lead firm, **Urban Design Studio**, is based out of San Juan Capistrano, California. With offices on both the east and west coast, the firm is considered a leader in downtown planning and revitalization. In addition to the lead firm, a number of other specialized firms and professional individuals made up the consultant team. They include:

- **Tom Hudson**
Town and Regional Planner
Moscow, Idaho
- **John Minett**
Architect and Planner
Tempe, Arizona
- **Carl Whaley**
Alternative Transit Expert
Mesa, Arizona
- **Lee Engineering**
Traffic Expertise
Phoenix, Arizona
- **Logan Simpson & Dye**
Landscape Architect
Tempe, Arizona
- **Woodward Architectural Group**
Architects
Phoenix, Arizona
- **The Benham Group**
Construction Administration
Phoenix, Arizona

B. The Project

The revitalization of Mesa's Downtown began in 1978. For more than a decade the City of Mesa and the private sector have committed significant public and private dollars to revitalizing the downtown and to encourage private reinvestment in Mesa's original townsite.

In early 1992, a citizen-driven planning process began for the purposes of establishing a 20-year Vision Plan for Downtown Mesa. The Vision Plan priorities include protecting downtown's economic future through improving the image of its historic business core and enhancing the pedestrian environment along Main Street.

The purpose of *Connections* is to take the key aspects of the 41 page Vision Plan and further articulate generalized schemes into actionable projects.

C. The Vision Plan

Mesa initiated a Vision program called *Downtown Mesa Tomorrow* in early 1992. Its prime objective: Create a 20-year vision for Mesa's Downtown. This is the first effort undertaken, outside of traditional planning activities, to develop long-term community provisions for continuing downtown redevelopment and economic development.

To create this vision for the future, participants representing all social and economic groups gathered to share their ideas, their values, and their expectations. In all, more than 1,000 business and property owners, residents, and representatives of civic, government, and charitable organizations — young and old alike — helped to shape the vision for Downtown's tomorrow.

The first phase of the program focused on consensus building. Citizens volunteered to work on group task assignments to formulate key vision elements. Several public forums were held to encourage citizen discussions about what they wanted Downtown Mesa to be in the future. Surveys were distributed to gather information on specific issues and concerns citizens have for Downtown. Even Mesa children got involved through class assignments that uncovered their "wish" for an improved Downtown. Each citizen idea, suggestion, comment, and recommendation has been joined together to create a shared vision for Downtown Mesa.

The foundation of this vision is built on seven "Shared Values" that will serve as the criteria for any future physical projects or programs that develop.

1. *Downtown Mesa Tomorrow* is an actual and symbolic oasis, providing a focal point and a source of refreshment, renewal, and sustenance for the City and the broader East Valley.
2. *Downtown Mesa Tomorrow* is a multi-purpose community. There is retail and commercial activity, residential, cultural, and educational facilities, and a mix of income and ethnic groups.
3. *Downtown Mesa Tomorrow* is a destination point. Key retail streets, once very wide and utilized by through traffic, are now designed and oriented to the pedestrian. Amenities for the shopper are prevalent and high speed traffic uses alternative routes. There is a complementary circulator transit system that travels between key downtown areas and nearby destinations.

4. *Downtown Mesa Tomorrow* is active. There is an emphasis on arts, entertainment, cultural, and educational activities — with a strong family orientation and programs for different age groups. A great variety of activities are aggressively marketed to residents and visitors.
5. *Downtown Mesa Tomorrow* pursues a dynamic growth strategy with strong incentives for maintaining and expanding local ownership in the retail and service sector downtown and providing continued support for governmental and professional service activities in the Downtown. Some primary manufacturing occurs in designated areas Downtown and spurs the growth of supportive service businesses. With the exception of the downtown core, retail activity serves the resident and worker population, providing basic goods and services. In the core, there is a concentration of specialty retail that is distinct from area mall offerings.
6. *Downtown Mesa Tomorrow* has greatly expanded housing opportunities for a diverse population in terms of age, ethnicity, and income. The Downtown residential population has doubled. They are housed in a variety of units from single-family, renovated, historic homes to dense, multi-family developments. Historic preservation and recreational amenities support housing development strategies.
7. *Downtown Mesa Tomorrow*, inspired by the Hohokam tradition, is a leader in incorporating environmentally sensitive technology. A system of water features exemplifies the oasis theme and provides

a physical and symbolic linkage between diverse communities and activities in the downtown. The system, which grows and changes over time, includes ponds, fountains, streams, and artists' representations of water.

In total, the downtown Mesa of tomorrow is vibrant dynamic, and exciting — a place where people come to live, work, and play — an urban oasis that again reflects the positive social and cultural values that formed the foundation of which this community was built.

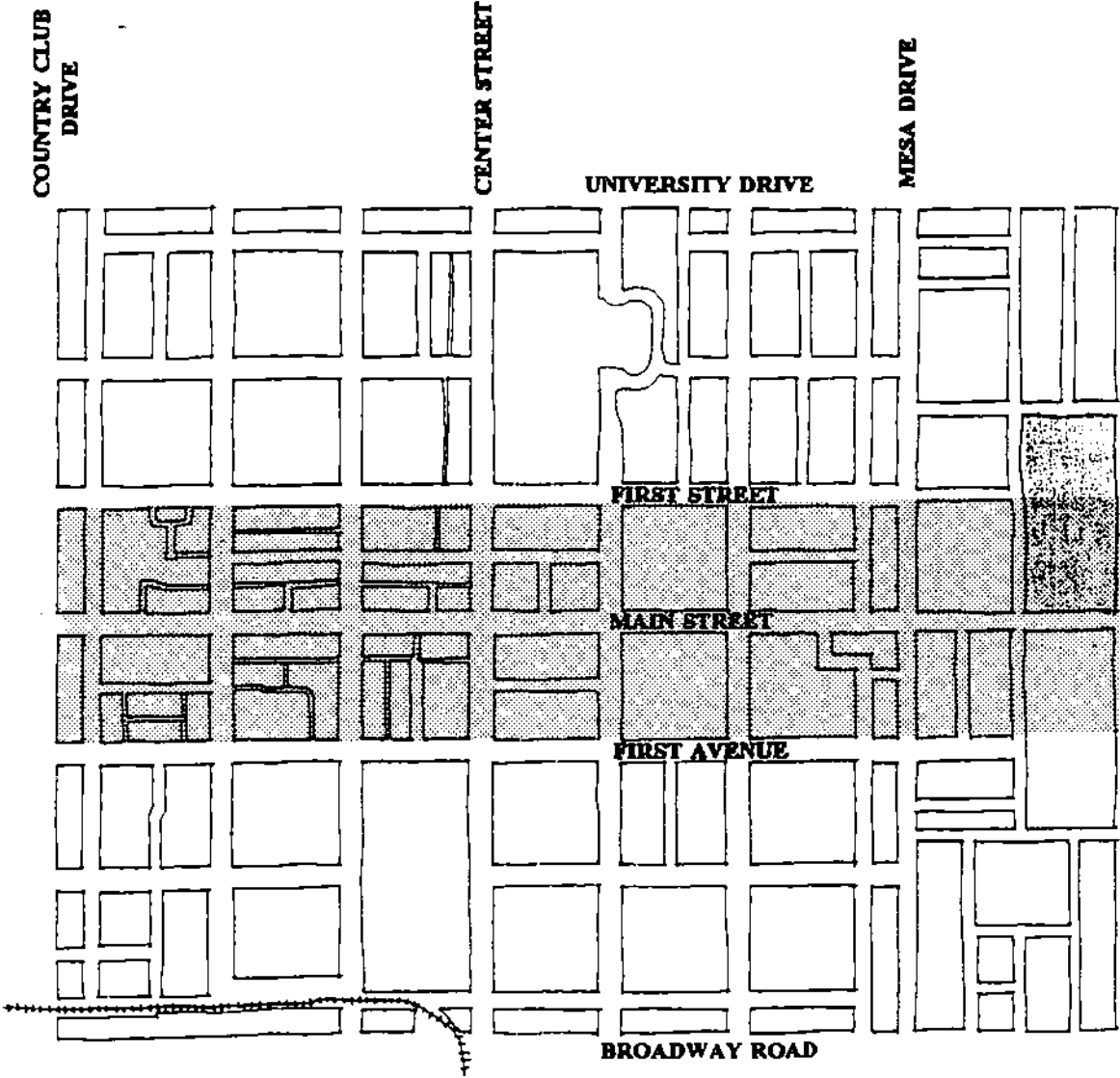
To protect the long-term vision effort and to maintain the momentum of the vision process, the Mesa City Council restructured the former Redevelopment Advisory Board; creating in its place the Downtown Vision Committee (DVC). The major function of this new committee is to serve as "the keeper of the vision." In addition, it is responsible for acting as the one-stop review body in the areas of zoning, land use, redevelopment projects, and site design. The DVC is comprised of nine members representing the diversity of Mesa's population.

D. Project Area

The subject area of this plan is generally described as the Downtown area or Country Club Drive to Mesa Drive (actually past Mesa Drive to connect the renovated Main Street elements to the Arizona Temple of the Church of Jesus Christ of Latter-Day Saints), University Drive to Broadway Road.

Many of the recommendations contained in this report focus on the middle portion of Downtown between First Avenue and First Street from Country Club Drive to Mesa Drive.

The Project Area



Connections

Restoring Town Center's Place

E. Time Frame

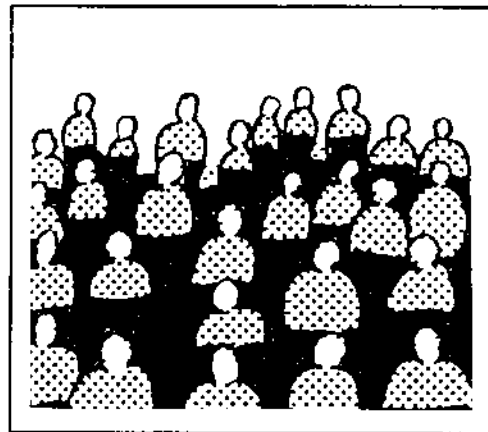
The consultant team was retained on April 28, 1995, with a proposed completion date of August, 1995. This "quick turnaround" required the team to test recommendations early and to propose projects without dedicating significant time to creating background data. Much background data was available through the City and past reports prepared for the Town Center.

Community Involvement

A. Introduction

In developing any real solutions to downtown problems, there is the need for a rational, step-by-step process in which these problems are realistically assessed, achievable solutions proposed, and extensive community participation obtained. This latter characteristic — broad community involvement — will, more than any other factor, assure that long-term community goals for Downtown Mesa can be realized.

Although the concept of public participation is not new, the methods and techniques for achieving participation are not clearly defined, nor is there any formula to guarantee that citizen participation will make a program successful. Any community undertaking a major downtown improvement program must struggle with the questions of when to involve citizens;



how to channel their input; and how to structure a process which provides for open discussions, free exchanges, effective decision-making, and a support system for the development and implementation of a successful program. A primary purpose of this chapter is to discuss how downtown stakeholders were involved in the making of *Connections*.

B. The Roles Of The Public

No matter how broad or narrow in scope the *Connections* program is, it will affect the lives of the residents of the community. It was essential, therefore, that they have the opportunity to participate in this program and in the decisions which will affect them in the variety of roles they play in the community. Some of these roles are as follows.

Politically, residents are voters and taxpayers. Their support is necessary for approval of public expenditures of money. They can influence and lobby boards, council members, and local officials regarding new ordinances, zoning changes, building code revisions, etc. They can remove officials from office whom they consider unresponsive to their needs and best interests. They can bring suit to block or slow down processes which they consider detrimental, extravagant, or unnecessary.

Viewed as consumers, citizens may shop downtown or, for a variety of reasons, support the ever-increasing number of shopping centers outside of Mesa. In this regard, the importance of the younger population should not be overlooked. Although they may not vote or pay taxes, they are a significant consumer group and support museums, theaters, nightclubs, arts, and other activities.

Citizens are property owners and renters. They may be called upon to renovate and rehabilitate businesses, and they may even have to move if demolition, rezoning, or recharacterization of Downtown districts are viewed as necessary components of *Connections*.

The people who live in the Downtown are a valuable resource. They can be both sources of information and collectors of information.

They have opinions about community activities (or lack of them), the quality of downtown appearances and services, the conveniences of Main Street, and the problems it presents for them.

C. Dangers Of Not Involving People

At some point in implementing *Connections*, someone will call upon the public for support of some piece of the program — be it for a street closure, for patronage of a performing arts theater, or to pay for improvements. If they have been represented in the planning process, they will be more apt to support the plan and use their position and influence publicly to encourage others to do the same. Recorded experiences in some communities where plans were developed without appropriate citizen input demonstrate negative results.

D. A Community Based Plan

A community based plan is really a "process" of how various interested parties will be involved in the development of plan concepts. Some plans are created by consultants for a municipal client without much, if any, input from property owners, merchants, citizens, development community, or public officials. These plans are developed for various reasons. Many times, however, these plans become "dusty shelf plans" because of the lack of "participation" provided by the public.

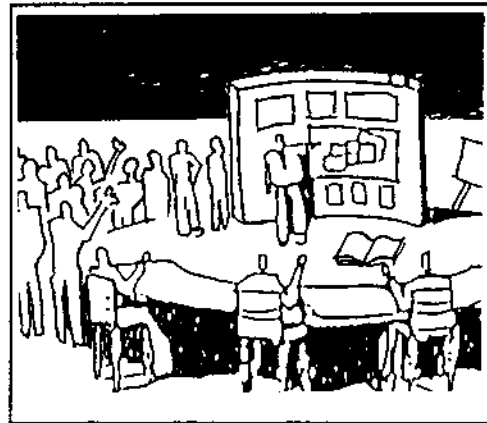
Connections is a community based plan. It was purposely developed with the public through a series of intensive interviews, meetings, and workshops. It is estimated that well over *two hundred people* were personally consulted prior to this document being finalized.

During the three month project planning process, two design charrettes were held. They were designed to:

- Identify and prioritize design ideas among participants.
- Balance design ideas with economic, engineering and other pertinent professional input.
- Provide visual ideas with economic, engineering and other pertinent professional input.
- Provide visual impressions (sketches) of design ideas and alternatives throughout the sessions.
- Test and refine resulting design priorities through collective (group) analysis.
- Create champions (among participants) for the planning process, who will go into the community to encourage participation, expectation and enthusiasm.

Following the charrettes, the *Connections* Planning Team continued to meet with various citizens and elected officials to validate project refinements. The community involvement on this planning effort strongly support this old chinese proverb:

*Tell me, I forget;
Show me, I remember;
Involve me, I understand.*



Local Economic Conditions

A. Background

Extensive economic data on downtown Mesa has been collected by Mesa Town Center Corporation and MEGACORP. This material has been analyzed and published regularly since 1987. Details on demographics, target markets, market dynamics, competition, land use, real estate trends and other pertinent topics are available. The purpose of this section is to highlight those factors which:

- Help to explain past economic trends;
- Clarify existing economic conditions;
- Influence design decisions and recommendations made in this report;
- Are most likely to influence future economic performance.

B. General Economic Trends

For over ninety years after its establishment, Downtown Mesa was a highly successful commercial district. In addition, it served as the social, cultural, civic and religious center of the community. In fact, the combination of these various roles was most responsible for making the downtown a dynamic business hub.

Citizens had a strong sense of loyalty and affiliation to downtown; this connection was the foundation for the community's vitality. In addition, as the eastern-most city in Maricopa County, Mesa served as a regional trading hub for the area and western-central Pinal County.

In the 1950s, Mesa development moved away from the principle of a focused center toward sprawl. By the 1960s, as the table below illustrates, both population and city area were exploding. With this growth came a change in demographics and values. From a tight knit community with strong religious affiliations, Mesa was quickly growing into a city of strangers - both to each other and to their town.

Table II-1
Mesa Population Trends

<u>Year</u>	<u>Population</u>	<u>Area (Sq. Mi.)</u>
1930	3,711	1.00
1940	7,224	2.35
1950	16,790	6.39
1960	33,772	14.90
1970	62,853	24.05
1980	152,453	66.30
1990	288,091	122.20
1995	330,000	123.00

The construction of the Superstition Freeway played a major role in affecting the Downtown's economic competitiveness. The refocusing of traffic south of downtown encouraged new business development away from the center.

Combined with the trend toward suburbanization and commuting, the freeway was pivotal in destroying downtown's socio-economic niche. Fairly rapidly, downtown icons began to disappear. Recreational activities like Rendezvous Park and theaters were closed. Department stores became less viable, facing competition from regional malls. The opening of the Fiesta Mall effectively eliminated comparison goods (department store-type merchandise) shopping in Downtown.

During this transition period, Downtown was not given much strategic planning focus. The local business sector did not act collectively to re-orient itself toward changing conditions. The public sector encouraged growth and decentralization. Without direction, the Downtown as a central place began to fade. Closely related to this change, regional residential and commercial sprawl greatly reduced Mesa's original cohesive sense of place. Again, most of the city's new neighborhoods could claim little more than a zip code as something they shared in common.

Almost exactly one hundred years after the town was founded, city leaders found themselves planning for means to revitalize the Downtown. What had been a vibrant central business district in the 1950s was little more than an anonymous strip of sporadically filled specialty shops and dilapidated buildings.

C. Redevelopment Planning History

In 1978, the City of Mesa completed a comprehensive redevelopment plan for the Downtown. While this and other subsequent plans are fairly well known, it is important to outline their economic intent here.

At a summary level, the 1978 plan was fairly ambiguous about preferred economic development. Its stated goal was to:

"Allow a wide variety of economic activities which serve the needs of present and future residents of the region and enhance the economic viability of Mesa."

Related language and a policy statement were equally neutral about type(s) of development. However, land use recommendations later in the report were more specific.

In general, the 1978 plan proposed more multi-family residential development around the periphery of the Downtown square mile. Main Street development was divided into two segments. On the east side, major expansion of auto dealerships was specified.

On the west, the original central business district was to be augmented by recruitment of a large department store and a two-story mall along Macdonald. Practically all historic ("old") buildings near Main and Macdonald were targeted for removal (a common Urban Renewal Era technique). New buildings would be connected by second-level pedestrian malls and supported by numerous parking decks.

Civic, office and restaurant activities would be encouraged north of Main around Center.

Six years later, in 1984, the City contracted to have another redevelopment plan completed. Apparently, explosive growth, market changes and other factors made the otherwise well conceived 1978 plan obsolete.

The new strategy became known as the Fantus Plan after its writers. After input from citizens and community leaders, the Fantus strategy set goals that were consistent with the 1978 plan, with one exception. This difference was a much stronger, new emphasis on office development - rather than retail activities - as the catalyst for downtown revitalization. Perhaps the most important implementation requirement in the Fantus Plan was the need for City intervention in the real estate

market. Purchase and consolidation of land parcels into large units were "required" to attract major developers.

The City acted on this recommendation to some extent and today has several tracts available. For a variety of reasons, including national and international real estate trends, most of the expected development has not been forthcoming. The expected spin-off benefits for retail and other business segments obviously was missed as well.

A more narrowly focused 1986 plan, prepared by BRW was developed to implement Fantus recommendations on conserving downtown housing. This plan sought to maintain existing low density housing rather than follow the 1978 Plan higher density housing directive. Actions by the City since then imply that it took a compromise position. Two single family housing districts, one each in the northeast and northwest quadrants of downtown have been targeted for preservation. Substantial numbers of other single family units, particularly in the upper northeast quadrant, have been purchased and removed to support as yet undefined large scale development.

Mesa Town Center Corporation (MTCC) responded to the lack of revitalization progress by completing its own strategic development plan in 1987. In it, the author pointed out reasons why the two previous strategies (1978 and 1984) were ineffective.

Among the most important reasons for their limitation was the extraordinary (by any measure) growth in the region over the previous decade. Simply put, the growth was not (and realistically could not have been) anticipated and it antiquated the plans.

Another criticism related to the previous lack of a *regional* planning perspective. Downtown Mesa was not being seen or planned in its regional socio-geo-economic context. This limitation made the earlier work blind to a key perceived opportunity, one which formed part of the foundation for MTCC's own strategy. Specifically, it proposed that the Downtown was naturally poised to become a regional (East Valley) business hub and the center of a growing east end metropolis. *"Since the East Valley can only sustain one such diverse regional center, Mesa Town Center is the logical choice due to location, if Mesa acts decisively in a timely manner."* (MTCC Plan, page 26.)

In order to fulfill this role, the MTCC Plan expressed that downtown needed better accessibility more than anything else. Wholeheartedly endorsing both regional growth and the need to attract that growth, the Plan notes, *"The areas which minimize the travel effort, and provide the greatest diversity of business functions, attractions, and offerings, will ultimately be the most desirable and financially stable with the ability to accept more growth on an increasing rate and scale."*

The primary tool needed to provide accessibility for downtown was a new north-south regional freeway along Mesa Drive, according to MTCC. Subsequently, it lobbied hard for such a circulator, but lost. On the other hand, Country Club Drive has been greatly improved and widened, partly in response to MTCC's access arguments.

Following MTCC's logic, it could be argued that the lost freeway now makes this goal difficult to implement. In addition, Mesa has not acted decisively or in a "timely manner" to attain this niche. Meanwhile, development elsewhere, particularly along the Superstition Freeway, makes it progressively harder to do so.

The MTCC Plan was comprehensive, outlining other important goals and means for accomplishing them. Among these are:

- Downtown as a regional government center;
- Creation of a formal cultural/museum district;
- Development of regional specialty retail centers;
- Regional entertainment center;
- Expanded Mesa Vo-Tech facility.

Progress has not been consistent, however, nor even consistently in the same direction. Various interest, including private, public and nonprofit organizations have contested many of the steps taken (or not taken) in recent years to revitalize the Downtown.

In effect, there has been no common vision for downtown. This lack of consensus is probably more responsible for the painfully slow change than any other factor. However professional, none of the Downtown plans were ever uniformly implemented in the coordinated manner called for. In this respect, the plans have not been failures. They simply have not been given much chance to perform.

To respond to this absence of consensus, the City and its appointed Downtown Vision Committee initiated a visioning process in 1992. Citizens were encouraged to help create a 20-year vision for the future. Over time, more than 1,000 people participated. The effort culminated in a "Vision Plan for Downtown Mesa," adopted via resolution by the City Council in early 1994.

The Vision Plan is for the most part merely a vision statement. It did not attempt to be a re-evaluation of economic conditions. Such information was the focus of other organizations and recent plans. Nor did it offer many details on how the vision would

be implemented. Authors understood that such details would be created in a subsequent phase, which culminated in this *Connections* report.

As noted in the first chapter, the Vision Plan serves as the foundation for this *Connections* implementation document. However, it has been important to consider Vision recommendations in an economic context. The City has appropriately insisted that implementation be economically rational. As a result, the implementation team has carefully reviewed socio-economic data and refined its own recommendations accordingly. In the process, certain data has been found to be important in decision-making. This data is the focus of the remainder of this section.

D. The Market Niche Controversy

Over the years, considerable attention has been given to what market roles Downtown Mesa should serve in the future. Generally, the plans discussed in the last section have been ambitious in this undertaking. However, they have not been consistent in their views and controversy remains about this fundamental point, "What business are we in?"

Table II-2 compares the range of views taken by past redevelopment plans. The information is laid out in a matrix which compares goods and services to market area. These two sets of criteria need some clarification to help make differences between the plans more clear and to outline the actual market framework within which downtown - or any other economic entity - operates.

In most economic modeling, an economic entity's market niches and share are evaluated in terms of purely private sector goods and services. Major categories of these are noted in the table. Note that retailing is subdivided into at least five sub-categories:

- Comparison goods (department store-type merchandise)
- Convenience goods
- Specialty goods (e.g., bridal gowns, basketballs or fur coats)
- Theme goods (e.g., nostalgia, tourist trinkets)
- Personal services (e.g., video rentals, hair salons)

Each of these segments has its own markets and market area. It is therefore not useful to talk in terms of downtown being a "retail center." Instead, it is necessary to be very specific about which kind(s) of retail is the focus. Most discussions in previous Downtown plans were fairly vague in this regard.

**Table II-2
Mesa Town Center
Target Markets Proposed in Past Redevelopment Plans**
(Plans Referred to by Their Date of Publication)
(SHADED AREAS ARE TARGETS IN CONNECTIONS PLAN)

GOODS & SERVICES	MARKET AREA				
	SUPER-REGIONAL	REGIONAL	COMMUNITY	NEIGHBORHOOD	STRIP
Comparison Retail		1978	1978		(Auto Sales) 1978
Convenience Retail					
Specialty Retail		ANTIQUES 1984 1987			
Office		REAL ESTATE 1984 1987	PROF SVCS MEDICAL 1978		
Single Family Residential			1986		
Multi-Family Residential			1978 1984 1987		
Entertainment/ Recreation				1984	
Culture		1987	1978 1984		
Civic		1987	1978 1984		
Education		1987	1978 1984		
Transit		1984	1984	1984	
Religious					

Furthermore, downtowns are not purely private sector or a mixed set of unrelated firms. They are really collective business organizations (whether they work cohesively or in conflict). They offer a broader mix of both private *and* public goods and services. The degree to which these complement each other determines a downtown's relative success in addressing target (or unconscious) markets.

Public sector goods and services can include recreation, culture (which may also be private), education, amenities and government. Ideally, these things are developed purposefully.

Market (trade) area is the second key element in evaluating business development. For all economic entities, including downtowns, there is a geographic context within which they operate. Consciously or by accident businesses establish themselves or compete at some level of this hierarchy, composed of:

- Super-regional (e.g., Arizona)
- Regional (e.g., East Valley)
- Community (e.g., Mesa)
- Neighborhood (e.g., Dobson Ranch, Downtown)
- Strip (an auto-oriented corridor, like Country Club)

Table II-2 illustrates that there is considerable variance in plans both in terms of goods and services and in market area. MTCC today continues to use its 1987 plan as the basis for recruitment and retention. As noted above, this strategy aims to make Town Center a regional level competitor in most goods and services categories. While this position may be justified, the *Connections* report and the Vision Plan take a different view.

This difference is focused on two factors. First, MTCC anticipated that Downtown would become a regional economic center, especially with the creation of a freeway along Mesa Drive. The freeway did not materialize. Eight years after the plan was developed, there is no indication that Downtown is any closer to being a regional center than it was then. In fact, in most economic respects it is still struggling to be a community level center.

Second, the MTCC plan and MTCC orientation ever since have focused on major projects to create revolutionary change in the town center. While such projects or events may occur, the *Connections* team is focused on evolutionary changes consistent with the Downtown Vision Plan.

Downtown revitalization is occurring all over the U.S. At the forefront of this phenomenon is the National Main Street Center and its 900+ affiliate downtown organizations. The vast majority of these downtowns have rebuilt their socio-economic central status on an incremental basis. While this orientation may be slower than the 'home-run' alternative, it is also more certain of results.

The *Connections* approach is clearly different from that of MTCC. However, the two are not mutually exclusive. *Connections* projects can support, even stimulate, the various activities of MTCC. For a detailed discussion of this variance and proposed economic positioning, refer to the rest of this section and to Chapter III, Economic Development Issues.

E. Market (Trade) Area

In the 1978 and 1984 plans, considerable effort went into defining the market area from which downtown drew its business. In the first plan, the primary effective trade area was estimated at approximately 75 square miles. By 1984, the figure was greatly reduced to something over 16 square miles, or an 80% reduction.

MTCC's 1987 Plan proposed that the number was even smaller by then, with the growth of regional competition, population sprawl and increasing congestion. However, all of these reports made reference to this measurement in general retail terms. There are problems with this approach.

The most important problem relates to the fundamental nature of retail. It is highly segmented. Estimates of trade area beg the question, "Which *kind* of retail?" For one kind, downtown may be (or may have been) a regional center. For another it may not even be a community center. Given the reality that Downtown has a mix of several, which has changed over time, it may not be useful to speak of market area at such a general level.

In addition, the reports do not appear to be making apple-to-apple comparisons. For example, in 1978, there was still some assumption that Downtown could be a comparison goods shopping center. Discussions of primary trade area in the plan was implicitly couched in this context. (Subsequent experience, in Mesa and nationwide, demonstrates that this scenario - a downtown becoming a comparison goods center - is *extremely* unlikely.)

The 1984 and 1987 plans were much more focused on specialty goods. They make important points about this segment, which had grown increasingly weak (until very recently) for decades. However, they also contemplate auto-retail, a robust segment, for which Downtown has a long-standing regional reputation. Again, general discussions of market area where these are lumped together cloud the actual status of unrelated retail segments.

Observations on market area by retail segment will be made in the Current Business Status section below.

F. Current Business Status

One of the key goals in business development is to create a complementary, competitive mix of firms aimed at a specific market(s) and then communicate the existence of that mix. Today, Mesa's business mix is confusing and Downtown's profile is ambiguous.

An overwhelming number of people interviewed during the *Connections* process said that other than antique stores and pawn shops they didn't know what was available Downtown. Further, very few people from the community appear to shop there.

Fortunately, this condition is improving. Competitive rents, MTCC's retention and recruitment efforts, Megacorp development and City support have combined to establish a new positive momentum. As demonstrated in Chart II-1, there has been a net increase of over 240 businesses in the downtown since 1985.¹

Today, inside the 36-block downtown, there are over 600 businesses and 300 commercial property owners. Major private sector categories and business numbers are listed in Table II-3.

**Table II-3
Mesa Town Center Business Totals
By Major Categories**

Retail	
Apparel	5
Office Suppliers	3
Home Furnishings/Appliances	19
Antiques	10
Photography/Music	7
Jewelry, Novelty, Pawn	13
General Merchandise	10
Services	18
Culture	13
Amus't/Recrea'n/Enter't	11
Dining	10
Fast Foods	14
Convenience	3
Spirits/Entertainment	4
Major Office Categories	
Medical/Health	38
Legal & Accounting	38
Insurance	16
Financial	24
Business Services	13
Real Estate/Development	47
Corporate Offices	10
General Offices	34
Transportation	
Sales/Leasing	20
Repairs/Service	18
Manufacturing	8
Wholesaling/Warehousing	8
Education	16
Communication	7
Public & Nonprofit	29
Religious	14
Civic & Social	15

Among the more remarkable figures in this table are the relatively small numbers of retail firms. If not for home furnishings, including appliances and antiques, the total would be extremely low for a downtown of this size. It is no wonder that consumers are hard pressed to define town center's offerings. There are too few businesses to have any real collective strength. More to the point, downtown does not yet have the number or density of specialty retailers to compete effectively even as a community-level center.

As mentioned, the important exception to this is antiques and other home furnishings. In these categories, downtown is clearly a regional center. What more could be done with this strength can be illustrated by the experience of Glendale, Arizona, just west of Phoenix. It has literally become revitalized almost entirely due to its growing concentration of antique retailers. Regional shoppers there are met with a wide variety of stores, supported by attractive, comfortable streetscapes and a substantial range of food service establishments. Downtown Glendale works as an economic entity. However, Mesa should be careful about copying it. Glendale's center is not aimed at its own population. And its niche is very narrow. Downtown Mesa has a much larger local population it can tap via other retailing. Its group of antique firms may best serve (and be served by) local development as part of a larger range of specialty firms in a compact central business district.

Other noteworthy listings include the high number of social, cultural and religious entities in the downtown. In particular, visitor counts and visitor origins demonstrate that town center is clearly a super-regional cultural center and a super-regional religious center (due to the presence of the Arizona Temple).

It is important to note that most cultural entities are specifically aimed at regional and super-regional markets. Few activities are oriented especially toward local residents. In this sense, town center may not yet be a community-level cultural center.

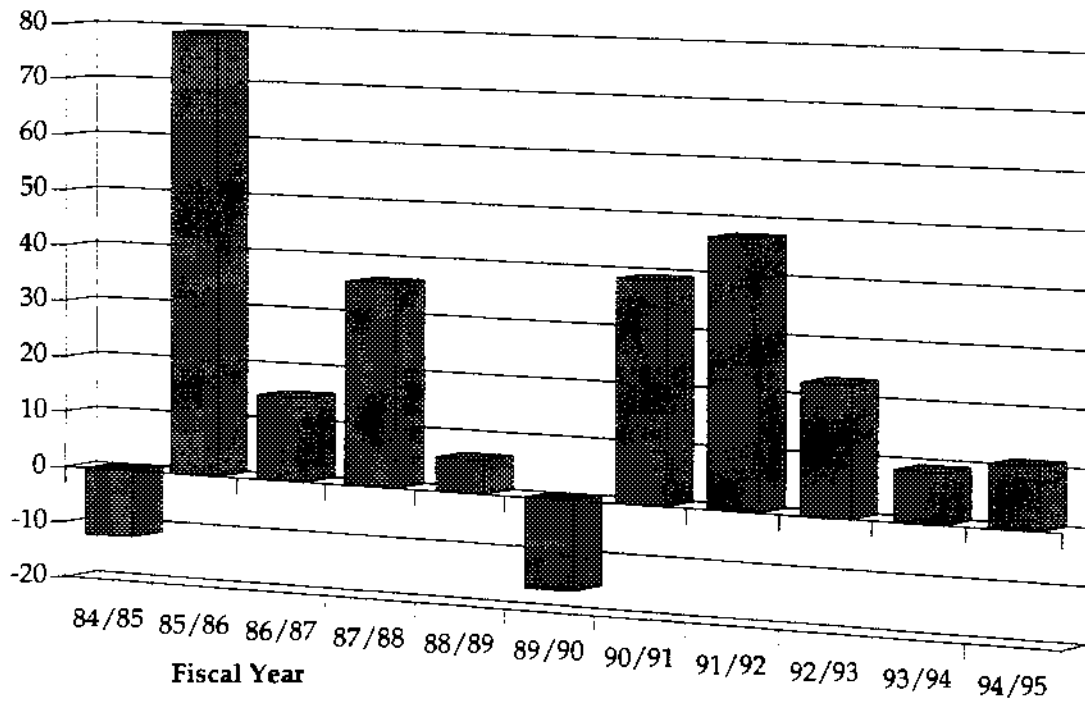
In many office categories, downtown has strong community-level credentials. Nearly 40 medical and health organizations are located here. There are also an impressive 91 legal, accounting, financial, insurance and business services offices in the district.

Downtown appears to be acting as a regional real estate and development center via its 47 offices (plus 24 financial organizations). This number is supported by a substantial group of ancillary service firms (e.g., printers, blueprints, office supplies, etc.). Together, and combined with developable office space, this set could be used to support recruitment of similar firms by MTCC or Megacorp.

In comparison to most business-type totals, market figures are much more impressive. It is absolutely clear that downtown in most business categories is not tapping available markets to any significant degree. Consider the following statistics:

- 335,000 Mesa residents.
- 1,000,000 plus visitors to the Arizona Temple annually.
- 250,000 plus visitors to Downtown museums annually, 50% of whom are from outside the area.
- 200,000 local hotel guests and conventioners annually.
- 190,000 Mesa and East Valley winter visitors annually, at least 60,000 of whom stay in Mesa.
- 7,500 employees working Downtown.
- 3,500 residents Downtown.
- 40% of all Mesa households include children.

Chart II-1
Mesa Town Center
Net Change in Operating Businesses, 1985-94



These are real, tangible markets. Categorized, readily accessible market segments include:

- Mesa families
- Snowbirds/seniors
- Tourists
- Downtown employees
- Downtown residents
- Youth

G. The Physical Environment's Impact on Economic Development

Downtown is by definition a collective business. Each firm adds to or detracts from the combined strength of the group. The built environment is similarly linked to the vitality of downtowns. Public amenities, signage, amusements, perceived safety and other less tangible environmental issues influence the success of the district.

In Mesa's town center, there is considerable room for improvement of the physical environment. Among related consumer complaints about downtown are:

- Downtown pedestrian areas are very uncomfortable.
- Pedestrian crossings are organized for the convenience of automobiles, not pedestrians (customers).
- Main Street is "boring," with little to amuse its visitors, or make them stay longer.
- Downtown offers few physical or streetscape attractions for winter visitors, families, youths or tourists, all of whom are prime markets.
- Heritage and historic preservation, the second strongest tourism draw in the U.S., are nearly invisible.

- Water and shade, the most desirable amenities in southern Arizona, are very hard to find.
- There are practically no places for people to gather, "see and be seen."
- Downtown appears to be unsafe during the evenings because sidewalks are poorly lit and colonnades offer places to hide.
- Regulations constraining the use of sidewalks by businesses keep sidewalks from feeling lively.
- Poor signage and design make it difficult to find one's way around downtown, whether in locating businesses, parking lots, museums or other destinations.
- Downtown lacks recognizable, attractive icons to give itself significant character.
- While parking is abundant near retail rear entries, these entries are often unattractive.
- Breezeways connecting alley parking lots to Main Street are lifeless.
- Many stores are invisible from the street because they are blocked by colonnades, their signs cannot be seen or both.
- High speed traffic on Main Street drives away customers rather than attracts them.

Most of these problems are straight-forward design challenges. But what is needed to properly address them is a design *system* which focuses on combining physical improvements into a complementary whole. This design system is described in Chapter 3-5 of *Connections*.

In addition, refinements to the regulatory environment are needed. Signage, density, historic preservation, use of sidewalks, and other issues which guide physical development are also addressed here.

Heritage and historic preservation are important tourism draws. (Please refer to the Sidebar below.) It also strengthens bonds between citizens and their community center. In Mesa, with a few notable exceptions heritage has largely been ignored or destroyed over the years. Nevertheless, as noted at the beginning of this chapter, many valuable historic resources are present in the downtown. With the property system and incentives, these resources could be highlighted as part of an overall program of economic revitalization.

Finally, circulation and access must be improved to complement the role of downtown as a central place. Currently, it is treated as a corridor or funnel through which traffic needs to pour as rapidly and efficiently as possible. This condition is fundamentally in the way of any realistic hope for attaining the vision of downtown as the heart and center of the community.

There are some people who will argue that more traffic means more business for downtown.

SIDEBAR:

The Economic Attractiveness of Heritage Tourism

As the third largest retail industry in the United States, travel and tourism contributed \$344 billion to the U.S. economy in 1991 and supplied \$43.6 billion in total taxes to federal, state and local coffers. Americans spent \$893 million a day on travel in 1990. In the past 10 years, travel receipts have doubled. A 1988 survey conducted by the National Tour Association of "travelers over 50" found that 52.3% favor trips to historical sites, and 62.6% traveling on group tours favor visits to America's heritage. Furthermore, a 1978 survey conducted by the State Historic Preservation Center of South Dakota revealed that tourists visiting historic sites stayed an average of one day longer than the general tourist.

Other demonstrations of the impact of heritage tourism on local economies include:

The Alamo in Texas attracts 2.2 million visitors annually.

59% of all visitors to Arizona each year tour historic sites.

52% of travelers over 50 favor trips to historic sites.

63% of group tours for 50+ age people focus on heritage.

More tourists go to Virginia - 91% - for its historic atmosphere than for any other reason.

With these statistics in mind, the National Trust for Historic Preservation reports that:

"Too often a community or region only addresses short-term tourism objectives without considering the long-term effect on resources, quality of life and infrastructure. Sustainable tourism is developed by understanding capacity to service visitors and then capturing the economic impact from outside markets while not endangering the very resources which attract visitors. Heritage tourism is the sensitive balance of short-term economic gain and longer-term well being, including preservation, protection and promotion of historic and cultural resources."

Decades of nationwide experience demonstrates that this perception is wrong. There are basically two types of traffic through downtown today. One, the majority, is on its way elsewhere. For such people the downtown is an obstacle. It is common for these drivers to move at 45 miles per hour through Town Center. This speed and the large volume of traffic have a major impact on the second type moving along Main: customers.

Customers intend to be pedestrians. As they gauge whether or not they want to shop in a district they consider such issues as those bulleted on the previous page.

Among these issues, traffic speed is a strong influence (in the context of pedestrian comfort and safety). Many potential shoppers decide against coming. Put more graphically, high-speed through traffic is a cancer on local, pedestrian-oriented businesses.

Another false impression is that there may be ways to slow down the traffic and keep the same volume of through-traffic. Commuting drivers are smart and focused on one main issue: *Minimizing driving time*. Whatever the City does to effectively slow traffic, a significant portion of the through-drivers will leave. The *Connections* Planning Team is absolutely clear that this is both true and desirable. Slower traffic and somewhat reduced volumes will encourage shoppers to return to downtown. Eventually, volumes will increase, dominated by people who come to downtown rather than passing through.

H. The Economic Stakes

Mesa's town center contains an extraordinary set of investments in property. The Maricopa County Assessors' Office estimates the full cash value of property in this district at \$194,660,000.¹ Over \$35 million, or nearly 20%, is property owned by the City and school district. In short, both the private and public sectors have major stakes in revitalizing downtown.

The City has other good reasons to see downtown improve economically. Among them are sales tax revenues, utility revenues, building permits, development tap-in fees and licenses, higher use of existing infrastructure and the City image (which is key to business recruitment). Something over 40% of downtown's 600 plus businesses are retailers. These firms generate nearly a quarter billion dollars in taxable sales each year. A full one percent is returned to the City. The degree to which retailing becomes more robust directly benefits the municipality. Public improvements in downtown, insofar as they contribute to the business environment, are therefore clearly an investment, *not a cost*.

For the year April '94 to March '95, (the most recent figures available) Downtown Mesa sales tax contributions to the City were \$2.4 million. This figure was up nearly 14% from the year prior. Table II-4 provides a comparison to other retail centers in the area. Both the downtown's total and its growth compare very favorably.

**Table II-4
Mesa 1994* Sales Tax Receipts
By Source**

<u>Location</u>	<u>Sales Tax Receipts</u>	<u>Growth (From 93)</u>
Town Center	\$2,400,000	14%
Tri-City Mall	359,000	0%
Fiesta Mall	2,510,000	5%
Superstition Mall	1,993,000	17%
City of Mesa	49,083,000	12%

* For the period April '94 to March '95

In addition to sales tax contributions, every downtown business and resident pays utility usage fees to the City. In effect, the more entities hooked up and the greater their usage of utilities, the greater the benefit to local government. Again, the City has a clear stake in seeing downtown businesses operating at peak performance. Vacancies and under-used buildings hurt City coffers.

To demonstrate the importance of sales tax and utility fees, a few numbers from the City's current budget will suffice. Total budget is \$354 million. Of this, \$156 million comes from utilities and \$198 million comes from sales tax revenue (and miscellaneous small contributions).

In mid-1995, there were 10 vacant retail properties along Downtown's Main Street. These properties, with a total of 44,879 square feet, were generating no City revenues and contributed nothing to local jobs.

Meanwhile, 12 office locations in the district, representing nearly 111,200 square feet, were also vacant. Another 220,000 square feet of land in nine parcels were sitting undeveloped. Over 61,000 square feet of land were owned by the City. And these figures do not include a large collection of residential lots being purchased by the City in the northeast and southeast quadrants for land banking to support future development.

Table II-5 provides several estimates of direct Downtown revenue contributions to the City. The top portion of this table indicates current contributions are about \$7.5 million per year. The remainder of the table estimates potential additional contributions if downtown properties were more fully developed and used. Under any of these scenarios, including current actual figures, contributions to the City far exceed recent City annual investments.

Using a conservative approach (where future development of vacant land was limited to 3 story structures), an additional \$2.0 million would go to the City annually. In current numbers, the revised total would be about \$9.5 million. Under a "most likely" scenario (where new construction averaged five stories), the incremental contribution would be \$3.1 million, for a total of over \$10.6 million.

These forecasts assume that the city will focus its recruitment on developers of multi-story buildings. The rationale is that Downtown is the logical place for higher density projects, while the entire East Valley is full of locations for 1-2 story construction.

In short, the City, private sector and citizens have a major stake in the success of downtown Mesa. A revitalized Downtown can provide many benefits to the community, including a very healthy return-on-investment.

**Table II-5
Estimated Revenues to City of Mesa
From Mesa Town Center**

Key Figures	Percent by Use	Sft	Utility Rev/ Sft/Year	Annual Utility Rev	Est'd Sales/ Sft/Year	Local Sales Tax
Total Commercial Space -1978		1,270,900				
Additional-1981-86, Estimated		714,450				
Additional-1987-95, Estimated		500,000				
Total Commercial Space		2,485,350				
Retail	20%	500,000	\$1.75	\$875,000		\$1,231,079
Office	67%	1,660,497	\$2.50	\$4,151,241		
Warehouse/Other	12%	300,000	\$0.53	\$157,500		
Under-utilized	1%	24,854	\$0.53	\$13,048		
				\$5,196,789		\$1,231,079
Auto-Related Sales Tax				\$1,082,678		
TOTAL CURRENT ANNUAL REVENUE TO CITY				\$7,510,546		

(Note: \$246 sales/sft includes highly unusual retailers)

**Estimation of Potential Additional Revenues From Town Center
Assuming Town Center Is Fully Developed**

A. Assumptions/Facts

Developable Land, Sft (Actual)	218456 (Land on the Market)
Development Assumptions:	
Estimated Footprint	100%
Building Height A, In Stories	3 Basis for 'B,' Conservative Estimate
Building Height B, In Stories	5 Basis for 'C,' Best Estimate
Retail Annual Sales per Sft	\$175 Actual 1994 Sales Divided by 703,956 Retail Sft Estimate

B. Conservative Estimate of Potential Additional City Revenues

Key Figures	Percent by Use	Sft	Utility Rev/ Sft/Year	Annual Utility Rev	Est'd Sales/ Sft/Year	Local Sales Tax
Total Additional Potential Space If Town Center Fully Developed		655,368				
Scenario A: 3 Story Build-out						
Additional New Retail-1st Floor	33%	218,456	\$1.75	\$382,298	\$150	\$327,684
Additional New Office	67%	436,912	\$2.50	\$1,092,279		
Existing Vacant Retail Occupied		44,879	\$1.75	\$78,538	\$150	\$67,319
Under-utilized Fully Utilized		24,854	\$1.23	\$30,446	\$150	\$37,280
				\$1,583,560		\$432,282
CONSERVATIVE TOTAL ADDED ANNUAL REVENUE TO CITY				\$2,015,843		

C. Best Estimate of Potential Additional City Revenues

Key Figures	Percent by Use	Sft	Utility Rev/ Sft/Year	Annual Utility Rev	Est'd Sales/ Sft/Year	Local Sales Tax
Total Additional Potential Space If Town Center Fully Developed		1,092,280				
Scenario B: 5 Story Build-out						
Additional New Retail-1st Floor	20%	218,456	\$1.75	\$382,298	\$150	\$327,684
Additional New Office	80%	873,824	\$2.50	\$2,184,560		
Existing Vacant Retail Occupied		44,879	\$1.75	\$78,538	\$150	\$67,319
Under-utilized Fully Utilized		24,854	\$1.23	\$30,446	\$150	\$37,280
				\$2,675,842		\$432,283
BEST ESTIMATE TOTAL ADDED ANNUAL REVENUE TO CITY				\$3,108,125		

Local Design/Streetscape/Landscape

The original Mesa townsite plat sets a distinguishable pattern on the land. The plat was a Mormon town prototype which allocated space for all the functions felt necessary at that time to establish a pioneer community in the West. Carved from a square mile, sites for parks, residences, commercial activity and civic space were designated, based on a layout of streets in a grid of 660 foot blocks. Sidewalks were set well away from the edge of the street, allowing for a planting strip, usually of trees, to separate roadway activity from people.

This layout has the distinct benefit of being imminently walkable. From the center of the square mile at Center Street and Main Street, it is just a half mile distant to the outer perimeter. Longer distances are easily

covered by bicycle. This means that walking from a residence in the northeast quadrant to the current City offices is a 10 to 15 minute walk depending on the route.

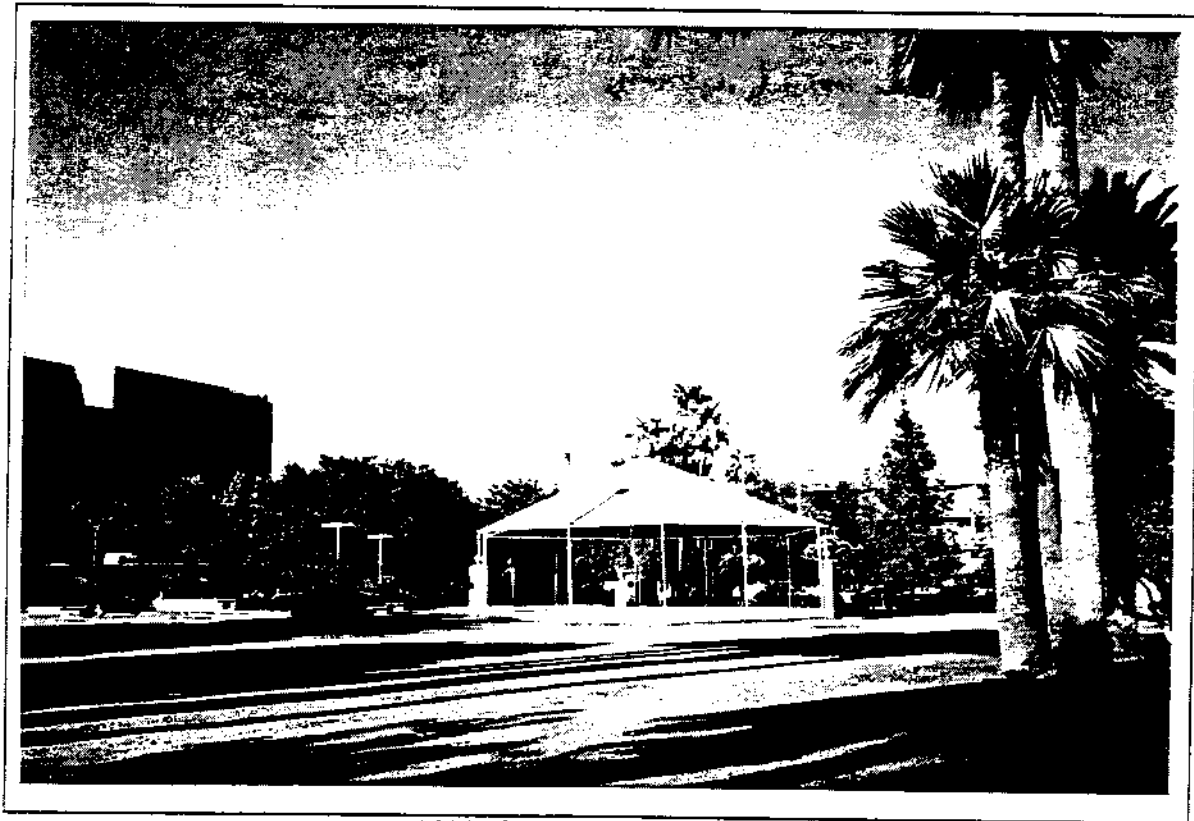
The native landscape has been removed and replaced with grass and shade trees, including orange trees which were grown in groves in the agricultural fields surrounding the town. Wide medians of 20 to 30 feet are still present in the older, more cohesive neighborhoods of the Townsite. These lush plantings were supported by, and still are to a large degree, a flood irrigation system, the same used in agricultural fields. The water is delivered via a main canal diverted from the Salt River, and through smaller diversion canals, water arrives every 2 weeks in the spring and summer months and every 3 in the fall and early winter.

This historic landscape pattern along the edges of the street creates a landscape all its own, which is referred to as "streetscape". This concept refers to the environment of landscape and sidewalk space allocated to the pedestrian along the edge of the street. The current streetscape still has a separated sidewalk along much of the street system. This pattern is lost as one travels closer to the center of the Townsite where parking and access to public and commercial buildings has largely appropriated the planting strip.

Originally, public squares were identified at Center & Second Street and Center & Second Avenue. This intent was replaced by cultural facilities in the one case, and educational and commercial interests in the latter. The public open space which exists

today is located adjacent to newly developed areas such as the Convention Center, or as space between civic, cultural, and commercial buildings.

The landscape and streetscape which exists today in the Townsite is most cohesive in the neighborhoods. Mature trees grow next to residences and to a certain degree along the planting strips. In places, however, the sidewalk is there, but often the strip between curb and sidewalk is bare of any vegetation. Within the commercial and civic core of the Townsite, shade is often strictly an architectural feature, such as the colonnade along Main Street attached to the continuous row of shops, or a building overhang. Any cohesive, meaningful shade from trees or other means is distinctly lacking or inconsistent.



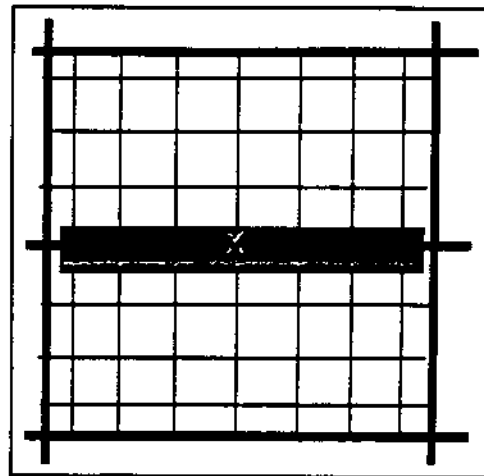
A Major Open Space Asset In Downtown

Traffic And Traffic Calming

A. Introduction

In the 1880s Mormon settlers moved up onto the mesa to create a new City of Zion. Following the Joseph Smith plan, they laid out a grid of 132 foot wide streets and 660 foot square blocks, within a square mile. Until recently, the heart of Mesa has been along Main Street.

The mid-point of the intersection of Main Street and Center Street is the place from which all measurements in Mesa are taken. The block between Robson and Macdonald is the original commercial center and was once the most important in the East Valley. Judging from old photographs, Main Street has always been busy with traffic, though not very pedestrian friendly.



"X" marks the intersection of Main and Center

As with many town centers in the United States, Main Street in Downtown Mesa no longer feels like the center of the city. With its row of stores, auto sales and repair shops lining the street, little distinguishes it from other parts of the old state highway connecting Phoenix with Apache Junction. Yet this has not been the intention of City Council.

A study of public works carried out by the City of Mesa in the downtown shows that the Council has been in the vanguard of trying improvements while seeking to balance vehicular and pedestrian needs: Street beautification with planters and special lighting was carried out in 1967. A parking management plan was created in 1985. Traffic calming with paved pedestrian crosswalks was carried out in 1986 and in 1984 colonnades were erected in front of Main Street stores to provide pedestrian shade.

Joseph Smith's plan required wide streets - wide enough, it is said, to turn an ox cart and a team of oxen. Wide streets can be very handsome, when fringed by appropriate architecture and/or trees. But they can also appear as a desert for the pedestrian and an encouragement for motorists to speed. It is all a matter of scale.

Motorists treat Main Street in Downtown Mesa as just one of the many east-west arterials. Most vehicles speed through in excess of the posted 30 mph speed limit. As with so many of the arterials in the Valley, pedestrians, bus riders and bicyclists are treated as second class citizens, provided with for the most part, a bleak unshaded environment.

For pedestrians Main Street is a barrier. Nowhere is this more apparent than at traffic signals, where pedestrians are forced to wait for what seems an interminable time before being given no more than 20 seconds to cross

100 feet of street. A consequence is that instead of appearing as the commercial heart of downtown, Main Street looks more like two strip malls split by a major highway.

B. Traffic Calming

The *Connections* Planning Team was asked to analyze the physical approaches to achieve the calming of traffic to create a more human scale environment along Main Street between Country Club and Mesa Drive. They sought experience of traffic calming from US sources, but there is little published material. Consequently they turned to Europe where a variety of methods of traffic calming have been developed and practised over the last twenty years.

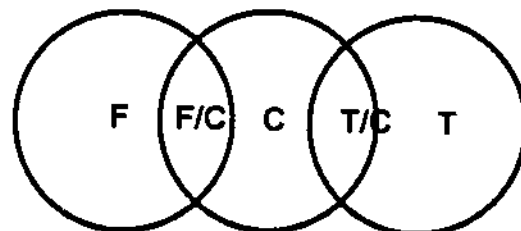
C. Definitions Of Traffic Calming

Three specific sources of reference were consulted to highlight the issue:

- Olof Gunnarsson (a Swedish professor) writing in the Institute of Traffic Engineers publication "The Traffic Safety Toolbox" (1993) states that:

"Traffic calming involves measures to accommodate car traffic to local safety and environmental conditions through reduction of traffic volumes and speed, and through rules under which unprotected road users can share the same space as motor vehicles."

He defined a hierarchy of space relative to traffic calming ranging from F = Free Foot Space to T = Motor Transport Space:



Following this approach Main Street in Mesa is what Gunnarsson defines as Integrated Calming Space (T/C) *"where through traffic and local traffic are mixed and accommodated to the conditions of the calming space. Physical arrangements are made to improve safety for pedestrians and bicyclists and to reduce speed (maximum 30 mph) and the number of accesses."*

2. Carmen Hass-Klau, (a German consultant in a paper entitled "The Theory and Practice of Traffic Calming" (Transport and Society Research Paper 10, 1990) stresses that traffic calming has three main objectives:
 - To reduce the severity and number of accidents.
 - To reduce air and noise pollution.
 - To improve the street environment for non auto-users and to reduce the dominance of auto's according to the type of street.
3. Recently the British County Surveyors reported on research which has been carried out investigating the practical value of different traffic calming techniques (County Surveyors 1994). They found 18 approaches, which had been used separately and in combination. The *Connections* Planning Team decided that 11 might be valid in the USA and analyzed Downtown Mesa accordingly.

D. Traffic Calming Techniques

Reduce Speed Limit. Hass-Klau points out that excess speed is literally a killer. A pedestrian hit by a car traveling at 45 mph has an 83% chance of being killed; at 30 mph, the chance is still 37%, but at 19 mph the chance of fatal injury is only 5%.

Gunnarsson recommends a speed limit of 19 mph where a street is restricted to serve only local traffic in a residential area or city center with low traffic volume and without through traffic. Where through traffic and local traffic are mixed, Gunnarsson recommends a speed limit of 30 mph. The problem is to get drivers to obey the speed limit.

Chicanes, or obstacles in the street which deliberately force drivers to meander. These can be successful in residential areas, but are regarded as unsuccessful on major streets.

Safe Crosses. Pedestrian crossing signals where traffic is forced to stop. These are successful where there is a great deal of traffic, and/or when the response time for pedestrians is quick and the traffic only has to stop for a short time (e.g. British "pelican" crossing).

Roundabouts. Coming into favor in East Coast States, as the cheapest and most effective way of reducing accidents at intersections, these are considered valuable not only to pedestrians but also to vehicles and cyclists. Effective for volumes up to:

- 15,000 with one lane
- 28,000 with two lanes
- 35,000 with three lanes

Speed Humps. The most common and crudest means of slowing traffic. Possibly the most irritating to drivers.

Diagonal Parking. A way of combining a large amount of parking while forcing vehicles to travel slowly for fear of accidents. Difficult to use in streets carrying much through traffic as it effectively removes the parking access lane.

Visual Perception Clues. Use of various visual "signs" to change the scale of road space (i.e. make road seem narrower by building close to street, planting trees close together, creating a lower "ceiling" with street lighting and/or tree canopy.

Surface Treatments. Abrupt change of surface can provide a "signal." Does not seem to work unless linked to some form of obstacle like a hump.

Speed Cushions. A sophisticated version of the speed hump which allows wide span vehicles, such as buses and trucks, to have a level ride, but interrupts cars.

Lane Closures. The aim is to reduce traffic, but can only be successful if traffic can be rerouted.

Reduce Lane Widths. Regarded by the British County Surveyors as the best value for money, in that narrower lanes provide an effective visual clue which slows traffic, but does not stop it or even reduce capacity.

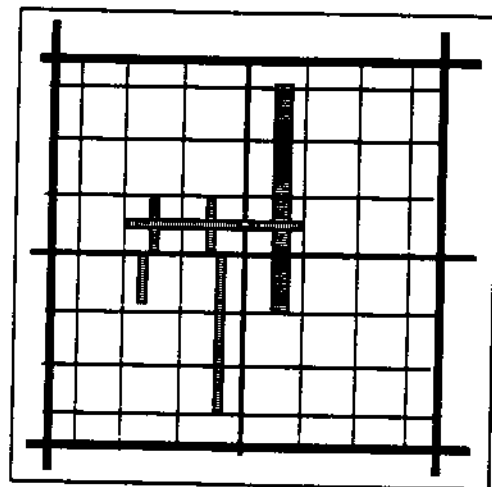
E. Existing Circulation

Because the square mile of Downtown Mesa is flat and for much of the year has a pleasant ambient temperature, it is ideal for a variety of transportation modes. But, like most cities in the Valley of the Sun, Mesa is dominated by provisions for the automobile and provisions for alternative transportation modes is poor.

F. Existing Pedestrian Conditions

Insofar as there are concrete sidewalks along most of the streets in the square mile, pedestrians are catered to. But few of the routes are conducive to walking. There is rarely shade, nowhere to sit, and no places to get a drink of water. Between First Street and First Avenue, there are a number of connections along alleys and breezeways, especially between parking lots and Main Street, but most are bleak.

Not only the arterials, but also the wide back streets act as obstacles to pedestrian movement. This is exacerbated by traffic signals which (if obeyed) require pedestrians to wait for long periods even when no traffic is approaching.



Pedestrian Connections

G. Existing Traffic Conditions

Traffic Parameters Downtown

Downtown Mesa is located within a square mile formed by four major arterials on the mile grid:

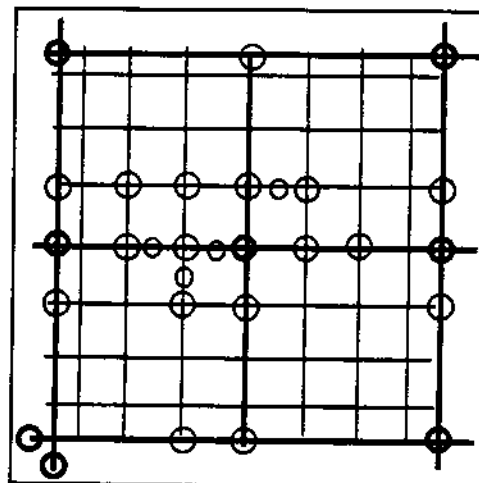
- University Drive
- Broadway Road
- Country Club Drive
- Mesa Drive

Main Street bisects the downtown in an east-west direction. It is also an arterial roadway. Between Country Club Drive and Mesa Drive, Main Street is 100 feet wide with three lanes in each direction. It has a landscaped median and parallel parking on both sides. This section of Main Street carries approximately 37,000 vehicles per day (vpd). Both west of Country Club and east of Mesa Drive, Main Street reduces to two lanes in each direction. These sections of Main Street carry 38,000 and 41,000 vpd respectively. Collector roadways within the downtown include Center Street, First Street and First Avenue.

Traffic Signals

There are a number of signalized intersections and signalized pedestrian crossings in this area. The City Traffic and Streets Division operates Main Street, between Robson and Hibbert, on a 60 second cycle length during the day (8:00 AM to 6:30 PM, Monday to Saturday). This results in a traffic progression speed of approximately 20 miles per hour (mph). The remainder of the time, the signals operate on a 94 second cycle with a 35 mph progression speed. This is consistent with the operation of most of the remaining signals within the City, including the surrounding major intersections.

The posted speed limit on Main Street between Country Club and Mesa Drive is 30 mph, while the adjoining sections of Main Street are posted at 35 mph.



Existing Traffic Signals

The shorter signal cycle length was implemented within the downtown in an attempt to reduce vehicle speeds. However, visual observation suggests that speeds along Main Street do not vary significantly whether inside or outside downtown. They tend to be above the posted speed limit. It was observed that in the six lane section drivers often accelerate away from traffic signals and also weave from lane to lane.

Level Of Service

The movement of vehicular traffic in and around downtown is controlled by the operation of the major signalized intersections which define the perimeter of downtown:

- Main/Country Club
- University/Country club
- University/Mesa Drive
- Main/ Mesa Drive
- Broadway/Mesa Drive

Using data from the City of Mesa 1995 Traffic Volume Map (published by City of Mesa Traffic and Streets, which is based on traffic counts carried out in 1993 and 1994, an analysis was performed for the existing PM peak hour flows to evaluate the current level of service (LOS) at these intersections. LOS is expressed in terms of letter designations A - F with A being very good operations and F being very poor. The LOS is based on a calculated average delay expressed in terms of seconds of stopped time delay per vehicle (sec/veh).

The LOS criteria are:

Delay (sec / veh)	LOS
0 - 5.0	A
5.1 - 15.0	B
15.1 - 25.0	C
25.1 - 40.0	D
40.1 - 60.0	E
60.1 +	F

Level of Service D is generally considered acceptable under urban/suburban conditions.

The results of the analysis are:

	Delay	LOS
Main / Country Club	30.7	D
University / Country Club	26.5	D
University / Mesa Dr.	21.5	C
Main / Mesa Dr.	25.9	D
Broadway / Mesa Dr.	29.5	D

All the intersections operate well within the LOS D range or better.

Accidents

One important goal of traffic calming is to reduce accidents. While the team did not carry out a comprehensive study of accidents along Main Street, they did examine the 1990 Signalized Intersection Accident Analysis (City of Mesa Traffic and Streets 1991) and the 1993 record of accidents produced by Traffic Studies Branch of the Arizona Department of Transport (ADOT). As a result certain traffic safety related issues were brought to attention.

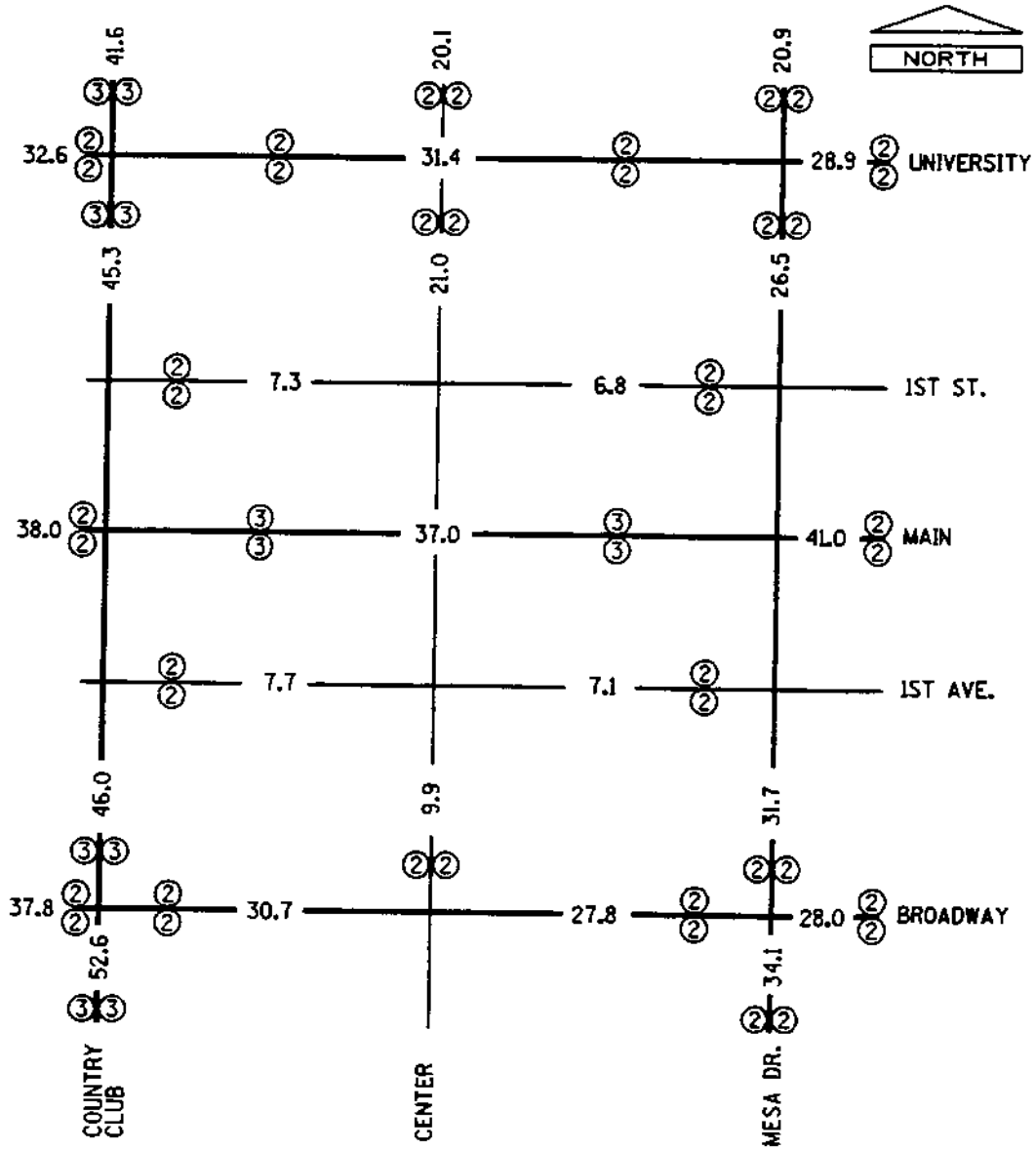
In 1990 the intersection of Main Street and Mesa Drive recorded the highest accident rate of all intersections in the City of Mesa. Based on a recent newspaper article, this intersection is again one of the top ten accident black spots in the City during the first half of 1995 (Mesa Tribune, July 4, 1995).

In examining the intersection, it was noted that there is little which distinguishes it from most others in the City except for an eastbound "lane drop" which exists in part because of the change eastbound from three to two lanes.

While the type of accidents occurring were not analyzed, lane drop could be partly responsible for the high accident rate. However, it should be noted that the same condition exists at the intersection of Main Street and Country Club. This intersection had the 35th highest rate in 1990.

In examining the 1993 accident records the *Connections* Planning Team did notice that there were twice as many accidents on the six lane section of Main Street compared to the adjacent four lane sections. It has been suggested that this is caused by the large number of traffic signals between Country Club and Mesa Drive. The team recommends that the nature and severity of the accidents deserves detailed examination.

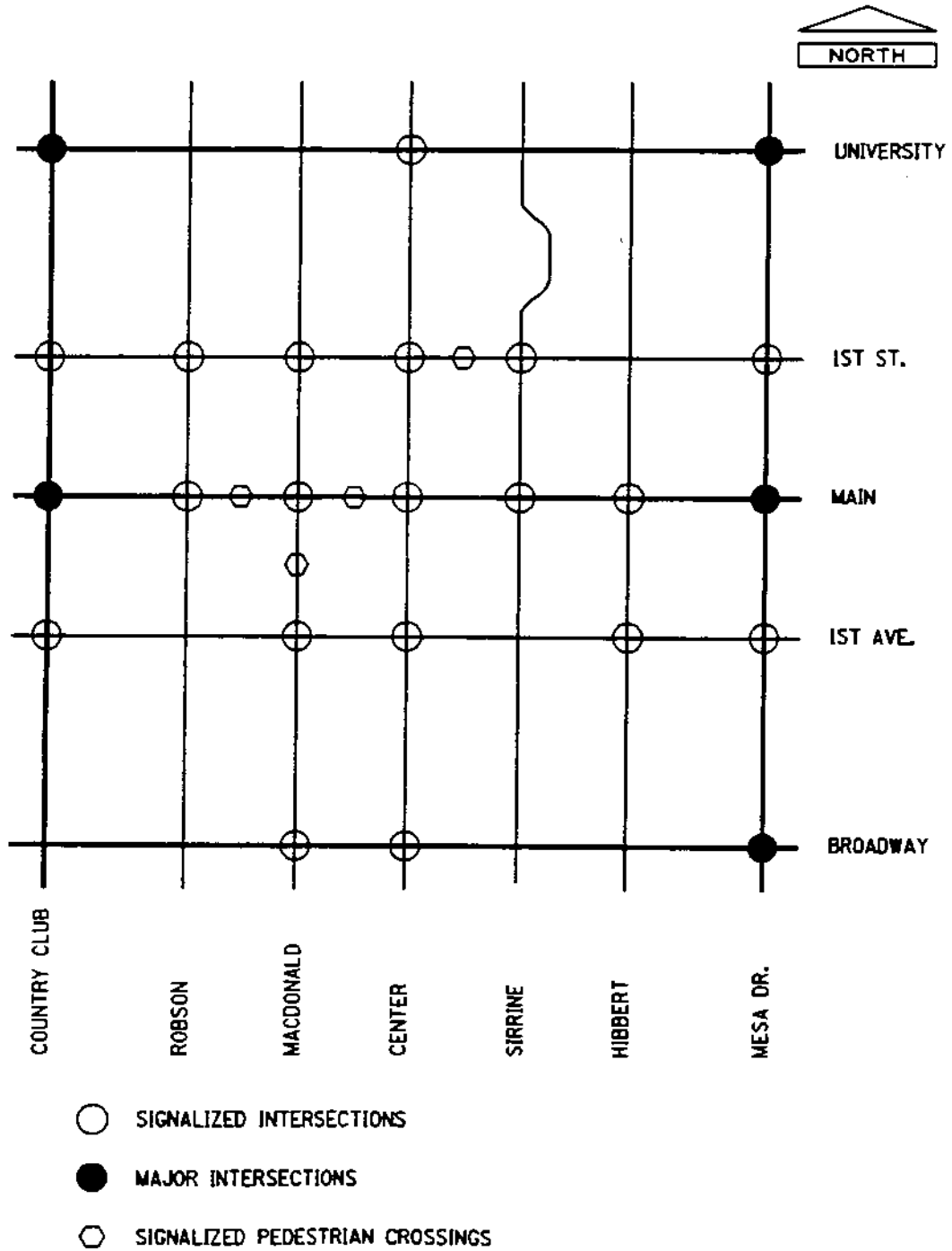
Existing Average Daily Traffic



(2) = NO. OF LANES BY DIRECTION
 VOLUME IN THOUSANDS PER 24 HR PERIOD

SOURCE : 1995 TRAFFIC VOLUME MAP
 CITY OF MESA TRAFFIC & STREETS

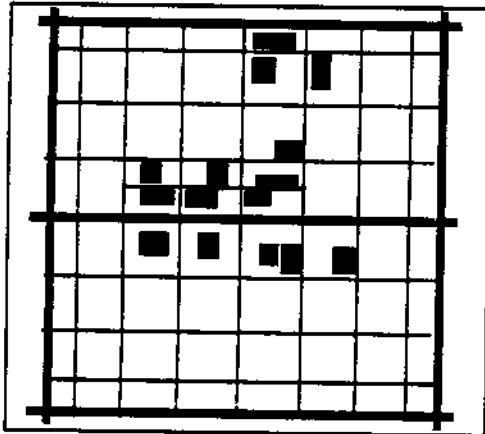
Existing Traffic Signals



H. Existing Parking Conditions

According to the City's Parking Management Program, there are over 13,000 public and private parking spaces in the downtown. Of these, Mesa Town Center Corporation (under contract with the city) manages about 4,000 off-street and 1,300 on-street public parking places. We were not able to carry out a survey of use, but a visual survey of surface parking lots suggests that there is no shortage, and rather an abundance.

At present most public parking, both on-street and off-street, is limited to two hours.



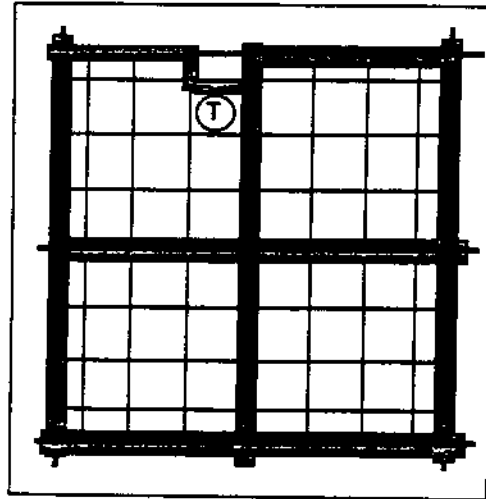
Parking Facilities

I. Existing Transit Conditions

The square mile is served by four local routes and two regional routes.

The local routes link downtown to Superstition Springs Mall and Tri-City Mall. The regional routes link Downtown Mesa to Fiesta Mall and Chandler, and to Downtown Tempe and Phoenix.

Currently the Mesa Senior Center serves as a transit center for the four local routes.

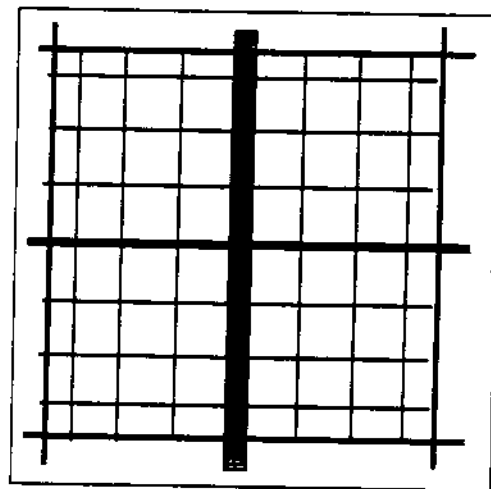


Transit Center Location

J. Existing Bicycle Conditions

There are no striped bicycle lanes within the square mile of Downtown Mesa, but Center from University to Broadway is designated as a bicycle route.

The nearest designated east west routes are on Eighth Street and Eighth Avenue, and the nearest north-south routes are on Extension and Horne.



Town Center's Only Designated Bicycle Route

Land Use/Development Regulations

A. Introduction

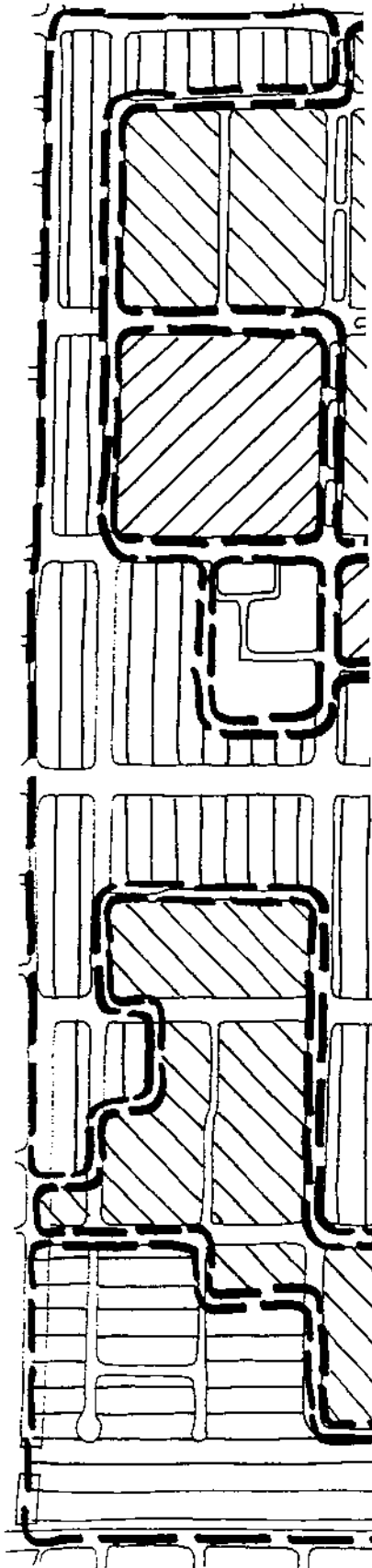
This section presents the background analysis of the City's land use and development policies/standards with regard to the promotion and preservation of the Town Center Core District (TCC) as an area with a strong pedestrian orientation. The goal of maintaining and enhancing the TCC District's pedestrian friendly atmosphere encompasses a wide range of planning and design implications — from providing pedestrian amenities (e.g. shade, seating and lighting) to regulating the types of land uses permitted to locate in the district, and to regulating how projects get built in order to ensure the best possible orientation of buildings for pedestrian convenience and continuity of the pedestrian character of the street.

This analysis looks at the effects of current zoning regulations (land use and development standards) on the creation of a viable and vibrant pedestrian precinct.




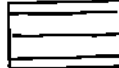
B. Land Use

Pedestrian oriented commercial districts should be primarily retail at the ground level and may have office and residential uses above. The provision of continuous retail uses along the sidewalk's edge is one of the most important features of a successful pedestrian oriented shopping district. While the provision of some service type uses (e.g. beauty shop, shoe repair, travel agent) and financial/professional uses (e.g. bank, insurance agent, doctor) are acceptable, the proliferation of these non-retail uses should be discouraged in order to establish and maintain a predominantly retail pedestrian shopping character for the street.

Generalized Land Use Distribution

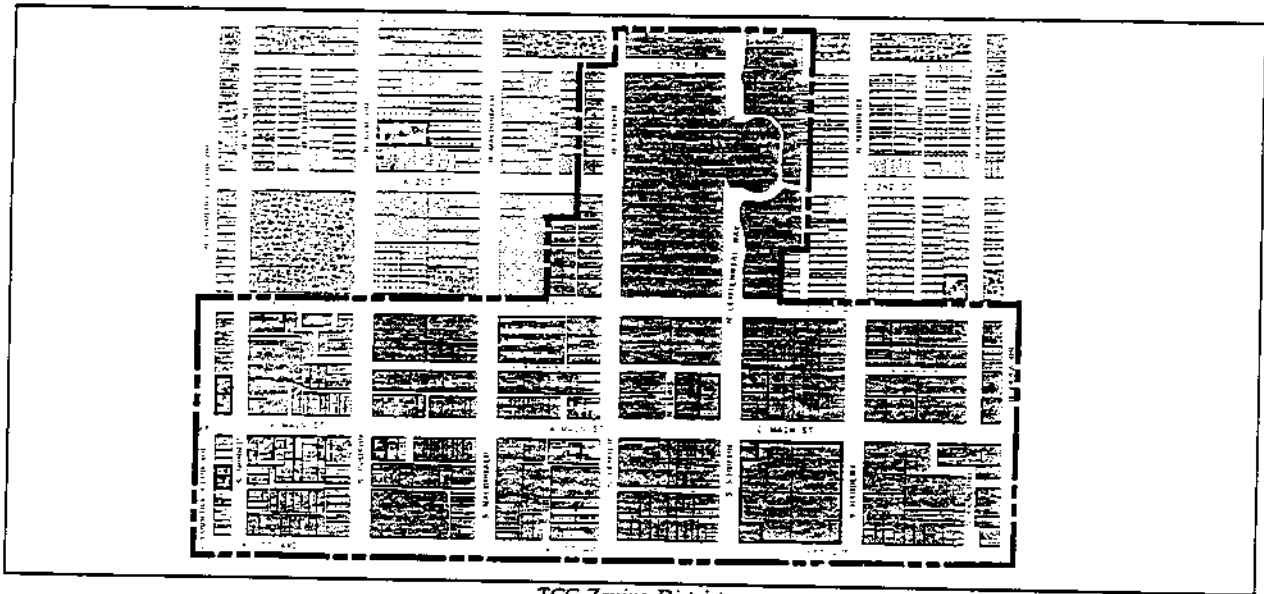


LEGEND

-  Neighborhood
-  Cultural/Civic
-  Retail
-  Industrial

Connections

Restoring Town Center's Place



TCC Zoning District

C. Analysis Of Existing Regulations For Main Street

1. Current permitted uses are typical of most "downtown" areas.
2. Drive-thru facilities require special Council Use Permit and are not allowed access from Main Street - Good!
3. The current Zoning Ordinance has Special Use Permits or Council Use Permit Uses that do not help promote a pedestrian shopping environment. They include:
 - medical offices
 - freestanding parking garages
 - trade schools
 - places of worship
 - free-standing developments with individual on-site parking
 - mortuaries
 - car washes
 - car rental agencies
 - vehicle sales lots
 - social service facilities

4. The current Zoning Ordinance has a fairly complete list of prohibited uses for the TCC District.

Discussion:

1. In general, current land use regulations protect the TCC District from incompatible uses. However, some uses (e.g. trade schools, freestanding parking garages, etc.) are not compatible with the more pedestrian environment desired for Main Street. These uses may be more desirable on the other surrounding streets or on Main Street east of Sistine.
2. Some "permitted" uses (e.g. commercial freestanding parking garages, fraternal organizations, trade schools, places of worship, etc.) should be subject to a Council Use Permit. Special requirements/guidelines should be developed to ensure a pedestrian friendly design of such uses.
3. The number and/or size of non-retail businesses should be limited. A Use Permit could be utilized for this purpose.

Recommendation:

1. Consider developing special subdistricts for the TCC Zoning District to more precisely control the types of uses that are allowed to locate there, especially those fronting Main Street.
2. Develop specific development regulations and/or design guidelines for uses that are potentially incompatible with the desired Main Street pedestrian environment (e.g. freestanding parking garages, banks, offices).

D. Development Regulations

At present, development regulations for density, lot area, and yard (setback) requirements are pretty much left up to the discretion of the Downtown Vision Committee and City Council. The Zoning Ordinance states:

Minimum lot area and yard setbacks will vary according to the type of development, the proposed use, and the size, scope and density of the project. The MEGACORP Director may determine that certain projects shall be reviewed by the Downtown Vision Committee and City Council who shall determine the specific density, area, building, and yard regulations for such projects.

Discussion:

1. The lack of specific development standards creates a significant amount of uncertainty in the development process. In an existing built environment like Downtown Mesa, much of the uncertainty is eliminated by virtue of the fact that the surrounding buildings dictate the appropriate setbacks, height, density, etc. Lack of standards does create "flexibility" for the City's design review process, but too much flexibility

increases the amount of uncertainty experienced by private developers and land owners. The uncertainty created by this discretionary posture of the development regulations needs to be rectified.

2. The lack of specific standards, coupled with the fact that different staff members and different City or Committee members will review projects over time, diminishes continuity of the review process and increases developer's anxiety about their development proposals. The availability of at least minimal standards or design policies/guidelines would help ensure continuity in the design review process and that all projects would have to meet the same minimal requirements.
3. The small restaurant on the northwest corner of Main and Center (Blimpy's?) is an excellent example of an inappropriately sited building because of its setback from the Main Street sidewalk.

Recommendation:

1. Establish minimum setback and site development standards.

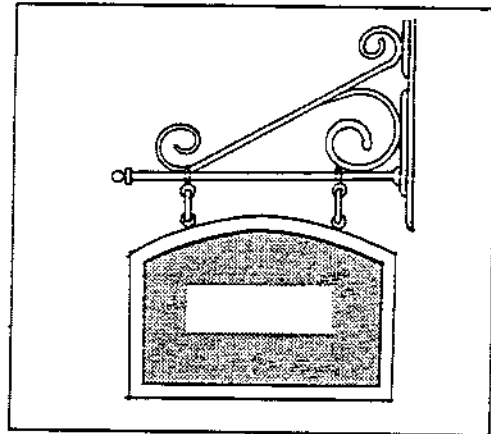
E. Signs

Commercial signs are important purveyors of information and help establish a businesses' location. However, too many signs that are overly large can detract from an area by adding confusion and clutter to a point where all businesses eventually lose.

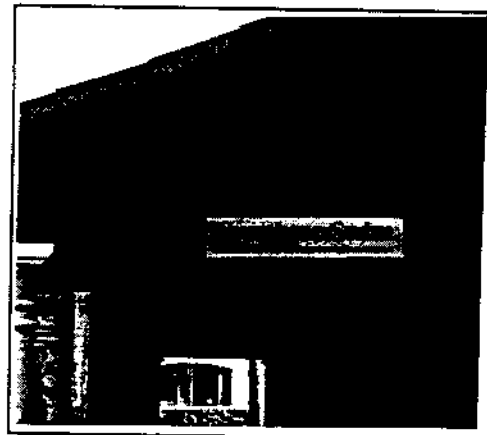
The size, number, height, location, type and construction of signs in Downtown are regulated by the Sign Ordinance. Sign design is regulated by the Town Center Compatibility Design Standards for signs placed on colonnades. There are no other design restrictions.

Discussion:

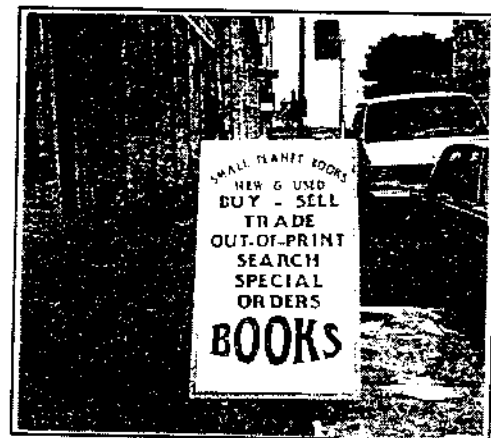
1. Size and number of attached signs allowed in the ICC District is reasonable. Signs oriented to the pedestrian, not the automobile, should be the most important consideration. This does not require large wall mounted, roof top, or freestanding (detached) signs.
2. The "comprehensive sign program" for buildings exceeding 2 stories is a good idea and should be retained.
3. Detached signs appear to be allowed in the ICC District. This does not seem to be warranted in the Colonnade District, with sidewalks adjacent to retail shops. Perhaps detached signs are warranted east of Sistine.
4. Sign design standards for arcade-mounted signs allow very long signs (50% of building front width).
5. Sign design criteria provided in the Town Center Compatibility Design Standards is minimal. These guidelines need to be expanded to cover general design, materials, lettering style, location, etc. While these "controls" have been rejected in the past, it is felt that they are necessary.
6. Projecting signs and A-frame (sandwich board) signs are currently prohibited by ordinance. These signs are quite valuable to merchants in a pedestrian shopping district. Perhaps allow these signs in the Colonnade area. The City will need to recommend a body to "control" the use of these signs. Perhaps the Downtown Vision Committee would be appropriate. The City Planning/Zoning Department should be in charge of controlling design.



This Type Of Sign Is Currently Prohibited



Good Example Of Under Canopy Signs



A-Frame Signs Are Common In Downtowns

Architecture

Mesa's diverse architecture is one of its greatest assets. Within the Downtown can be found a complete range of building types, from historic structures dating to the 1880s, to modern high rises built within the last decade. The Downtown incorporates residential, commercial, public and civic architecture from nearly all periods in the City's history.

Architectural style, that ever-evolving combination of aesthetic preference and building technology, is in many respects, the most character-defining aspect of any community. The diversity of style not only provides visual stimulation in a cityscape, but also enlivens the character, quality, history and soul of a place. Buildings are the most dominant and tangible link between our past and our future. Architecture from any period in a city's history, even the most recent, can become the "ambassadors" of a community's

heritage. The historic structures illustrate what it is that makes a place unique from any other. It is that diversity of style combined with the symbolic meaning of the built environment, that makes Mesa's architecture one of its greatest assets.

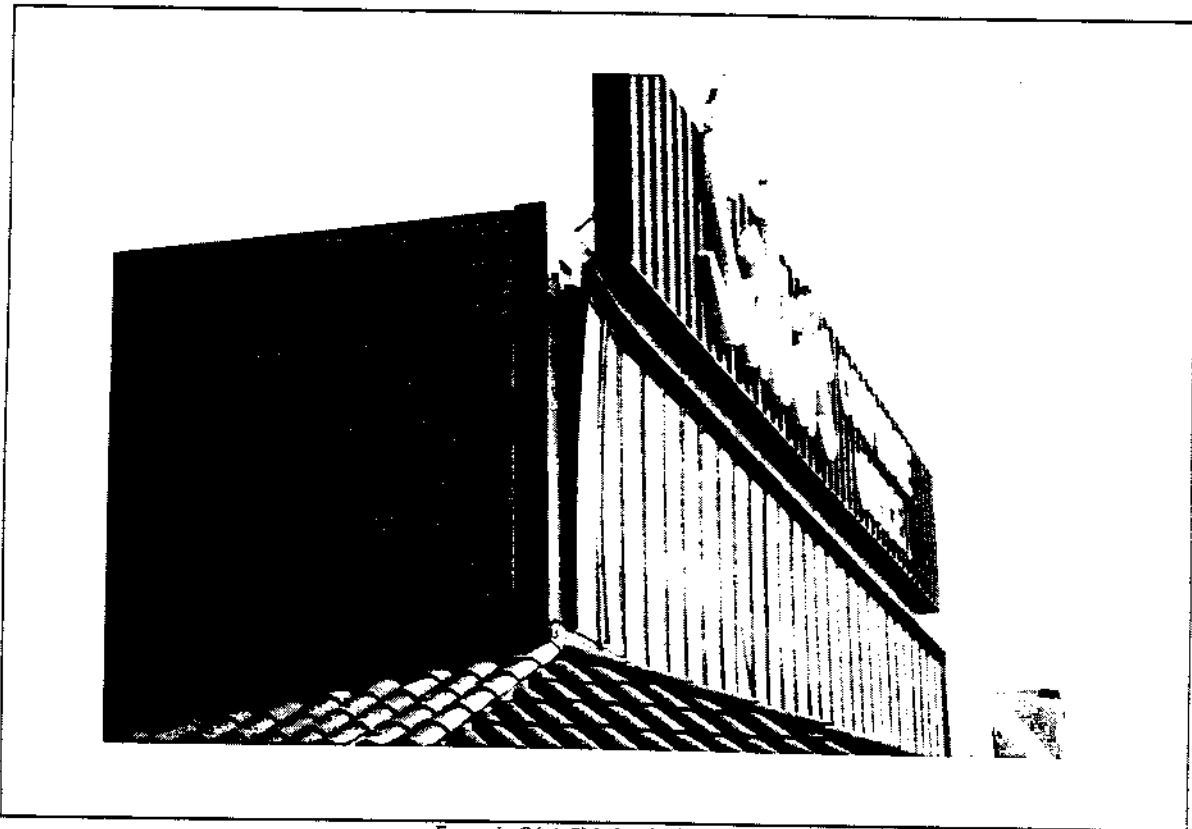
In 1993, a survey of historic buildings was conducted for all of Mesa's town center. The results of the study revealed that 435 buildings remaining in the original townsite were built before 1945. Eight-five percent of those historic resources are residential buildings and 12% are commercial buildings. The study also concluded that within the original townsite, two historic districts could be delineated. Those districts contain collections of mostly residential buildings that are linked historically and that represent a distinguishable aspect of Mesa's heritage. In addition, the survey recommended that 48 individual buildings, located throughout the Downtown, may be

eligible for listing on the *National Register of Historic Places*. The *National Register* is the nation's official listing of historic and cultural resources that are worthy of preservation.

The neighborhoods within the original townsite provide us with a broad illustration of Mesa's architectural heritage. Residences remain which date from the late 19th century settlement period, as well as the boom eras of the "teens and twenties." Their architectural styles are distinct and, in some cases, unique to Mesa. Houses exist in these same neighborhoods that were built in the late 1930s as Mesa and the nation emerged from the Great Depression.

Those neighborhoods also contain homes representative of the phenomenal post World War II building boom of the late 1940s and 1950s.

The City's historic public and civic architecture includes numerous churches, three schools pre-dating 1946, the Federal Building built in 1936, and the original Mesa Municipal Building which is now the home of the Mesa Southwest Museum. Mesa also has a distinct collection of monumental Modernistic civic buildings constructed in the 1960s. Those buildings, taken as a whole, make a powerful statement about Mesa's Downtown being the civic heart of the community.

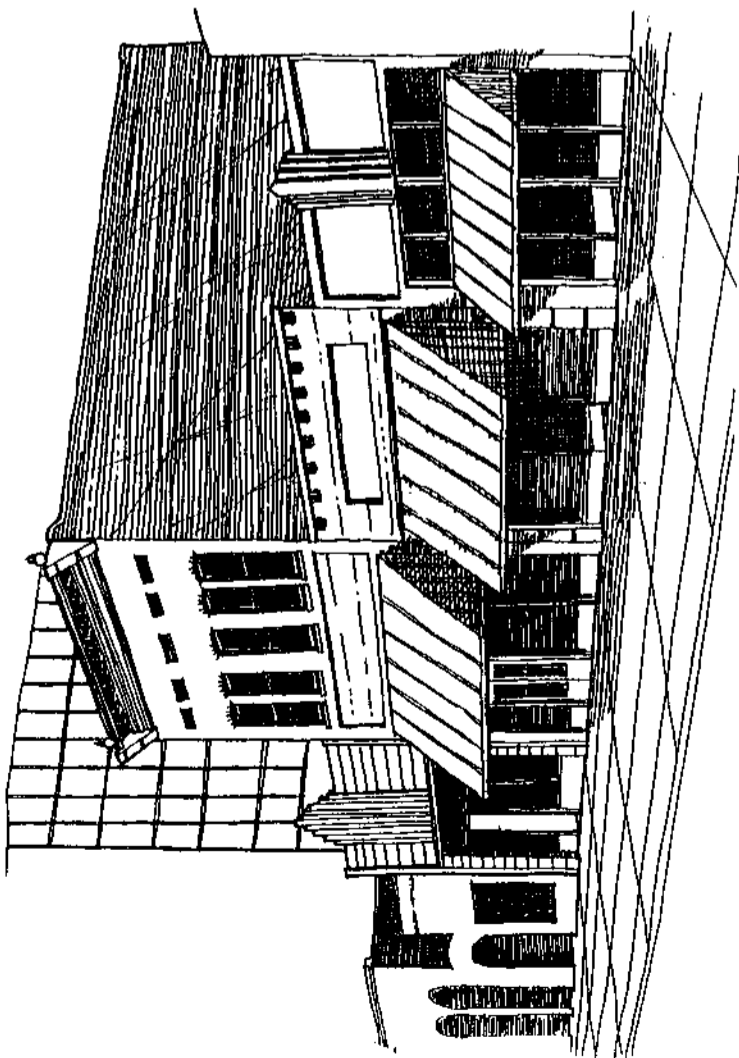
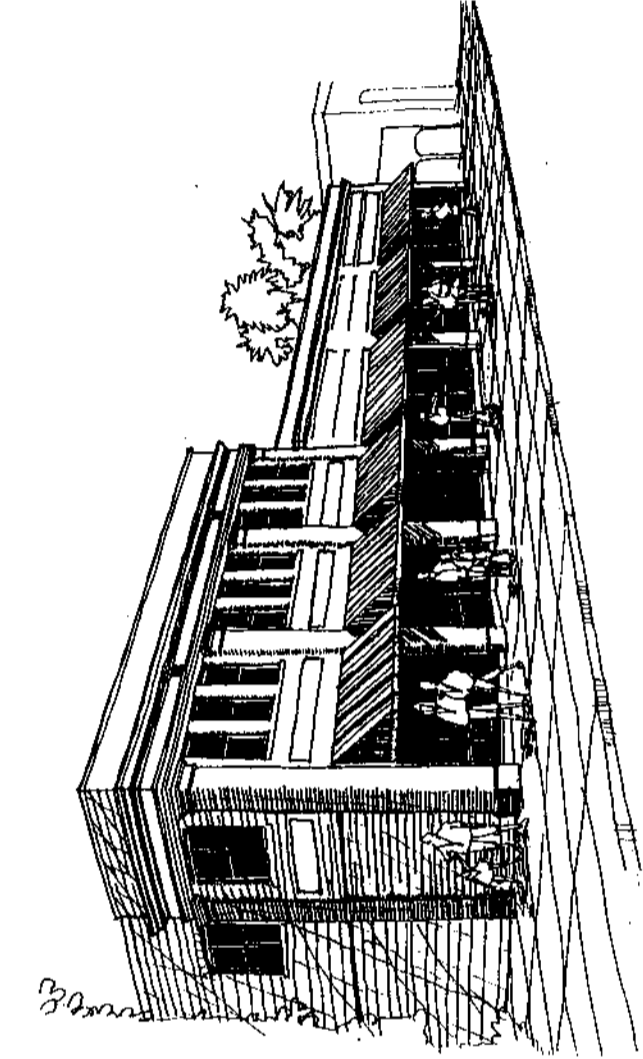


Example Of A "Modernized" Facade

The City's commercial architecture has perhaps the greatest visibility to most visitors. The majority of buildings are located along Main Street, the primary roadway through the City. Main Street is also the core of Mesa's commercial history. Thirty-two commercial buildings located from Country Club Drive to Center Street, were built between 1889 and 1938. They represent a majority of the buildings on the streetscape.

With a few notable exceptions, however, most of those buildings are not distinguishable as being historic. Like many downtowns throughout the United States, Mesa's commercial buildings have undergone numerous modifications and alterations over the decades. Most were done by good-intentioned owners wishing to "modernize" their buildings and keep pace with the stylistic preference of the time. Behind those layers of changes, in many cases, are original or early building fronts that, if exposed once again, may bring back the rich architectural traditions of Mesa's commercial history.

Historic Assets
In Town Center



Connections
Restoring Town Center's Place

CHAPTER III

STRATEGIC

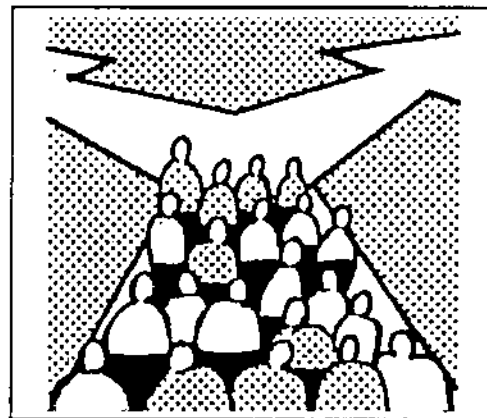
FRAMEWORK

Mission Statement/Guiding Values

A. Mission Statement

One of Mesa Town Center's biggest problems in recent decades has been the lack of strategic linkages between its many impressive public and private developments. Construction, business start-ups, festivals, events and public improvements have lacked connection.

There is an old saying that if you don't know where you're going, any road(s) will do. In Mesa, there have been visionaries and planners who have proposed directions, but there has been no consensus. Leaders have been left without a united constituency. Various interest groups, plans, citizens and even government officials have been at odds on what downtown should be and how it should get there. The effect has been the same as implied by the old saying.



In some ways, downtown has made important progress. There are, for example, far fewer vacancies than there were a decade ago. Public and private developments along Centennial and Center have been impressive. And there are, of course, other improvements. Yet, even after nearly two decades of planning, downtown's image is poor, its assets are hard to find, and its roles are ambiguous.

Mesa Town Center Corporation has actively promoted downtown for years. It has pressed its case that the district is a good place to invest. However, the message has been left begging the questions, "What are we joining?" and "How do we fit?"

Similarly, City staff have professionally pursued their specialties in improving the downtown. Engineering issues were better engineered. Poorly lit streets were more effectively and efficiently illuminated. Traffic was helped to move with a higher level of service. And so on. But, again, there was often no common purpose or direction. Each act needed to be responding to the question, "What purposes should this improvement serve besides the immediate mechanical challenge?" Too often, they didn't.

For downtown to be truly revitalized, each entity which makes changes in the district needs two essentials:

1. Sense of being a valuable member of a larger, well-defined multi-disciplinary team. As a team member, the entity needs to think about how its actions can complement and support the work and priorities of the rest of the team.
2. Clear sense of direction and common purpose: adherence to a universally adopted mission.

The *Connections* Planning Team has been devoted to these essentials. However, it has not discovered a concise mission statement that is guiding downtown redevelopment. Instead, there have been a variety of clues, goals and impressions left by research and dozens of interviews with community leaders. The sum of these has been restated concisely in a mission statement which has guided all *Connections* recommendations.

Mesa Town Center Redevelopment Mission Statement

In a public-private-citizen partnership, we will re-establish downtown as the social, cultural and civic center of the community of Mesa. As the city's heart, Town Center will become the focal point for restoring a strong sense of community among all our people. As the central business hub, downtown will be connected to the community and its visitors through design which embraces our heritage, family values, fun, comfort, visual attractions, access and safety. As a destination, Town Center will be the city's showpiece, a grand place to live, work, play, shop and be.

B. Guiding Values

The mission statement above reflects the values expressed in the Vision Plan for Downtown Mesa. That document has its own mission statement, which also influences what is presented here.

However, a redevelopment mission statement needs to be able to clearly guide action. More specifically, any proposed action in a strategic plan should be directly justifiable by elements of the mission. For this reason, the *Connections* Planning Team further refined the Vision Plan mission statement to make it more operational. If this refinement has been correct, community leaders should see their own collective values in the statement. And they should feel confident that through cooperation, they can accomplish the mission via their adopted action plan.

Goal Statements

A. Introduction

Goal statements serve several important functions in the planning process, including the following:

- They serve to educate and inspire participants in the planning process.
- They describe the intent of the project as an aid to communication and publicity.
- They serve as a guide in determining what surveys and studies are necessary.
- They serve as reference points in deciding among alternative solutions.

Downtown goals will reflect the community's aspirations as they regard solving problems of Downtown Mesa. The process of formulating these goal statements, therefore, relate to the problem areas

identified by the consultant team. Goal statements will represent a desired state of affairs that might not be entirely attainable. Nevertheless, they should be based on realistic expectation. Goal statements are general in nature and "do not" indicate when and how these goals are to be accomplished. It should also be noted that the eight goal statements are not in any particular order of importance or prioritization. The *Connections* Planning Team developed eight guiding goals which were then used later in the process to prioritize projects. These goal statements should be reviewed whenever a specific project is proposed. How well the project meets these goals should be a key determining factor in consideration of the project. The goals are as follows:

Goal #1 Expose and exploit Mesa's existing assets — historic, social, economic, and cultural.

Goal #2 Tap existing market segments more effectively.

Goal #3 Make the streetscape visually stimulating, varied and aesthetic.

Goal #4 Build confidence and momentum.

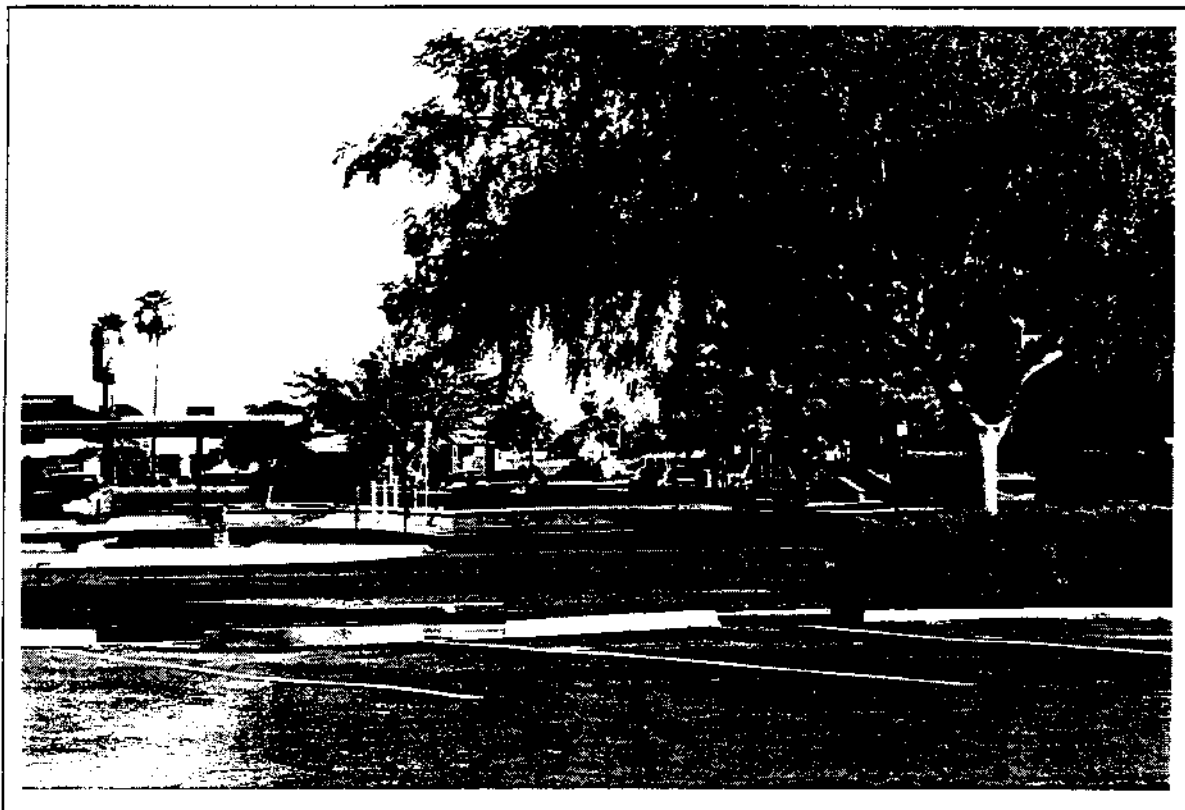
Goal #5 Give Downtown and its parts an identity.

Goal #6 Encourage/invite pedestrians and bicyclists to use Downtown.

Goal #7 Improve the pedestrian connections between activity centers.

Goal #8 Encourage the community to participate together in the development process.

Goal #9 Market, promote, and attract more businesses to Downtown.



A Pedestrian "Connection" Just Waiting To Happen

The Six Key Words

During the preparation of "Connections," many individuals and organized groups, including the Planning Team, proposed various projects to vitalize Downtown Mesa. As a method of selecting good projects and discarding others, a series of six key words and eight project goals were used to "test" each project. To be eligible for further consideration, the project needed to relate to at least one of the key words. Projects relating to two or more key words were given highest priority. The six words are:

- **Connections** - The project proposal should foster and improve physical or social connections between Downtown entities.
- **Readable** - The project should improve a person's ability to navigate in and around Downtown's physical assets.
- **Fun** - The project should be fun for kids of all ages.
- **Comfort** - The project should provide a high level of comfort from external environmental influences such as heat, glare, wind and noise. It should also provide a high level of security.
- **Soul** - The project should enhance Downtown's sense of place as the social, cultural and historic heart of the community.
- **Visually Attractive** - Last, but not least, the project should be considered a visual asset to the Downtown. Blank walls, barren parking lots and sign clutter are a few examples of things that will not be tolerated by new development proposals in Downtown.

Assets

A. Introduction

No single text could adequately define every physical asset within Downtown. Mesa's Downtown and its immediate surroundings are blessed with a number of unique physical assets. Many of these assets are obvious, while others are hidden or tucked away in places where they are not readily recognizable. These assets have the potential, if they are appropriately exposed, to draw a significant amount of residents and visitors to the Downtown area. The variety and unique nature of these assets will contribute greatly to the development of an identity for the area as a cultural, historical, educational, recreational and civic oriented community.

To provide a framework for describing Downtown's wealth of assets, they are categorized for reference into two categories: "Key Assets" and "Other Assets."

B. Key Assets

Arizona Museum for Youth is a key educational and cultural asset. Opened in 1985, the facility is a nationally recognized museum. Plans for future growth are being considered.

Mesa Southwest Museum preserves the natural and cultural past of the southwest. It is in close proximity to the Museum for Youth, suggesting a district concept might be in order.

Mesa Community Center sits in the north central downtown area. It is comprised of Mesa Centennial Hall and plaza, Mesa Amphitheater, Centennial Conference Center and Rendezvous Center.

Mesa City Library has a tremendous facility and it boasts very healthy circulation statistics.

Mesa Arts Center offers the citizens of Mesa and the Valley the opportunity for hands-on involvement with the arts. The facility houses Galeria Mesa and offers a wide array of visual and performing art classes and exhibits.

Arizona Temple of the Church of Jesus Christ of Latter-Day Saints is visited by over a million people each year. The annual Christmas lights display also attracts thousands of visitors.

Governmental Agencies housed in downtown include U.S. Forest Service, U.S. Fish and Wildlife Service, Farmers Home Administration, a branch office of Maricopa County, a State of Arizona Department of Economic Security office and a U.S. Post Office.

City of Mesa is downtown's largest employer with daily operations involving over 2,000 employees. The downtown City offices which have regular public contact include the Mayor, City Manager, City Clerk, Community Development, Planning, Public Information, Public Works, Real Estate, Utility Customer Service, Police Headquarters, Fire Department and MEGACORP, which serves as the redevelopment and economic development contact.

Mesa Community College/Motorola University serves as the major continuing education hub of Town Center. These facilities serve thousands of students who come from a diversity of locales.

Festivals, such as the Fine Folk Festival and the Indian Pow Wow welcome nearly 500,000 visitors annually.

Historic Buildings in Downtown were documented in the field during the months of July and August 1992. There are 435 buildings on that list. The inventory identifies 365 residential and 59 commercial buildings. The remaining buildings are mostly public quasi-public. Mesa's rich history is a key asset which holds considerable potential.

Retail Commercial Concentration along Main and Macdonald between Robson and Center (the historic downtown) create a strong unifying element and concentration of pedestrian oriented shopping environment. Few cities in the Valley offer such a large concentration of sidewalk adjacent storefronts.

C. Other Assets

The following assets may not be as readily recognized as the "Key Assets" previously discussed but are just as important.

Hohokam Park has to be considered a centerpiece asset as it relates to sports tourism through the Chicago Cubs organization and their spring training schedule. Many tourists come to Mesa specifically for this activity.

Pioneer Park is a major open space amenity north of the Arizona Temple. It provides a passive open space amenity. It is a separate City park.

Wide Streets are both an asset and a liability. The large width provided along Main Street ultimately provides opportunity to widen sidewalk areas. Wide streets permit through traffic on alternate streets while residential streets with medians take on a historical boulevard look.

Grid Street Pattern provides a superior traffic circulation device since a motorist can (in the case of traffic congestion) choose a recognizable and coherent alternative route to a given location. The grid pattern is also easily understood by tourists unfamiliar with the local circulation system.

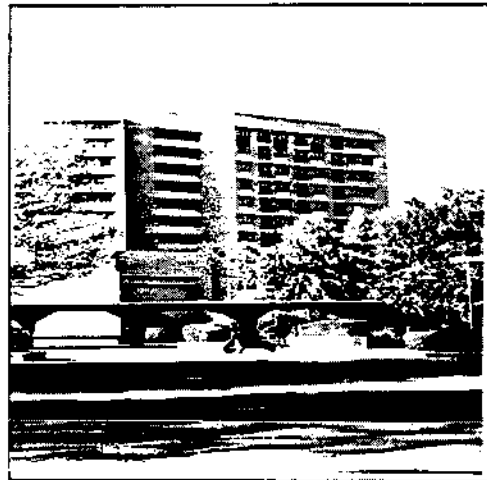
Residential Neighborhoods. Healthy and successful downtowns typically have a number of things in common. One of these elements is a local residential population. Downtown has a number of proximate neighborhoods which support development in the downtown. Future efforts should further encourage mixed use developments directly onto Main Street.

Hotel / Conference Center. Providing convenient overnight lodging facilities is another key element to be provided in the successful downtown. The Mesa Sheraton provides high quality hotel facilities with a conference facility for business meetings.

Climate. For most of the calendar year, the climate is quite amenable to pedestrian strolling, bicycle riding and other activities.

Public Parking Lot System. The existing system of parking lots and structures behind Main Street's retailers is a hidden key asset. It allows development to fully exploit Main Street parcels without having to resort to individual on-site parking solutions which create discontinuity in design. The location provides easy access for shoppers.

Open Space Nodes. Downtown Mesa has a number of little open space gems scattered throughout the Downtown. Some are little landscaped breezeways, while others are unused plazas and vast underutilized lawn areas. Improving and connecting these assets would create a key downtown asset for pedestrians.



The Sheraton Mesa Hotel



Considerable "Hidden" Open Space Exists

Circulation Issues

A. Pedestrian Connections

Walkway Opportunities In Downtown

Pedestrians make cities. It may be possible to shop, or conduct business, or eat out, or watch sports by never leaving our private world, but only as pedestrians can we interact with other people, which makes shopping, business, eating and sports an experience.

Pedestrians bring life to streets. Downtown Mesa has all the potential to become a pedestrian place. As shown in the review of existing conditions, there are pedestrian connections already in place which link most of the downtown destinations. The breezeways, in particular, are of special importance for they provide superb connections to Main Street, and are of a pedestrian scale which contrasts well with the wide streets. Reminiscent of the shopping alleys found in many older cities, the

breezeways are an asset which makes Downtown Mesa unique in the Valley. They are waiting to be used as pedestrian shopping streets, rather than, as now, a vehicle short-cut to parking lots.

There are other routes which link major destinations. A particular example is the walkway which connects the amphitheater to City Hall, past important buildings and through a string of open spaces. This route, which continues across Main Street to the square outside the movie theaters and on to First Avenue, has the potential of being very beautiful; providing the sort of visual and spiritual experience that writers such as Vincent Scully eulogize.

The problem at present is that these pedestrian routes are for much of their way bleak and empty of life. The breezeways are edged by blank walls, and straggly plants.



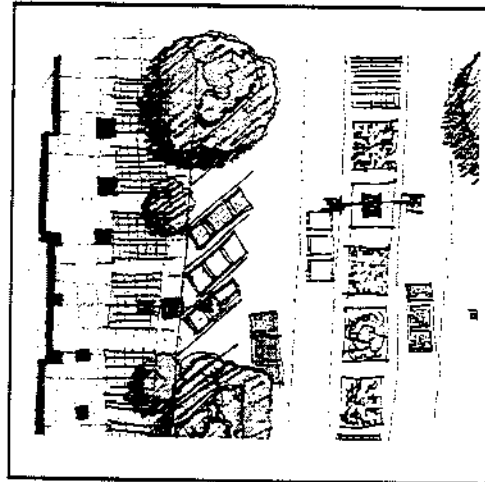
Inviting To The Pedestrians

It is also important to recognize that most pedestrians come by car. It is extraordinary how little effort is made anywhere in the world to make parking lots pleasant. Mesa is no exception. Why do so few parking lots have any shade for cars? And by the same token, for those who come by bus, why so few shelters?

The aim is to encourage people to walk; to recognize that Downtown Mesa has a great deal to offer and that most facilities are in close proximity.

Their bomanite surface is uncomfortable to walk. Parking lots along the way are deserts of asphalt, empty lots are weed infested with raw wire fencing. There is little sign of care.

When footways cross streets the pedestrian is immediately put in a subordinate role. If there is a traffic signal, there can be what seems an interminable wait, even when no vehicles are present. Whether there are lights or not, it is common for pedestrians to jaywalk, though often after pressing the button.



Vision Plan Sidewalk Concept



Not A Pedestrian Friendly Environment

We, therefore, urge that a serious effort should be made to make the pedestrian routes readily understood, fun to walk, by being comfortable, and visually attractive. Street crossings should no longer be treated as barriers, but instead designed to provide equal priority to pedestrians.

Once the pedestrian links are strengthened in people's minds, all sorts of activities will cluster around them; the links will become places in their own right and Downtown Mesa will begin to live.

Pedestrians On Main Street

Judging from old photographs, Main Street has always had sidewalks of up to sixteen feet wide. The present sidewalk is still 16 feet wide overall; but because of the 10 foot wide colonnade and concrete planters it is in effect considerably narrower.

The Vision Plan envisioned the colonnade area of Main Street with wide sidewalks, four lanes of traffic and diagonal parking. The extra sidewalk would provide space for pedestrian focused activities like vendors and street cafes, and for trees, which provide not only shade but also visually narrow the street.

Although the amount of pedestrians on Main Street at present does not necessarily warrant an increased sidewalk, the initial benefit would be to calm traffic. Storekeepers and customers complain about the speed and noise of traffic and about the difficulties of walking across the street. They want the two sides joined, rather than split by the roadway. Widening the sidewalk would make the entire area friendlier for pedestrians, encourage interaction between the two sides, and promote commercial use of the space at present devoted to moving cars.

The fundamental question is - can the road space be reduced without causing undue traffic problems elsewhere?

B. Traffic On Main Street

Four Lanes Or Six?

As mentioned in Chapter 2, in considering the introduction of traffic calming on roads where pedestrians and vehicles are in close contact, there are two basic criteria: speed and accidents.

Visual observation of existing conditions along Main Street in Downtown Mesa suggests that traffic speeds can be considerably higher than the posted speed limit. The high vehicular speeds and long pedestrian crossing times make for a threatening pedestrian environment. As Main Street through downtown carries no more traffic than the four lane sections on either side, there appears a strong case for reducing Main Street to the same number of lanes. A traffic analysis was carried out to measure the effect.

Traffic Projections

The *Connections* Planning Team carried out traffic projections to model the effect of lane reduction on neighboring arterials and intersections.

Data files were obtained from the Maricopa Association of Governments (MAG) for the year 2005 roadway link-node structure. This structure was modified to reflect the most likely conditions in year 2000 based on input from City staff and other sources, such as the Governors Plan for construction of the Valley Freeway System. This plan shows completion of Loop 101 from Warner to Shea and extension of Loop 202 to McKellips by the year 1997. The year 2000 was chosen because it is considered as having likely worst traffic conditions. After 2000 Loop 202 will provide relief to east-west travel.

The modified MAG transportation demand model was then run under the following scenarios:

- Base (no build) (3-lane each direction)
- 2-lane (each direction)
- 1-lane (each direction)
- Zero lanes

The last scenario would actually close Main Street to vehicular traffic between Macdonald and Centennial Way. In this case, the only traffic on the remaining sections of Main Street would be trips actually to or from the downtown.

The results of the model runs indicate two significant findings:

1. The partial completion of the Valley Freeway System should provide significant relief to the major north-south routes in this area; and
2. The effects of possible reductions in the number of lanes on Main Street will not be born strictly by adjacent arterial streets (i.e. University and Broadway), but will be spread among a number of east-west arterials from McKellips to Baseline.

This latter finding is demonstrated in the projected average daily traffic volumes contained in the table on the following page ("Projected Average Daily Traffic").

Based on these results, the 4-lane (2-lanes in each direction) alternative was carried forward into the next level of analysis, namely a level of service evaluation of the five major intersections which define the perimeter of downtown.



Projected Average Daily Traffic

Projected Average Daily Traffic (ADT)* between Country Club and Mesa Drive								
	Existing Condition	Base Model	2 Lane Model		1 Lane Model		0 Lane Model	
McKellips	37.8	44.5	45.1	(0.6)	45.3	(0.8)	47.5	(3.0)
Brown	29.9	26.5	29	(2.5)	29	(2.5)	31	(4.5)
University	31.4	28.3	30.5	(2.2)	36.5	(8.2)	38.7	(10.4)
Main	37	38.6	29.4	(-9.2)	17.1	(-21.5)	8.2	(-30.4)
Broadway	29.3	33.2	35	(1.8)	38.3	(5.1)	40	(6.8)
Southern	33.5	34.5	36	(1.5)	37.5	(3.0)	39	(4.5)
Baseline	21.6	33.8	34.5	(0.7)	34.5	(0.7)	35	(1.2)

* expressed in thousands of trips per day

Model - Year 2000 S/E data and network

Base - 3 Lanes in each direction on Main Street

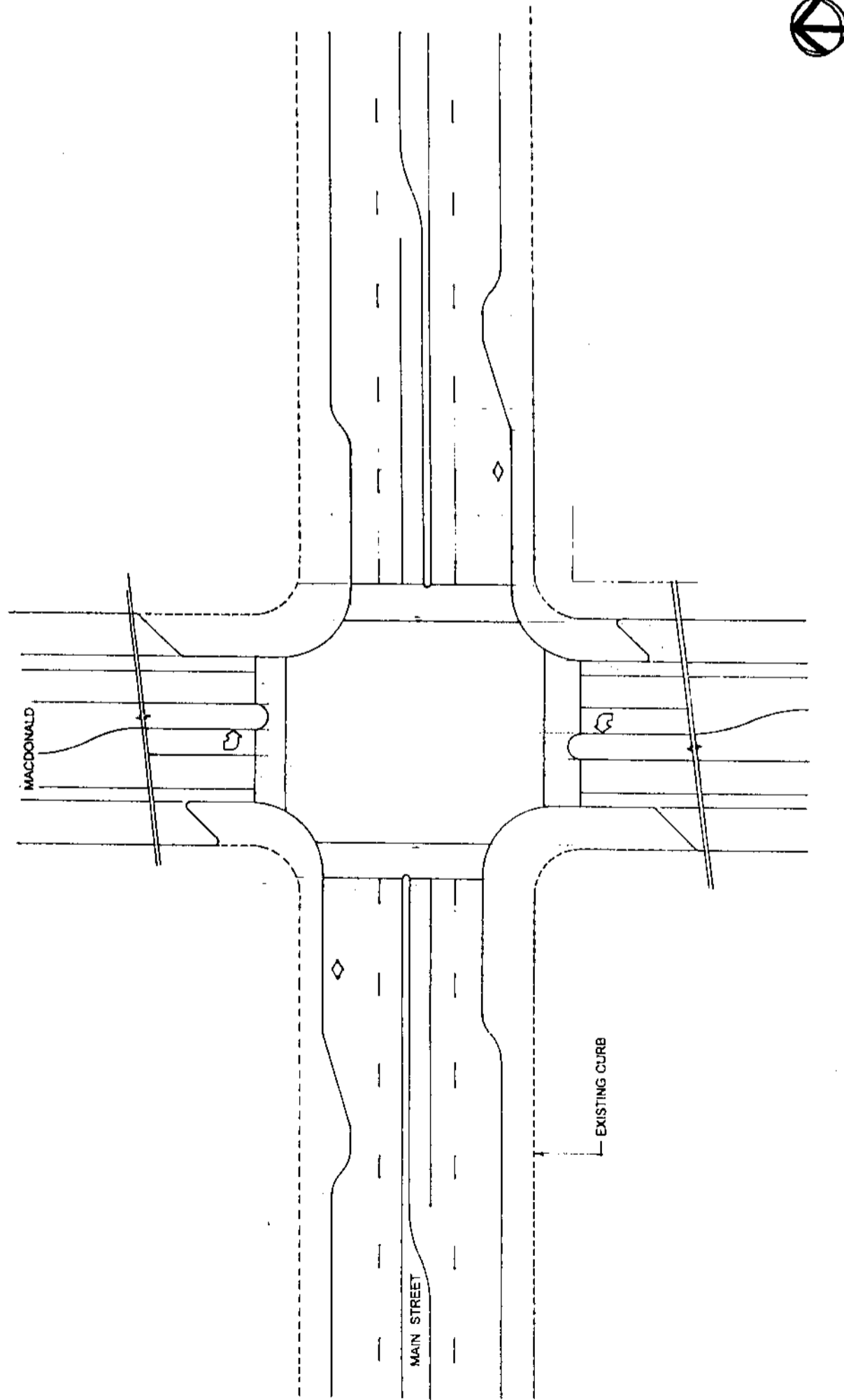
2 Lane - 2 Lanes in each direction on Main Street

1 Lane - 1 Lane in each direction on Main Street

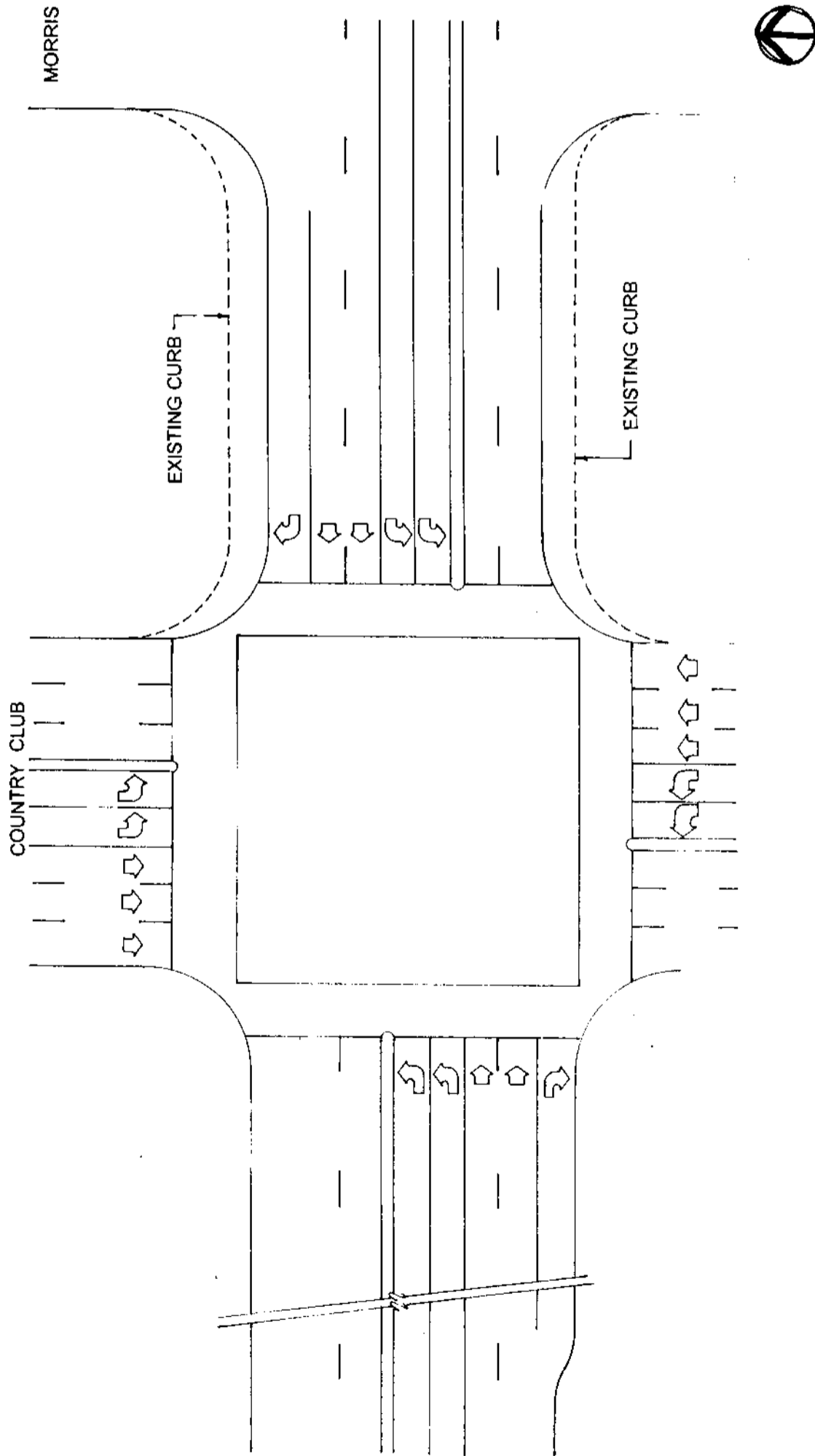
0 Lane - No thru traffic on Main Street from Country Club to Mesa Drive

(x.x) - Difference between base values

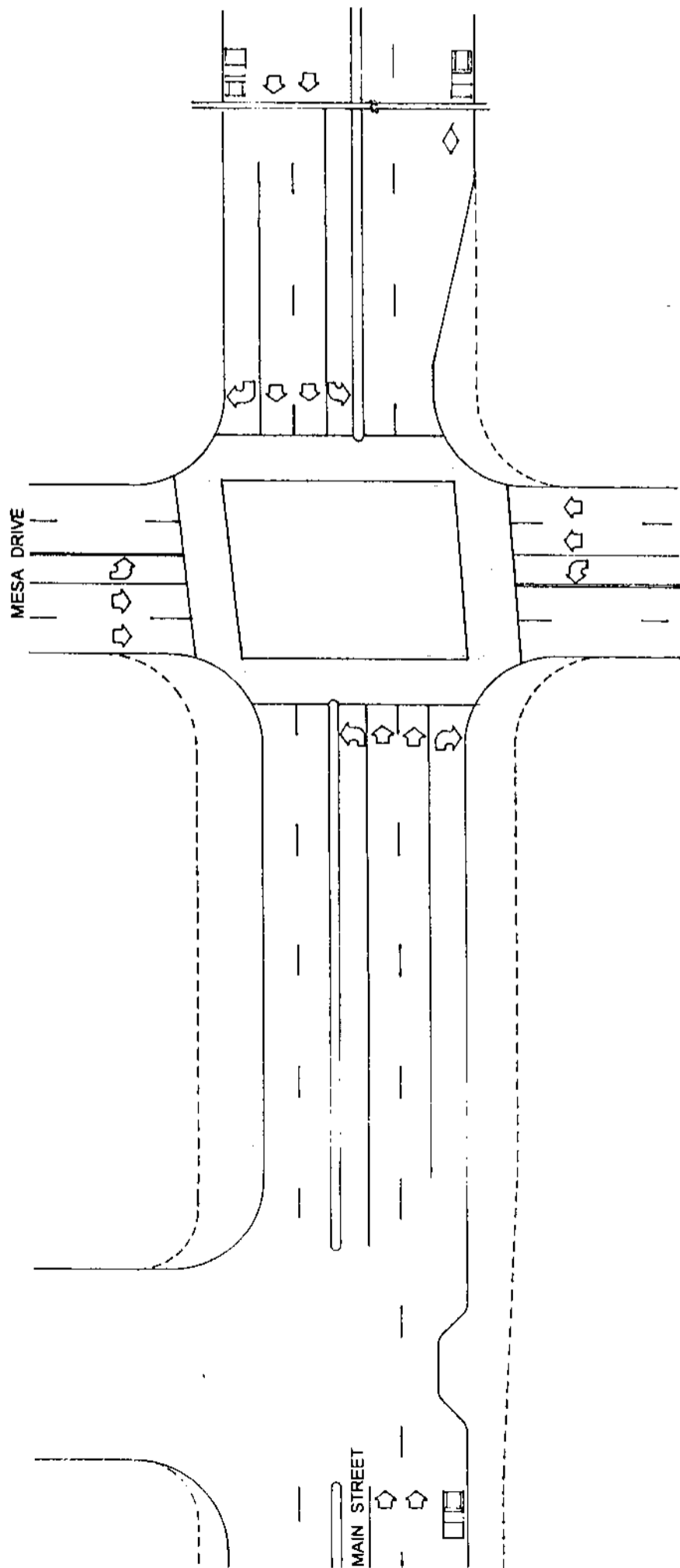
Proposed Intersection
Configuration



Proposed Intersection
Configuration



Proposed Intersection
Configuration



Connections

Restoring Town Center's Place

Implementation of the 4-Lane Alternative Will Require Reconfiguration of the Peripheral Intersections on Main Street

The Main Street/Country Club intersection currently has three through lanes in the eastbound direction and two through lanes in the westbound direction. The third (curb side) lane in the westbound direction "drops" to an exclusive right turn lane at the intersection.

The proposed strategy is that the number of lanes at the intersection will remain unchanged to the west of Country Club. To the east of Country Club one lane would be removed to provide Main Street with two through lanes in each direction. The only significant modification from a capacity standpoint is the conversion of the existing eastbound curb lane to right turn only. The westbound right turn lane would be retained, but would be configured as an added lane rather than a "drop" lane, as under the current configuration.

The proposed reconfiguration on the westbound approach will have little net affect on the capacity of this approach. However, the development of the right turn lane as an "add" lane rather than a "drop" lane could have a positive impact on the safety of the intersection. The north-south approaches to the intersection will remain as currently configured.

A similar type of reconfiguration is used at the Main Street/Mesa Drive intersection. Only, in this case, the westbound curb lane is converted to an exclusive right turn lane and the eastbound right turn lane is developed as an "add" lane rather than a drop lane. Again, the north-south approach will remain as currently configured.

The analysis of the remaining major intersections:

- University/Country Club
- University/Mesa Drive
- Broadway/Mesa Drive

assumed that they would remain as currently configured.

The results of the LOS analysis with Main Street reduced to four lanes throughout are presented in the table below, and compared with the analysis of existing conditions reported in Chapter II.

The table shows that the level of service improves at all junctions except the Broadway/Mesa Drive intersection where average delay will increase approximately five seconds per vehicle over the current conditions.

The *Connections* Planning Team conclude that there are no disadvantages for overall traffic movement in reducing the number of lanes from six to four between Country Club and Mesa Drive, and that there are considerable advantages for pedestrians movement.

Projected Average Delay

Projected Average Delay (sec/veh) and Level of Service						
	1995 Existing		2000 Base		2000 2-Lane	
	Delay	LOS	Delay	LOS	Delay	LOS
Main / Country Club	30.7	D	26.4	D	26.1	D
University / Country Club	26.5	D	24.0	C	24.4	C
University / Mesa Dr.	21.5	C	19.8	C	20.6	C
Main / Mesa Dr.	25.9	D	24.1	C	23.3	C
Broadway / Mesa Dr.	29.5	D	28.6	D	34.2	D

C. Public Transit

Until recently, most people in the Valley paid lip service to the idea of improved public transit. It is something which is good - for other people.

There appears to be growing awareness that the huge spread of development in the Valley is making many people isolated. Not only households without cars are disadvantaged, but also those with only one car. In the City of Mesa in 1990, 5% had no car and 40% had only one car. In the Town Center of the 1609 occupied housing units, 25% had no car and 50% had only one car.

In the last year the City of Mesa has taken note of increased demand and has doubled their bus services for the East Valley. There is now quite an extensive service in the Town Center.

At present, the north-south regional routes intersect with local routes on Country Club and east-west regional routes intersect with local routes on Main. Few, if any, of the interchange points have bus shelters.

A first step to improve bus ridership must be to provide shelter from the weather. There is also discussion of the need for a transit center. This should be located closer to downtown facilities than the present one at the Senior Citizen Center.

D. Bicycles

Cycling is not only growing as a recreational activity, it is growing as a valuable in-town means of transportation. The climate and terrain features make Mesa an excellent place to cycle, but conflicts with traffic makes it unpleasant at best, and at worst dangerous.

Downtown Mesa has few specific facilities for cyclists. There are no officially striped bike paths. Very few places have bike racks.

Proposed changes to the roadways to provide a better environment for pedestrians are an ideal opportunity to also improve conditions for cyclists.

E. Parking

Visually, Downtown Mesa seems to be full of paving designated for public or private parking. And judging by the amount of empty parking spaces, there are more than enough parking spaces at present. But there are complaints that people cannot find them, and that the near universal time limit of two hours is too rigid.

These two issues are being tackled now. New signage is being planned to identify public buildings and also public parking places as "parking spots", and time limits are being varied so that parking on Main Street will be limited to one hour and parking in public parking lots will be increased to three hours.

The proposals will undoubtedly help parts of downtown to be more readable, but the *Connections Planning Team* is concerned that if the new signage is implemented without taking note of the Team's other proposals, the signs will confirm downtown as a set of individual destinations.

The goal is to make Downtown Mesa look and feel attractive so that people want to stay. Finding parking places easily and knowing that there is time to browse is crucial. Improving the image of parking lots is fundamental.

The *Connections* Planning Team is concerned about the possibility of the 'parking spot program' being implemented in advance of their proposal, with the breezeways being retained as vehicle access from Main Street to the parking lots behind. This would conflict with the Team's proposals for the breezeways which are seen as important pedestrian connections to Main Street.

The *Connections* Planning Team urges that the current proposals for improving signage be extended to show the location of facilities and parking in the whole of the central core of Downtown Mesa. To aid this, they propose the introduction of a signed 'parking loop' around the core of downtown which would connect all major parking facilities. Experience in other cities (i.e. Pittsburg) shows that a clear parking loop helps drivers to find parking spots and the different facilities.



Parking Lot Needs Landscape Materials!

The *Connections* Planning Team urges that parking lots should be shady so that customers regard them as the best they know. The walkways from the parking lots should be stimulating, passing activity centers like picnic spots, children's playgrounds, water features and vendor's carts. It should be fun to walk from the parking lot to the shops and museums, the library or movie theater.

In the Team's view, the amount of unused parking space, together with the other empty lots is a bad advertisement for Downtown Mesa. It adds to the feeling of being "a ghost town." The *Connections* Planning Team urges that consideration be given to carrying out a study to see what parking might be eliminated or coalesced along the lines of the shared parking model proposed by the Urban Land Institute and the ideas of Donald Shoup of UCLA (1994).



Design/Streetscape/Landscape Issues

In evaluating the quality and type of pedestrian space in the Downtown, several principles or assumptions apply to use of an area by pedestrians:

- People prefer to walk, if at all possible, if the distance to their destination is within a reasonable time frame, say less than 10 minutes. They will walk even longer if the route is interesting or particularly pleasant.
- People seek out a comfortable route (shade in summer or protection from weather) on an all-weather surface and which gives them the highest sense of security.
- People will seek the most direct route to their destination.

The Downtown attracts for the most part a selective clientele, given the destinations. People attending conventions, concerts, and commercial destinations on Main Street are for the most part looking for spaces which are secure, safe, well kept, comfortable, and interesting. This translates to a higher degree of attention required to detail, comfort, and design than in other types of pedestrian destinations.

The original town site plat provides an excellent framework from which to create this type of pedestrian environment. However, as discussed in the Prologue, the pieces within the frame are not well connected and do not provide well for the public expected to use them.

Where is the pedestrian?

Pedestrian space is not given a priority in areas where pedestrians would be most likely to be found. Areas such as the colonnade in the commercial core provide excellent shade, but also create a "street" much like the adjacent roadway, telling people this is the only place to move.

A possible solution is to diversify that experience and provide additional space in which to experience it. Likewise in the neighborhoods, the walking experience is inconsistent, poorly shaded and maintained in some areas. Perhaps getting the four quadrant neighborhoods to organize and participate in re-establishing the historic character of their areas will foster a sense of civic pride and responsibility.

We can walk there!

The walking distances in the Downtown are within the range of most people. However, there are few direct routes interconnecting the array of likely destinations. Getting from the Convention Center to Main Street, for example, especially for the visitor or unfamiliar is almost impossible. The pedestrian is forced to take several types of routes, cross parking lots, walk mostly in the open without shade or a sense of destination.

A possible solution is to prioritize the most common routes between the Downtown destinations and provide clearer way-finding.

Where is City Hall?

While there are numerous destinations within the Downtown, their identity is not well known, either by their architecture or their location. Very few of these places announce what they are or how to get to them just by their physical presence.



A Key Pedestrian Connection

The fact that "City Hall" looks like (and actually is) a bank building does not help the public find the departments or city services they need to contact. Likewise, the person arriving by car for the first time to a convention or concert needs a clearly marked route to their destination and a strong sense of having arrived.

Possible solution is to strengthen the sense of arrival to these facilities and to help the visitor whether new resident or tourist get to their destinations. The other part of this issue is getting this same visitor to a place where they can park their vehicle and leave it to experience several destinations on foot or on a bicycle.

Can there be life and fun in Downtown?

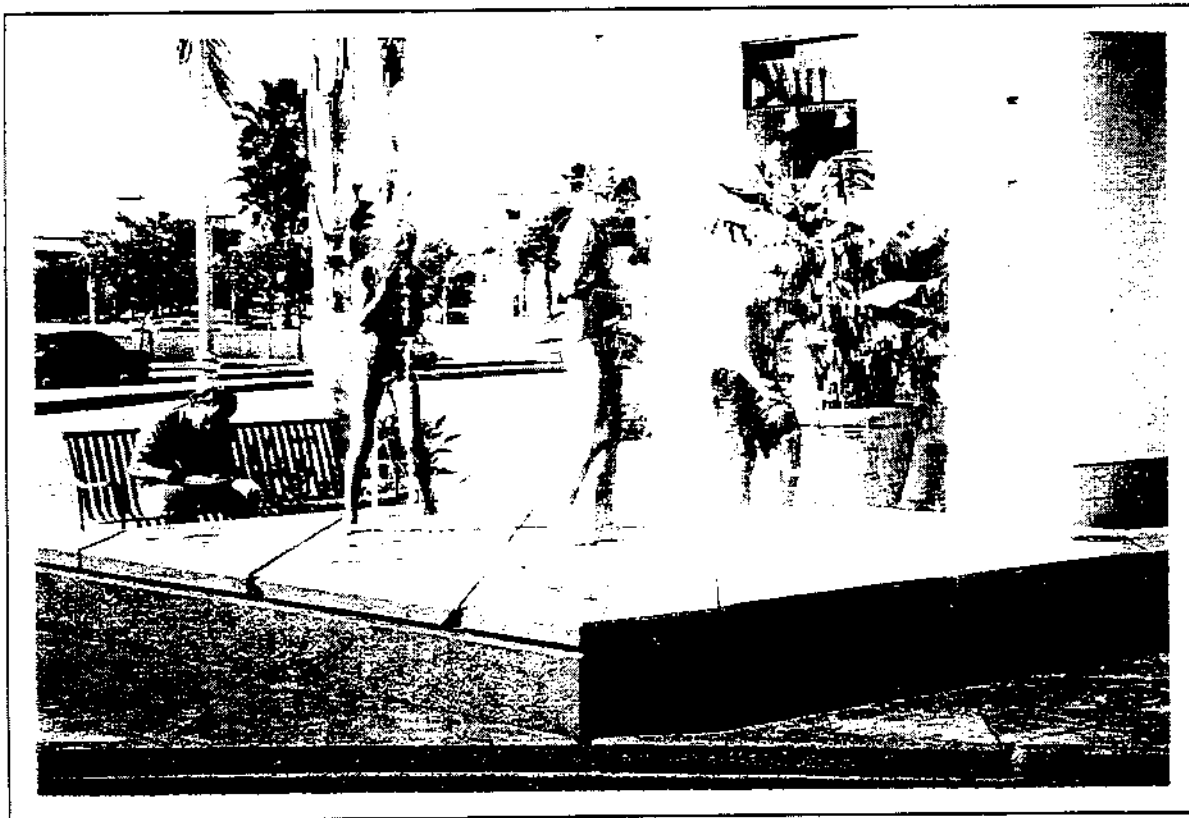
The City of Mesa has spent much attention to this point on the utility and vehicular infrastructure in the Downtown and around the city limits. However, while absolutely necessary to the basic functioning of a city, the human element of space has been largely neglected. This means that while Downtown is a collection of well-kept, functioning spaces, these spaces lack vitality and interest, and therefore, culture and fun. Every city center needs this kind of vitality; this is what distinguishes it from a suburb.

A possible solution is to add elements of fun and liveliness to the Downtown, providing reasons for people to visit. The museums and art center have lots of interesting and fun things going on inside; perhaps these can be extended to the streetscape and public spaces.

- Mesa has had a long association with water through its agricultural heritage; perhaps the addition of water can be used to create fun, and be a connection with the roots of the community and a physical connection between places.
- Mesa has a rich cultural heritage, and is one of the oldest historic communities in

the Valley. The fact that the town plat is identical to that of Salt Lake City distinguishes it from any other community in Arizona. Much of that heritage remains in streetscape and structure. Whatever your religion or culture, people of all backgrounds are fascinated by these cultural and historic features in any community. Mesa has an opportunity to make these more visible and prominent, adding to the diversity and interest in Downtown.

- Mesa has also had a strong tradition of family and attention to children; perhaps the elements of fun and vitality need to be oriented to bringing out the child in all of us.



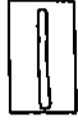
Bringing Fun Into Downtown Is A Key Ingredient

Landscape/Streetscape Features

LEGEND



Tree Planting



Medians



Traffic Calming



Roundabouts



Bike Route



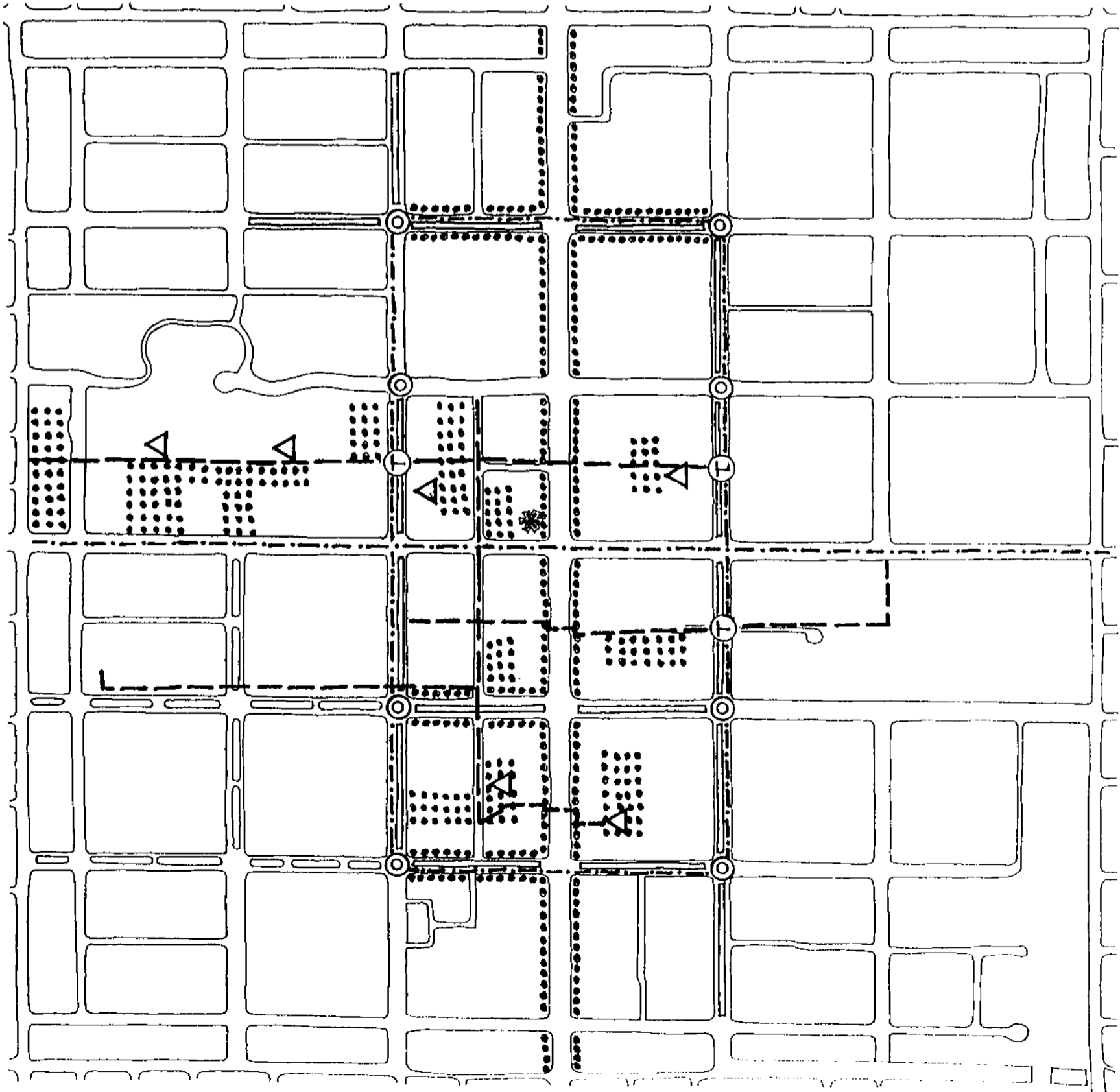
Pedestrian Route



Picnic Area Playground



Water Feature



T Traffic Calming measures are recommended for all of Main Street.



Connections

Restoring Town Center's Place

Land Use Regulatory Issues

The consultant team was asked to evaluate the existing building size, scale and density within the study area and examine zoning and sign ordinance provisions for the TCC District. In the next chapter, the reader will see our suggested modifications to the TCC Zone and Sign Ordinance aimed at promoting new development and increasing business activity within Downtown.

This section articulates the impact that current TCC zoning have on vitalizing Downtown. It also examines the regulation of signs, primarily in the TCC District.

Is Main Street all the same?

Issue #1: TCC District provides no definition of use or character sub-districts along Main Street, while considerable urban

design variety occurs along its one mile length. Closely linked, but distinctive, character districts can be created by emphasizing and building upon positive elements of the existing urban fabric. This provides a strong organizational structure for the future of Main Street.

Is a parking garage on Main Street appropriate?

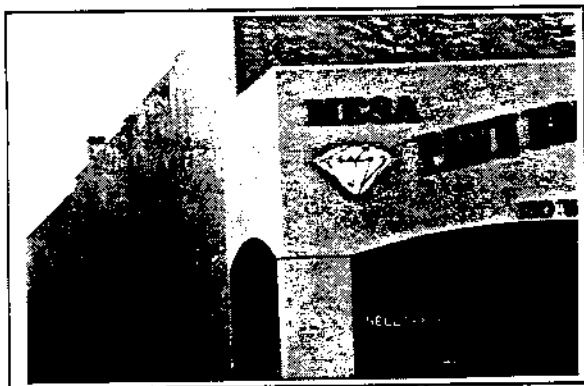
Issue #2: Many TCC District permitted uses currently do not help promote a pedestrian shopping environment or other strong desired future character.

The type/number and size of non-retail businesses should be limited. Automotive uses and non-retail uses create dead spaces along the pedestrian route.

Can regulations be too flexible?

Issue #3: Current broad City discretion with regard to development regulations in the TCC District creates uncertainty and anxiety for potential developers.

Although negotiating heights and setbacks affords maximum flexibility and a better chance to fine-tune regulations, the disadvantages of the discretionary approach are well known. Such protracted negotiations are expensive and time consuming for the public and private sectors. It is also more difficult to ensure that all landowners are treated fairly. Such systems are, therefore, more vulnerable to legal challenge.

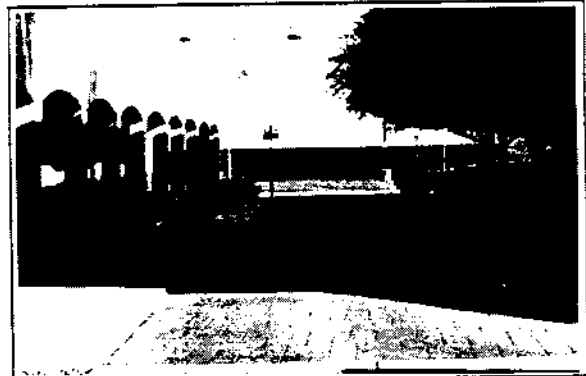


Current Signs Relate To Vehicles

Business identification is a key issue.

Issue #4: Pedestrian oriented signs are currently prohibited in the pedestrian shopping blocks on Main Street and adjacent side streets.

The value of well designed projecting signs and A-frame type signs in a downtown environment is well documented and understood by many cities. Appropriate size and design standards would need to be created, while prolific window signage would be prohibited.



This Space Could Be Enlivened Through Outdoor Vendors

Do we allow outdoor dining and sidewalk vendors?

Issue #5: Outdoor dining on the public right-of-way is not clearly allowed, and while at least one sidewalk vendor was seen in Downtown, the *Connections* Planning Team believes that regulations and a special permit should be adopted to further encourage these desirable uses.

Having the sidewalks and other public spaces inhabited by cafes and vendors helps enliven the streetscene. However, allowing these activities without basic regulations may be asking for more problems than they are worth. Appropriate regulations need to be adopted for these two important downtown functions.

Do historic buildings get a break?

Issue #6: Not in Mesa! Currently, historic buildings undergoing rehabilitation or expansion must be built in accordance with the Uniform Building Code (UBC). The UBC does very little to substantially lessen the regulatory load for historic structures.

Many cities and towns across the United States utilize the Uniform Code for Building Conservation (UCBC) when reviewing code requirements for their historic structures. With over 400 bona fide historic structures in the Town Center, it would make good sense for Mesa to give historic building owners a break by adopting the UCBC.

Architectural Issues/Colonnades

A. Architecture

One important conclusion made during the planning process was that a community should first look to its own resources as a means of creating a sense of place and a distinctive identity. Downtown revitalization is most successful when it incorporates and exploits its own resources or assets into the overall planning strategy. Mesa's architecture is one of many community resources that should be considered an asset to its downtown and should be exploited as much as possible.

As discussed in Chapter 2, Mesa's Main Street commercial architecture, especially in the central business district between Robson and Macdonald, is dominated by buildings constructed during the City's historic period. This fact was certainly one of the more important revelations made during the planning process. *Mesa's historic commercial architecture, for the most part, still exists.*



The Colonnades May Need Modifications

It is authentic, but it is hidden. Those historic buildings are an important part of Mesa's heritage. They are unique to Mesa and, as such, have the potential to help provide the Downtown with its own identity.

With the exception of a few buildings, most of that historic architecture has been obscured by the modifications and facade renovations made over the last several decades. The result is a streetscape that is visually unexciting. It is not very interesting to look at and, as such, does not really contribute in a positive way to Downtown's sense of identity.

One of the guiding principles adopted during the planning process was that Mesa's Downtown, particularly Main Street, ought to be visually attractive. It should be interesting and it should be stimulating. One solution to creating a visually attractive streetscape is to propose and design yet another layer of facade modifications to the buildings, based on some acceptable image such as a Southwestern design theme. It would not really be "Mesa," but it would be pretty.

Another approach, the one being proposed for Mesa's Main Street, is to rely on the existing resources and their own historical precedence to guide the direction for enhancing the architecture on Main Street. The following objectives were developed based on this concept.

Create Assets. Historic buildings should be viewed as assets to the downtown, contributing to its unique or distinctive image as a center of the community.

Expose Hidden History. Mesa's "hidden history" should be rediscovered through the initiation of specific facade restoration and reconstruction projects. These projects should target historically, architecturally or culturally important resources. The projects should include facade improvement or reconstruction work, and/or colonnade removal that will improve the architectural character of Main Street by providing varied, visual interest either as focal points at intersections or highlights within the block.

Create Dual Purpose. Specific historic buildings or groupings of buildings targeted for renovation should have a purpose beyond just restoration for the sake of restoration. The projects should be strategically located to provide some additional purpose or benefit to downtown revitalization. They should be developed as integral components of other overall redevelopment concepts.

Historic Preservation as Heritage Identity. It is essential that the restoration or renovation of specific historic commercial architecture be linked to some part of Mesa's heritage. The projects should be viewed not only as opportunities to visually enhance the streetscape, but also as opportunities to promote and incorporate within them the unique aspects of Mesa's heritage.

Target Priority Resources. Historic buildings that still possess good architectural integrity should be targeted as priority resources that, with minimal exterior modifications, can readily become focal points or visual highlights along the street fronts.

B. Colonnades

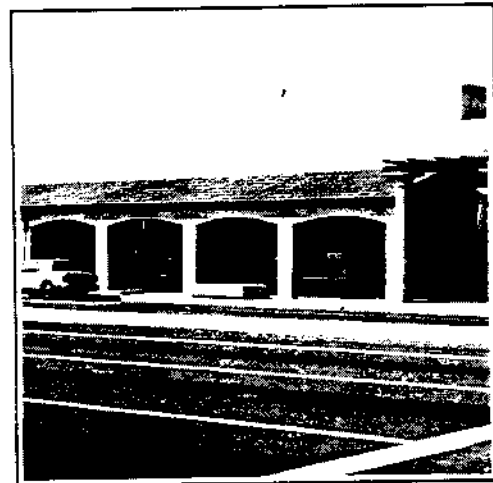
The colonnades along Main Street between Robson and Center and along South Macdonald Street were constructed in 1984. The project was intended to create a more pedestrian-friendly, shaded environment within the Downtown's retail core. At the same time, the colonnade project was meant to provide unity along the street fronts, cover the old fronts of stores and, perhaps, create some visual identity for the shopping district as a whole.

Now, eleven years after its construction, the idea of removing or modifying all or parts of the colonnade has been offered as a part of the solution to streetscape revitalization. The key issues are:

- The project is relatively new and the cost for the project has just recently been paid for by the property owners.
- The colonnades do provide some amount of pedestrian comfort and shade.
- In many cases the colonnades obscure the visibility of the storefronts.
- While an attempt was made to vary the designs for the colonnades within an overall Southwestern architectural theme, many consider the colonnades to be monotonous and visually uninteresting. They tend to disregard the individuality of particular businesses, and even buildings, within any particular block.

Three objectives and criteria for the alteration or removal of the colonnades were identified. They are:

1. A colonnade should be retained if there is no compelling reason for its modification or removal.
2. A colonnade/arcade should be retained, but modified, if there is an opportunity to enhance pedestrian experience, retail visibility, or the character of the streetscape.
3. A colonnade/arcade should be removed if the resulting exposure will create a greater asset to the streetscape than if it were retained.



Some Colonnades Obscure Storefronts

Economic Development Issues

A. Background

Three key issues guide *Connections* economic development recommendations. These are:

1. Marketing, urban design and development should be coordinated to build a highly visible, consistent and attractive image for Mesa's town center.
2. Target Markets need to be redefined and more systematically addressed.
3. Downtown development should focus initially on Main Street's traditional central business district.

These issues are the subjects of this section.

B. Town Center Image

For most people, if Downtown Mesa has any image at all it is linked to antique stores (a recent phenomenon) and pawn shops. Its Main Street streetscapes, hidden structures, lack of identifiable icons, highway-type lighting, and other cues all support anonymity. This absence of image is an overwhelming weakness. It must be addressed aggressively if any positive change is to be expected.

Image cannot be built exclusively with promotional campaigns and snappy slogans. People who respond to such messages would come downtown, see that nothing fundamental has changed and tune out future communications.

What is needed is an identity which is supported by design, business recruitment, festivals and events, capital improvements, regulatory refinements and every other element of downtown development. The question is, what is an appropriate, sellable image?

Mesa's colorful history, its cultural offerings, family values, large youth population, and massive visitor market (particularly winter visitors) suggest two major character traits which are highly marketable. These two are:

- Heritage
- Youth & Health

Heritage offers a number of attractive strategic marketing options. Among them are historic preservation, expansion of museum and cultural institutions into a regional center, water amenities, pioneer spirit (a second wave of which is currently being experienced), exploration and discovery. All of these elements can guide physical development and downtown activity programming.

Youth and health are particularly attractive, because they are so easily linked to important markets. Youth is not something exclusively possessed by children. Anyone who seeks to learn, play, be healthy or explore has a youthful nature. Young and old can share in the benefits of development focused on this theme.



Some "Kids" Enjoying A Fountain

A youthful Downtown would be playful, with amenities that offered a wide variety of easily accessible amusements. Fountains would come alive when people interact with them. Pocket parks would entice visitors to linger for a life-size game of chess or for a cooling dip of their feet in a pool. It would be mysterious, enticing people to turn corners and explore. It would be rewarding for those who do explore. It would be educational, through interactive displays and events crafted to inform. It would be entertaining, through provision of regular, changing activities. And it would be healthy, through safety-oriented design, invigorating public spaces, plentiful greenery, and pedestrian corridors that invite people to walk.

Downtown could become the 'Fountain of Youth' billed as the destination 'For the Young at Heart.' The city itself could even exploit this character, as it needs a more positive image as well. Led by Downtown's heritage and youth orientation, it could become Youth City. Given its already existing and outstanding community services, it could readily build this profile with great substance.

As people and businesses move to the region, Mesa would (in effect) be saying, "These are the values we hold and offer: heritage, youth, family and health. Join us if these are what you seek." In terms of 'product differentiation,' Mesa would have a distinctive message, attractive to exactly the kinds of immigrants it seeks most.

Again, marketing should not begin with promotion, but rather product development. Once Downtown has clearly developed an adequate mass of heritage and youth/health attractors, it could begin promoting itself outside the community. Meanwhile, by embracing this image, it would give businesses, nonprofits and government alike a clear development direction.

C. Target Markets

Ambitious goals have been set over the years for Downtown's economic development. Very few of these goals have been attained, particularly in terms of establishing strong market niche positions.

Table II-2 outlines positions taken on target markets by past planning efforts. In general, planners proposed that town center should be (or already was) a regional center for most identified markets. In fact, however, Downtown has been unable to sustain itself since the 1960s even at the community-level in most markets.

The *Connections* Planning Team believes that development goals should be modified to encourage a more phased, step-by-step approach to revitalization. In particular, goals should be set somewhat more close to home - at least in the short term - in defining target markets.

As Downtown builds its capacity to serve customers at the community level, it can then begin contemplating expansion outside the city. Momentum and entrepreneurialism can take over, preferably with little additional intervention by local development planners. *The key is building visible momentum in a desirable direction.*

Recommended target markets for business segments are as follows:

Specialty Retail Center *Community Level*

In the context of the Vision Plan, it is important to point out that none of the previous plans gives any emphasis to Downtown re-establishing itself as a community-level retail center.

Practically speaking, it already has the space and some key elements to attain this status successfully and with relatively little (though important) recruitment. To support this view, it is useful to consider the community retail center definition used by the International Council of Shopping Centers:

"In addition to the convenience goods and personal services provided by the neighborhood center, a community center provides a wider range of facilities for the sale of soft lines (wearing apparel for men, women, and children) and hard lines (hardware and appliances). The community center makes a greater variety of merchandise available - in sizes, styles, colors, and prices. It is built around a junior department store, variety store, or discount department store as the major tenant, in addition to a supermarket. It does not have a full-line department store, though it may have a strong specialty store or stores. In theory, its typical size is 150,000 square feet of gross leasable area, but in practice, it may range in size from 100,000 to 450,000 square feet. The community center is the intermediate type of center, most difficult to estimate for size and pulling power."

Downtown has few soft lines at this time. However, it is well served by hard lines, including hardware and appliances. If this segment has a weakness, it is that hardware firms are not highly visible along Main.

A major Downtown hardware store is apparently contemplating a move. Finding a new location on Main, with access to rear entry parking, would serve both the firm and downtown as a whole. Short of relocation, promotional efforts by MTCC and the private sector could accomplish much in building a higher profile for this segment.

Once *Connections*-related streetscape improvements are completed, downtown will be much more attractive to a junior department store, variety retailer or discounter. There are several locations along Main in the central business district where such a firm could be well-located. Recruitment efforts should be made to accomplish this task.

Antiques & Home Furnishings Center Regional Level

Downtown Mesa's antique dealers are well organized and are developing a strong profile as a regional antique district. This profile complements the heritage image recommended here. They offer a wide, complementary range of goods, with ten outlets in a compact two-block area. Their monthly antique fairs during the winter are well-attended and could be expanded upon (either more often or more participants).

These stores are assets which can be used as a foundation for building other desirable segments, including:

- New home furnishings
- Books, new and used
- Public market
- Arts & crafts (upscale)
- Historic preservation/heritage environment
- Cultural entertainment

New home furnishings stores may better support central business district development by being located off Main (e.g., on Macdonald). Typically, they do not create as much foot traffic as most specialty stores. Main Street needs more retailers that are high foot traffic generators.

Professional Services Center *Community Level*

Downtown's ancillary services for professional service firms are impressive. As amenities are added to the district (e.g., restaurants, bakeries, coffee houses, shaded pocket parks, etc.), it will become progressively easier to recruit these desirable businesses. Again, promotion to consumers and to target businesses will greatly speed up development in this sector.

Medical & Health Services Center *Community Level*

As noted earlier in this section, medical and health services can play a strategic role in downtown revitalization. With nearly 200,000 winter visitors coming to the area each year and with innumerable retirees settling here, health is a natural market. Downtown already has demonstrable strength in this industry. With the right programming, it and the city as a whole can become synonymous with health and youth (in terms of the 'young at heart').

Clinics and health-related services should be heavily recruited. To support this segment, a pharmacy is needed somewhere along Main Street, ideally toward the east end of the central business district (proximate to both the office towers and retail area).

Real Estate & Development Center *Regional Level*

Mesa has consistently been among the highest growth cities in the U.S. for decades. Local real estate and development professionals have the experience, numbers and visibility to sustain a regional market niche.

Banks and other development finance institutions can add to this profile. By promoting this asset, downtown may see more creative development itself to house members of these professions.

Entertainment Center *Community Level*

There was a time when downtown boasted an olympic-sized swimming pool, roller skating rink, shuffleboard and tennis courts, all in one complex: Rendezvous Park. On Main Street there were four different theaters, an opera house, and the Vance (Mezona) Auditorium. Downtown was a true, year-round entertainment center.

Today, only a few entertainment assets exist in town center. However, it would not be difficult to develop others and re-establish downtown's niche in this category. With little investment, it could expand on the following (for example):

- Public market, with street entertainment on weekends.
- Pocket parks and streetscapes which offer amenities that entertain (e.g., playful fountains, wind sculpture/chimes, interactive exhibits, etc.).
- A "Concert in the Park" series to encourage downtown workers and shoppers to congregate at lunch and after work. The site or sites for such concerts should be adjacent to shopping and located where street vendors and food service establishments can serve visitors.

More aggressive action to re-establish downtown as an entertainment center would include the restoration of the Rendezvous Park tradition. Such a park could bring people of all ages together. Sports, such as olympic swimming and diving, skating,

skateboarding, track and field, tennis, squash, volleyball, racquet ball and cycling might be considered. With Mesa's weather and its health/youth orientation, such a complex could be an extraordinary asset. If this sounds overly ambitious, one might ask why little Eugene, Oregon became the American Mecca for track, or why suburban Mission Viejo, California is so well known for its swimmers and divers. One of the keys to the answer is that these communities built exceptional facilities.

Other desirable actions, led by recruitment, would include the establishment of more theaters, arcades, ice cream parlors, bakeries, sidewalk cafes, pizza-by-the-slice outlets, dessert stores, crafts shops, wall murals and other forms of public art.

Residential Center *Community Level*

To support the Downtown's various roles, higher density housing development is desirable. Such housing offers the following advantages:

- Built-in markets to support downtown business development.
- Larger resident group of advocates for downtown revitalization.
- Higher levels of foot traffic, discouraging petty crime.
- More efficient use of infrastructure.
- Population densities more supportive of public transit.
- Higher value use of second story space in central business district.

Opportunities for clustering higher density housing close to the central business district should be given particular attention.

Cultural Center *Super-Regional-Level*

Downtown Mesa houses two exceptional museums one block apart. Each is highly successful in drawing regional and super-regional audiences. Other cultural entities, for example the Amphitheatre, Convention Center and Mesa Arts Center, are nearby and add to the district's cultural strength.

Until the *Connections* process began, leaders of these and similar organizations had never met together as a group. They have no collective marketing strategy (i.e., no connections). No one is charged with the often-discussed concept of creating a cultural center in the Downtown.

With an invigorated Downtown serving as host, a cultural district is not just possible, it is a straight-forward, exceptional opportunity. What is needed is cooperation and collective strategy. Cultural groups need to work with MTCC, the City and local businesses to begin building a joint-development program. Based on heritage, youth and health, this program would serve all parties well in helping Downtown's new image emerge more rapidly.

Auto Retail *Not A Strategic Target Market*

Automobile dealerships over the years have made an extraordinary contribution to the City through sales tax revenue. This contribution is important and cannot be understated. However, auto retail has no strong place in strategic city center redevelopment.

Further Downtown growth in this segment, in terms of land area, is not strategically desirable, though in the short-term it may be acceptable as a transitional use.

As long as the central business district is being revitalized, East Main automobile retailing should continue comfortably. At some time, however, more intensive land uses to the west will begin to raise these retailers' property values. Eventually, higher values will encourage owners to sell and relocate. Relocation will not be a hard decision because, except for the fact that they are already here, there is no distinctive advantage to their Main Street location. In fact, even today there are better, more strategic sites outside downtown to serve these firms.

There is no compelling need at this time to try to relocate these firms. However, since they are most likely to move eventually, it would be inappropriate to try to expand the number of such retailers through recruitment. If any intervention is needed, it would be to help the firms find better locations, *within Mesa*, at the right time in the future.

E. Central Business District Development

One of the fundamental redevelopment questions for downtown is, "Where should limited resources be focused for maximum effect?" It is impractical to try to redevelop every block, street and sidewalk. Furthermore, this shouldn't be a purely public works project.

The *Connections* Planning Team believes strongly that redevelopment is a public-private partnership, with the largest role to be played by the latter. Public improvements should be crafted as catalysts and stimulants for private investment.

Emphasis should be placed on highly visible, momentum-creating projects.

Given these questions, principles and constraints, the central business district on Main Street has been selected as the primary redevelopment area. Its revitalization will have a 'pebble in the pond' effect on adjacent areas. Over time (anticipated to be short), entrepreneurs are likely to embrace the development strategy and be motivated to invest in ways consistent with downtown's new image and target markets.

To accomplish design goals, downtown needs to adhere to the concept of a compact central business district comfortably connected to other major downtown activity centers. Compactness will encourage pedestrian movement. It will also help build the critical mass of businesses to restore downtown as a true community-level shopping center.

CHAPTER IV

CORE CONCEPTS AND PROJECTS

Organizational Development

A. Introduction

Strategic redevelopment in Mesa will require the cooperation and coordination of a diverse set of public and private entities. To address this requirement, an organizational framework is needed both for the redevelopment process and for the various projects which will be undertaken.

Mesa faces three primary challenges in organizing for the redevelopment process. First, it needs champions for Downtown among its leadership. Second, it needs stronger partnerships among both the public and private sectors. Third, it needs to overcome conflicts within its existing organizational structure.

This section recommends means for improving management of all elements of the redevelopment process. Chapter 5 addresses issues pertinent to management of individual projects.

B. Champions

Currently, there are three clear champions for Town Center:

- **Mesa Town Center Corporation (MTCC)**, a private nonprofit company. MTCC was originally established as a downtown management organization. Its roles are mostly focused on business recruitment, retention, promotion, festivals, events and maintenance.

These activities have sometimes been termed the "software" of downtown redevelopment. MTCC is led by a board of directors and managed by a professional executive director and staff.

- MEGACORP, the economic development office for City of Mesa. Downtown is one of several priorities in this office. Although it is involved in many Town Center activities, no specific mention of downtown is made in MEGACORP's mission statement or its strategic actions list.
- Downtown Vision Committee (DVC), a committee which reports to the City Council Redevelopment Committee. The DVC has been given the role of 'keeper of the vision' by the Council. One of its major actions was the coordination of completing the Vision Plan for Downtown Mesa. In addition, the DVC has regulatory oversight in downtown. It reviews all development proposals in the Town Center, then recommends action to the Council's 3-person (all Council members) Redevelopment Committee. DVC's activities are sometimes referred to as relating to the 'hardware' of downtown redevelopment. Members are appointed by the City Council to serve for a specified term. The DVC is staffed by MEGACORP.

While there are individual proponents for downtown among elected officials, neither the Council nor the Mayor could be termed champions for downtown. This could be a severe weakness, in that there cannot be a public-private partnership without champions in both camps.

To further complicate the situation, the MTCC, MEGACORP and DVC roles and priorities are not always in concert. In fact, many people are confused about the roles of each, including some of their own members. Over time, their roles have become less clear and sometimes overlap. While they might logically be closely tied, MTCC and DVC are at a polite arm's length from each other and don't necessarily agree on key redevelopment issues.

Another organizational problem has arisen which is impacting downtown redevelopment. It might be termed, 'political.' The DVC has not agreed with the City Council on a number of issues recently. This disagreement has led to alienating some members of each body from others. In an organizational context, this is debilitating because DVC's champion role is probably hampered by its relationship with the Council.

Finally, there is a question about the appropriateness of a committee being the 'keeper of the vision.' It could be argued that the 'keeper' should be at the highest level of government, not in a committee of a commission reporting to the Council. This argument is bolstered when the Committee and the Council are in disagreement or conflict. Fundamentally, the Council sets policy. Without its support, the Committee is helpless to 'keep' or implement any vision. The victim becomes the Downtown, which desperately needs continuity and cooperation.

C. Partnerships

One of the greatest opportunities discovered in the *Connections* process is the potential for crafting new partnerships. In the course of dozens of interviews with citizens and local organizations, two key themes emerged:

1. Citizens, organizations and even City staff are overwhelmingly interested in assisting or cooperating with downtown redevelopment;
2. Very few of these entities are in any way linked to Downtown at this time.

Cultural institutions, social/fraternal organizations, businesses and individual citizens can play important roles in redevelopment. They can build upon the Town Center's image through their own activities, lend support for projects, provide volunteers and help build momentum through cooperation. Among key potential partners which need to be encouraged to participate are:

- City staff, particularly department heads
- Mesa Southwest Museum
- Arizona Museum for Youth
- Mesa Art Center
- Sirrine House Living History Museum
- City of Mesa Youthcenter
- Mesa Public Library
- Mesa Convention and Visitors Bureau
- Mesa Chamber of Commerce
- Local Retailers
- Local Banks
- Community and Conference Center
- Arizona Temple
- Local Churches
- McDonnell Douglas Helicopter Co.

- AT&T
- Motorola Cellular
- U.S. West
- American Legion
- Loyal Order of Moose
- Oddfellows & Rebekas
- Masonic Lodge
- VFW Post
- Kiwanis
- Mesa Senior Centers
- Mesa Symphony
- Mesa Public School District
- Local Private Schools
- Maricopa Community College District
- Medical and Health Firms
- Local Architects & Designers
- Local Artists
- Milano Hall

If these organizations became partners in fulfilling Downtown's redevelopment mission, the mission would certainly be accomplished.

It is important that a communications process, beginning with an open house, be established to recruit these potential partners. They need to understand the mission, embrace the image and see how they can support (and be supported by) the process.

D. Organizational Structure

Refinements to Mesa's Downtown redevelopment organizational structure are recommended. There is a need for a stronger sense of team, higher level advocacy for the Downtown vision, clearer roles and reduced potential for conflict. The recommended structure is illustrated in Chart IV-1.

At the core of this refinement is a change in the 'keeper of the vision.' This responsibility should be held by the Redevelopment Committee, which works directly with City Council. It is the body which recommends redevelopment policy and should therefore champion both the vision and the redevelopment mission statement.

To help insure that policy is consistent with the needs of downtown management and capital improvement planners, the Redevelopment Committee should be expanded. Four additional members are recommended, two each from Mesa Town Center Corp and the Downtown Vision Committee. These two organizations would determine who should represent them, though the persons should be from their boards. This will help make sure that representatives are intimately familiar with their organizations' priorities.

This membership revision will give both MTCC and DVC direct voices for the first time in setting City policy on Downtown redevelopment. City Council members will still have the largest voting block (3). For the new members to over-rule the Council representatives, they would need to vote unanimously. On the other hand, this over-ruling potential exists, and would be good in the event that both appointed DVC members and MTCC board members agreed unanimously on something.

MTCC's roles would focus exclusively on the following:

- Downtown management
- Business recruitment and retention activities
- Promotion
- Maintenance

It would not be engaged directly in capital improvements.

DVC would become the Downtown Development Committee (DDC). Its responsibilities would be:

- Capital improvement planning
- Regulatory oversight, including zoning
- Design review
- Development Review

Structurally, DDC would be the same as DVC. MEGACORP staff would act as liaisons between DDC, MTCC and the City Manager's office. To help make DDC's decision-making less subjective, it would be guided by an adopted *Connections* action plan, the Downtown Mesa Vision Plan, and refinements in the City's regulatory environment (defined later in this chapter and in appendices).

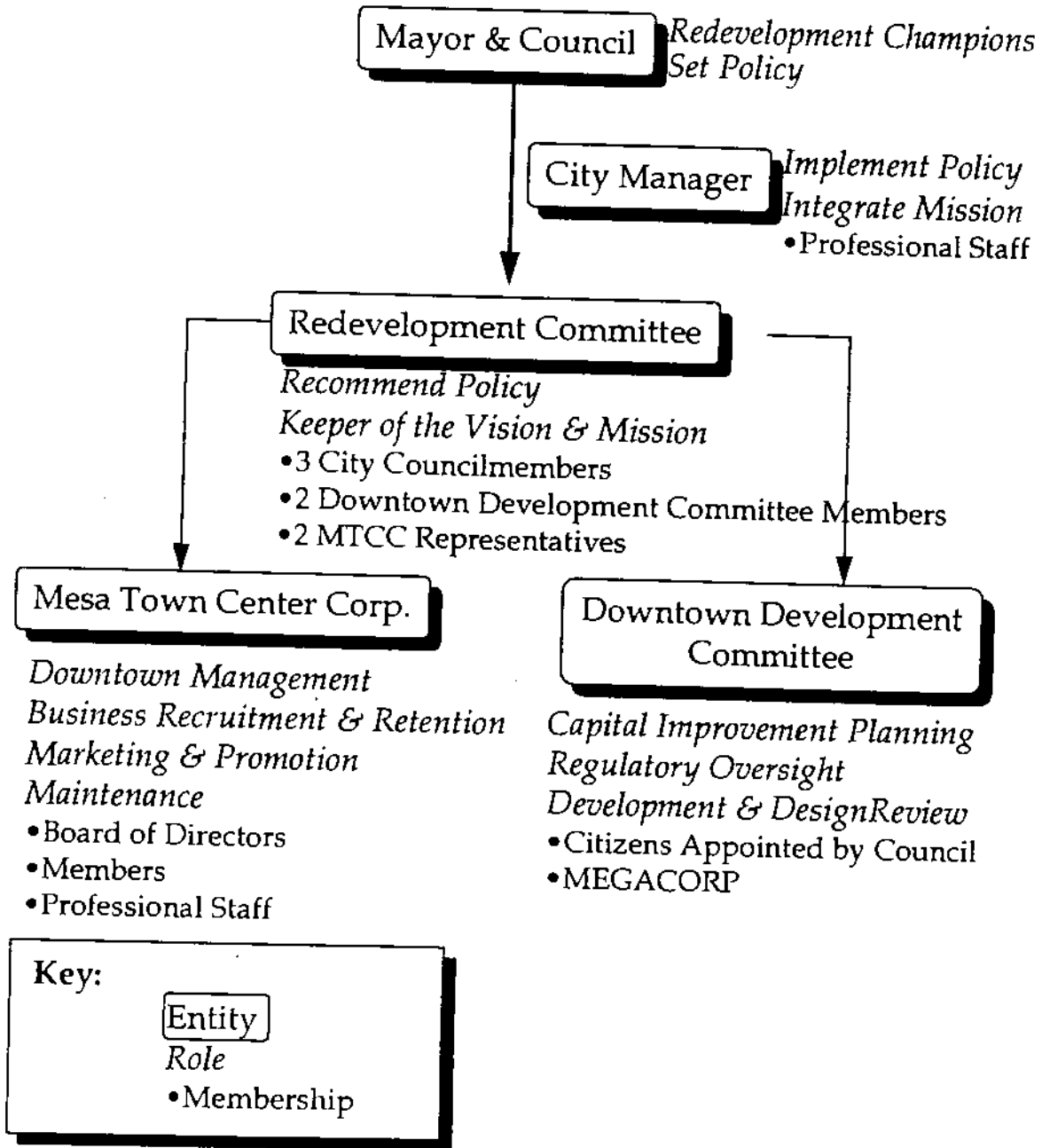
To fill out the entire organizational chart, there are several other issues to note. The Mayor and City Council would be the chief redevelopment champions. It would be the Mayor's and City Council's role to insure that all agencies, departments and committees are working toward the common vision and mission.

The Mayor and City Council would be supported in this effort by the City Manager and staff. Together they would implement redevelopment policies and integrate mission priorities into all relevant actions in City Departments.

As they do already, the Mayor and City Council would set redevelopment policy, based in part on recommendations from the Redevelopment Committee. It would also approve resources to be committed to the process and specific projects.

This revised system supports the overall organizational development priorities outlined in this chapter. It identifies and strengthens champions, expands partnerships and defines roles more precisely. It establishes a balanced policy team. Below the Mayor and City Council, every existing entity gains something, while the overall system becomes more efficient. Finally, it provides a hierarchy of decision-making which should greatly reduce the level of conflict among redevelopment team members.

Chart IV-1
ORGANIZATION CHART
FOR
MESA TOWN CENTER REDEVELOPMENT



Traffic And Traffic Calming

A. Traffic Calming

Having established that a strategy of reducing Main Street to two lanes in each direction through Downtown Mesa is viable, the *Connections* Planning Team examined a variety of other traffic calming techniques to make the environment more humane and pedestrian friendly.

Reduce Speed Limit

At a recent public meeting in Mesa, the audience asked for the speed limit to be reduced to 25 mph on Main Street. The Team advises that reducing speed limits in itself does not work unless linked to other calming measures. Nevertheless they recommend posting 25 mph signs through the Main Street commercial core between Robson and Center Street.

Reduce Speed Limit	X
Chicane	X
Safe Crossing	X
Roundabout	X
Speed Hump	
Diagonal parking	X
Visual Perception Clues	X
Surface Treatment	X
Speed Cushion	
Lane Closure	X
Reduce Lane Width	X

Chicane

Although there is some public support for meandering streets as a means of slowing traffic, in the experience of the *Connections* Planning Team, this is not a satisfactory measure for a street with considerable amounts of traffic.

But as a means of stopping the straight through view down Main Street, the consultants propose to create a form of chicane between Center and Centennial Way by increasing the width of the median there to allow for planting a double line of trees. The aim is to create "Civic Place."

Safe Crossing

From observation, the mid-block pedestrian crossings (which are controlled by traffic signals) do not work well because pedestrians often find themselves waiting to cross when no traffic is present. This is particularly true of lights on First Street and Macdonald where there is light traffic, but is also common on Main. Pedestrians are faced with a quandary: whether to jaywalk across a very wide street or wait for a long time (often in the hot sun) and then try and rush across in the short time provided. The short amount of time allowed for a pedestrian to cross a street (the Manual allows four feet per second) can be a particular problem for older people and disabled people.

The Team's proposals to narrow Main Street and create medians on First Street, First Avenue, Macdonald and Robson will make crossing much easier and less threatening. Consideration should be given to removing the lights after these works have been implemented. In the meantime efforts should be made to speed the response time after pedestrians push the button, and extend the walk time.

Roundabouts

Roundabouts are viewed by an increasing number of authorities as superior to traffic signals or four way stops as a means of controlling and calming traffic at intersections when traffic volumes are below 35,000 ADT. Roundabouts normally require a median at the entry point. The median acts as both a means for guiding traffic and as a 'refuge' for pedestrians crossing the street.

The *Connections* Planning Team decided against proposing roundabouts on Main Street, at least until there is more confidence here in their use. However, the Team does propose substituting the traffic signals at minor intersections on First Street and First Avenue with roundabouts. In conjunction with the proposed medians they would be much safer for pedestrians.

Diagonal Parking

The Vision Plan envisioned diagonal parking on Main Street. The *Connections* Planning Team examined this because diagonal parking is an excellent means of slowing traffic. However, they decided against it after examining the through traffic lane which would have had unsatisfactory results for the traffic system.

Visual Perception Clues

The *Connections* Planning Team considers visual methods a valuable means of traffic calming. Location and scale of lighting, trees and buildings can affect a driver's perception of the "right" speed to travel.

The *Connections* Planning Team proposes to use trees and lighting together with wider sidewalks and narrower lanes for traffic calming on Main Street. (See Design/Streetscape/Landscape.)

Surface Treatment

Changing the road surface can act as a warning to drivers. It can be very effective where speeds are low but, observing traffic on Main Street, changing the surface when speeds are more than 30 mph has little effect. A different surface treatment has been used on the crosswalks on Main Street for many years, but drivers do not seem to notice it. On the other hand the noise of squealing tires upsets the local merchants and pedestrians.

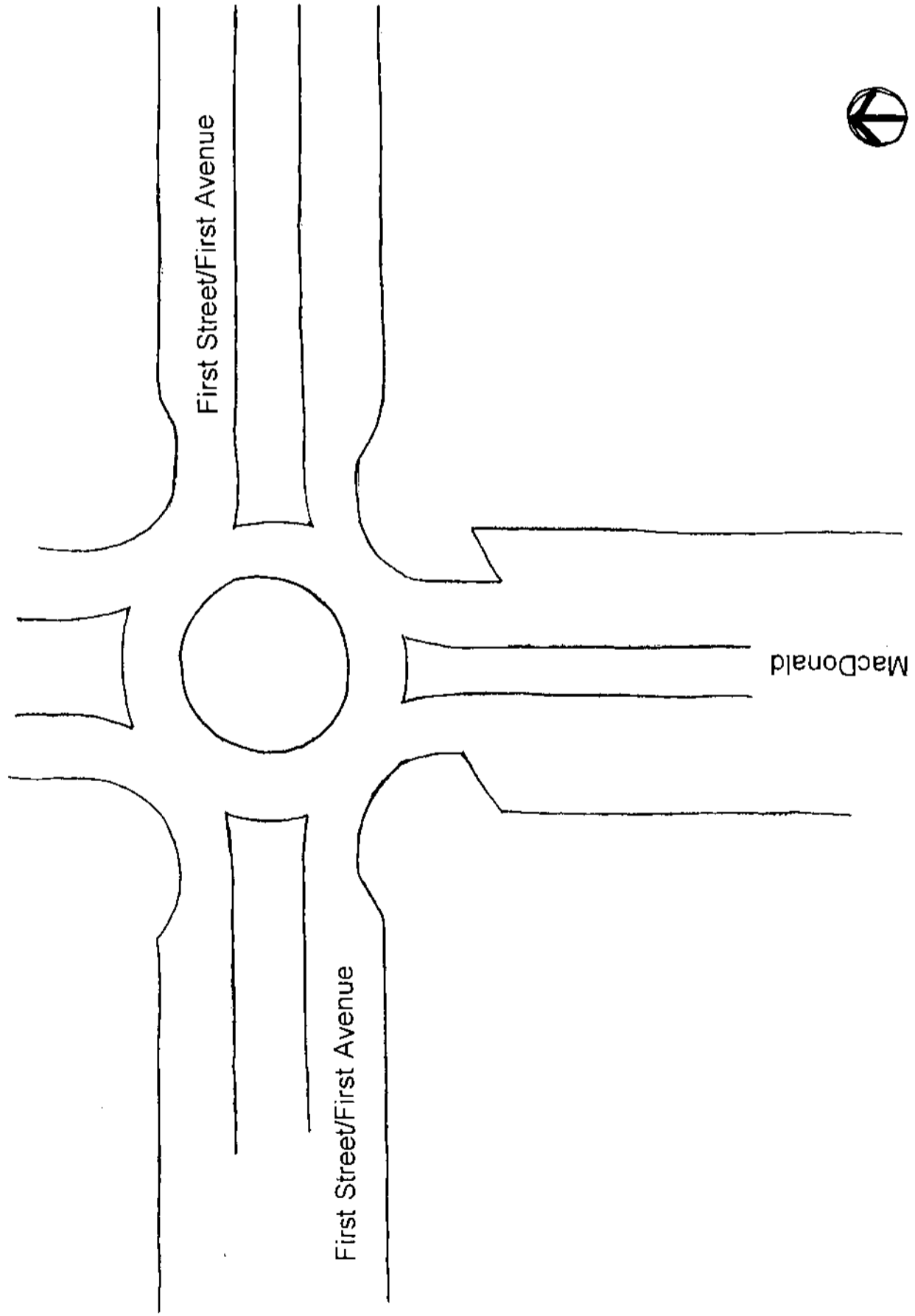
The *Connections* Planning Team recommends removing the bomanite from the crosswalks on Main Street. (See Design/Streetscape/Landscape.)

Lane Closure

Lane closure is a very effective means locally, but much depends on the ripple effect. In this case, as explained earlier the *Connections* Planning Team proposes removing one lane in each direction on Main Street, both to slow traffic and create a more satisfactory pedestrian environment.

The Team also proposes removing one lane in each direction from First Avenue and First Street by introducing medians. Both streets have low traffic volumes.

**First Street/First Avenue
Roundabout Concept**



Connections

Restoring Town Center's Place

Reduce Lane Width

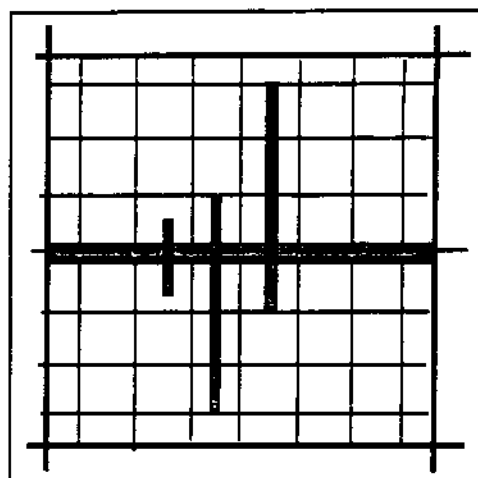
Researchers in Britain suggested that reducing the lane width is the best value for the money in terms of traffic calming. Drivers perceive the need to slow down. The present lanes are 12' wide. The standard lane width adopted by Mesa is 11'. In order to slow traffic to around 25 mph along Main Street in the downtown, the Team recommend 10' wide lanes.

In addition to taking out one lane in each direction, the Team recommend that the number of through lanes on Main Street should be reduced to two 10' lanes in each direction with a 10' band of parallel parking (see p. IV - 10) They propose that the existing median should be retained, except between Center Street and Centennial Way, where it should be increased in width to 30' wide (see p. IV - 28).

B. Pedestrians

Main Street

As a result of removing one lane in each direction and narrowing the roadway, an extra 14' of space is added on each side of the street for pedestrian activities and use of frontages who serve pedestrians. The extra width of sidewalk will occur throughout the length of Main Street from Country Club to Mesa Drive (except "Civic Plaza" between Center and Centennial). However, it is not assumed that all this length will be heavily used by pedestrians. Rather, Main, outside the central commercial core between Robson and Centennial, is seen as a tree lined boulevard with a variety of uses dependent on the frontage uses, some active, some quiet and passive.



Underutilized On Hidden Pedestrian Connections

Breezeways

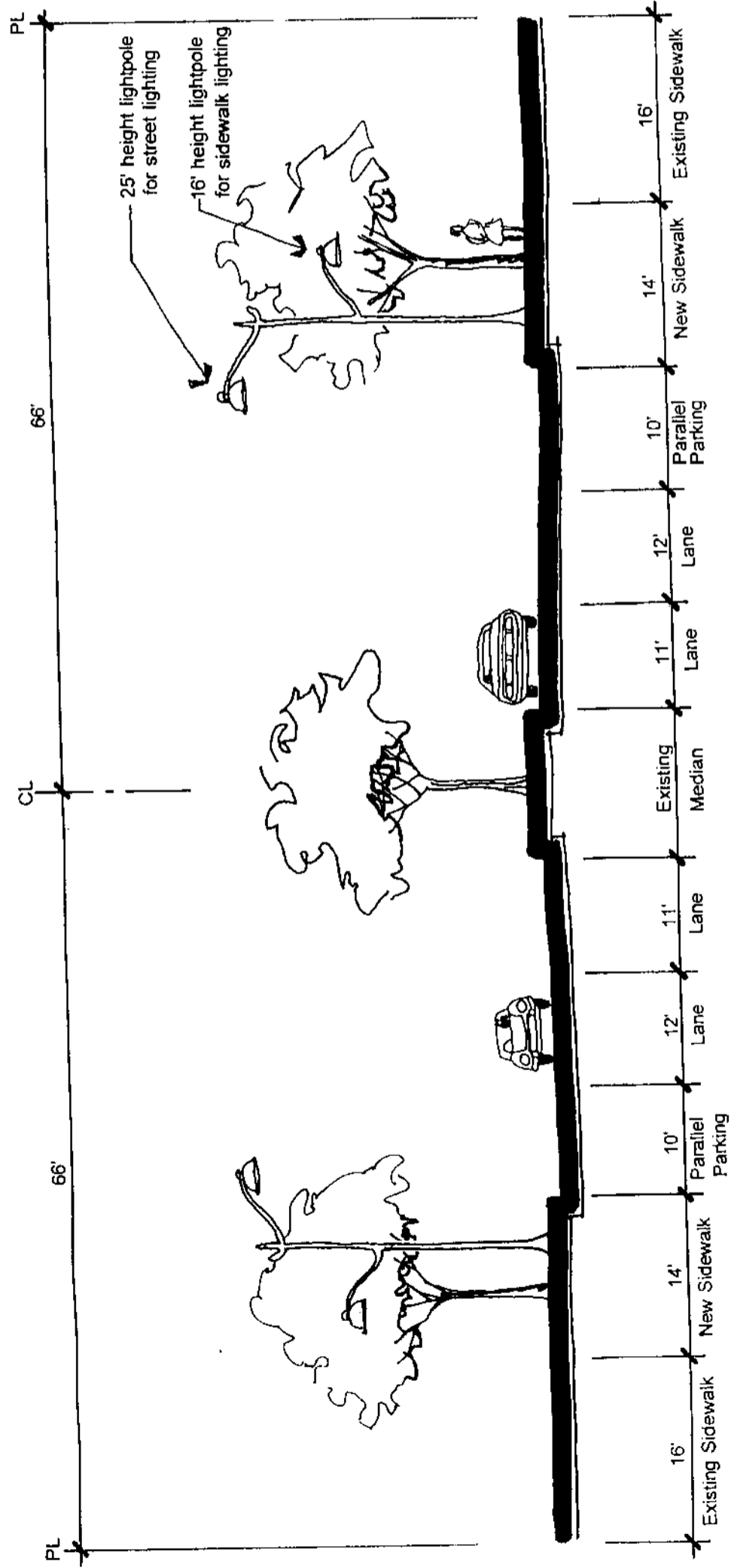
The present breezeways are intended as vehicle accesses to the parking lots on the north and south sides of the commercial core of Main Street. The *Connections* Planning Team proposes that breezeways be closed to vehicles and that the curbs be removed to do away with divisions.

Alleys

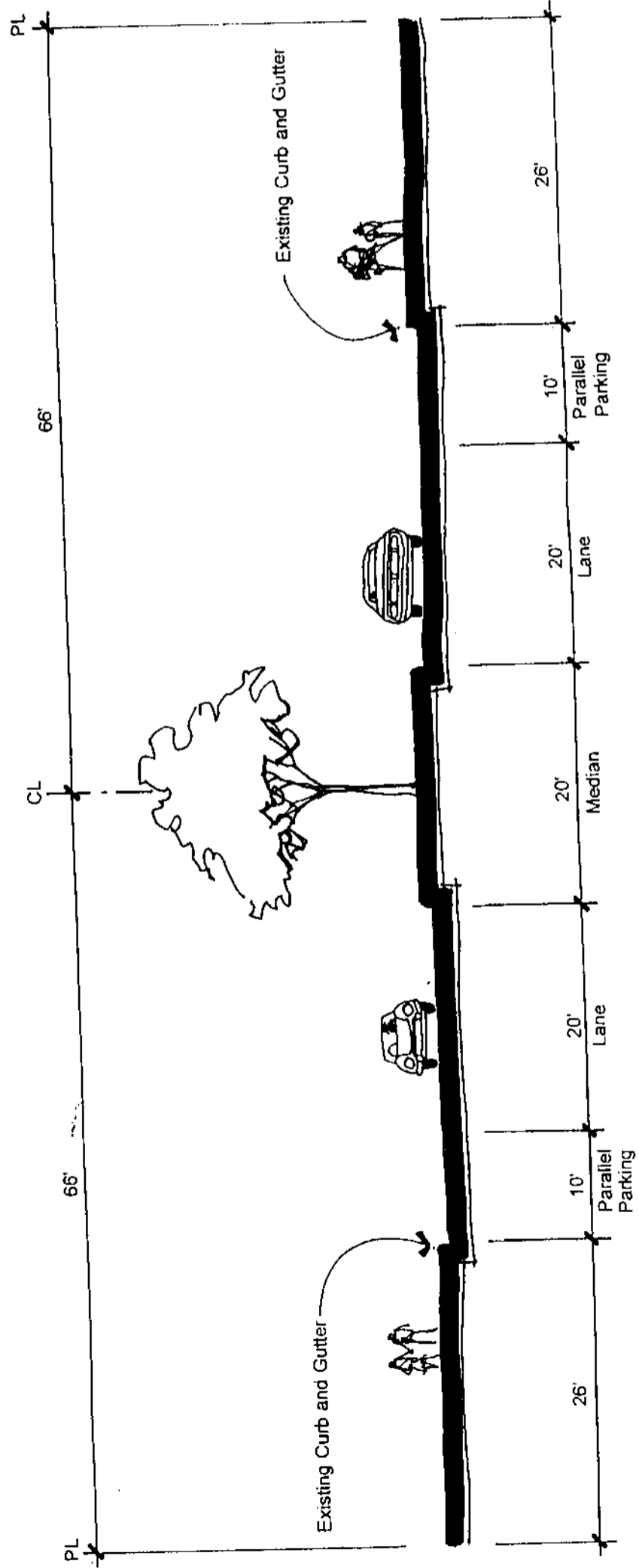
Although the alleys are intended for loading and unloading at the back of the stores, they are wide enough for slow moving vehicles to pass each other. The *Connections* Planning Team proposes that the alleys should be made two-way ("shared surface") for vehicle and pedestrian use.



**Main Street -
Commercial District
Typical Midblock Section**

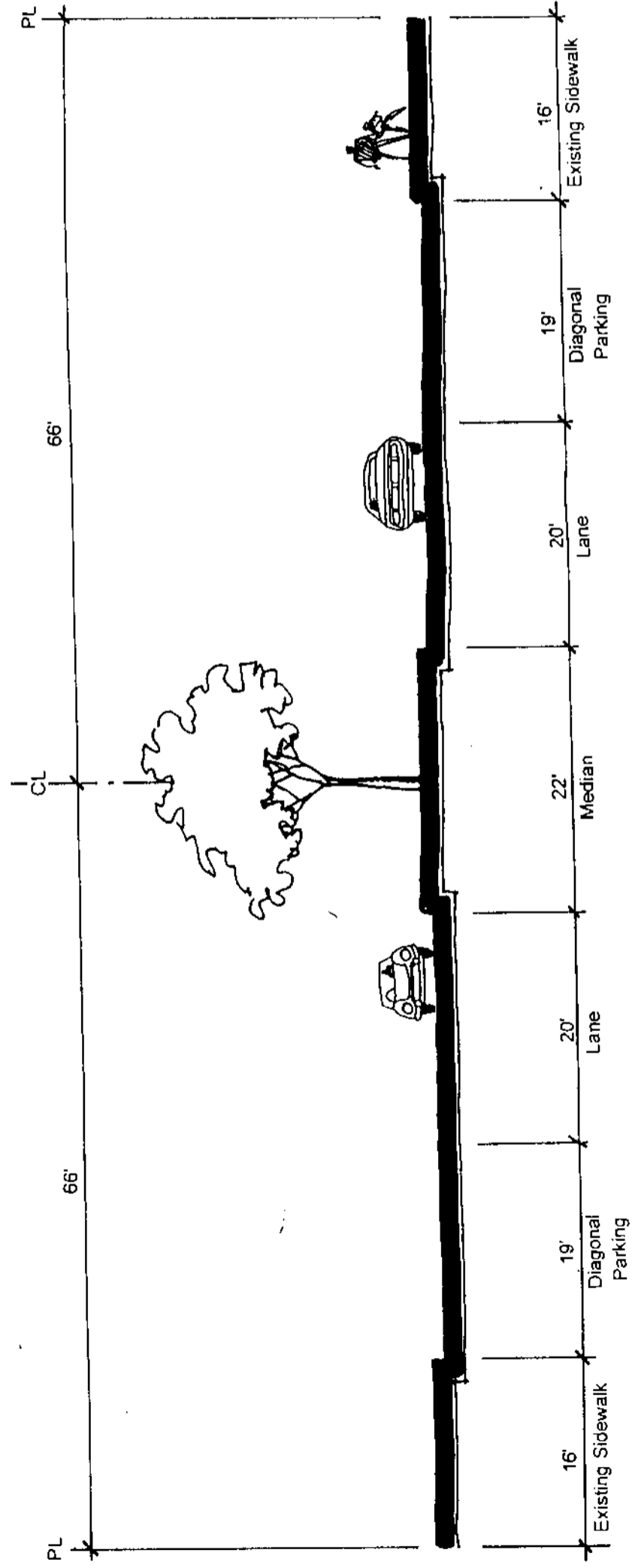


First Street/First Avenue
Typical Midblock Section



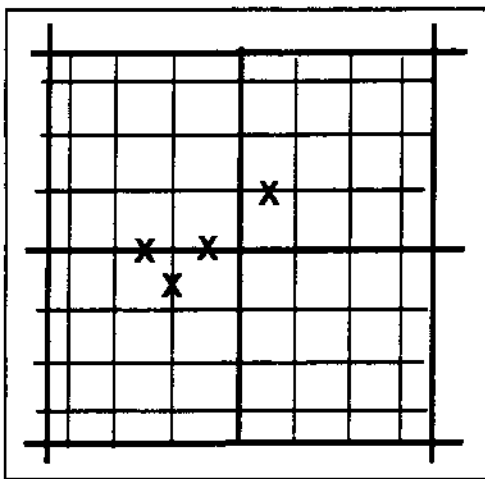
Connections
Restoring Town Center's Place

Macdonald Typical
Midblock Section



Crossings

Pedestrians need to be able to cross streets without feeling threatened by vehicles. By reducing the width of Main Street and establishing the medians on First Street, First Avenue, Macdonald and Robson, pedestrian crossing lengths and times will be considerably shortened. The *Connections* Planning Team recommends that mid-block crossings should be monitored to establish the value of traffic signals.



Key Pedestrian Crossing

C. Street Lighting

The *Connections* Planning Team proposes that street lighting be accomplished by means of 25 foot high lights for the roadway and 16 foot for pedestrian areas. All would be the City's "historic" fixtures. Poles should be located on the sidewalks throughout the length of Main Street in downtown, except in "City Place" between Center and Centennial Way. There the 25' roadway lights would be located on the curb of the median and 16' pedestrian lights on the sidewalk. (For further information, see the "Concepts/Projects" section of Streetscape/ Landscape.)

Seasonal Lighting

As a matter of urgency, and as an interim measure before installing the permanent street lighting, the team urges the City and MTCC to work together to create a spectacular lighting scheme which will "light up" the commercial core and Civic Plaza during the Holiday Season. It should be in place by the start of the Fine Folk Festival in November 1995.

Colonnade Lighting

As a matter of some urgency, the existing colonnade lighting should be examined with a view to upgrading it to much brighter lighting, using MR16 low voltage, high wattage lamps. This will have to be adapted as the colonnades are altered.

D. Transit

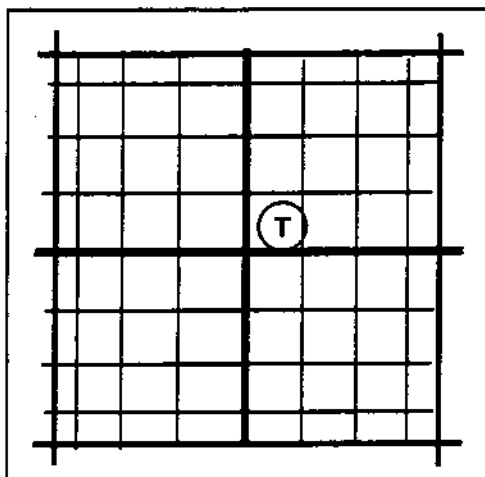
A search is now taking place for a site for a future Transit Center. Consideration has been given to an empty lot off First Avenue.

The *Connections* Planning Team suggests that a new transit center should be located in a central location, rather than on the periphery. While out of sight, transit is bound to remain out of mind to most people. If it is located on, or close to Main Street and the commercial core, riders will be brought into the heart of Downtown Mesa.

The favored location of the Team is on-street, in the new civic center ("Civic Place"). Here bus passengers would arrive in close proximity to City Hall and City offices, the library, major banks and movie theaters.

Proposed bus pull outs along Main Street have been designed to meet the requirements of the Transit authority.

As a matter of urgency, the Team recommends that bus shelters be installed starting with main interchange stops. These should be designed to be compatible with the other street furniture.



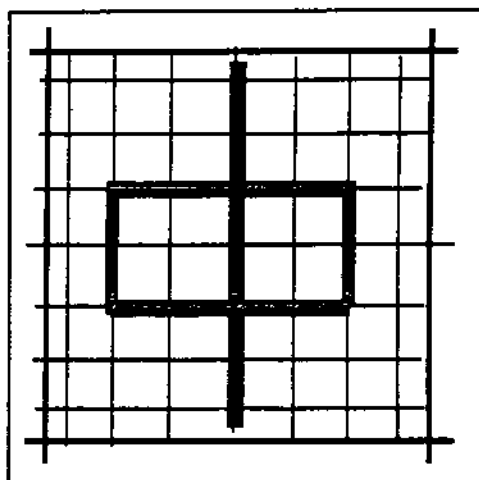
Locale Transit Center In Civic Place

E. Bicycles

As Downtown Mesa should be ideal bicycling territory, we propose that every encouragement should be given to cyclists.

When considering cyclists on Main Street, the team concluded that if the traffic can be slowed to 25 mph, there is no need for a separate bicycle route along Main Street. Cyclists travelling at speed can be a hazard for pedestrians. The parallel streets are better for through cycle routes.

The *Connections* Planning Team proposes that First Street, First Avenue, Robson and Hibbert should be designated as bike routes, in addition to Center Street. Main Street should allow for bicycle access. Bike racks provided outside all major facilities in the downtown.



Potential Bike Routes

F. Parking

If downtown is to function satisfactorily for customers and stakeholders, it is important that people find their way around with a minimum of inconvenience and a maximum of pleasure.

At present it is difficult for visitors to find many of the facilities and parking lots in Downtown Mesa, or to understand the relation between parking lots and facilities.

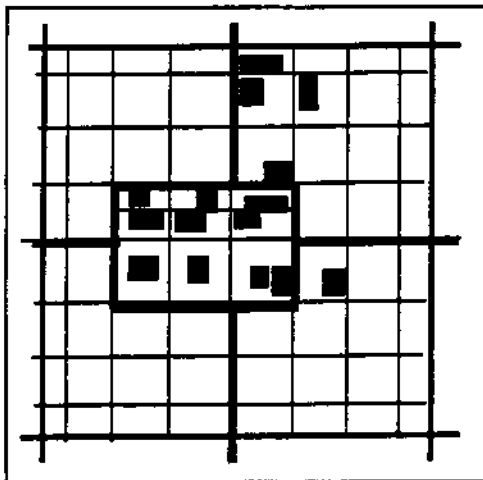
The Team proposes that a 'parking loop' should be created to guide drivers to parking facilities in the downtown. The loop should follow Robson, First Street, Centennial Way/Sirrine and First Avenue. Directions to the 'Downtown Parking Loop' should be clearly signed within Mesa, especially from the major access points:

- University/Center
- Broadway/Center
- Main Street/Mesa Drive
- Main Street/Country Club

The Team supports the introduction of a variety of time limits for parking. They recommend on-street parking should be limited to an hour; off-street parking should be 3 to 4 hours.

The Team is concerned that there is too much parking available and recommend that consideration should be given to applying the Urban Land Institute model which advocates that land uses and facilities share parking according to the time of day, rather than provide their own separate parking.

The Team proposes that parking lots should be provided with 75% tree shade. (See "Design/Streetscape/Landscape.")



Various Parking Opportunities Exist



Design/Streetscape/Landscape

In evaluating the issues presented in Chapter 3, and possible solutions suggested, a series of core concepts and projects were generated.

A. Inviting The Pedestrian To Be In Downtown

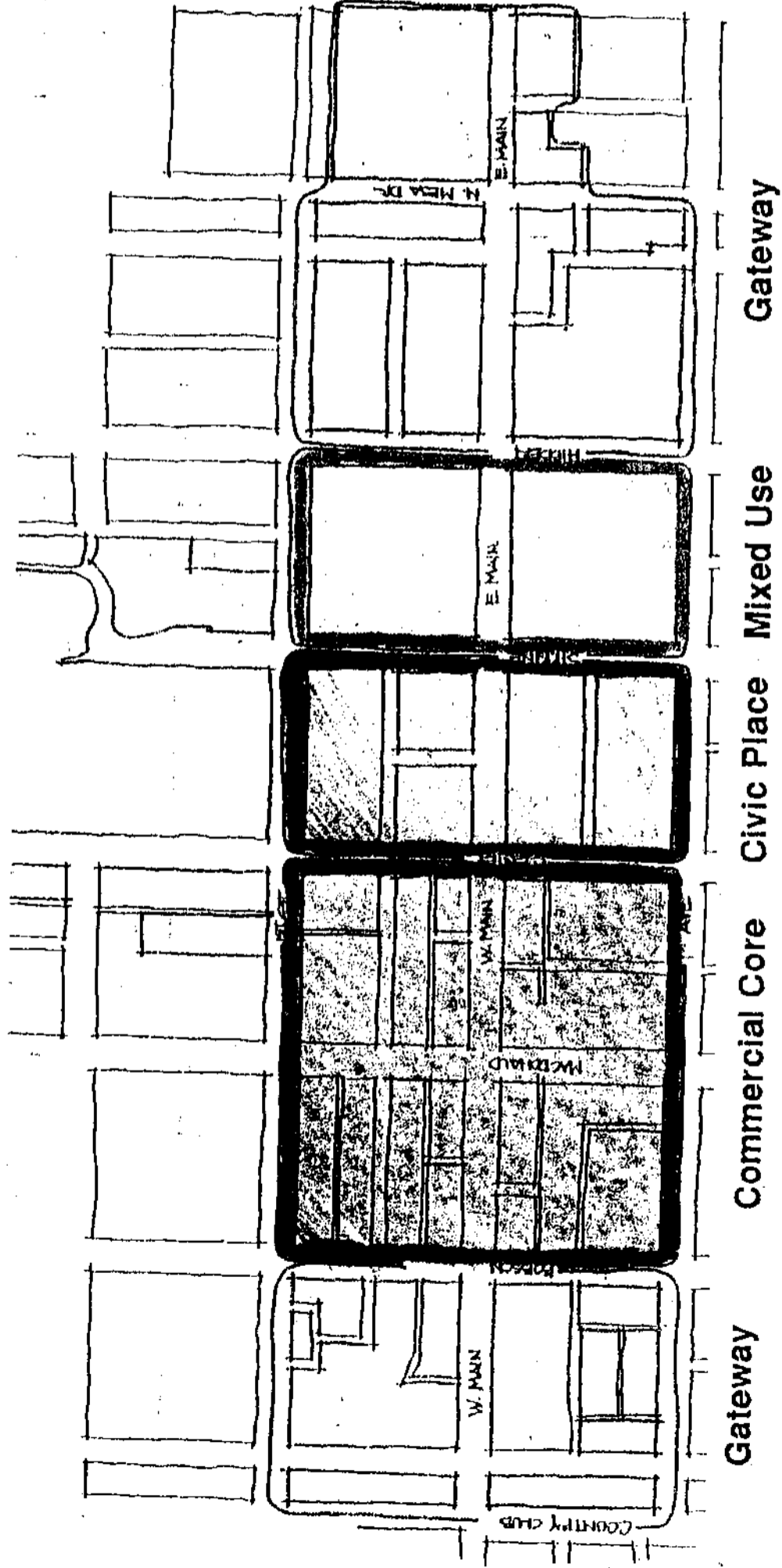
To invite the pedestrian is to give priority to the pedestrian space and provide for their comfort and security. One of the prime areas in which to make a noticeable difference to the pedestrian environment is on Main Street.

Main Street

As part of making Downtown more visible and accessible to pedestrians, traffic must be slowed and "calmed" along Main Street. In analyzing how best to provide a complete pedestrian experience along Main Street,

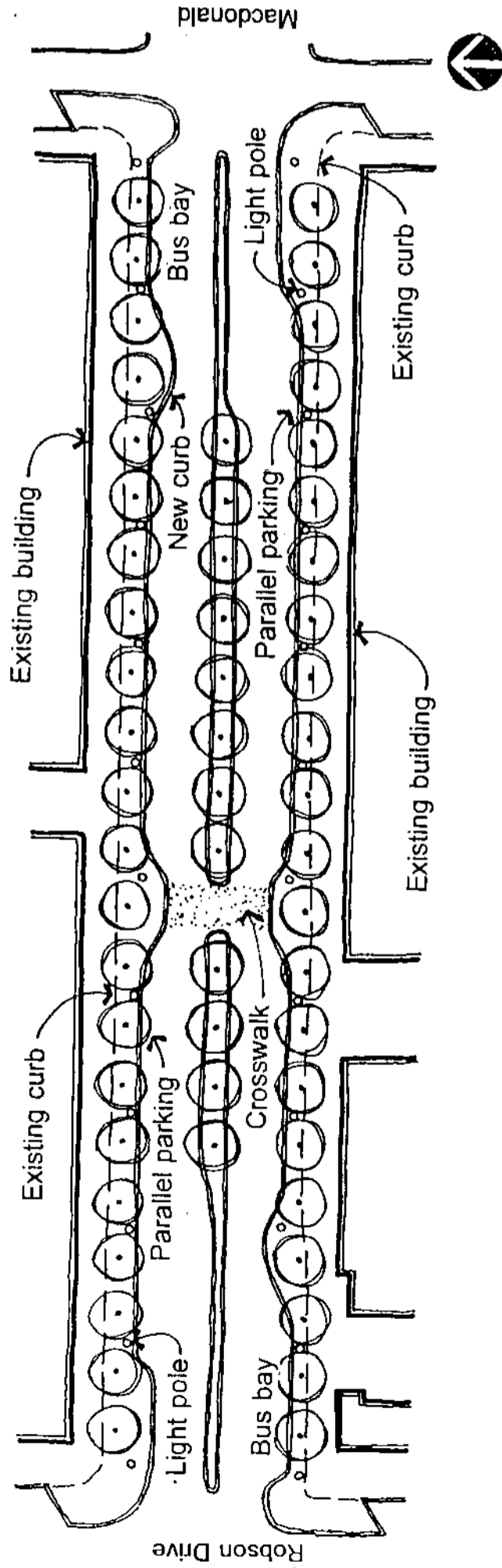
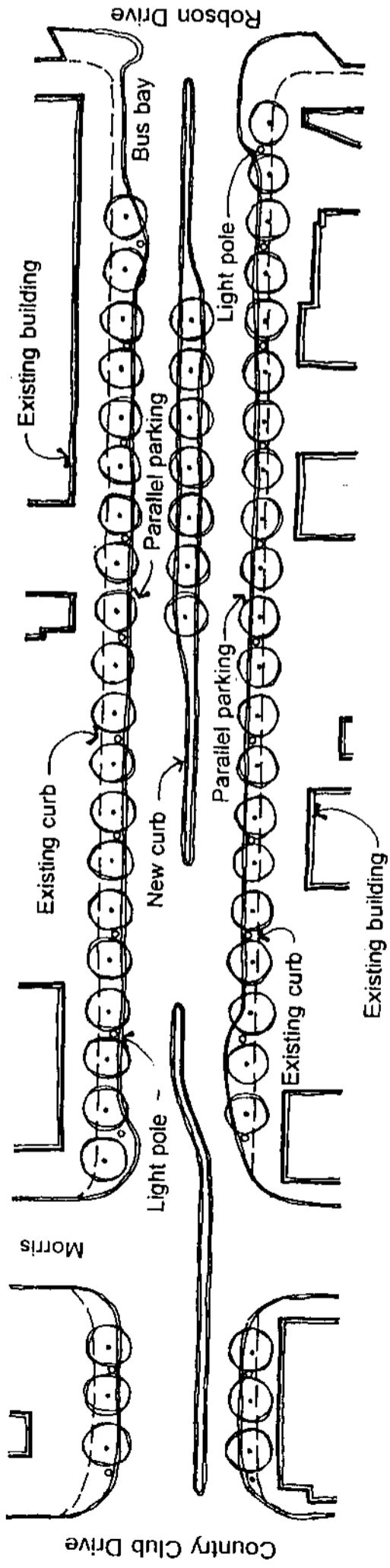
districts have been identified. Each would have a different character reflected in the design of the street and streetscape. The following plans and sections reflect these districts.

- **Gateway** - Starting west to east, from Country Club Drive to Robson, this area would be treated as a gateway district and area of transition into the core of Downtown.
- **Commercial Core** - From Robson to Center Street is the commercial core of Main.
- **Civic Place** - With city offices consolidating in the First Interstate Bank building, city government is now located on Main Street. The block from Center Street to Centennial Way can reflect this civic presence on Main.



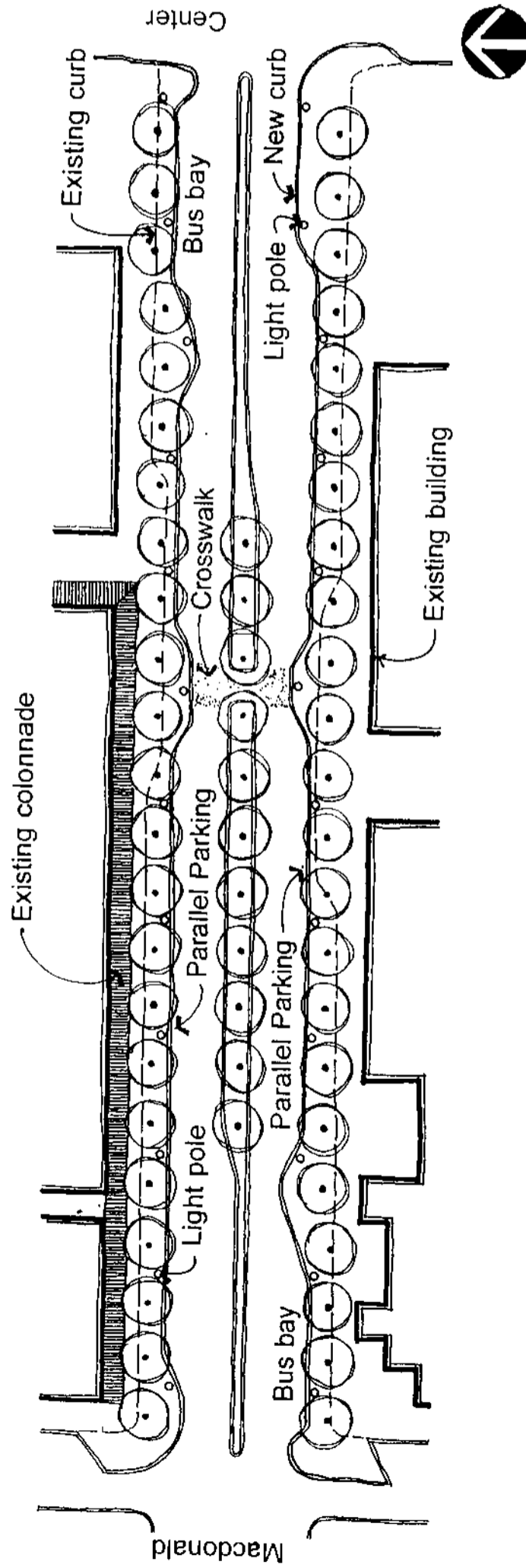
Character Defining Sub-Districts

**Main Street
Streetscape Concept**



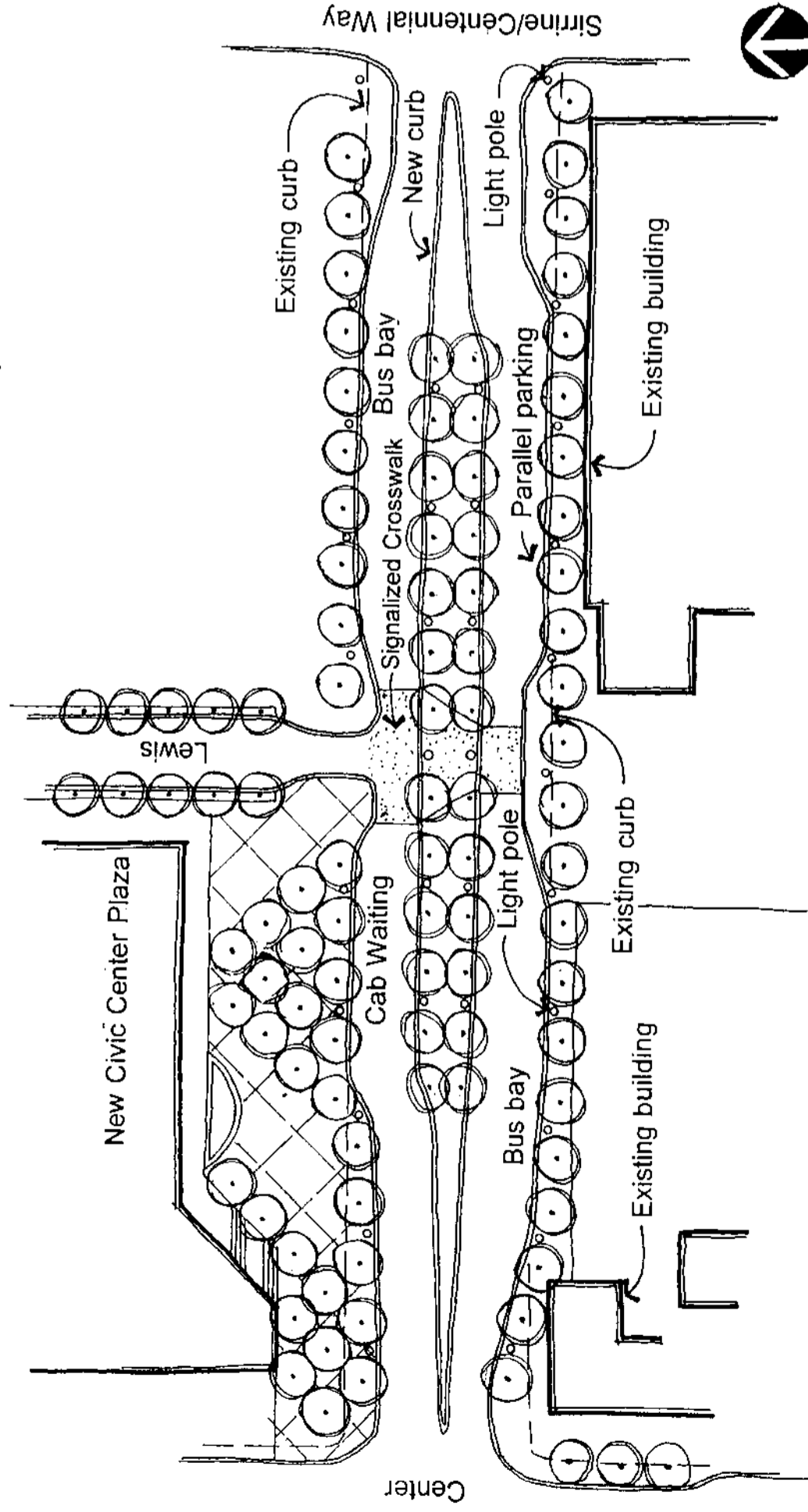
Note:
 Trees at 30' on center spacing.
 Light poles at 60' on center spacing.

Main Street
Streetscape Concept



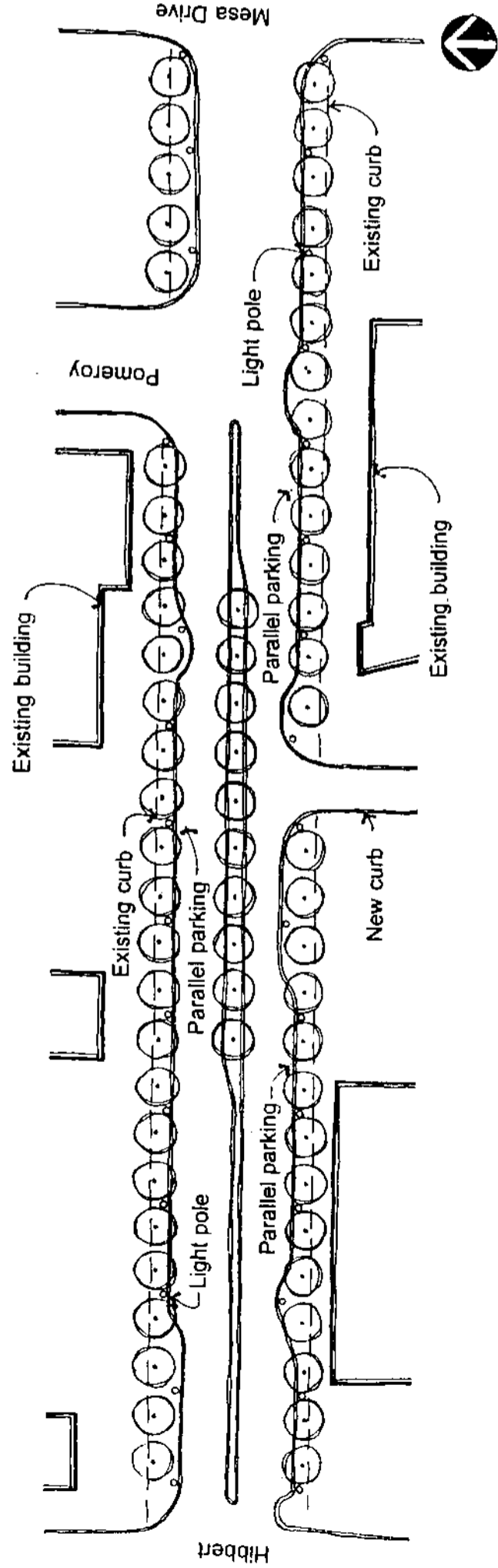
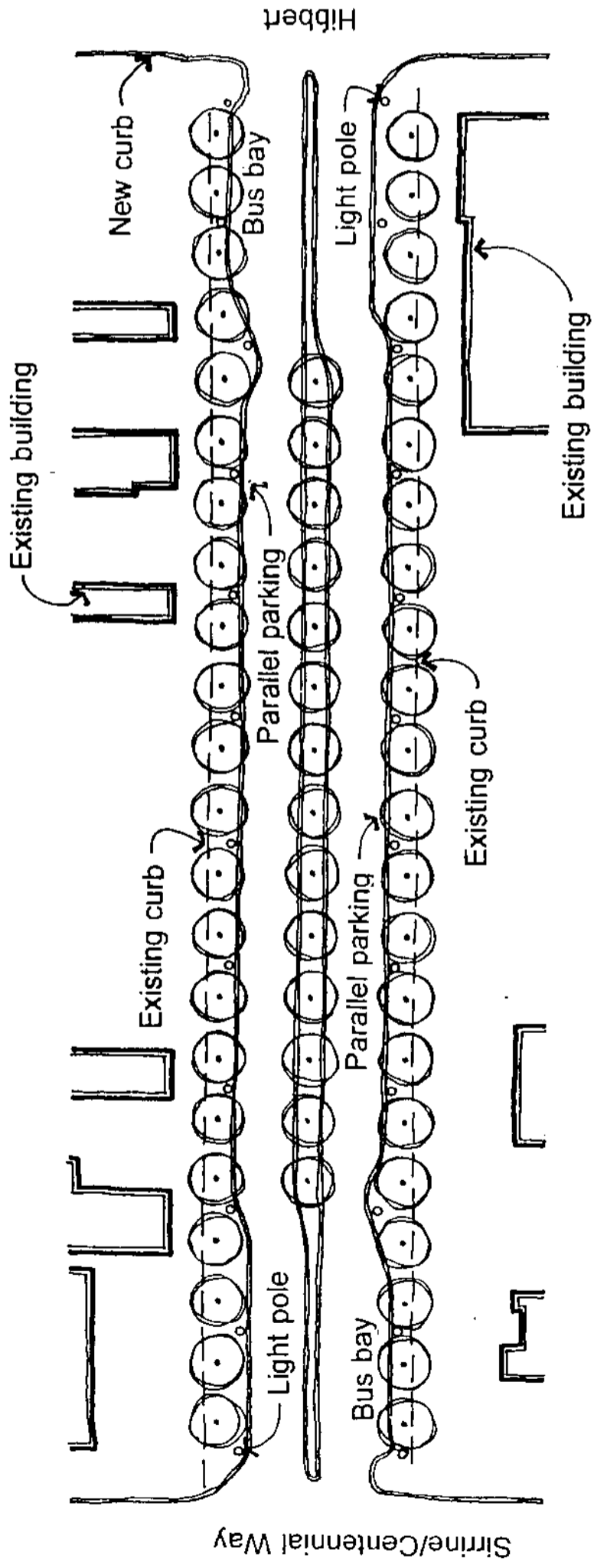
Note:
Trees at 30' on center spacing.
Light poles at 60' on center spacing.

Main Street
Streetscape Concept



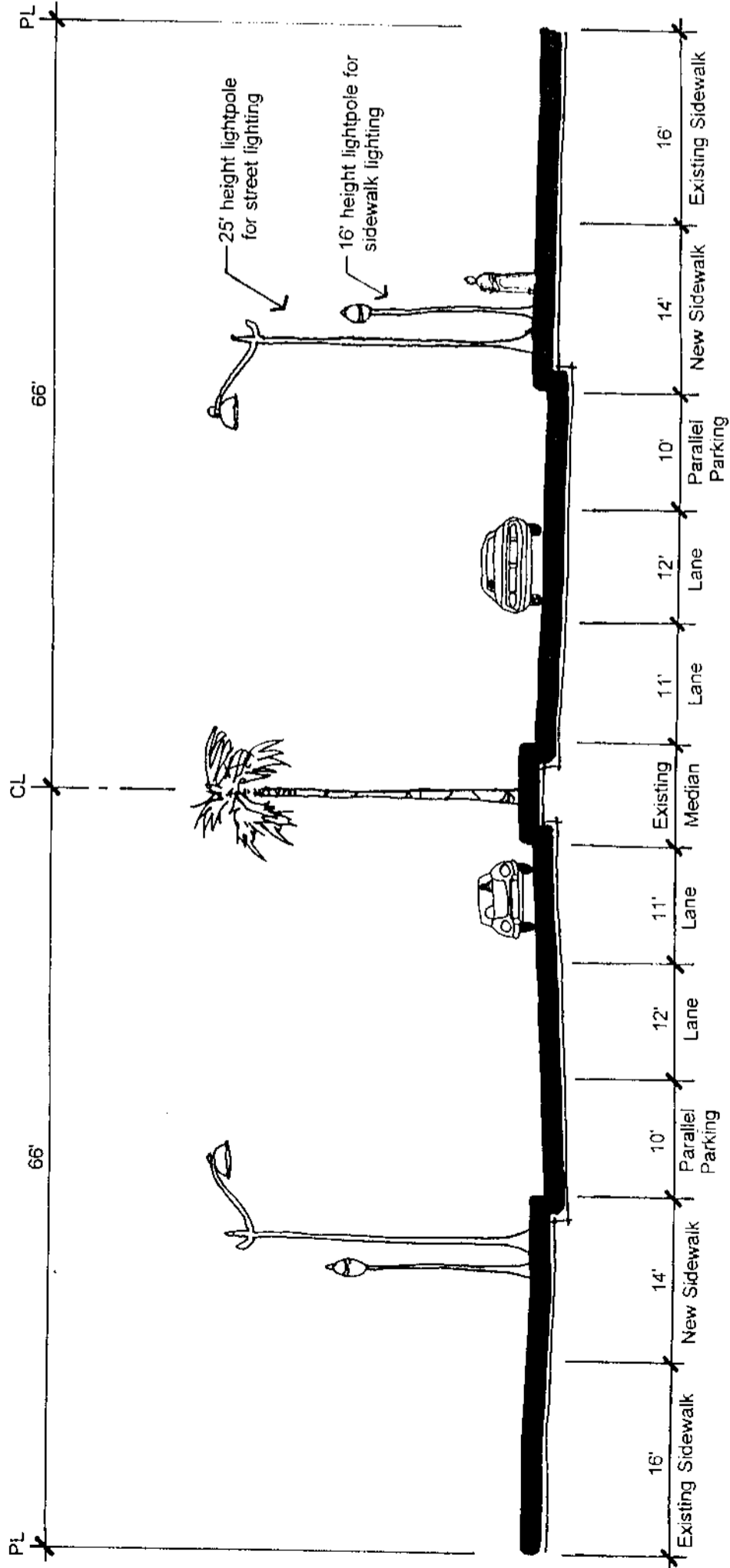
Note:
Trees at 30' on center spacing.
Light poles at 60' on center spacing.

Main Street
Streetscape Concept



Note:
Trees at 30' on center spacing.
Light poles at 60' on center spacing.

**Main Street -
Gateway District
Typical Section**



- **Mixed Use** - From Centennial Way to Hibbert, a mixed use district continues the office/retail which exists, eventually adding housing to the mix.
- **Gateway** - From Hibbert beyond the townsite boundary to Hobson, the transition into Downtown is made, incorporating Pioneer Park and the Arizona Temple into the gateway at the east edge.

The Commercial Core

The layout of the Commercial Core from Robson to Center is nearly wall-to-wall buildings, dense enough to walk the two block area, with few curb cuts/ driveways to interrupt the walking experience. As a consequence of calming traffic through the area by narrowing and eliminating lanes of traffic, the recovered space should be allocated to parallel parking and pedestrian space. With the existing median refurbished to reflect a clearer design theme and parts of the colonnade being removed in designated areas, requirements for shade need to be addressed through colorful awnings on the buildings and shade trees along the pedestrian area. A pedestrian/bicycle access zone of 8 feet next to the curb allows free access and a space for getting in and out of cars. From the edge of this zone to the colonnade, a furniture zone for trees, benches, restaurant tables, and other pedestrian items and activities can occur under a canopy of trees.

B. Providing Walkable Routes In Downtown

With walking distances between major destinations in Downtown generally within 10 minutes, attention should be given to establishing as shady a route as possible, using 75% shade coverage of walkway area during the hottest months as a design guide.

This effort can take the form of many small and large projects, both public, private and mutual partnerships, some of which are described below.

Neighborhoods

Two of the four residential neighborhoods within the townsite are or will be soon designated Historic Neighborhoods. This designation will help stabilize any deterioration in structures through access to grant monies. The landscape in all four quadrants is not so protected. However, the opportunity to create a public/private partnership effort at improving the character and walkability of the neighborhoods is possible through organization. With city participation in design and capital improvements, the neighborhood can maintain and therefore reinvest along with the city in their neighborhood. A tree planting program should be initiated to provide for shade from trees along the sidewalks planted within the original planting strip. Landscaped medians should be added to bring back the historic character and reduce the scale of the wide streets. In some areas, the medians will also serve to separate residences from industrial or commercial uses.

Pedestrian Connections

Major pedestrian and bicycle routes have been identified in the following plan, along with tree planting opportunities and new median locations. These major pedestrian connections should be strengthened visually to link major destinations and under-utilized open spaces. These connections will create other opportunities for meaningful use of park and open space.

- **Convention Center Cultural Promenade to Main Street and Beyond** - This route almost exists, except for those sections which cross parking lots, where the sidewalk is too narrow, or there is insufficient shade. This route is envisioned as a double row of shade trees with wide sidewalks (8 to 10 feet) located on either side of streets and drives, through parking lots and along buildings. This pedestrian spine links the Amphitheatre, Convention Center/Hotel, the Library/Arts Center, the City Council Chambers, the City Plaza building, crosses Main Street to connect the Park Place plaza and theater, with the parking area beyond. The promenade ends on the south at a city-owned vacant lot which could become a neighborhood park.
- **Museums to Main Street Link** - This connection utilizes one of four "breezeways" created between buildings on Main Street, crosses the parking lot to Pepper Street where people can cross freely due to low traffic and short distance to either the Arizona Museum for Youth or the Mesa Southwest Museum. Each of the museums is planning expansion, creating open spaces within and adjacent to them which will need connection to other destinations. The breezeway is the most direct link, creating a strong visible and useable pedestrian route to Main Street. The parking lot which separates these destinations is the most inhospitable part of the trip. The unshaded asphalt is a barrier to this connection. Substantial shade should be added to the parking lot to encourage pedestrians to cross it and to market a shaded parking lot to the potential visitor to Main and Downtown.

C. Creating a Civic Presence on Main Street

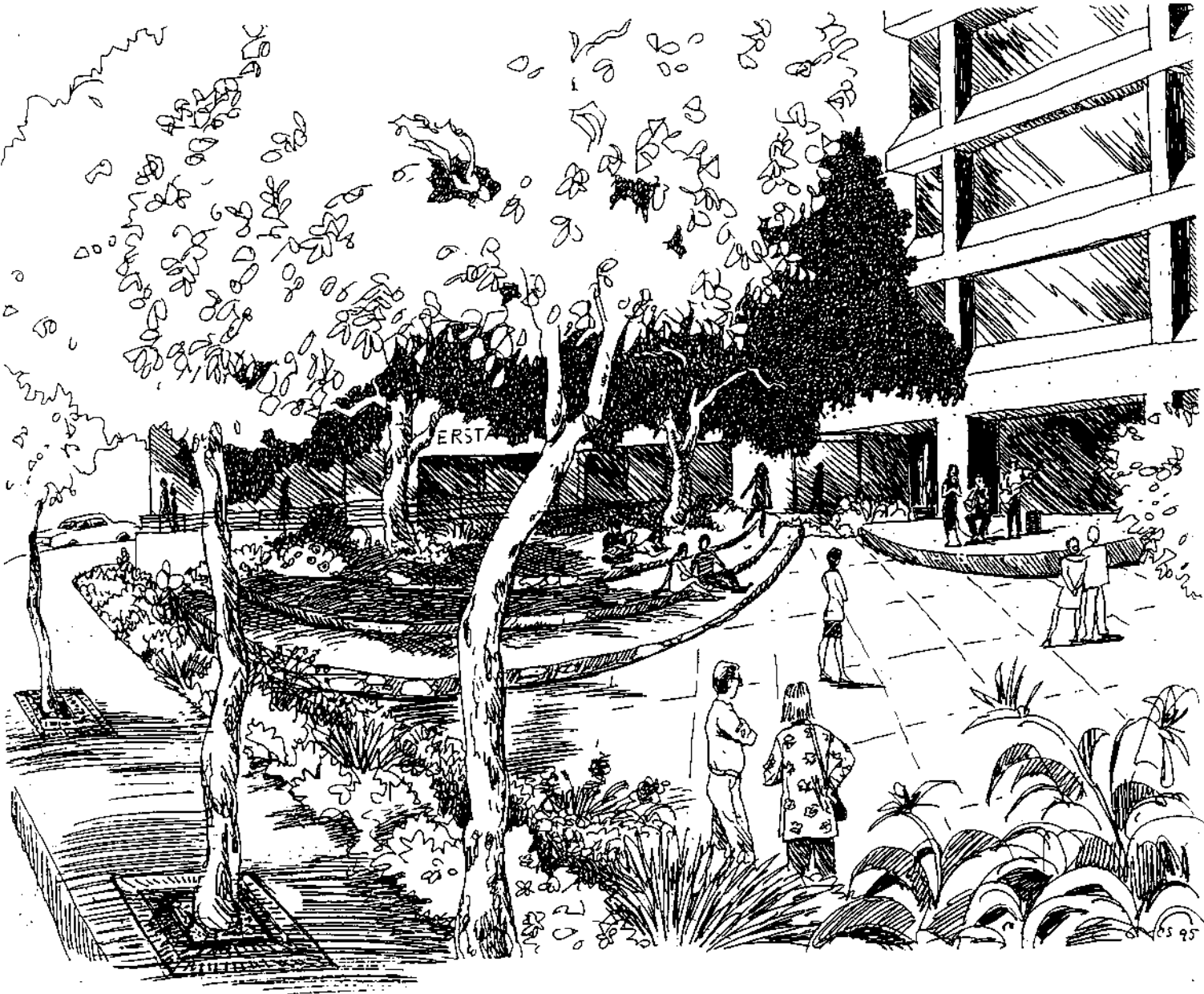
An Almost City Hall

The consolidation of city offices to the City Plaza (First Interstate Bank) building presents a significant opportunity for city government to take its place on Main Street. This physical presence can be emphasized through redeveloping the entrance onto Main and by creating a public plaza in place of the parking lot. Two of the best, most stately trees (Evergreen Elm) in Downtown are located in front of the entrance facing Main, but are currently inaccessible to the pedestrian as shade due to walls and parking. By redesigning the entry to the bank and office tower, and removing walls and parking to the south of the building, a significant public open space can be created which announces this building as "City Hall". Adding shade, benches, flags, even water, can give the sense of arrival and identity currently lacking in this space.

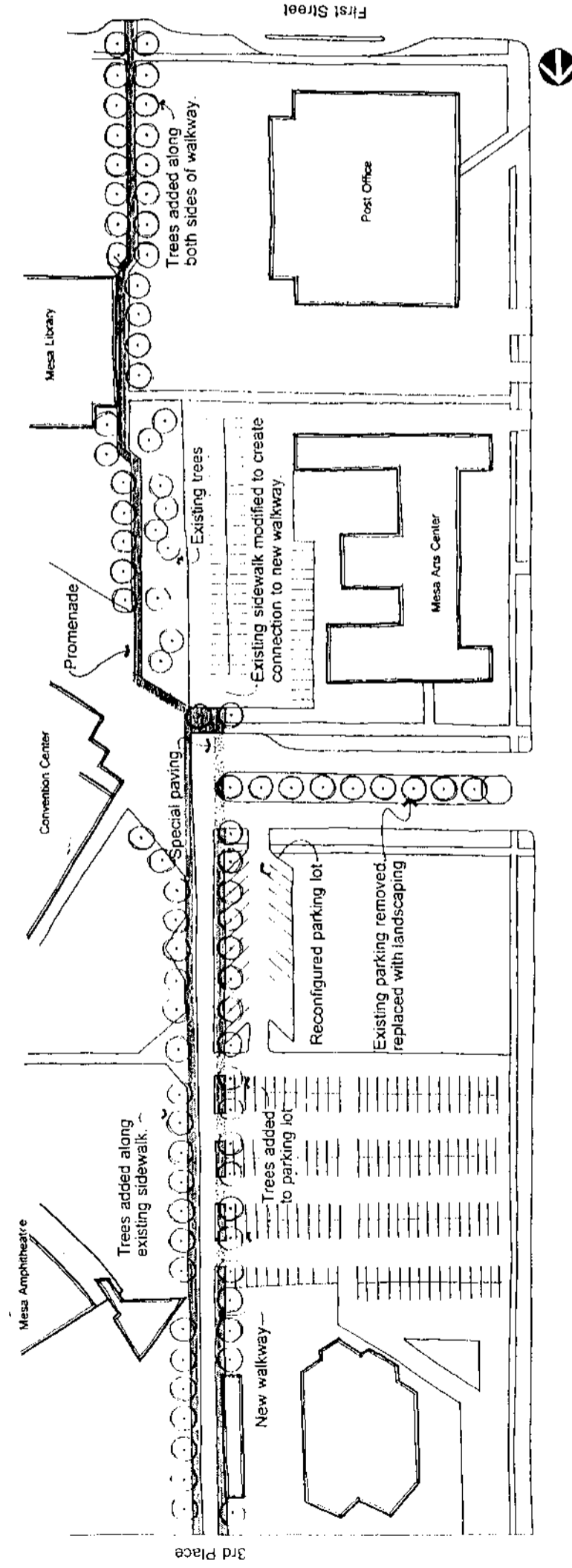
Solving An Identity Crisis

The lack of a sense of arrival and building/space identity described previously can be greatly solved by creating strong identifiable physical spaces and by a comprehensive signage and identity program. The following are examples of areas which can be redeveloped to achieve better identity:

- **Center Street** - Visitors to the Amphitheatre and Convention Center complex do not recognize Center Street from University Drive as the major route into the area. Center Street has the potential to provide a clear sense of arrival to a series of cultural and governmental destinations.



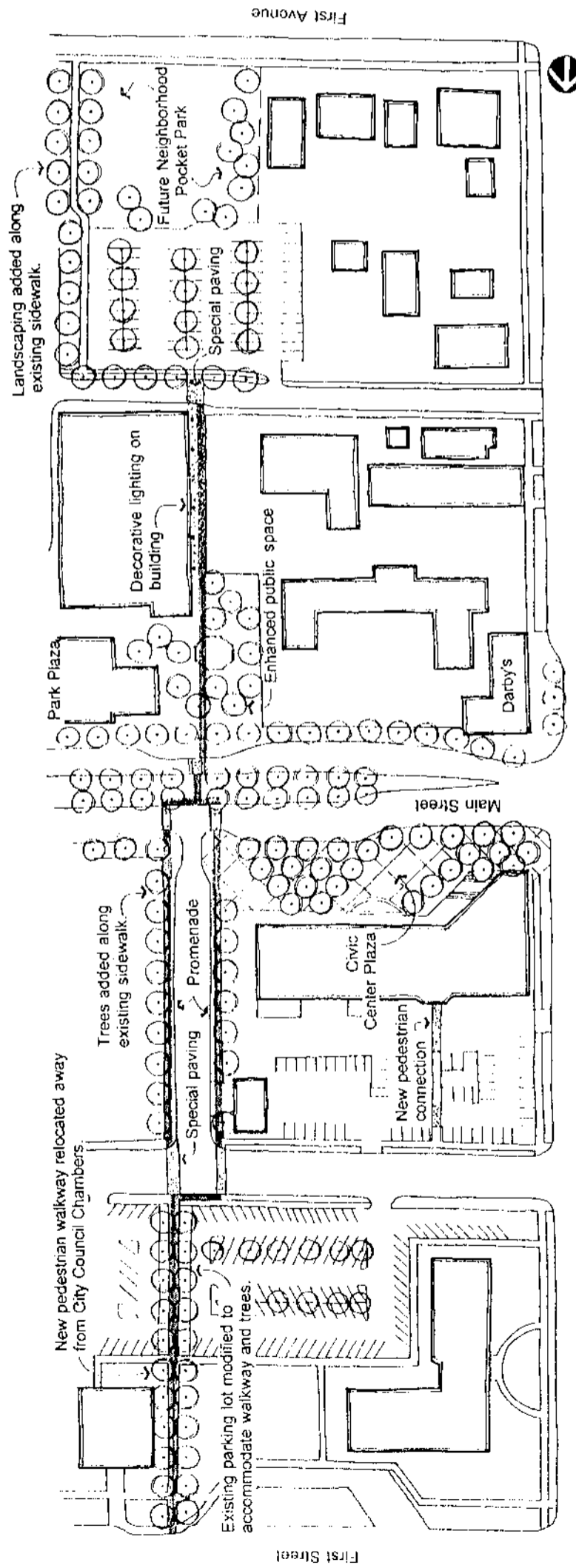
Convention Center
Cultural Promenade
To Main Street



Connections

Restoring Town Center's Place

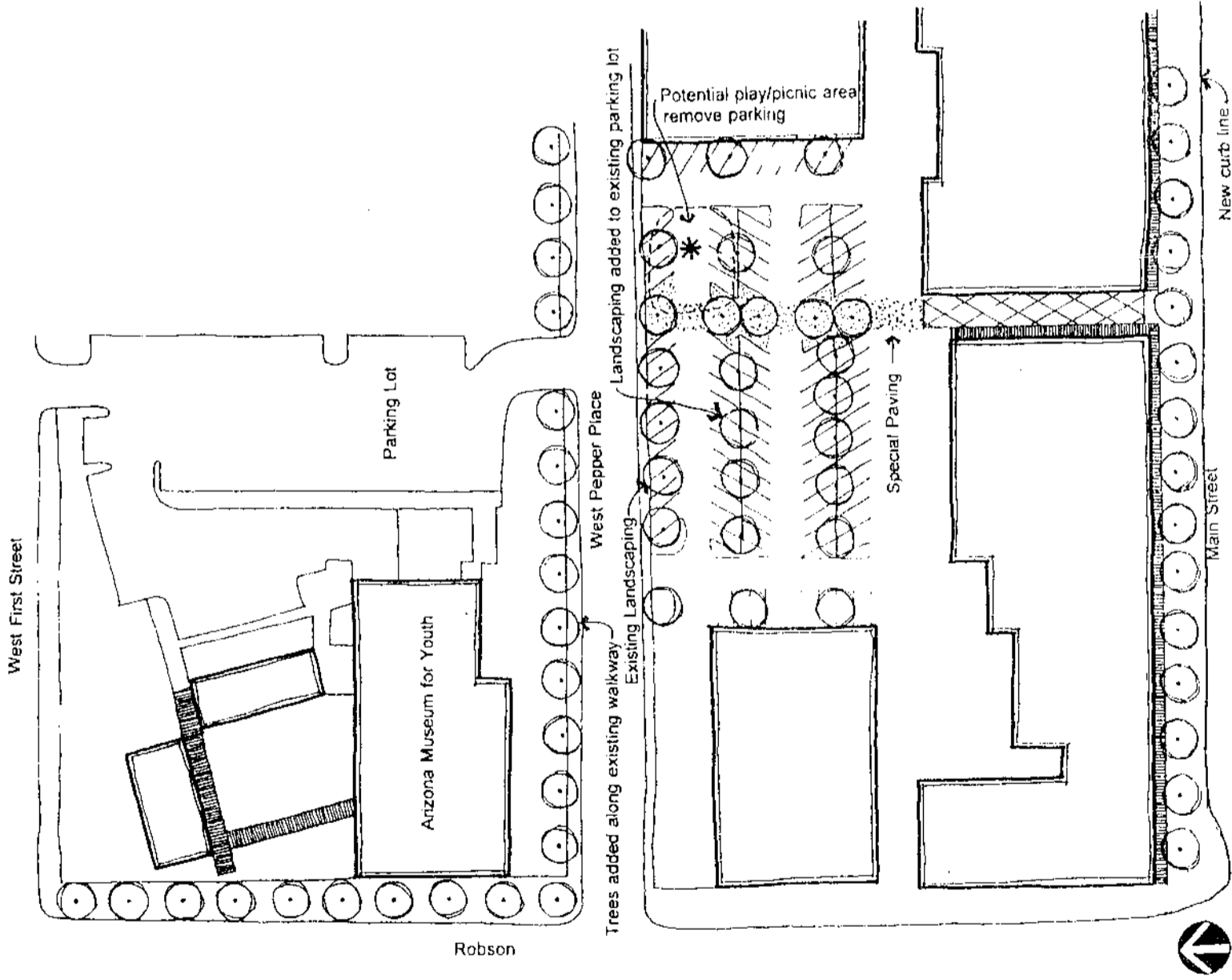
Convention Center
Cultural Promenade
To Main Street (con't)



Connections

Restoring Town Center's Place

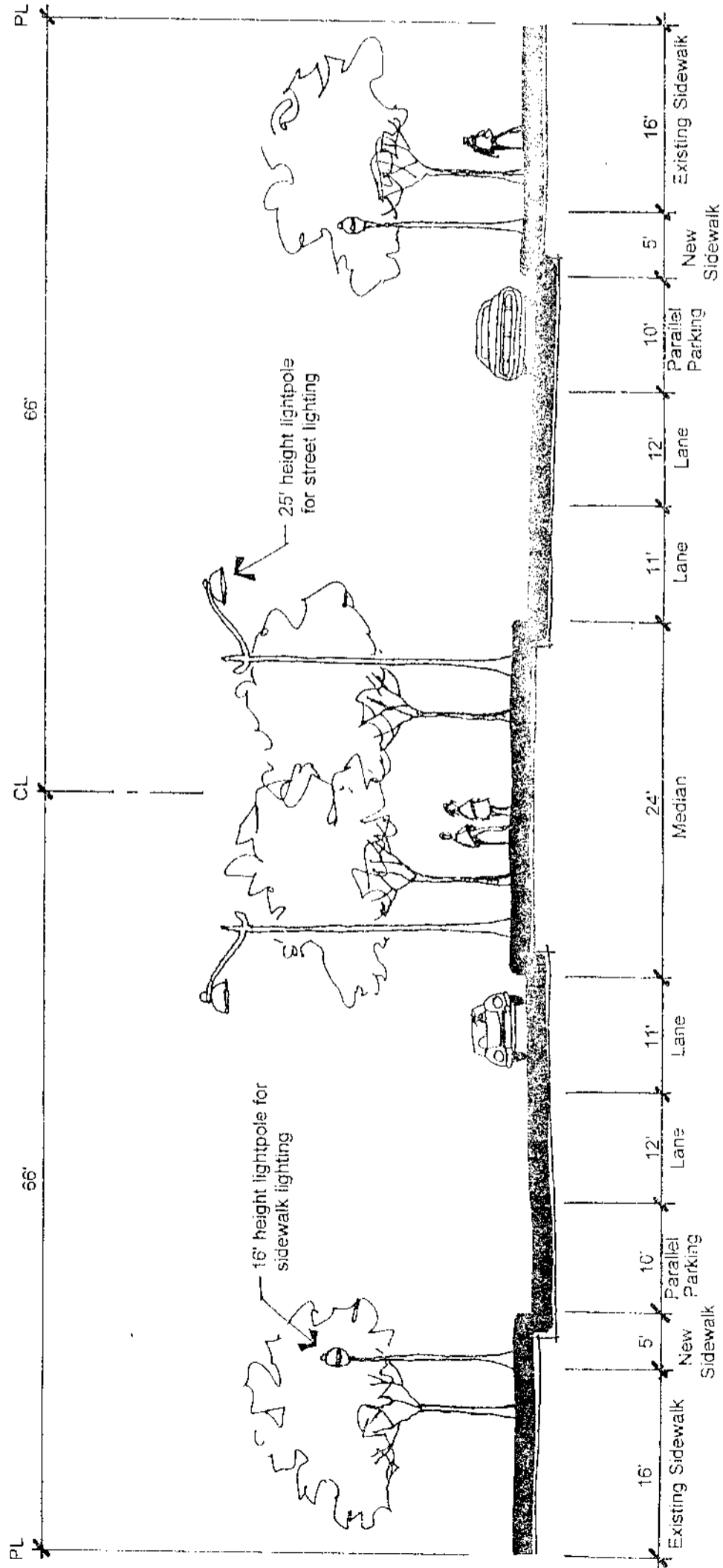
Museums To Main Street
Pedestrian Link



Connections

Restoring Town Center's Place

Main Street -
Civic Area
Typical Section



Connections

Restoring Town Center's Place

The street should be redeveloped to include a landscaped median setting a theme (perhaps a grove or orchard effect representing Mesa's agricultural roots) which is repeated at the entrance to the Convention Center. The parking should be replaced with a landscaped entrance and turnaround provided to guide people to their destination. Likewise, the sidewalks should establish a strong promenade effect with a double row of trees reinforcing the visual theme and providing shade and equal emphasis to pedestrian as well as vehicular space.

- **Wayfinding** - Visitors should be able to find their destination and a way to park within a reasonable distance. Each cultural and civic building should be clearly identified with an individual sign of distinction as well as a system of wayfinding which gives people all the choices. A Downtown map and guide should be available in all major pedestrian areas.

D. Adding Life and Fun

The degree to which life and fun is added to a space depends on people, not necessarily the space. But there are some spacial qualities and features which can enhance and build on the human need for socialization, desire for surprise and natural tendency toward curiosity. Qualities or features most notable for Mesa were water, heritage, and family, ultimately appealing to the child in all of us.

- **Water** - Adding water to the pedestrian connections and spaces can be achieved in a variety of ways, from simple pools or channels to computerized interactive jets of water. Given the flowing nature of water, linear connections enhanced by water in a desert climate is a natural combination.



- **Heritage** - People are curious about the past, fascinated by human interest stories of settlement, hardship, and past living conditions. Mesa has that kind of heritage in structures and in landscape patterns. Planting the historically designated planting strips and capitalizing on inherent historical themes, as previously described, will promote curiosity and education about Downtown. Other ways may be to enhance the Cultural Walk and Walking Tour with actual examples of history and cultural features such as historic restoration of buildings and the addition of public art.
- **The Child** - Bringing out the child in all of us in the context of Downtown is to recognize opportunities for surprise and delight in physical space, public and private. The addition of public art pieces on Pepper Place and the potential development of public plazas at the museums are significant steps toward adding these elements in Downtown.

Development of these spaces should go forward whether or not the building spaces accompany them.

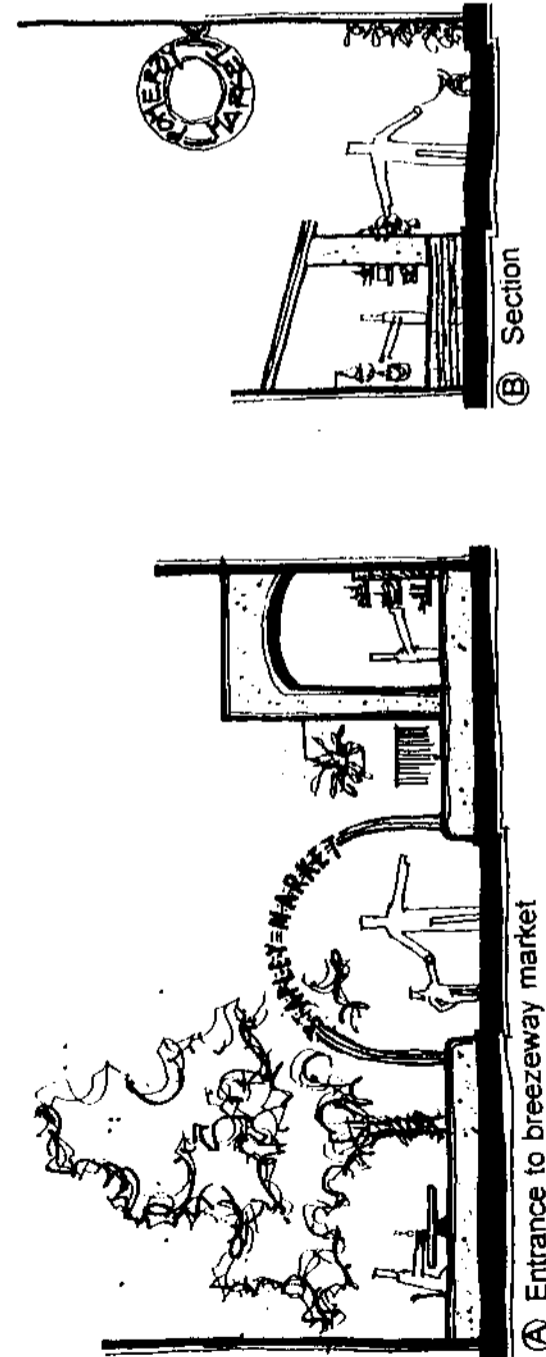
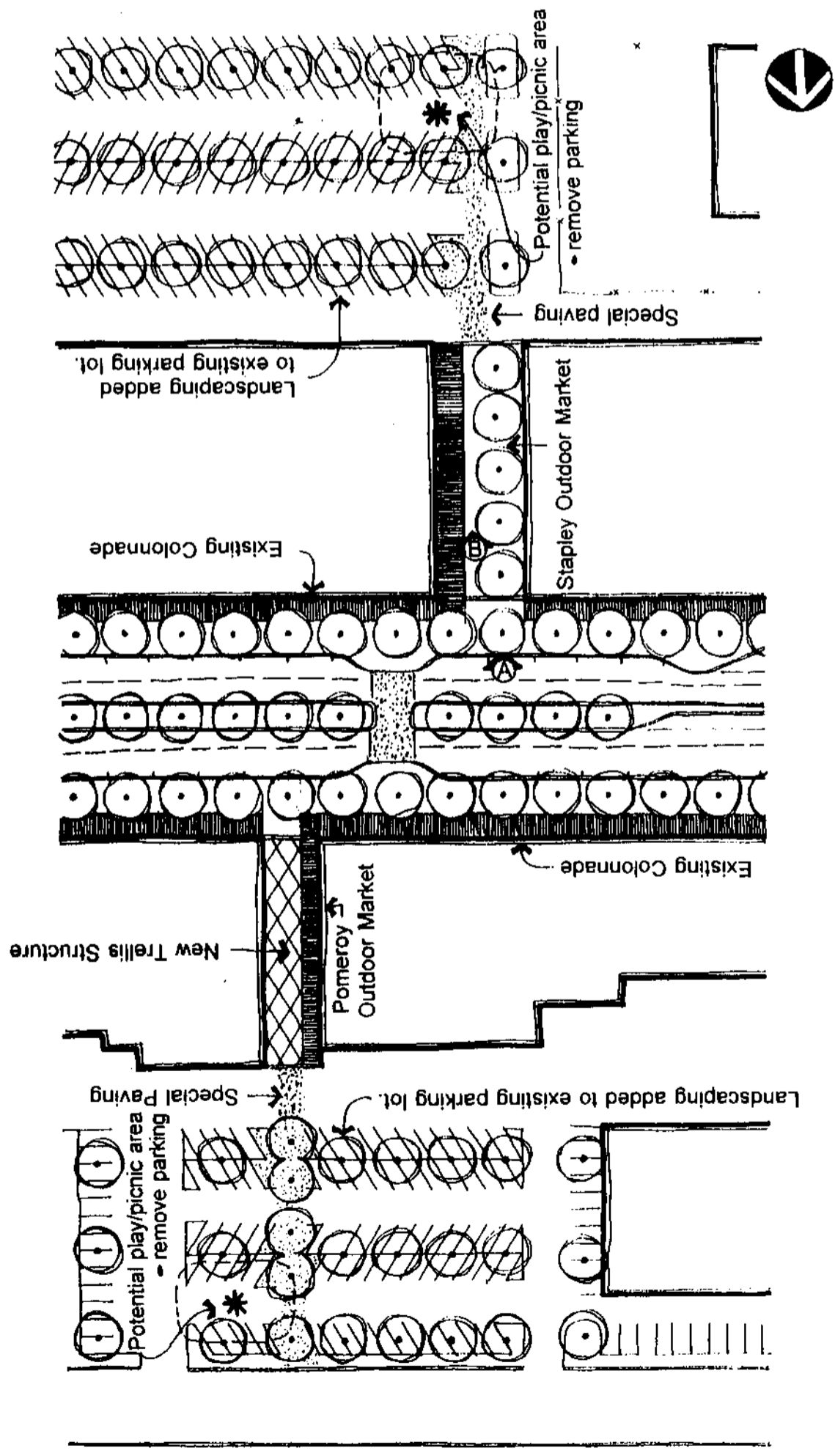
- **Market Breezeways** - With the redevelopment of Main Street as a pedestrian space, the four breezeways within the commercial core should be closed to vehicle traffic and recovered as pedestrian routes between parking behind the buildings and the Main Street pedestrian area. As described with the Museum/Main Street Connection, these spaces can also be links with destinations beyond the parking area.

Named the Pomeroy Market, Stapley Market, Lesueur Market and Drew Market for the adjacent buildings, these short narrow spaces can become places activated with activities of their own. Removal of curbing and shrubs will allow pedestrians to move freely through the spaces. Shade overhead can be added from screening or trellises where the space is too narrow for shade trees. The following graphics illustrate their potential.



Breezeway Needs Activity!

Market Breezeway
Design Concepts



Connections

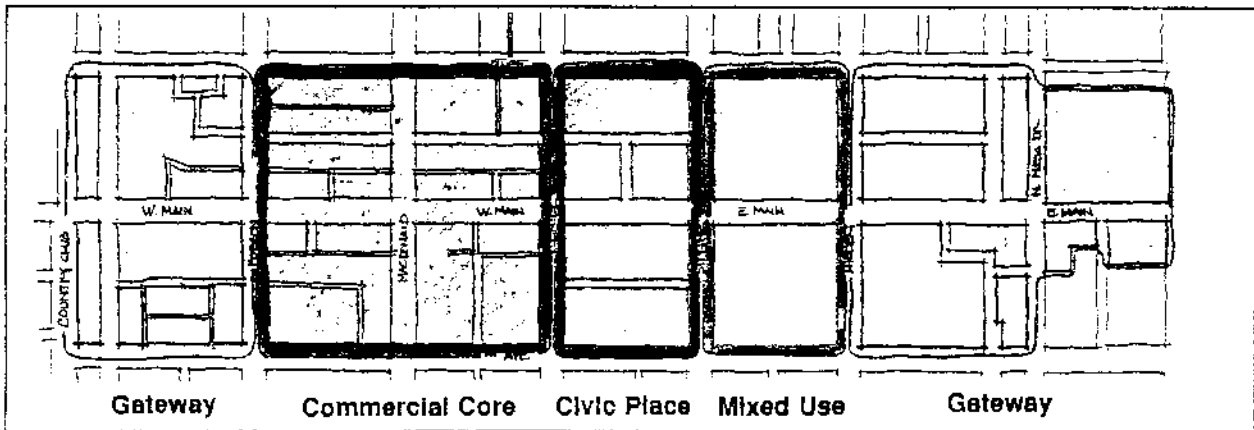
Restoring Town Center's Place

Land Use And Signage Regulations

The following text and graphics articulate the core concepts for land use and signs.

Divide Main Street and the TCC Zoning District into character districts which relate to their current use and function.

The character of Main Street changes along its one mile length. The character changes visually, as well as functionally. The TCC District zoning would be broken up into four sub-districts: Two Gateway Zone sub-districts, a Commercial Core sub-district, a Mixed Use sub-district and a Civic sub-district (see graphic).



Recommended TCC Sub-Districts

A. Cluster Complementary Uses

By taking the TCC District and breaking it up into four distinct sub-districts, the permitted uses can be adjusted more precisely to attain clustering of complementary uses.

B. Diversify And Mix Uses

Historically downtowns have provided a variety and mix of activities for many people. These uses include commercial, office, public, housing and cultural activities.

A mix of uses can be provided by locating housing and offices above ground floor commercial uses.

C. Maintain The Relationship To Main Street

Activities and uses should have direct visual and physical access for pedestrian access. Large parking lots and heavily landscaped planters/beds adjacent to the Main Street sidewalk discourages social interaction of people. It also discourages pedestrians from window shopping or browsing.

D. Extend Interior Activities

Extending commercial activities to the outside of buildings, including the backs and sides of buildings is important for the Commercial Core sub-district. Leftover, unused, unfinished, or undesignated areas become prime areas for vandalism and crime. These small alleys or breezeways can become delightful places for people-oriented activities, displays of goods, or patios for food and entertainment.



E. Provide Storefront Visibility

Provide storefront windows to allow people walking along the sidewalk to see into buildings. Long blocks of blank walls are uninviting, sterile and dull. Watching people and their activities is a major form of social interaction which is enhanced with large plate glass windows in front facades of buildings facing public streets.

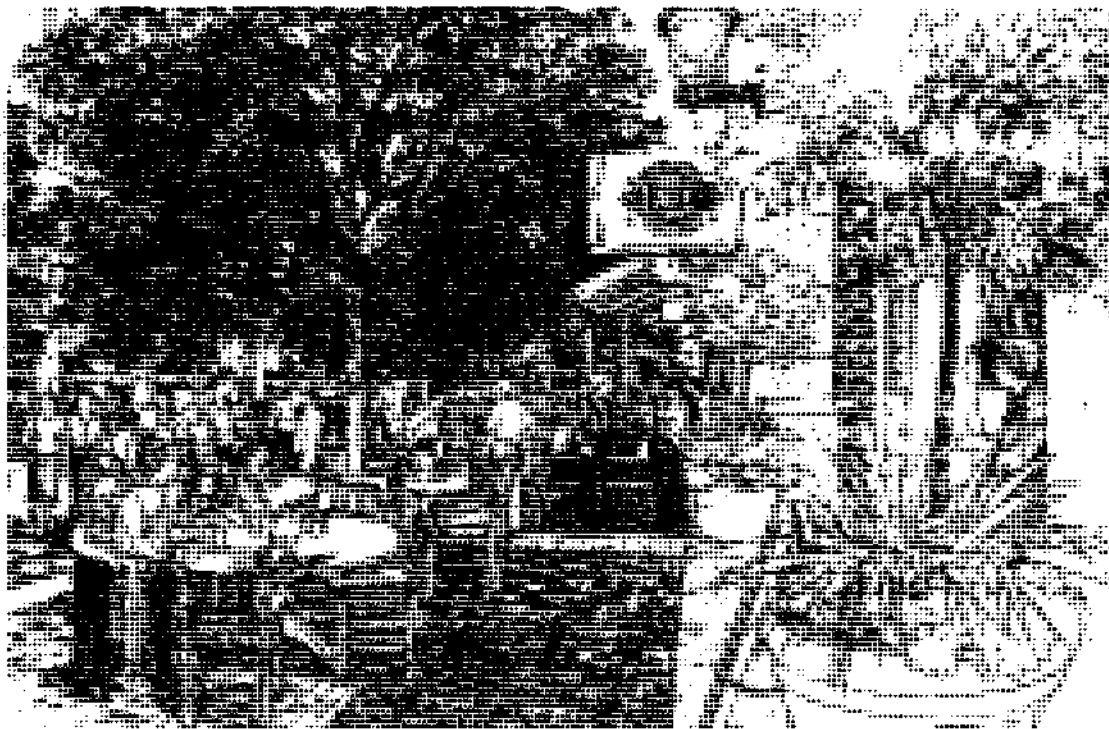
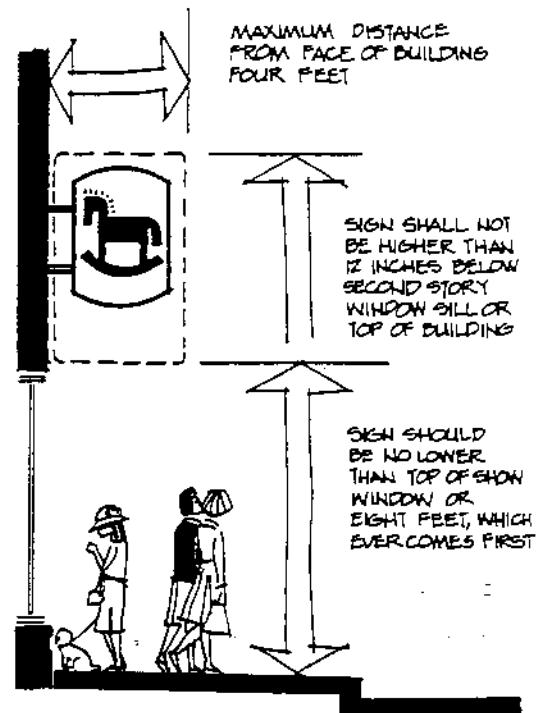
F. Provide Street Vendors

Providing street vendors enlivens otherwise empty spaces while maintaining a sociable and friendly environment in Downtown. Placement is critical. Vendors should be located along Main Street between Robson and Center, rather than along side streets. See suggested Street Vendor Ordinance in Appendix Section of this Report.

G. Allow Additional Types Of Pedestrian Oriented Signs

Current sign regulations prohibit the installation of projecting signs and placement of A-frame type portable signs. Within the traditional downtown colonnade district, merchants have special signing needs due to the colonnades and the pedestrian customer. A system of small to medium size projecting signs from the colonnade could be an attractive and colorful element. Buildings without colonnades could also have projecting signs, although their use may be less effective. Design control is critical.

A consistent wall attachment should be considered. The A-frame sign size should be strictly controlled as by the City well. The Town Center Compatibility Design Standards and Sign Standards would also need to be amended. See suggested modifications to Sign Ordinance in the Appendix section of this Report.



Colonnades

A series of specific colonnade removal projects are recommended. Prior to any project proceeding, however, the building owner will be consulted and permission received prior to any modifications being implemented. Depending on the particular project, the City of Mesa may wish to stipulate that the owner commit to undertaking facade restoration and repairs as a part of the colonnade removal project.

A. Drew Building Colonnade Removal

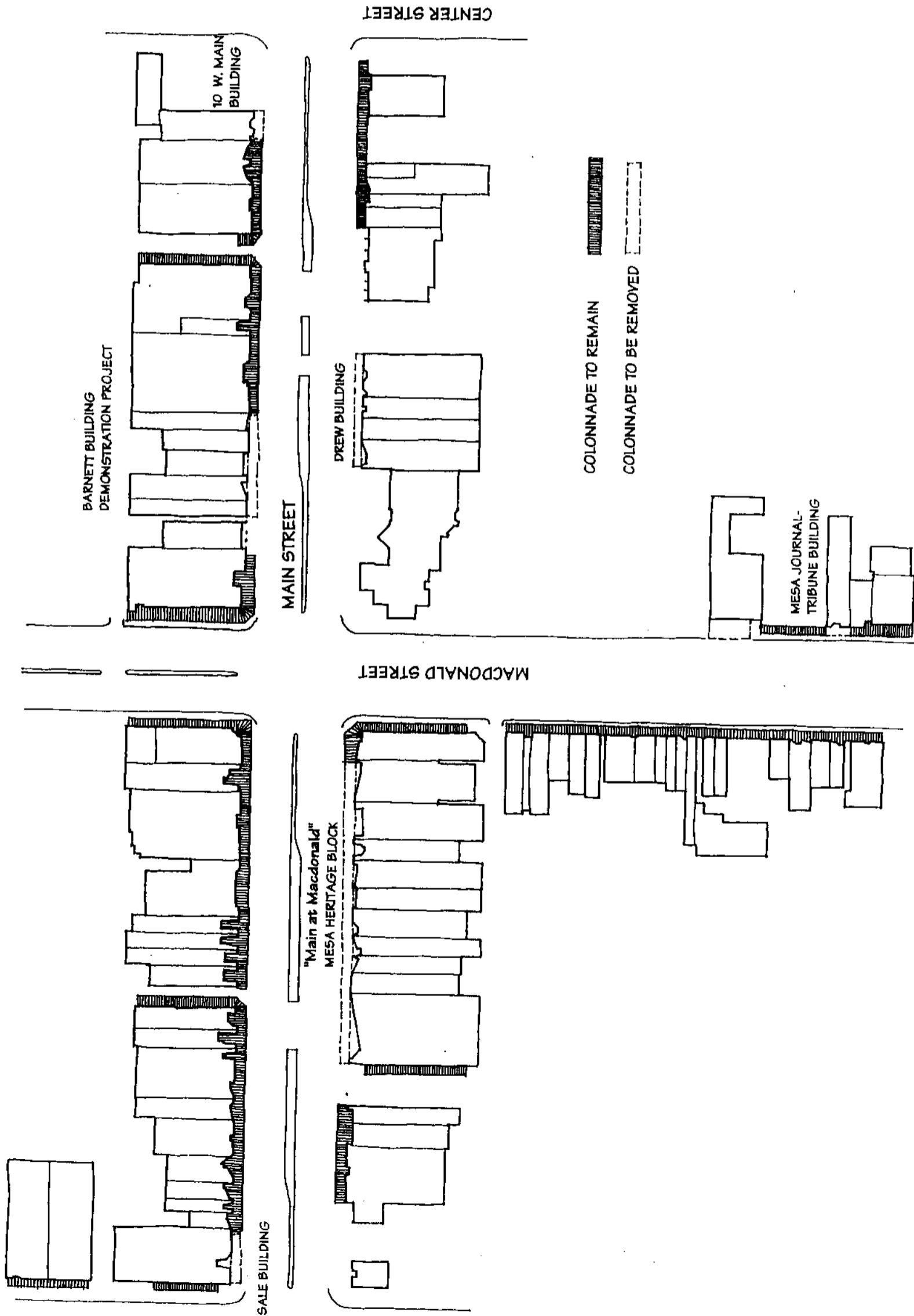
37-47 West Main Street - The Drew Building was built in 1920. A large addition was constructed to the west in 1926. The two-story building is an excellent, well-preserved example of Neo-Classical Revival style commercial architecture.

The proposed project involves removal of the original colonnade on the east and/or north side to expose the original building facade; making minor repairs to the storefronts and installing awnings at the storefront bays and second story windows.

B. 10 West Main Street Building Colonnade Removal

This two-story Spanish Eclectic style building was built about 1929. It occupies a visually important corner location at Center and Main Streets. Recent improvements to the building include a new exterior paint scheme and installation of awnings at the second floor windows.

Colonnade Concepts



Connections

Restoring Town Center's Place



1910 Colonnade

Additional work could include removing the colonnade on the front to expose the lower facade; and installation of awnings at the storefront bays. The project should also include an architectural treatment to the east-facing parking lot wall, such as awnings which would create shade and continuity. Penetrating the east wall with additional storefronts should also be studied.

C. Paul L. Sale Building Colonnade Removal

166 West Main Street - Built about 1912, this two-story building dominates the northeast corner of Robson and Main Streets. It has the potential to be a visual focal point at the west end of the central business district. The proposed project involves removing the colonnade on the front, and for two bays on the west corner; constructing a compatibly-designed end wall for the remaining west-facing colonnade; developing a new exterior color scheme and repainting program; and installing awnings at the storefront bays.

D. Mesa Journal-Tribune Building Colonnade Removal

59 South Macdonald Street - Built about 1912, the building is Mesa's only example of a rusticated concrete block commercial building. It retains good integrity and has a deep-rooted association with the history of Mesa's longest running newspaper.

The project involves removal of the colonnade; storefront restoration; and installation of awnings.

E. Barnett And Associated Buildings Colonnade Removal

44-54 West Main Street - An expanded version of the Downtown Demonstration Project. This is a mid-block grouping of five buildings which were built between 1896 and 1937. The two-story Barnett Building is visually dominant at the center of the group. The City of Mesa is currently sponsoring a colonnade removal and facade renovation project for three of the buildings.

This proposed project involves colonnade removal for the two remaining buildings east of the Barnett Building; facade restoration and reconstruction for all buildings; and awning installation. The City should encourage the reconstruction of the Barnett Building facade to its earliest Late-Victorian style appearance. This will create an important visual highlight along the block.

F. Main At Macdonald - Mesa Heritage Block

Twelve buildings from 101 West Main to 137 West Main - This project involves a series of phased demonstration projects aimed at recreating Mesa's most important grouping of historic commercial architecture and the core of its cultural history. The project is located along the south side of Main Street from Macdonald east to the Stapley Breezeway. This area of Main Street is the site of the first commercial enterprises in Mesa and the location of the earliest concentration of commercial buildings in the City. The block is also the site of the "Bowery," the town's first meeting place; the first Mesa Opera Hall, first Mesa Ward Hall and the first Women's Relief Society Hall.

Once completed, Mesa Heritage Block should be multi-faceted and highly promoted for its visual and cultural identity. It should be a core area for high pedestrian traffic-oriented specialty and antique shops, as well as entertainment and dining. The project can also be developed to include special educational urban archeology projects and interpretation in the area behind the buildings where the original Mesa Opera Hall and other early buildings once stood.

The overall project involves removal of the colonnade structures from the Nile Theater to the O.S. Stapley Building at the Stapley Breezeway. Existing facade modifications should be removed from those buildings where original front walls are relatively intact. These include the buildings from 113 to 129 West Main. Those facades should then be restored or reconstructed to their earlier historic appearance.

Facades should be reconstructed for the LeSueur Building (Western Savings) and the O.S. Stapley building at 137 West Main. The reconstruction should be based on the appearance of the buildings from 1912 to 1930. The original parapet configuration should be reconstructed on the Nile Theater. Awnings and porch structures should be installed at all store fronts.

The phasing of the project should begin with three sequential demonstration projects, each of which would be relatively straight forward. The first would be the three buildings at 125 to 129 West Main (ca. 1904-1944; next would be the Code and Salter Building (1895) and the Hunsaker Building (ca. 1904); and the last would be the Crescent Drug Building (ca. 1904) and the C.C. Jarrett Building (ca. 1916). Major project undertakings would be the LeSueur Building and the O.S. Stapley Building. Since work is already underway for the building at 101 West Main (original Zenos Cooperative Building), no recommendations are made for facade modifications or colonnade removal.

Key Projects

A. Introduction

A number of key projects have been identified by citizens and *Connections* Planning Team which support the goals and vision of this plan. Some projects that have been identified represent considerable impact upon Downtown. Their implementation should occur within the first five years following the approval of *Connections*. These projects, called "*SIZZLE*" projects, are briefly described and illustrated later in this chapter. It is recommended that the City Council prioritize which *SIZZLE* projects receive highest priority.

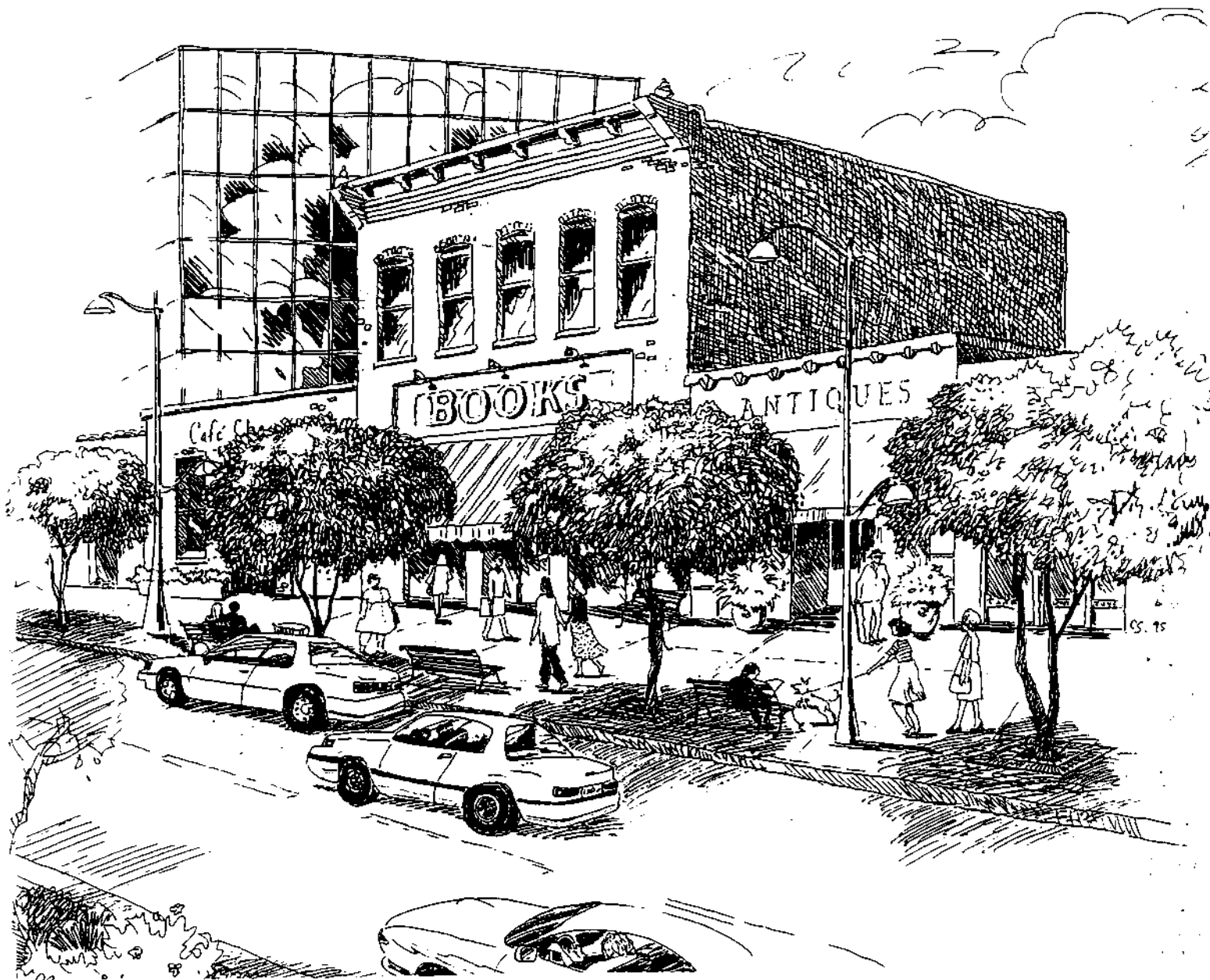
The next level of projects are referred to as "*BASE HIT*" projects. These are projects that will have significant impact and are easy to implement due to their low cost or ease of implementation. In any downtown improvement program, it is important to

implement a number of Base Hit projects to build confidence and momentum for the "Sizzle" projects. Such base hit projects should be implemented within three years following the approval of *Connections*. These projects are described later in this chapter.

B. Sizzle Projects

SIZZLE PROJECT #1 - Reduce the total lanes on Main Street from six to four and widen Main Street sidewalks.

Based upon the critical need to improve the pedestrian environment on Main Street, it is recommended that one lane in each direction on Main Street be deleted. The proposal would make Main Street substantially more pedestrian friendly, as well as providing additional space for shade trees, benches, street furniture, lights and other amenities.



SIZZLE PROJECT #2 - Develop the Civic Plaza

With City Hall's presence back on Main Street, it is imperative to capture the opportunity to provide a civic identity on Main Street in front of City Hall. Adding shade, benches, flags, even water, can give that sense of "civic" presence and identity currently lacking with Mesa's civic structures.

SIZZLE PROJECT #3 - Main at Macdonald: Mesa Heritage Block

This project involves a series of phased public/private demonstration projects aimed at recreating Mesa's most important grouping of historic commercial architecture and the core of its cultural history; 12 buildings from 101 West Main to 137 West Main. The project is located along the south side of Main Street from Macdonald east to the Stapley breezeway.

SIZZLE PROJECT #4 - Civic Fountainworks

Water in the urban environment is a major attractor. Its sound, reflection of light, touch and cooling effects have been recognized by city builders for centuries. However, water effects are liquid architecture and, like the development of any architectural element, must blend and complement the environment in which they are contained. Is the water meant to be soft and sensual or loud and boisterous. Water effects available are virtually unlimited, yet certain key aspects should be considered for use in Mesa. They are:

- People should be able to "touch" the water.
- The water feature should attract people.
- The water should be fun and playful.

- The fountainworks should avoid standing pools of water which might be vandalized.
- The water should provide a cooling effect.
- The water should entertain.
- The fountain should not create a physical barrier.

It is recommended that a key "SIZZLE" project be developed as part of the Civic Plaza or as part of a Performing Arts complex to introduce a major water element to Downtown. These projects can have very different time frames.



Popjet Fountain

It is recommended that the City select the PopJet fountain designed by WET DESIGN in Universal City, California. Appearing directly out of the plaza surface, a series of small, glass like spheres "pop" into the air from the center of a round disc. The water falls back to the ground and returns to the system through open joints in the pavers. There is no pool or demarcation of any kind between the fountain, the people who sit or stroll in the plaza. When the fountain is dormant, there is only memory and anticipation — or a functional plaza surface ready for other activities.

SIZZLE PROJECT #5 - Wayfinding Signage Program

Develop a comprehensive, unique signage or wayfinding icon program aimed at moving vehicular/pedestrian travelers around town center. Include key assets, parking, educational/cultural facilities. Make it fun and very colorful.

SIZZLE PROJECT #6 - Center Street Cultural Promenade (University to Center)

The street should be redeveloped to include a landscaped median setting with some sort of theme which is repeated at the entrance to the Convention Center. Sidewalks should establish promenade look with a double row of trees.

C. Base Hit Projects

BASE HIT PROJECT #1 - Reorganize Redevelopment Committee

This revamped Committee is given the charge of "Keeper of the Vision Mission." New organization should include:

- Three (3) City Council Members
- Two (2) Downtown Development Committee Members (formerly Downtown Vision Committee)

- Two (2) Mesa Town Center Corp Board Members

BASE HIT PROJECT #2 - Zoning Modifications

Amend the TCC Zoning District to create five subdistricts as follows:

- Country Club to Robson
Gateway District
- Robson to Center
Commercial Core District
- Center to Surrine
Civic Plaza District
- Surrine to Hibbert
Mixed Use District
- Hibbert to Arizona Temple
Gateway District

The zoning modifications to the TCC District would refine permitted uses to correspond with the desired future character of each of the subdistricts and set minimum site development standards.

BASE HIT PROJECT #3 - Adopt Uniform Code for Building Conservation (UCBC)

In addition to utilizing the Uniform Building Code for buildings, it is recommended that the City of Mesa adopt the Uniform Code for Building Conservation so that historic buildings may receive some relief from standard UBC requirements.

BASE HIT PROJECT #4 AND #5 - Adopt two new ordinances - Street Vendors and Outdoor Sidewalk Cafes

In order to provide a regulatory framework for these desirable downtown uses, it is recommended that two ordinances be adopted by the City of Mesa. See Appendix.

BASE HIT PROJECT #6 - Adopt Sign Ordinance Revisions

Currently, two types of pedestrian level signs are not allowed by Code. Merchants in the Colonnade District cannot utilize projecting signs and A-frame type signs. Many retail shopping districts allow these sign types. See Appendices.

BASE HIT PROJECT #7 - Illuminate Colonnade Interiors

Utilizing existing wiring and outlets, increase brightness of light bulbs where colonnades are likely to remain.

BASE HIT PROJECT #8 - Museums to Main Street Pedestrian Link

Provide shade trees in existing parking lot between Pepper Place and Main Street. Close breezeway to traffic. Add vendors and illuminate this pedestrian connection.

BASE HIT PROJECT #9 - Revitalize Main Street Median

Remove hedges and other inappropriate plant materials. Replace with healthy mature specimens.

BASE HIT PROJECT #10 - Drew Building Colonnade Removal (37-47 West Main Street)

Remove colonnade on the east side and the front to expose the facade. Minor repairs to storefronts. Install awnings.

BASE HIT PROJECT #11 - 10 West Main Street Building Colonnade Removal

Remove Colonnade on front to expose the facade. New paint scheme. Installation of awnings.

BASE HIT PROJECT #12 - Sale Building Colonnade Removal

Remove colonnade on front to expose the facade and west corner. Construct compatible end wall for west facing colonnade. New color scheme. Installation of awnings at the storefront bays.

D. Other Projects

As the consulting team progressed through its study of the physical, economic and social characteristics of the Downtown, it became apparent that this plan is only a starting point. To reach the vision adopted by the city council in February of 1994, this plan must be continually built upon with focus and a clear sense of purpose. Things must be undertaken in context of what has gone on before and what will follow. Projects must be linked to each other in a rational, consistent manner.

The projects outlined above were decided upon in clear consensus by the entire team and received support from the general public. The projects outlined below were developed by the team from a variety of sources but were not fully developed because of time constraints nor were they fully considered as to their appropriateness at this time. They should however be the subject of follow up study as this plan grows over time.

Anchors For Main Street

Anchors are things that immediately attract the attention of people passing by and says to them that this place is different from everywhere else. To the east, the Arizona Temple balanced with Pioneer Park serve as

tremendous anchors attracting thousands each day to stop, look and enjoy. They are landmarks that everyone in Mesa is familiar with and will immediately attract the attention of individuals new to the City.

To the west no such anchor exists. Country Club is a major north - south highway linking Chandler to the Casino at Fort McDowell and on to Payson. More than sixty thousand cars each day pass by, yet there is little at that corner that invites people to turn onto Main Street to see what is so special about it. Sitting at this corner one sees a "Chevron Station," a Captain Hero sandwich shop on another corner, and on the remaining two corners a Winchell's and a failed gas station converted to a ceramic lamp store.

This would be a logical place to introduce a major project. The project could be to simply condemn the two properties on the east side of Country Club and establish a highly visible entry way park complete with water features and formal landscaping. The cost of land acquisition would make this an expensive proposition and the argument against including this as an up front project, is that the funds required would have greater impact elsewhere. An alternative would be to actively recruit an upscale office development for this location similar to the Chase complex in Tempe.

Similar consideration should be given to anchors where Center intersects with University and Center intersects with Broadway. Again it could be any form of attractive redevelopment that attracts people to turn into the mile square.

Rendezvous Park

As the team researched potential pedestrian linkages between current attractions in the Downtown and gained a feeling for its history, the team kept coming across the memory of Rendezvous Park. People used to come together in an unstructured environment to swim, skate and picnic. Today, Rendezvous Park is occupied by the Amphitheater, Rendezvous Center, Convention Center and a parking lot. There is little in the way of playground that can be used by the children of the community. When children can not amuse themselves in a socially acceptable manner they will amuse themselves in an unacceptable manner. Therefore, this idea must be explored.

The seeds of a truly extraordinary park exist where Rendezvous Park once was. The sidewalk and driveway that run south from 3rd Place between the Rendezvous Center and the Amphitheater can serve as the "spine" of this park. By introducing a "Rendezvous Gate" at the north end, a sidewalk on the west side of the drive and planting shade trees along both sides this can become a very ornate entrance to the park giving access to the Amphitheater, Convention Center and Rendezvous Center.

A follow on step would be to construct a parking garage on city owned property between 3rd Place and University (Book 138, Map 60, Parcels 2a &3). This would enable the City to remove the present Rendezvous Center Parking and return the land to some form of public entertainment facility, be it a skating area, grassed picnic & play area, performing arts center or a swimming pool.

Since the parking garage would be located on University Drive frontage it would be hoped that some sort of commercial development would be incorporated into the structure to make it a joint use facility.

Native American Market

While this plan plays heavily on the rich heritage of the area, it does not bring out the strong ties developed over the years with the Indian community. The children of the Salt River Pima Indian Reservation attend schools in Mesa and for generations the residents of the reservation have worked and shopped in Mesa. For years Mesa was the site of the annual Indian Pow-Wows.

This heritage can be played upon and enhanced to create greater ties with our neighbors. A Native American Market could be established in Mesa Downtown that would attract individuals from all over the valley. Indian fry bread, a favorite with all, could be produced on site. Weaving of authentic native blankets could play on the arts and crafts spirit already so strong in the heart of Mesa and would link itself to the museums on the one hand and the farmers markets on the other hand.

A potential location for this market could be along Pepper Place or on Macdonald.

Church Park

A possibility exists to anchor the Center Street Cultural Promenade with a small park on vacant land owned by the city opposite the Tongan Methodist Church (Book 138, Map 40, Parcels 9, 13, 14, and 16). The development of this park could be undertaken by a combined effort of the 1st Methodist Church, LDS Church and Tongan Methodist Church located on the south side of First Avenue. The park could then become a playground and picnic area to be

used and maintained by those congregations and people from the surrounding community.

Other options could be to make it a Kiwanas or American Legion or Moose Lodge Park. In every instance it should be an organization that the city is confident will maintain it in good order for years to come.

This project is also intended to bring in people from surrounding areas and give them an increased sense of ownership of the Downtown.

Arts And Entertainment Center

Repeatedly in interviews with various citizens and city leaders, the need for a Performing Arts Center was expressed. It does seem a bit odd that the third largest (soon to be the second largest) City in Arizona would send its symphony to a neighboring, smaller city to perform and force its citizens to go there to spend money.

Therefore, the team wholeheartedly concurs in the need for an Arts and Entertainment Center for Mesa and that it should be located in the heart of the City. There are various arguments for different locations within Downtown Mesa and the team, as a whole, is reluctant to be site specific for the Center. It would like to make the following observations, however:

Placing it in close proximity to the Convention Center and Amphitheater provides a critical mass of attractions in one consolidated area. It would also use land currently owned by the City. At this location it would be hidden from view to people passing through on Main Street or University Drive and would not serve as a visual anchor to draw people's attention to Downtown.

The whole thesis of the team's study has been that Downtown Mesa is full of hidden treasures that need to be exposed and exploited. Placing it in a location that is readily visible to passers by will make it a visible anchor that invites people to stop, look and come back.

From this stand point, a location on Main Street becomes attractive. Two locations come to mind. One is the Southeast corner of Main and Center (currently occupied by Darby's and Motel 8). The second being the northeast corner of Lewis and Main (currently occupied by a Firestone Dealership). This will tend to strengthen the Civic and Cultural feel to the Area around the new City Hall make the entire stretch from Centennial Way/Sirrine to Center more pedestrian friendly.

The decision must first be made to have an Arts and Entertainment Center. Then the decision on where to put it should be made based on a variety of factors including land acquisition cost, impact on the surrounding economic environment, parking availability, etc.

Neighborhood Banners

As an outgrowth of Mesa Speaks 1994, a "creating healthier neighborhoods" program was established. Spearheaded by the Mesa United Way with support from the Mesa Round Table and Action Mesa, twelve distinct neighborhoods were established and centered on existing junior high schools. They incorporate block watches, neighborhood associations, and schools all in one community.

This program can be enhanced and used to link citizens throughout Mesa to the city's heart and soul in Downtown Mesa.

The concept involves using students from each of the twelve junior high schools to design and produce a flag unique to their neighborhood. They could be assisted in their efforts by the Mesa Arts Center and various merchants with artistic expertise. These flags would then be flown in front of City Hall to represent that this place was the seat of government for all the neighborhoods while giving each neighborhood an enhanced sense of identity.

Retail Business Recruitment

From numerous interviews and observations, it is apparent that one type of business is lacking in the Downtown area. That is a clustering of restaurants that remain open in the evening hours. Currently, the perceived market demand does not make Downtown Main Street an attractive place for this type of business.

By narrowing the street, slowing traffic, providing space on the sidewalk for outside seating and establishing a regulatory environment that encourages quality eating establishments, the City will be making a statement that this is indeed a good place to locate a restaurant. In and of itself these actions may not be sufficient to immediately attract what is desired. Nor can all of the above improvements be implemented overnight.

In the interim, the City should look for a place on Main Street that can be easily modified to accommodate a "hot dog" type vendor and outdoor seating. Such a vendor should be aggressively recruited. When people begin to visibly congregate, other people will be attracted to that spot. Soon entrepreneurs seeking to invest in a restaurant will begin to remember the people on Main Street and will choose to locate there.

Another concern is the variety of existing retailers. Currently there is a clustering of antique dealers. This is good in that it attracts shoppers from a wide geographical area. However this is only a very narrow niche market and is subject to "fads" where antiques can be in or out. There needs to be a variety of shops that cater to a wider variety of people.

A second clustering also exists in the commercial retail district. That clustering is of arts and crafts type stores that are highly specialized and currently attract patrons from around the State. This cluster could be somewhat strengthened by recruiting a couple more arts and crafts type stores. This is also a very narrow niche market that should not stand alone.

To compliment these two clusters, consideration should be given to attracting possibly one or two art galleries and one or two upscale interior decorator shops. These types of retailers would seem, on the surface, to attract the same types of people that would visit the Southwest Museum as well as the two clusters mentioned previously. The presence of a performing arts center in the square mile would also attract the types of people that would be interested in these types of retail outlets.

Addressing the retail needs and desires of the City's young people also should be considered. Based on interviews with a variety of teenagers, they see no drawing card downtown except the "Nile Theater." Teenagers are extremely fad driven but overall they are interested in music, clothing, jewelry and make up (the cheaper and wilder the better). These needs could be met by introducing street vendors in the vicinity of Surf & Ski which already deals in what some would call "fad type" tee-shirts.

Major Business Recruitment

According to 1990 census data, the median household income was \$30,273 with 9.5% of the population falling below the poverty level. Within the Downtown, on the other hand, the median household income was \$17,646 with 24.4% of the population falling below the poverty level.

If downtown Mesa is to avoid becoming a blighted area, it must attract one or more major employers that offer well paid employment to the available workforce. Downtown Mesa has numerous advantages over other areas of the Valley that can be exploited in this recruitment process.

Recently, the City of Phoenix failed in its bid to get *Discover Card* to build a second office which would have employed 4,000 people. It failed because of its lack of mass transit serving the area. With the EPA now considering the Valley as a serious non-attainment area for particulate matter, the availability of mass transit is one of the single most important factors in considering locations. The square mile is served by four local routes (routes 30, 46, 104 and 120) and two regional routes (route 4 and the Red Line).

The availability of mass transit and the proximity of the Downtown to the Superstition Freeway, Price/Pima Freeway and the projected Red Mountain Freeway makes downtown Mesa an excellent choice from a transportation perspective. This transportation picture becomes even more attractive in light of this Plan's intention of making the Town Center decidedly more bicycle and pedestrian oriented than any other area of the Valley.

City owned property clustered in the Northeast Quadrant and on site seven is available for development. This, together with the proximity of the Amphitheater, Convention Center, Library, Museums, Government Offices and a potential Performing Arts Center, can be used as a strong inducement to attract major employers.

Business Recruitment Action Team (BRAT)

There needs to be a coordinated effort on the part of downtown merchants, property owners and economic developers to go out and aggressively pursue those types of businesses that attract and retain people in the downtown area. It is not sufficient to place this in the hands of a professional recruiter and forget about it. It must be a joint effort that is ongoing and actively pursued by everyone concerned at every opportunity.

The efforts could be coordinated and directed by Mesa Town Center Corporation. It would involve such entities as the Antique Dealers Association, the Downtown Business Network and the Chamber of Commerce as well as influential individuals.

Advertising

Currently each shop and activity advertises pretty much independently. For shop keepers or activities (such as the museums) with limited budgets, advertising can be an extremely expensive proposition. One shop keeper told how she had spent \$87 to place an ad in the paper and all she got for the expense was two phone calls asking her why she was still in Downtown Mesa.

The "Town Focus" is an attempt to emphasize the attractions of downtown but its distribution is primarily to individuals that are already coming downtown. It does not reach out to attract new visitors. By using the funds necessary to publish a couple of issues of the "Town Focus" and combining them with advertising funds from the various cultural attractions, a well funded and coordinated advertising campaign could be mounted to reach a much broader spectrum of potential customers.

Such a campaign could include a simple map highlighting locations of various attractions in the Downtown together with parking lots and some slogan or pep talk extolling the treasures of Downtown Mesa. This could be placed in a City-wide or regional paper on a periodic basis but at a minimum before the Fine Folk Festival and the holiday season. This map on a larger scale could be distributed to the various trailer parks and motels catering to winter visitors. The map could also include instructions on how to reach Downtown via bus.

Another aspect of advertising would be simple directional signs. On Superstition Freeway, eastbound, there is a sign that reads "Mesa - Next 13 Exits." Nowhere does it tell you which exit to take to get to Downtown. Such a sign should be installed at the Country Club and Mesa Drive exits. Also there is a sign at the Country Club exit that tells motorists that there will be tourist information available if they take that exit. The consulting team could not find another sign telling people where they can get tourist information. Even if people arrive in

Downtown there is no signed place to get information. Does one get it at the Chamber of Commerce, the Southwest Museum, the Convention Center or City Hall? Even for a resident of Mesa it can become confusing. Additionally, signage directing individuals to the Amphitheater, Southwest Museum and Youth Museum are either non-existent or not highly visible. This should also be addressed as a potential means of advertising that can be used more effectively.

Name The Street

The context of this plan, is that Main Street, within the confines of Country Club and Mesa Drive (or perhaps Hobson), should be considered a place such as Fiesta Mall, Arizona Center, or Mill Avenue are considered places. The sheer length of Main Street, makes it difficult to deal with any one portion of it as a place.

Many visitors to Mesa refer to Main Street as Apache Trail. East of Mesa, it is named Apache Trail and West of Mesa it is named Apache Boulevard. On the County Assessor's section maps (book 138) Main Street is labeled Main Street - Apache Boulevard. The City may want to consider retaining the name "Main Street" for the portion associated with this plan and renaming the remainder "Apache Trail" or "Apache Boulevard" to be consistent with naming conventions to the east and west.

It should be remembered that this is not simply a matter of posting signs but involves everything from changing business cards to maps and phone books. It should not be undertaken lightly and due consideration should be given to phasing in the change gradually.

"All Arts" Task Force

During the consulting teams interview process, they brought together several groups of individuals with diverse but related interests. In a few instances these individuals had seldom, if ever, sat down around a conference table to discuss items of mutual interest. Of particular interest to the consulting team was the group with an interest in culture.

The cultural group, in a very short period of time, produced an overwhelming abundance of thoughts and ideas that the team could not follow up on. Consideration should be given to bringing this group back together on a recurring basis and expanding it to include other members of the community with a strong interest in culture.

This "All Arts" Task Force could be sponsored by the Mesa Community Round Table or Action Mesa and would consist of senior staff from the Library, Southwest Museum, Youth Museum, Youth Theater, Xicanindio Inc., Mesa Arts Center, Parks and Recreation, School Music and Art Departments, and Youth Clubs as well as interested members of the community. The Task Force could spearhead and coordinate such programs as street art and wall murals in Downtown. It could also enhance music and dance festivals and the introduction of street musicians on Main Street.

The emphasis would be on nurturing and developing the considerable artistic talent already available in the City of Mesa.

A Living Place

The historic neighborhood in the northwest quadrant of the Mesa's original square mile provides some of the most comfortable, enjoyable and attractive housing in all of Mesa. The quality of housing in other sections of the square mile (while excellent

in isolated instances) does not live up to this overall standard.

The Vision Plan for Mesa calls for doubling the population of Downtown with mixture of ethnic cultures and economic levels. This concept supports providing a quality workforce to businesses attracted to downtown and walking, bicycling and mass transit as viable alternative modes of transportation. This concept of increasing population density in downtown Mesa should not be overlooked in the City's efforts to attract business to Downtown.

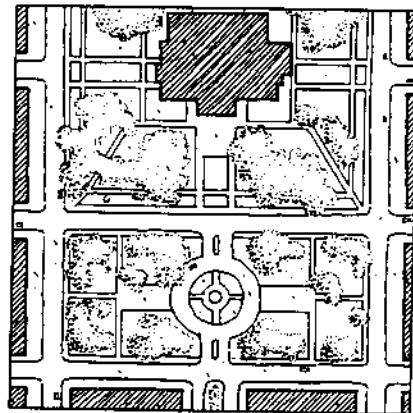
Efforts should be made to retain and upgrade existing housing. The Robson Village Condominiums and Cimarron Apartments stand evidence that comfortable, attractive and enjoyable housing is possible at an affordable rate while not permitting illegal or undesirable activities to transpire.

Cooperative efforts between the City, housing developers and such organizations as Habitat for Humanity should be pursued to maximize the use of available land space. When introducing "gated" communities, it should be emphasized that the square mile is pedestrian oriented and the size and location of those communities should not make them a barrier to the free movement of foot traffic throughout the square mile.

Agrarian Gardens

The Botanical Gardens of Phoenix are a major attraction to residents from around the valley, State and indeed the nation. They provide individuals with a wealth of information on the plant life native to the desert. Some portions of the gardens also address crops that were grown by the early inhabitants of the region.

Many of our winter visitors are from the upper midwest and Canada with their own rich agrarian heritage. Indeed many of the visitors are farmers themselves and are highly interested in the crops produced in the valley and how they are cultivated, cared for and watered. Mesa might be able to play on this interest to create a linear garden showing the types of crops grown, with plaques narrating techniques of irrigation over the years. Space for this could be made available paralleling Main Street between Centennial and Mesa Drive subsequent to the street narrowing project. This would provide an interesting diversion to attract some individuals to walk west from the Temple towards the heart of the City.



CHAPTER V

ACTION PLAN

Introduction

A. Action Plan Elements

This chapter provides a step-by-step action plan to guide implementation of the *Connections* mission and strategies. Steps and actions are listed below in tables in their logical sequence, so participants can see how each element fits with the rest. Projects are further described in Section V-B in this chapter. Table V-1 specifies timing of each action, approximate budget, leadership and team members for implementation. In effect, this table is the basic work plan for the redevelopment program.

Table V-2 compares all projects to a comprehensive set of resources which may be available to support them, either directly or indirectly. These resources are described in detail in Section V-C. The combination of all this information answers the "Who, What and Where." The "Why and How" are made clear by information provided earlier in this plan.

Construction details, including precise budgets, will depend on further research, level of obtained resources, and the insights of participating community leaders. Mesa Town Center Corporation, MEGACORP, and Downtown Development Committee should be major resources to help work out implementation details for proposed actions.

B. Actions And Phasing

The Action Plan follows a phased approach. Early projects are aimed at getting fully organized for further redevelopment and undertaking smaller scale projects which can build momentum through high visibility and ease of completion. Later projects, spread out over four years, (fiscal years 1996-1997 through 1999-2000) give first priority to improvements along Main Street. As these are completed, side street enhancements, pedestrian connections between districts and additional amenities are implemented.

Again, the greatest emphasis should be placed on initiating projects which help restore downtown's role as the true center of the community. These projects are important, but they cannot be seen as a fix-all solution. Marketing, recruitment, retention activities, festivals, events, social program development, citizen participation opportunities ("elbow grease"), cultural activities and other creative projects need to be undertaken by the redevelopment team. In particular, much depends upon Mesa Town Center Corporation's future efforts to re-engage citizens/customers as "owners" of Downtown.

Most of these kinds of activities go well beyond the scope of a streetscape improvements program. In short, the physical refinements must be supported by a city-wide commitment to make Downtown fun, lively, comfortable, entertaining and the true social, cultural and civic center of the community.

The real next step should be community organizations and businesses coming together to build their own collective action plan around *Connections*. A team needs to be created. For example, cultural organizations need to meet regularly and plan together, not independently. And they need to include downtown businesses in their plans.

C. Roles And Responsibilities

Table V-1 proposes which entities may be best to lead or facilitate *Connections* projects. Key team members are also listed. However, there are unlimited opportunities for broader participation. Fundamentally, participation builds sense of ownership - a key to the *Connections* redevelopment concept.

Wherever possible, organizations like Mesa Town Center Corporation need to identify activities which can be undertaken by citizens, businesses and/or community organizations. The Picnic Grove/Play Area is a classic example of the kind of project which can (perhaps even *should* be undertaken by citizens and the private sector. Parking lot improvements, tree plantings, fountains, paving of the Civic Plaza and many other projects could be undertaken by entities outside City government.

Ultimately, downtown revitalization is the responsibility of a public-private-citizen partnership. If *Connections* and follow-up actions are left to be a major public works program, full revitalization will not occur. So, as the reader considers the thirty actions and forty-seven resources defined in this chapter, remember that there are approximately 335,000 additional concerned citizens (plus their various organizations) in the community that may be tapped. Opportunity to participate will ultimately be the single biggest factor in the long-term success of this most important revitalization process.

**Table V-1
MESA TOWN CENTER
CONNECTIONS
STREETSCAPE IMPROVEMENT PROGRAM
PROJECT SCHEDULE AND BUDGET**

Cost	Priority	Project Phase Project	Timing (Year) *					Leader	Team
			95	96	97	98	99		
		Get Fully Organized							
\$0	Hi	Adopt Connections Improvement Plan	9					Council DVC,MTCC	
\$0	Hi	Reorganize City Redevelopment Committee	9					Council DVC,MTCC	
\$4,000	Hi	Adopt UCBC	11					Council P&Z,DDC,MTCC	
\$35,000	Hi	Finalize Breezeway Market Construction Plan	12					MTCC DDC	
\$4,000	Hi	Refine Town Center Zoning		2				Council P&Z,DDC,MTCC	
\$0	Hi	Approve Sidewalk Cafes & Vendors (in Zoning)		2				Council P&Z,DDC,MTCC	
\$70,000	Med	Finalize Parking Lots (7) Landscape Plan		3				DDC MTCC	
\$10,000	Med	Finalize Culture District Pedestrian Link to Main		3				DDC MTCC	
\$75,000	Hi	Develop Civic Plaza Design Plan		4				DDC MTCC	
\$125,000	Hi	Finalize Main Street 4-Lane/ Streetscape Plan		5				DDC MTCC	
\$50,000	Med	Finalize 1st St/ 1st Ave Streetscape Plans			3			DDC MTCC	
\$40,000	Med	Finalize Robson/MacDonald Median Design Plans				3		DDC MTCC	
		Respond to Immediate Needs; Stabilize Businesses							
\$45,000	Hi	Install Better Colonnade Lighting	10					DDC MTCC	
\$70,000	Hi	Install Seasonal Lighting	10					City Biz,MTCC,DDC	
		Initiate Projects							
\$70,000	Med	Create Parking Loop		1				MTCC City	
\$225,000	Hi	Construct Breezeway Improvements		3				City Util,CC,Biz,MTCC	
\$30,000	Hi	Open Breezeway Public Market		4				MTCC FM,Biz	
\$75,000	Hi	Construct Culture District Pedestrian Link to Main		5				City Org,Biz	
\$450,000	Hi	Develop Civic Plaza		9				City Org,Biz	
\$1,500,000	Hi	Main 4-Lanes/ Streetscape: Country Club-Centennial		10				City DDC	
\$150,000	Med	Colonnade Improvements; Historic Preservation		10				DDC Biz,MTCC	
\$150,000	Med	Median Strip Revitalization		10				DDC MTCC	
\$210,000	Hi	Landscape 7 Parking Lots			5			DDC Biz,Org,MTCC	
\$75,000	Med	Construct Picnic Grove/Play Area in CBD			5			Org Biz,DDC,MTCC	
\$280,000	Med	Construct 1st St/ 1st Ave Streetscapes			5			DDC MTCC,Org	
\$150,000	Med	Colonnade Improvements; Historic Preservation			10			DDC Biz,MTCC	
\$200,000	Med	Construct MacDonald Median				5		DDC MTCC,Org	
\$1,100,000	Hi	Main 4-Lanes/ Streetscape: Centennial-Mesa Dr				10		City DDC	
\$150,000	Med	Colonnade Improvements; Historic Preservation				10		DDC Biz,MTCC	
\$200,000	Med	Construct Robson Median					5	DDC MTCC,Org	

* Number in Shaded Area Indicates Month

Year	Budget
1995	\$154,000
1996	\$2,934,000
1997	\$765,000
1998	\$1,490,000
1999	\$200,000
Total	\$5,543,000

(This total does not reflect funding for other Downtown projects not specified in the Connections report.)

Leader & Team Codes
Biz: Affected Businesses
CC: Convention Center
City: City of Mesa
Council: Mesa City Council
DDC: Downtown Development Committee and MEGACORP
DVC: Downtown Vision Committee and MEGACORP
FM: Farmers Market
MEG: MEGACORP
MTCC: Mesa Town Center Corporation
Org: Social &/or Civic Organizations
P&Z: City Planning & Zoning Commission
Util: Utilities

Table V-1, Part 2
MESA TOWN CENTER
CONNECTIONS
STREETSCAPE IMPROVEMENT PROGRAM
PROJECT SCHEDULE AND BUDGET
Organized to Show Phased Projects Only

Cost	Priority	Project Phase Project	Timing (Year) *					Leader	Team
			95	96	97	98	99		
\$35,000	Hi	Finalize Breezeway Market Construction Plan	12					MTCC	DDC
\$225,000	Hi	Construct Breezeway Improvements		3				City	Util,CC,Biz,MTCC
\$30,000	Hi	Open Breezeway Public Market		4				MTCC	FM,Biz
\$70,000	Med	Create Parking Loop		1				MTCC	City
\$70,000	Med	Finalize Parking Lots (7) Landscape Plan		3				DDC	MTCC
\$210,000	Hi	Landscape 7 Parking Lots			5			DDC	Biz,Org,MTCC
\$10,000	Med	Finalize Culture District Pedestrian Link to Main		3				DDC	MTCC
\$75,000	Hi	Construct Culture District Pedestrian Link to Main		5				City	Org,Biz
\$75,000	Hi	Develop Civic Plaza Design Plan		4				DDC	MTCC
\$450,000	Hi	Develop Civic Plaza		9				City	Org,Biz
\$150,000	Med	Colonnade Improvements; Historic Preservation		10				DDC	Biz,MTCC
\$150,000	Med	Colonnade Improvements; Historic Preservation			10			DDC	Biz,MTCC
\$150,000	Med	Colonnade Improvements; Historic Preservation				10		DDC	Biz,MTCC
\$125,000	Hi	Finalize Main Street 4-Lane/ Streetscape Plan		5				DDC	MTCC
\$1,500,000	Hi	Main 4-Lanes/ Streetscape: Country Club-Centennial		10				City	DDC
\$150,000	Med	Median Strip Revitalization		10				DDC	MTCC
\$1,100,000	Hi	Main 4-Lanes/ Streetscape: Centennial-Mesa Dr				10		City	DDC
\$50,000	Med	Finalize 1st St/ 1st Ave Streetscape Plans			3			DDC	MTCC
\$280,000	Med	Construct 1st St/ 1st Ave Streetscapes			5			DDC	MTCC,Org
\$40,000	Med	Finalize Robson/MacDonald Median Design Plans				3		DDC	MTCC
\$200,000	Med	Construct MacDonald Median				5		DDC	MTCC,Org
\$200,000	Med	Construct Robson Median					5	DDC	MTCC,Org

Table V-2, Page 1 of 2
CONNECTIONS

POTENTIAL FUNDING AND OTHER RESOURCES

*: Refer to Chapter 5, Part C for Details.

Nbr	Project Phase Project	FEDERAL*										STATE*																	
		F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	S1	S2	S3	S4	S5	S6	S7	S8	S9	S10		
1	Get Fully Organized																												
2	Adopt Connections Improvement Plan																												
3	Reorganize City Redevelopment Team																												
4	Finalize Breezeway Market Construction Plan																												
5	Refine Town Center Zoning																												
6	Approve Sidewalk Cafes & Vendors																												
7	Adopt UICBC																												
8	Develop Civic Plaza Design Plan																												
9	Finalize Main Street 4 Lane/Streetscape Plan																												
10	Finalize Parking Lots (7) Landscape Plan																												
11	Finalize Culture District Pedestrian Link to Main																												
12	Finalize 1st St/1st Ave Streetscape Plans																												
13	Finalize Robson/MacDonald Median Design Plans																												
14	Respond to Immediate Needs; Stabilize Businesses																												
15	Install Better Colonnade Lighting																												
16	Install Seasonal Lighting																												
17	Initiate Projects																												
18	Construct Breezeway Improvements																												
19	Open Breezeway Public Market																												
20	Create Parking Loop																												
21	Construct Culture District Pedestrian Link to Main																												
22	Develop Civic Plaza																												
23	Main 4 Lanes/Streetscape: Country Club Centennial																												
24	Colonnade Improvements; Historic Preservation																												
25	Median Strip Revitalization																												
26	Landscape 7 Parking Lots																												
27	Construct Picnic Grove/Play Area in CBD																												
28	Construct 1st St/1st Ave Streetscapes																												
29	Main 4 Lanes/Streetscape: Centennial-Mesa Dr																												
30	Colonnade Improvements; Historic Preservation																												
31	Construct MacDonald Median																												
32	Colonnade Improvements; Historic Preservation																												
33	Construct Robson Median																												

Some resources are listed which require further investigation before determining if they may be tapped to support listed projects.
Light shading indicates projects which require no resources
Dark shading indicates resources which may support listed projects. Further application is necessary.

Table V-2, Page 2 of 2

CONNECTIONS

POTENTIAL FUNDING AND OTHER RESOURCES

*: Refer to Chapter 5, Part C for Details.

Nbr	Project Phase	LOCAL*										PRIVATE*												
		L1	L2	L3	L4	L5	L6	L7	L8	L9	L10	P1	P2	P3	P4	P5	P6	P7	P8	P9	P10	P11	P12	P13
1	Get Fully Organized																							
2	Adopt Connections Improvement Plan																							
3	Reorganize City Redevelopment Team																							
4	Finalize Breezeway Market Construction Plan																							
5	Refine Town Center Zoning																							
6	Approve Sidewalk Cafes & Vendors																							
7	Adopt UCBC																							
8	Develop Civic Plaza Design Plan																							
9	Finalize Main Street 4-Lane/Streetcape Plan																							
10	Finalize Parking Lots (7) Landscape Plan																							
11	Finalize Culture District Pedestrian Link to Main																							
12	Finalize 1st St/1st Ave Streetcape Plans																							
13	Finalize Robson/MacDonald Median Design Plans																							
14	Respond to Immediate Needs; Stabilize Businesses																							
15	Install Better Colonnade Lighting																							
16	Install Seasonal Lighting																							
17	Initiate Projects																							
18	Construct Breezeway Improvements																							
19	Open Breezeway Public Market																							
20	Create Parking Loop																							
21	Construct Culture District Pedestrian Link to Main																							
22	Develop Civic Plaza																							
23	Main 4-Lanes/Streetcape; Country Club-Centennial																							
24	Colonnade Improvements; Historic Preservation																							
25	Median Strip Revitalization																							
26	Landscape 7 Parking Lots																							
27	Construct Picnic Grove/Play Area in CBD																							
28	Construct 1st St/1st Ave Streetscapes																							
29	Main 4-Lanes/Streetcape; Centennial-Mesa Dr																							
30	Colonnade Improvements; Historic Preservation																							
31	Construct MacDonald Median																							
32	Colonnade Improvements; Historic Preservation																							
33	Construct Robson Median																							

Some resources are listed which require further investigation before determining if they may be tapped to support listed projects.

Light shading indicates projects which require no resources

Dark shading indicates resources which may support listed projects. Further application is necessary.

Get Fully Organized

PROJECT

Refine Town Center Zoning

The intent of the refined Town Center Zoning Ordinance recommendations contained in the appendix is to provide an encouraging environment for investment in Downtown. It will provide increased clarity and understanding of what is encouraged and where, as well as provide for increased "walk to work" potential and a more secure environment.

TIME FRAME

To be completed by 02/01/96

BUDGET COST

\$4,000

RESPONSIBLE AGENT OR AGENCY

City Council with support from the Downtown Development Committee, Mesa Town Center Corporation and the Planning and Zoning Board

GOALS SUPPORTED

- Encourage the community to participate together in the development process
- Build Confidence and Momentum

PROJECT***Approve Sidewalk Cafes and Vendors***

Frequently the success of downtown revitalization is measured by the number of people visible on the street. Increased numbers of people provide an improved sense of security and pique the interest of those passing by causing them to stop and join the crowd. This in turn generates foot traffic that flows in and out of the shops along the street.

One of the best methods used in other cities around the country (and indeed around the world) to make people visible on the street, is to have numerous sidewalk vendors and cafes. Other projects contained in this plan provide greatly enhanced space for these types of activities but the regulatory environment must be in place to make it a reality.

TIME FRAME

To be completed by 02/01/96

BUDGET COST

\$0 (included in cost of refining zoning ordinance)

RESPONSIBLE AGENT OR AGENCY

City Council with support from the Downtown Development Committee, Mesa Town Center Corporation and the Planning and Zoning Board

GOAL(S) SUPPORTED

- Encourage the community to participate (together) in the development process
- Build confidence and momentum
- Improve pedestrian connections between activity centers
- Encourage/invite pedestrians and bicyclists to use downtown
- Tap existing markets more effectively
- Expose and exploit Mesa's existing assets
- Make the streetscape visually stimulating, varied and aesthetically pleasing

PROJECT***Finalize Parking Lots (7) Landscape Plan***

This is the first phase of a three phase project. The second phase is the actual landscaping of the parking lots and the third is the incorporation of a small picnic/playground area in the parking lot across from the Southwest Museum. The seven (7) parking lots involved are: (1) Parking lot south of Pepper between Robson and Macdonald, (2) Parking lot south of Pepper between Macdonald and Center, (3) Parking lot south of Main between Robson and Macdonald, (4) Parking lot south of Main between Macdonald and Center, (5) City Hall parking lot, (6) Mesa Public Library parking lot, (7) Rendezvous Center parking lot.

The intent of this project is to make the current parking lots that are rather bleak, excessively hot and uninviting into areas that are shaded, attractive, and secure. It will invite individuals to walk across them, past their car and on to another asset in the City Center. Thus strengthening the pedestrian linkages and leading people to start thinking of downtown Mesa as a whole. The playground feature will enable parents with small children to offer their children some fun activity as a reward for putting up with adult shopping on Main Street.

The design of this landscape should be based on concept sketches contained previously in this document. The design team should be aware that the Parking Lots on the south side of Pepper are to serve as pedestrian linkages, luring people exiting the Southwest Museum or Arizona Museum for Youth towards the Breezeways leading out onto Main Street. The design should seek to focus on enhancing the attraction of the Breezeways. The Rendezvous Center, Library and City Hall parking lots form portions of the Cultural District Pedestrian link to Main Street that is included as a separate project. The design of the two projects should be closely coordinated.

TIME FRAME

To be completed by 03/30/96

BUDGET COST

\$70,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP and the Mesa Town Center Corporation

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum

PROJECT***Finalize Cultural District Pedestrian Link to Main Plan***

This is the first phase of a two phase project. The second phase is the construction phase.

There is very strong potential for a "Cultural Promenade" from the Convention Center/ Amphitheater to Main Street and beyond. Existing sidewalks can be strengthened with additional shade trees and pedestrian lighting along side the Rendezvous Center and Library parking lots. A shaded walkway should be introduced across the old City Hall parking lot and sidewalks along Lewis reinforced with additional shade trees.

In the grassed area between the Council Chambers and the old City Hall, the sidewalk should be widened, the present landscaping reinforced and perhaps a water feature installed. In this area a space would be leased to a vendor dispensing sodas, ice cream, frozen yogurt and other snack items. The intent of this vendor would be to draw parents with children visiting the library across the street for some refreshments. The vendor would also serve the needs of surrounding government offices. This will create an environment where parents, children and office workers will displace the present population of transients.

The design team undertaking this project should base its design on the concept drawings and ideas provided earlier in this document. They must also coordinate closely with the team designing landscape in the parking lots along the route.

TIME FRAME

To be completed by 03/30/96

BUDGET COST

\$10,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP and the Mesa Town Center Corporation

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT

Develop Civic Plaza Design Plan

This is the first phase of a two phase project. The second phase will be the construction phase.

As stated previously in this plan, the City's decision to move its offices into the 1st Interstate Plaza building was an exceptionally good one. It places city hall firmly at the center of Mesa and creates a civic presence on Main Street. That presence must be reinforced and enhanced. Currently the city hall does not look or feel like a city hall. It looks and feels like an average office building.

To enhance and reinforce the civic presence on Main Street the team recommends that the parking in front of the 1st Interstate Bank Plaza be used as the basis for a Civic Plaza using relatively formal landscaping and incorporating any variety of pedestrian amenities. A central feature of this plaza would be a water fountain such as the one depicted previously in this plan.

The design team should base its work on the concept drawings laid out in this document and be aware that a streetscape plan is being produced for Main Street. Changes to the Main Street streetscape will be visually connected to the Plaza they are designing.

TIME FRAME

To be completed by 04/01/96

BUDGET COST

\$75,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP and the Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT***Finalize 4 - Lane/Streetscape/Lighting Plan***

This is the first phase of a three phase project. The second two phases are the construction phases.

Great effort was made to produce a viable plan that would retain six lanes. In the final analysis, the objectives of the plan could not be met if Main Street was retained at six lanes. The downtown district would remain as two strip malls divided by a highway.

Text and drawings provided elsewhere in this plan describe a four lane street with parallel parking and widened sidewalks. Lighting, variations to landscape and some median modification (between Center and Centennial) are used to distinguish the varied activities along Main Street and lend each their unique identity.

The design of this project should closely adhere to the plans, sectional drawings and sketches outlined previously to insure that various actions are linked together in a cohesive manner. Great care should be taken during the design phase to take into consideration the impact construction will have on the merchants, property owners and customers along main street. The policy should be "People Come First."

TIME FRAME

To be completed not later than 05/01/96

BUDGET COST

\$125,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP, City Engineering and the Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT

Finalize First Avenue/First Street Streetscape Plan

This is the first phase of a two phase project. The second phase is the construction phase.

Currently First Street and First Avenue present a rather formidable barrier to foot traffic moving north and south. This is particularly true for the elderly originating pedestrian trips from the vicinity of the Senior Center. Nor do the streets tend to provide much in the way of pedestrian amenities for east - west foot traffic. They are extremely wide with relatively little vehicular traffic and no "safe area" midway in crossing the street. They are also virtually devoid of shade. The concept of this project is to make these streets more pedestrian and bicycle friendly by introducing shade, historical pedestrian lighting and medians. Mid-block pedestrian crossings are also recommended on First Avenue and First Street. Roundabouts are recommended where these streets cross Robson, Macdonald, Center, Centennial Way and Serrine.

The design of this project should be based on the plans and sections provided in this document.

TIME FRAME

To be completed by 03/30/97

BUDGET COST

\$50,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP and the Mesa Town Center Corporation

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Encourage/invite pedestrians and bicyclists to use downtown
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum

PROJECT***Finalize Robson and Macdonald Median Plans***

This is the first phase of a two phase project. The second phase is the construction phase.

The first shared value of the Vision Plan for Downtown Mesa is that it should be an Oasis. An Oasis to many people connotes things growing, greenery in the midst of a harsh desert. As one looks north on Macdonald or Robson from First Street that vision is a reality. The intent of this project is to extend that vision south to Main Street and on across to First Avenue.

The design of this median should be based on the section drawings provided. It should also take into consideration the streets proximity to the Arizona Museum for Youth and the Mesa Southwest Museum and play on the agricultural heritage of the city. Citrus trees with edible fruit can give children and tourists an opportunity to pick their own orange straight off a tree and eat it. It can also give apartment and condominium dwellers living in the neighborhood the same opportunity. In many respects the medians can become shared community gardens and play areas rather than simply decorations.

TIME FRAME

To be completed by 03/30/98

BUDGET COST

\$40,000 (for design)

RESPONSIBLE AGENT OR AGENCY

Downtown Development Committee supported by MEGACORP, City Engineering and the Mesa Town Center Corporation

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Encourage/invite pedestrians and bicyclists to use downtown
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum

PROJECT***Install Better Colonnade Lighting***

Early in the course of the "Connections" team's review of existing conditions it was thought that there was a very immediate need for improved lighting under the colonnades. Research into the issue revealed that the design wattage was quite low.

Lighting experts from the city staff and outside were brought in and ideas were put forth that indicated a total replacement of the existing system might not be called for. Current wiring and fixtures might be adapted to a low voltage, higher wattage system of lighting. While researching this possibility it was revealed that in a number of fixtures the bulbs had simply burned out. Burned out bulbs have been replaced and MEGACORP together with building maintenance have developed a plan to improve the lighting at a reasonable cost.

Although this project is moving ahead it is included in this document to insure that it remains highly visible and creates a sense among the merchants that their concerns are being addressed as completely and as rapidly as possible.

TIME FRAME

Ongoing - To be completed by 11/01/95

BUDGET COST

\$10,000 (for installation)

RESPONSIBLE AGENT OR AGENCY

MEGACORP and Building Maintenance Staff

GOALS SUPPORTED

- Encourage/invite pedestrians and bicyclists to use downtown
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Build confidence and momentum

PROJECT***Install Seasonal Lighting***

As an outgrowth of the *Connections* team's report concerning the installation of new street lighting on Main Street provided to the City Council in May, the immediate need for a seasonal lighting scheme was established. The intent of this scheme would be to provide a visually stimulating and aesthetically pleasing link between the seasonal lighting at the Arizona Temple and the Downtown business district.

Again, consulting with lighting experts from the city, several concepts were developed. Subsequently outside consultants have been called in by MEGACORP to provide additional input. While this indicates progress is ongoing there is concern about the timing of implementation. For that reason this project is included in this document to insure that it remains highly visible and has a scheduled completion date in order to create a sense of confidence among merchants.

This project is one in which public/private partnerships must be stressed, fostered and given direction. Corporate and private funding of the project should be sought as well as coordinating the seasonal lighting efforts of merchants and car dealerships that line Main Street.

TIME FRAME

Ongoing - To be completed by 11/01/95

BUDGET COST

\$70,000 (for lighting and installation)

RESPONSIBLE AGENT OR AGENCY

City supported by businesses, Mesa Town Center Corporation and MEGACORP

GOALS SUPPORTED

- Encourage/invite pedestrians and bicyclists to use downtown
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Encourage the community to participate together in the development process
- Build confidence and momentum

PROJECT*Create Parking Loop*

A consistent complaint of merchants is that potential customers can never find the plentiful parking that is available in the downtown area. A few merchants have even gone to the trouble of putting "Parking in Rear" signs in their shop windows. Unfortunately these signs are only visible if you have already parked your car and are walking by on foot.

For the past year there has been a consulting firm working to improve single directing people to parking lots meant to serve the merchants on Main Street. They have developed a very unique Parking Spot Logo that will be much more visible to motorists. The "Connections Team" recommends that these signs become part of a Parking Loop system.

The Parking Loop system recognizes that the best access to the parking lots is not off Main Street but rather from the streets just off Main Street. The system also takes into consideration that individuals arriving in the City Center enter at one of only four points and that the drivers frequently don't know exactly where they are going. This makes it relatively straight forward to provide signs directing them towards parking lots that will best suit their needs. The "Parking Spot" signs would then alert them to entrances into the parking lots.

The Parking Loop and Parking Spot concepts appear to go hand in glove and tend to lend themselves to promotional slogans such as "Once you're in the Loop, its easy to find the Spot." They can be used to highlight the location of assets in the Town Center.

TIME FRAME

To be completed not later than 01/01/96

RESPONSIBLE AGENT OR AGENCY

Mesa Town Center Corporation supported by the City

BUDGET COST

\$70,000 (fabrication and installation of signs)

GOAL(S) SUPPORTED

- Build confidence and momentum
- Expose and exploit Mesa's existing assets

PROJECT***Construct Breezeway Improvements***

This is the second of a three phase project. The first phase was to design the improvements necessary to facilitate locating open air markets in the breezeway. The third is to open an open air/farmer's market.

Depending on the final detail plans developed in phase one, this should be a relatively quick and straight forward project. Consideration should be given to volunteer labor for all or a portion of the project. If water features are incorporated, the possibility of corporate or private sponsorship should be explored. If gateways or elaborate signage is included in the plans another potential for corporate or private sponsorship exists.

Since opening of the breezeway markets are dependent on they facility being ready, the start to finish time frame may be severely compressed. Of the four breezeways priority of work should be the breezeway on the south side of Main mid-block between Robson and Macdonald first. This would be followed in order by the breezeway on the north mid-block between Robson and Macdonald second, the breezeway on the north side mid-block between Macdonald and Center third, and the remaining breezeway last.

TIME FRAME

To be completed by 03/01/96

RESPONSIBLE AGENT OR AGENCY

City supported by the Convention Center, Utilities, Downtown businesses and Mesa Town Center Corporation

BUDGET COST

\$225,000 (improve walking surface, install water features suggested in V-B-3)

GOAL(S) SUPPORTED

- Encourage the community to participate (together) in the development process
- Build confidence and momentum
- Improve pedestrian connections between activity centers
- Encourage/invite pedestrians and bicyclists to use downtown
- Expose and exploit Mesa's existing assets
- Make the streetscape visually stimulating, varied and aesthetically pleasing

PROJECT***Open Breezeway Public Market(s)***

This is the third and final phase of a three phase project. The first phase was to design the improvements necessary to facilitate locating open air markets in the breezeway. The second was to construct the necessary breezeway improvements.

The intent of this market is to make it primarily a roving farmer's market that will start with a few vendors one day a week but rapidly grow in size and number of days that it is open. It will be competing regionally with farmer's markets that are being currently held in Gilbert, Chandler and other Mesa locations. Enhanced shade, water misters, the availability of water and electricity and pedestrian amenities will make this market viable year round. Because of the excellent facilities provided and the market's location in the heart of the east valley, it is anticipated that it will grow exceptionally fast.

There are two ways to approach attracting vendors to this market and managing it. First would be to start from scratch. The second would be to relocate the existing farmer's market sponsored by the Convention Center currently being held each Friday in the vicinity of the Mesa Arts Center. The Arizona Farmers, Growers and Producers Association currently manages the market and should continue in this role. This will require careful but amicable negotiations between all parties concerned. These negotiations should be entered into immediately with the intent of relocating the farmer's market so that its opening would coincide with the Fine Folk Festival.

One key to the success of any public market is a broad base of ongoing support from surrounding businesses, area banks, the Chamber of Commerce and the city's economic development department.

TIME FRAME

To be completed not later than 04/01/96

RESPONSIBLE AGENT OR AGENCY

Mesa Town Center Corporation supported by affected businesses and the Farmer's Market

BUDGET COST

\$30,000 (for marketing)

GOAL(S) SUPPORTED

- Encourage the community to participate (together) in the development process
- Build confidence and momentum
- Improve pedestrian connections between activity centers
- Encourage/invite pedestrians and bicyclists to use downtown
- Expose and exploit Mesa's existing assets

PROJECT***Construct Cultural District Pedestrian Link to Main Street***

This is the second phase of a two phase project. The first phase was the design phase.

As described above much of the work involved in this project is shade tree planting. As such there is a tremendous potential to involve the public through volunteer labor and donations. Trees or groups of trees can be named after individuals or organizations. Through this effort a great deal of public spirit and fun can be generated.

In some areas where sidewalks need to be added or modified a "buy a brick" program can be initiated and again work performed by volunteer labor. In the area of providing additional pedestrian lighting or water works it is recommended that either the city do it in house or contract the work out.

By involving the community heavily in this project, there will be a drawing together of people that currently do not have a lot in common. The walk itself will become a pedestrian trunk from which other linkages can grow out and small parks can be created along the way. In time the hidden treasures that this path exposes and links together will become an attraction to pedestrians that will rival the Indian Bend Wash park in Scottsdale on a pleasant Sunday afternoon.

TIME FRAME

To be completed not later than 05/01/97

BUDGET COST

\$75,000 (for construction)

RESPONSIBLE AGENT OR AGENCY

City supported by affected businesses and concerned Social and Civic Organizations

GOALS SUPPORTED

- Encourage the community to participate together in the development process
- Improve pedestrian connections between activity centers
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT***Develop Civic Plaza***

This is the second phase of a two phase project. The first phase was the design phase.

Great cities around the world, be they large or small, are proud of themselves and like to display that pride. Frequently that pride is exhibited in the public structures that the city creates from time to time and historically those structures have been built to last. The Civic Plaza should exhibit the pride that Mesa has in itself and become an icon for the city.

People from all over the city as well as visitors to Mesa will come to the Plaza time and time again. They will inspect it with a fine tooth comb and expect that it will be there for generations to come. What they see must satisfy their expectations that this Plaza was truly designed and created with all pride that the city could muster. Altering the design to reduce costs, using inferior materials or products and shoddy workmanship can not be tolerated. The contractor selected to perform this work should have an outstanding and demonstrable reputation for quality.

A major component of this work will be installation of some form of water feature that brings out the vision of an Oasis and the cities historical link to water. Consideration should be given to gaining a corporate or private sponsor for this feature.

TIME FRAME

To be completed by 09/30/96

BUDGET COST

\$450,000 (for construction)

RESPONSIBLE AGENT OR AGENCY

City supported by Social and Civic Organizations and Affected businesses

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT***Construct Main Street 4 - Lane/Streetscape/Lighting***

This is the second phase of a three phase project and involves work from Country Club to Centennial Way/Sirrine. The first phase was the design phase and the third will involve work from Centennial Way/Sirrine to Mesa Drive.

This is the most ambitious and expensive of the team's recommended projects. The final cost can vary greatly based on the design adopted, materials used, unexpected obstructions or soil conditions and the manner in which the work is performed. Merchants in the area are extremely concerned that any construction done on Main Street will significantly harm their business, perhaps to such an extent that they are forced out of business. Many merchants claim that they are just now recovering from the last major construction project on Main Street. This concern (valid or not) must be taken into consideration and a premium paid if necessary to insure minimum inconvenience to the merchant.

The consulting team's concept involves little or no work to the existing sidewalk. The area under the colonnades remains a safe haven for pedestrians. Construction materials or debris should only be permitted to overflow onto the sidewalk as far as the colonnade line and should be cleared away as expeditiously as possible. This, together with the improved accessibility of parking lots due to the Parking Loop and Parking Spot systems should insure continued access to stores throughout construction.

Medians from Country Club to Center will remain in place with upgraded landscaping. From Center to Centennial Way/Sirrine the median will be substantially widened to provide space for a more formal landscape setting. This widening will also provide a traffic calming "chicane" effect.

TIME FRAME

To be completed by 10/01/96

BUDGET COST

\$1,500,000

RESPONSIBLE AGENT OR AGENCY

City supported by the Downtown Development Committee and MEGACORP

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate (together) in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT***Colonnade Improvement; Historic Preservation***

This is a single phase project with three windows of opportunity for property owner participation. Based on an evaluation of the historical appearance of buildings behind the colonnades and their role in the city's heritage, groups of buildings were selected that would be enhanced if their colonnades were removed and the facades restored to their original, historically correct form. The property owners of these buildings should be contacted and encouraged to participate in public/private partnerships to restore their buildings to their original appearance. Inducements would include low or no interest loans and city funding of colonnade removal. Because of multiple owners being involved this will be a difficult task. It should also not be an open ended offer by the city. Time limits should be set when the offer closes.

Other sections of the colonnade need minor modifications to introduce some color and variety into what is otherwise a rather bland environment. The vast majority of the colonnades need no work and should be retained as is.

TIME FRAME

To be completed by 10/01/96

BUDGET COST

\$150,000 (available for colonnade removal, sidewalk improvement or colonnade modification)

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by affected businesses and Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT***Median Strip Revitalization***

This is a single phase project and involves work on the medians from Country Club to Center. As work is completed on the road narrowing, streetscape and light installation, the lights in the median should come down and additional shade trees introduced.

TIME FRAME

To be completed not later than 10/01/96

BUDGET COST

\$150,000 (for street light removal and upgrading landscaping)

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by the Downtown Development Committee and Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate (together) in the development process
- Build confidence and momentum

PROJECT***Landscape (7) Parking Lots***

This is the second phase of a three phase project. The first phase was the design and the third is the incorporation of a small picnic/playground area. The seven (7) parking lots involved are: (1) Parking lot south of Pepper between Robson and Macdonald, (2) Parking lot south of Pepper between Macdonald and Center, (3) Parking lot south of Main between Robson and Macdonald, (4) Parking lot south of Main between Macdonald and Center, (5) City Hall parking lot, (6) Library parking lot, (7) Rendezvous Center parking lot

The primary focus of this project is on tree planting while retaining the maximum number of parking spaces. As in the case of the Cultural District to Main Street Pedestrian Link Project, this one also lends itself to volunteer labor and in fact could be a continuation of the Pedestrian Link project. This project is timed to insure trees are planted prior to the start of the intense summer heat. While the trees will not be mature for several years some shade will be afforded and users of the lot will begin to realize how much more pleasant parking lots can be.

TIME FRAME

To be completed by 03/30/96

BUDGET COST

\$210,000 (\$30,000 per lot)

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by Mesa Town Center Corporation, Social and Civic Organizations and affected businesses.

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT*Construct Picnic Grove play Area in Central Business District*

This is the final phase of the Landscape Parking Lot Project. With its emphasis on getting children to want to come downtown this is an excellent choice for some form of sponsorship program. Materials selected should be colorful, exciting and fun as well as being extremely safe. Because of its proximity to the Arizona Museum for Youth it is recommended that the lot between Robson and Macdonald on the south side of Pepper be considered for the location of this playground area.

TIME FRAME

To be completed by 05/30/96

BUDGET COST

\$75,000

RESPONSIBLE AGENT OR AGENCY

Social and Civic Organization supported by Mesa Town Center Corporation, Downtown Development Committee and affected businesses.

GOALS SUPPORTED

- Improve pedestrian connections between activity centers
- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Build confidence and momentum

PROJECT*Construct First Street/First Avenue Streetscape*

This is the second phase of a two phase project. The first phase was the design phase. The project involves establishing medians to effectively narrow the streets and make them more inviting for pedestrian crossings. Also included is planting shade trees along either side of the streets in accordance with the design detail.

Care must be exercised to insure commercial traffic accessed from these streets is not unduly impaired and that access to parking lots remain clearly marked and easy to enter and exit.

TIME FRAME

To be completed by 05/30/97

BUDGET COST

\$280,000 (for construction and shade tree planting)

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by Downtown Development Committee, Mesa Town Center Corporation and Social and Civic Organizations

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT

Colonnade Improvement; Historic Preservation

This is a single phase project with three windows of opportunity for property owner participation. Based on an evaluation of the historical appearance of buildings behind the colonnades and their role in the city's heritage, groups of buildings were selected that would be enhanced if their colonnades were removed and the facades restored to their original, historically correct form. The property owners of these buildings should be contacted and encouraged to participate in public/private partnerships to restore their buildings to their original appearance. Inducements would include low or no interest loans and city funding of colonnade removal. Because of multiple owners being involved this will be a difficult task. It should also not be an open ended offer by the city.

This is the second window of opportunity for property owners to participate.

TIME FRAME

To be completed by 10/01/97

BUDGET COST

\$150,000 (available for colonnade removal, sidewalk improvements, or colonnade modification)

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by affected businesses and Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT***Construct Macdonald Median***

This is the second phase of a two phase project. The first phase was the design phase. The project involves establishing medians to effectively narrow the street and make it more inviting for pedestrian crossings. It will also serve to bring the Oasis appearance of Macdonald in the Historical District south across Main Street and beyond to First Avenue. This will invite individuals to continue walking south along Macdonald instead of stopping at First Street and returning north.

Care must be exercised to insure commercial traffic accessed from these streets is not unduly impaired and that access to parking lots remain clearly marked and easy to enter and exit.

TIME FRAME

To be completed not later than 05/30/98

BUDGET COST

\$200,000

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by Downtown Development Committee, Mesa Town Center Corporation and Social and Civic Organizations

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT***Construct Main Street 4 - Lane/Streetscape/Lighting***

This is the third phase of a three phase project and involves work from Centennial Way/Sirrine to Mesa Drive. The first phase was the design phase and the third involved work from Country Club to Centennial Way/Sirrine.

This is the second most ambitious of the team's recommended projects. The final cost can vary greatly based on the design adopted, materials used, unexpected obstructions or soil conditions and the manner in which the work is performed. As in phase two care must be exercised to ensure businesses in the area are not unduly inconvenienced by this project.

The consulting team's concept involves little or no work to the existing sidewalk and the medians are not affected. Space made available by lane reductions will be extensively landscaped and numerous pedestrian amenities will be introduced. The primary focus of this project is to strengthen the link between the Commercial Core of the town center and the Temple. It will no longer be the bleak pedestrian waste land that it currently is.

TIME FRAME

To be completed by 10/01/98

BUDGET COST

\$1,100,000 (for construction)

RESPONSIBLE AGENT OR AGENCY

City supported by the Downtown Development Committee and MEGACORP

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

PROJECT

Colonnade Improvement; Historic Preservation

This is a single phase project with three windows of opportunity for property owner participation. Based on an evaluation of the historical appearance of buildings behind the colonnades and their role in the city's heritage, groups of buildings were selected that would be enhanced if their colonnades were removed and the facades restored to their original, historically correct form. The property owners of these buildings should be contacted and encouraged to participate in public/private partnerships to restore their buildings to their original appearance. Inducements would include low or no interest loans and city funding of colonnade removal. Because of multiple owners being involved this will be a difficult task. It should also not be an open ended offer by the city. Time limits should be set when the offer closes.

This is the third and final window of opportunity for property owners to participate.

TIME FRAME

To be completed by 10/01/98

BUDGET COST

\$150,000

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by affected businesses and Mesa Town Center Corporation

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown

PROJECT***Construct Robson Median***

This is the second phase of a two phase project. The first phase was the design phase. The project involves establishing medians to effectively narrow the street and make it more inviting for pedestrian crossings. It will also serve to bring the Oasis appearance of Robson north of First Street south to Main Street and beyond to First Avenue. This will invite individuals to continue walking south along Robson instead of stopping at First Street and returning north.

Care must be exercised to insure commercial traffic accessed from these streets is not unduly impaired and that access to parking lots remain clearly marked and easy to enter and exit.

TIME FRAME

To be completed not later than 05/30/99

BUDGET COST

\$200,000

RESPONSIBLE AGENT OR AGENCY

MEGACORP supported by Downtown Development Committee, Mesa Town Center Corporation and Social and Civic Organizations

GOALS SUPPORTED

- Make the streetscape visually stimulating, varied and aesthetically pleasing
- Expose and exploit Mesa's existing assets - Historic/Cultural/Social
- Tap existing markets more effectively
- Encourage the community to participate together in the development process
- Build confidence and momentum
- Encourage/invite pedestrians and bicyclists to use downtown
- Improve pedestrian connections between activity centers

CHAPTER VI

APPENDICES

Revised TCC Zoning District

11-8-6 TOWN CENTER CORE DISTRICT, TCC:

(A) Purpose and Intent:

The purpose of this District is to encourage the highest intensity of land uses to be developed, redeveloped and continued within the Downtown. It is also the purpose of this District to provide incentives for the development or redevelopment of under-utilized and bypassed properties within Downtown and to endure its continuance as a vital, vibrant activity area.

The intent of this Section is to insure that higher-intensity land uses are appropriate for the fulfillment of the purpose of the Town Center Core District as a primary focal point within the City. At the same time, the Town Center Core District is created to serve its residents, businesses, employees and visitors and to insure that image of the Downtown, as the City's governmental cultural and commercial center, will be maintained and enhanced.

(B) *Town Center Sub-Districts:*

In order to more precisely implement the purpose and intent of the Town Center Core District by more effectively regulating development intensity/density and land use, the District is subdivided into four (4) sub-districts, each with its own special purpose. Land use regulations and development standards are the same for the TCC District and each sub-district unless specifically noted.

The purpose of each Town Center Core area sub-district is as follows:

1. Town Center Core Entry Sub-District, TCC-1:

The TCC-1 sub-district is the least intensely developed, setting the stage for higher density development at the center of the core area between Center Street and Centennial Way. This district will serve as a transition district into the Downtown area. It may be developed with higher densities in large scale projects over time.

2. Town Center Core Colonnade Sub-District, TCC-2:

This sub-district is intended to be a highly pedestrian oriented shopping area with retail storefronts adjacent to the public sidewalk. Development intensity is not as great as the sub-district (Town Center Core Civic).

3. Town Center Core Mixed Use Sub-District, TCC-3:

The TCC-3 sub-district is intended to provide the greatest opportunity to maintain and expand a variety of new major and accessory uses within the Town Center Core District. Other commercial and office uses are also encouraged. Horizontal development intensity is greater than in the adjacent TCC-1 sub-district (Town Center Core Entry) but not as great as the Town Center Core Civic sub-district.

4. Town Center Core Civic Sub-District, TCC-4:

This sub-district is intended to serve as the City's most intensely developed governmental, cultural and business core. All major governmental and cultural facilities should be located in, or in close proximity to, this sub-district. The TCC-4 sub-district provides for the highest level of development intensity in the City.

(C) Permitted Uses in the TCC District and Sub-Districts:

1. Intensive, pedestrian oriented uses with all activities conducted within an enclosed building with no outside storage or display except as provided in this Chapter.
 - (a) Commercial recreation and entertainment establishments.
 - (b) Cultural and civic halls and galleries, auditoriums and arenas.
 - (c) General and specialty retailing with incidental assembly and wholesaling of merchandise, when clearly subordinate to the primary use.

- (d) Studios for the practice of fine arts. *Except in the TCC-3 sub-district.*
- (e) Personal and household services such as clothing alteration, shoe repair, beauty salons, barber and hair styling shops, self-service laundries, dry cleaning shops, furniture and appliance repair, and copying shops.
- (f) Restaurants, bars and cocktail lounges.
- (g) *Restaurants with outdoor seating in the TCC-2 and TCC-3 sub-districts.*
- (h) Banks and financial institutions, excluding drive-thru window and outdoor teller facilities, unless specified in this Chapter.
- (i) Offices. *Except on the ground floor in the TCC-2 sub-district.*
- (j) Medical offices, excluding clinics. *Except on the ground floor in the TCC-2 sub-district. Refer to (D)2 below.*
- (k) Hotels, motels and resorts.
- (l) Commercial parking garages. *Frontage on Main Street shall incorporate usable retail commercial space for the entire ground floor frontage and office space at the next two levels, with at least 40% of floor coverage.*
- (m) Day care centers.
- (n) General education, vocational and trade schools, except industrial trade schools as permitted in Chapter 7. *Except on the ground floor in the TCC-2 sub-district.*
- (o) Multiple residences of at least 20 dwelling units per net acre. *Except on the ground floor in the TCC-2 sub-district.*
- (p) Fraternal organizations, service and social clubs, lodges, fraternities and sororities. *Except on the ground floor in the TCC-2 sub-district.*
- (q) Schools and places of worship. *Except on the ground floor in the TCC-2 sub-district. Refer to section 11-13-2(M).*
- (r) Uses similar to those listed above, as determined by the Zoning Administrator.
- (s) *Mixed Use. Combinations either vertically (same building) or horizontally. A bona fide mixed use project residential density range may be as high as 40 units per acre.*

(D) Uses Subject to Council Use Permit in the TCC District:

1. The following uses are subject to the granting of a Council Use Permit in accordance with the Administration and Procedures Chapter of this Ordinance, provided the use is found to be compatible with surrounding uses and Town Center redevelopment objectives and design standards.
 - (a) Free-standing developments with individual surface parking.
 - (b) Commercial parking lots, as primary use, *except within 300 feet of Main Street.*
 - (c) Mortuaries.
 - (d) Newspaper and printing establishments.
 - (e) Automobile service stations. *Except in the TCC-2 and TCC-4 sub-districts.*
 - (f) Taxi dispatch and bus terminals. *Except in the TCC-2 sub-district.*
 - (g) General auto repair, upholstery and drive-thru lubrication shops. *Except in the TCC-2 and TCC-4 sub-district.*
 - (h) Drive-thru window facilities and outdoor teller service for otherwise permitted uses, provided such facilities are not accessed from Main Street. *Except in the TCC-2 sub-district.*
 - (i) Car rental facilities when ancillary to a hotel or resort.
 - (j) Vehicle sales lots. *Except in the TCC-2 and TCC-4 sub-districts.*
2. The following social service facilities are *allowed only in the TCC-1 and TCC-3 sub-districts*, subject to the granting of a Council Use Permit. In addition to the findings set forth in 1. above, such uses shall also provide, where applicable: adequate and accessible sanitary facilities including lavatories, restrooms and refuse containers; sufficient patron seating facilities for dining, whether indoor or outdoor; effective screening devices, such as landscaping and masonry fences, in conjunction with outdoor activity areas; a plan of operation including, but not limited to, patron access requirements, hours of operation, security measures, litter control and noise attenuation; evidence of compliance with all Building and Fire Safety regulations; and any other measures determined by the City Council to be necessary and appropriate to ensure compatibility of the proposed use or uses with the surrounding area as specified in the Social Service Facilities Guidelines.

- (a) Medical clinics and counseling centers.
- (b) Charity dining services.
- (c) Day labor hiring centers.
- (d) Substance abuse detoxification and treatment centers.
- (e) Rescue missions.
- (f) Social service uses similar to those listed above.

All requests for Council Use Permits shall be reviewed by the Redevelopment Advisory Board whose recommendations shall be forwarded to the City Council for final action. Failure to comply with any provision designated as a condition of approval shall be grounds for revocation of the Council Use Permit pursuant to the Administration and Procedures Chapter of this Ordinance.

- (E) Uses Subject to a special Use Permit in the TCC District in accordance with the Administration and Procedures Chapter of this Ordinance.
 - 1. Outdoor temporary and/or peddler merchandising on public and private property for special events such as holiday bazaars or grand openings or other celebrations, and subject to appropriate licensing and enforcement procedures of Mesa Police, Sales Tax and Zoning Departments.
 - 2. Seasonal or periodic sales activities such as farmers markets, art fairs, bazaars, and similar outdoor operations conducted on private or public property owners, provided such activities are found to be:
 - (a) Compatible with surrounding uses and Town Center redevelopment objectives and design standards; and
 - (b) In compliance with all Building, Fire Safety and Tax and Licensing regulations of the City of Mesa; and
 - (c) In compliance with any other measures determined to be necessary and appropriate to ensure compatibility of the proposed use with the surrounding area as specified in the Farmers (and similar open-air) Market Operational Guidelines.
 - 3. Restaurants with outdoor seating areas or outdoor recreation and play areas. *Except in the TCC-2 Sub-District as provided in (C)1(g) above.*
 - 4. Outdoor display accessory to a permitted use.

(F) Prohibited Uses in the TCC District:

1. Drive-in theaters and drive-in restaurants.
2. Delivery/express and trucking dispatch terminals.
3. Heavy equipment rental, sales and repair.
4. Hospitals with accessory group medical centers, nursing and convalescent homes, philanthropic and charitable institutions, residential and outpatient care, rehabilitation centers and hospices.
5. Auto body and painting shops.
6. Outdoor plant nurseries.
7. Outdoor amusement enterprises, such as archery, golf driving ranges, miniature golf and other similar uses.
8. Cemeteries and mausoleums.
9. Automobile wrecking yards and junkyards.
10. Outdoor display, as a primary use.
11. Mobile home and recreation vehicle parks.
12. Detached single residences.
13. Manufacturing and assembling plants.
14. Wholesaling and distribution, as a primary use.
15. General warehousing and mini-warehousing.
16. *Used automobile sales except as an accessory use to a new automobile dealership.*
17. Uses similar to those listed above, as determined by the Zoning Administrator.

(G) Landscaping and Screening Regulations:

1. Landscape materials shall be used to enhance street right-of-way and building frontages by the following:
 - (a) Street trees shall be planted in street right-of-way areas and also may be installed in on-site pedestrian walkway areas and plazas.

(b) Building foundation plantings shall be used in lieu of lawns and large ground-cover areas.

2. All landscape designs, materials and quantities and maintenance shall conform to the Town Center Design Standards and Chapter 15 of this Ordinance.

(H) Parking Regulations:

- 1. Covered multi-level parking structures are encouraged; open surface parking shall be discouraged.
- 2. All parking area and structure designs and off-site parking accommodations are subject to approval by the Redevelopment Advisory Board.
- 3. Surface level parking spaces shall not exceed ten percent (10%) of the total number of spaces required for the development.

(I) Density and Area Regulations:

- 1. Minimum lot areas *and maximum densities* will vary according to the type of development, the proposed use, and the size and scope of the project. The Redevelopment Director may determine that certain projects shall be reviewed by the Redevelopment Advisory Board and City Council who shall determine the specific density and area regulations for such projects.
- 2. Maximum residential densities are subject to approval by the Redevelopment Advisory Board.

(J) Building Setbacks and Height Regulations:

1. *Building setbacks from Main Street and maximum building heights for each sub-district shall be as follows, unless approved by City Council:*

<u>Sub-District</u>	<u>Setback From Main Street</u>	<u>Building Height Maximum</u>
TCC-1	None required, 10 feet maximum	10 Stories
TCC-2	No setback permitted	4 Stories
TCC-3	None required, no maximum	12 Stories
TCC-4	None required, 15 feet maximum	None

2. *Other building setbacks will vary according to the type of development, proposed use, and the size and scope of the project. The Director may determine that certain projects shall be reviewed by the Downtown Vision Committee and City Council who shall determine the specific building height and setback regulations for such projects.*

(K) Sign regulations:

Refer to the Mesa Sign Ordinance and the Arcade Sign Policy for sign regulations except for the following sign types:

1. *Projecting Signs:*

Small pedestrian oriented projecting signs are permitted in the TCC-2 sub-district, subject to the approval of a sign permit and the following requirements:

- (a) *A projecting sign is any sign other than a wall sign affixed to any building or wall whose leading edge extends beyond the building or wall.*
- (b) *No projecting sign shall exceed a total area of 8 square feet per face. The area of a projecting sign shall be included in the total sign area permitted for the building/business.*
- (c) *All projecting signs shall be double-faced.*
- (d) *The outside face of a projecting sign shall not extend more than 3 feet from the surface of a building or wall that it is attached to.*
- (e) *Signs that project over pedestrian areas shall maintain 8 feet of headroom. Signs that project more than 6 inches over vehicular areas shall maintain a clearance of 14 feet above grade.*
- (f) *Signs shall maintain a clearance of at least 6 inches between the edge of the sign and building or wall and shall project at an angle of 90 degrees.*
- (g) *Signs may not project above the eave line or parapet of a structure.*
- (h) *Projecting signs shall not be internally illuminated and shall not use changeable letters or copy.*
- (i) *Signs shall be placed at building or store entrances, but in no event shall signs be spaced less than 12 feet apart.*

- (j) *The use of pictographs is strongly encouraged in order to illustrate the type of business graphically and without the use of words. The Community Development Manager may allow increases of up to 20% in the total sign area and length of projection for pictograph-type signs.*

2. *Portable Signs:*

The use of small pedestrian oriented portable A-frame or sandwich board signs is permitted in the TCC-2 sub-district, subject to the approval of a sign permit and the following requirements:

- (a) *A portable sign is any sign or advertising device which rests on the ground and is not designed to be permanently attached to a building or permanently anchored to the ground. This includes A-frame or sandwich board signs, but does not include temporary banners, posters and similar signs made of non-permanent materials.*
- (b) *Only businesses fronting on Main Street, between Robson and Center Street, and on Macdonald Street between Main and First, are allowed to have portable signs. No business shall be allowed to have more than one portable sign.*
- (c) *A portable sign may be permitted in addition to other permanent signs allowed for the business provided the total square footage of all signs does not exceed the maximum allowable.*
- (d) *Portable signs may have a maximum sign area of 8 square feet. The maximum height shall be 4 feet and the maximum width shall be 2 feet. The Community Development Manager may allow increases of up to 20% over the above maximum standards to accommodate signs of outstanding design and unique character.*
- (e) *Portable signs may be located on private property or within the public right-of-way, provided they do not interfere with pedestrian movement or wheelchair access to, through and around the site. A minimum access width of 5 feet shall be maintained along all sidewalks and building entrances accessible to the public. Owners of such signs shall provide public liability insurance prior to approval.*
- (f) *Portable signs shall not encroach into required off-street parking areas, and may not be arranged so as to create site distance conflicts or other traffic hazards.*
- (g) *Portable signs shall be utilized only during the regular hours of operation of the business, and shall be removed during non-business hours.*
- (h) *No lighting is permitted for portable signs.*

- (i) *Portable signs are to be maintained in a neat, orderly fashion so as not to constitute an unsightly appearance or a public nuisance. Signs should be constructed of durable, weather-resistant materials and be professional in appearance in a manner meeting the approval of the Community Development Manager. If such signs are not maintained, they must be removed immediately upon notice by the Community Development Manager.*

- (j) *A sign permit application for a portable sign to be located on public property shall be accompanied by a certificate of insurance in the following amounts:*
 - (1) *Public liability insurance in an amount not less than \$100,000.00 for injuries to each person, and in an amount not less than \$300,000.00 for any one occurrence.*

 - (2) *Property damage insurance in an amount not less than \$100,000.00 for damage to the property of each person on account of any one occurrence.*

 - (3) *Said policies shall name the City of Mesa as an additional insured and shall constitute primary insurance for the City, its officers, agents and employees, so that any other policies held by the City shall not contribute to any loss under this insurance. Policies shall provide for 30 days prior written notice to the City of cancellation or material changes.*

Sidewalk Vendors

A. Purpose

Vending on the public streets and sidewalks promotes the public interest by contributing to an active and attractive pedestrian environment. However, reasonable regulation of street and sidewalk vending is necessary to protect the public health, safety, and welfare.

The purpose of this section is to set forth the conditions and requirements under which sidewalk vendors may be permitted to operate within the Town Center area.

B. Definitions

For purposes of this section, the following definitions shall apply:

"Stand"

Means any table, showcase, bench, rack, pushcart, wagon or any other wheeled vehicle or device which may be moved without the assistance of a motor and which is not required to be licensed and registered by the Department of Motor Vehicles, used for the displaying, storage or transporting of articles offered for sale by a vendor.

"Vending"

Means the sale of food or merchandise from a cart or other approved mobil device operating in the public right-of-way within the Town Center area.

C. Vendors License Required

It shall be unlawful to sell, or offer for sale, any food, beverage or merchandise on any street or sidewalk within the Town Center area without first obtaining a Vendors License. However, existing businesses which legally operate outdoor displays of merchandise within the public right of way prior to the adoption of *Connections*, are not required to obtain a license for a period of one year from adoption.

D. Applications

The application for a Vendor's License shall be signed by the applicant and shall include:

- 1) The name, home, and business address of the applicant, and the name and address of the owner, if other than the applicant, of the vending stand to be used in the operation of the vending business.
- 2) A description of the type of food, beverage, or merchandise to be sold.
- 3) A description and photograph (including signage and colors) of any stand to be used in the operation of the business.
- 4) Proof of an insurance policy, issued by an insurance company licensed to do business in the State of Arizona, protecting the licensee and the City from all claims for damages to property and bodily injury, including death, which may arise from operations under or in connection with the license. Such insurance shall name as additional insured the City and shall provide that the policy shall not terminate or be canceled prior to the expiration date without 30 days advance written notice to the City.

E. Issuance and Fees

Not later than 30 days after the filing of a completed application for a vendor's license, the applicant shall be notified of the decision on the issuance or denial of the license.

- 1) Fees shall be determined by Resolution of the City Council and shall be paid prior to issuance of a permit.
- 2) Licenses to vend within the Town Center area shall be reviewed and approved by the MEGACORP Director in conjunction with the Business License Registration Program, Building and Safety and the Engineering Department.
- 4) Locations for vending within the Town Center area shall be established by the Downtown Development Committee and approved by means of this section. Vending locations shall be further designated by the types of vending permitted at each location based on the ability of the site to safely accommodate the use and to assure, as much as practical, that the sidewalk vendor is not selling merchandise that is primarily sold "on premise" within 300 feet of the vending locations.
- 5) Vending locations may change only upon written request by an applicant and approval by the Downtown Development Committee.
- 6) All locations of vending stands shall be in conjunction with right-of-way considerations, pedestrian safety and proximity to existing vendors. All locations shall be within the Town Center Commercial Core or Civic Place sub-districts, with primary emphasis at major intersections and breezeways.

- 7) As an initial pilot program, it is recommended that a maximum of ten (10) sidewalk vendors be allowed in the Town Center area.

F. Term and Renewal

All licenses are valid for one year unless revoked or suspended prior to expiration. An application to renew a license shall be made not later than 60 days before the expiration of the current license. License fees and renewal procedures shall be established in accordance with the any procedures outlined in the Municipal Code. Licenses are not automatically renewable.

G. Prohibited Conduct and Hours of Operation

It shall be prohibited for any outdoor vendor to operate under any of the following conditions:

- 1) Operate between 10 p.m. to 6 a.m. of the following day unless in conjunction with a special event.
- 2) Leave any vending stand unattended.
- 3) Store, park, or leave any vending stand within any public right-of-way or on any undeveloped or otherwise vacant property.
- 4) Sell food or beverages for immediate consumption unless there is a litter receptacle available nearby for public use.
- 5) Leave any location without first picking up, removing and disposing of all trash or refuse remaining from sales made from the vendor.

- 6) Allow any items relating to the operation of the vending business to be placed anywhere other than in, on or under the stand.

- 7) Set up, maintain or permit the use of any additional table, crate, carton, rack, or any other device to increase the selling or display capacity of the stand where such additional items have not been approved in the by the Director.

- 8) Solicit or conduct business with persons in motor vehicles.

- 9) Sell anything other than that which the license permits.

- 10) Sound or permit the sounding of any device which produces a loud and raucous noise, or use or operate any loud speaker, public address system, radio, sound amplifier, or similar device to attract the attention of the public.

- 11) Vend without the insurance coverage previously specified.

H. Vending Stand Requirements

- 1) Vendor shall be required to submit a photograph or drawing of the vending stand to be used for review during application approval process, including materials, colors and signage.

- 2) No stand shall exceed 4 feet in width, 8 feet in length, and 8 feet in height.

- 3) No stand shall exceed 4 feet in width, 6 feet in length, and 8 feet in height.

I. Safety Requirements

All stands in or from which food is prepared or sold shall comply with the following requirements:

- 1) All equipment installed in any part of the stand shall be secured in order to prevent movement during transit and to prevent detachment in the event of a collision or overturn.
- 2) All utensils shall be stored in order to prevent their being hurled about in the event of a sudden stop, collision or overturn. A safety knife holder shall be provided to avoid loose storage of knives.
- 3) Compressors, auxiliary engines, generators, batteries, battery chargers, gas fueled water heaters, and similar equipment shall be installed so as to be hidden from view to the extent possible and be easily accessible.

J. Display of License

All licenses shall be displayed in a visible and conspicuous location at all times during the operation of the vending business.

K. Advertising

No advertising, except the posting of prices, shall be permitted on any stand, except to identify the name of the product or the name of the vendor.

L. Denial, Suspension, and Revocation

Any license may be denied, suspended, or revoked in accordance with the procedures in the Municipal Code for any of the following causes:

- 1) Fraud or misrepresentation contained in the application for the license.
- 2) Fraud or misrepresentation made in the course of carrying on the business of vending.
- 3) Conduct of the licensed business in such manner as to create a public nuisance, or constitute a danger to the public health, safety, welfare, or morals.
- 4) Conduct which is contrary to the provisions of this section.

M. Taxes

Payment of sales tax will be as per City requirements.

N. Maintenance

Owner/operator shall clean up area and pay costs associated with any unusual damage. Each vendor shall pay a \$400.00 cleaning deposit to the City prior to obtaining a permit to operate.

Sidewalk Cafe Ordinance

A. Purpose

Sidewalk cafes on public streets can enhance the pedestrian ambiance of Downtown and are encouraged. The purpose of this section is to set forth the conditions and requirements under which a sidewalk cafe, as defined, may be permitted to operate by Council Use Permit and Encroachment Permit on a public sidewalk within the TCC District.

B. Definition

A sidewalk cafe is any group of tables and chairs, and its authorized decorative and accessory devices, situated and maintained upon the public sidewalk or along the public breezeways and under arcades/colonnades for use in connection with the consumption of food and beverage sold to the public from or in an adjoining indoor restaurant.

C. Council Use Permit And Encroachment Permit Required

A sidewalk cafe may be permitted only by Council Use Permit following a recommendation by the Downtown Development Committee and approved by after a public hearing and granted in conformity with the requirements of this section and Chapter 11-8-6 of the Zoning Code and thereafter obtaining an Encroachment Permit. Both permits may be approved and issued subject to conditions.

D. Limitations And Requirements

A sidewalk cafe may be permitted only in the TCC-2, TCC-3, and TCC-4 Zoning Districts and then only if the sidewalk cafe is situated adjacent, to an indoor restaurant as specified below, and the sidewalk cafe's operation is incidental to and a part of the operation of such adjacent indoor restaurant.

- 1) Existing indoor restaurants must conform to all sections of the Municipal Code in order to be eligible for approval of sidewalk services.
- 2) A sidewalk cafe may be located on the public sidewalk immediately adjacent to and abutting the indoor restaurant which operates the cafe, provided that the area in which the sidewalk cafe is located extends no farther along the sidewalk's length than the actual sidewalk frontage of the operating indoor restaurant and all other applicable provisions of this section are fulfilled.
- 3) An indoor restaurant may be permitted to operate only one sidewalk cafe and each sidewalk cafe shall be confined to a single location on the sidewalk.
- 4) A sidewalk cafe may be permitted only where the sidewalk or porch is wide enough to adequately accommodate both the usual pedestrian traffic in the area and the operation of the proposed cafe. There shall be a minimum 5' clear distance free of all obstructions, in order to allow adequate pedestrian movement.
- 5) All outdoor dining furniture, including tables, chairs, umbrellas, and planters, shall be movable. Umbrellas must be secured with a minimum base of not less than 60 pounds. Requests for use of outdoor heaters, misters, amplified music, or speakers shall be reviewed at the time of application for a Council Use Permit.
- 6) No signing shall be allowed at any outdoor cafe except for the name of the establishment on a permanent window/door, an awning, umbrella or A-frame sign.
- 7) A sidewalk cafe may serve only food and beverages prepared or stocked for sale at the adjoining indoor restaurant; provided that the service of beer or wine, or both, solely for on-premises consumption by customers within the area of the sidewalk cafe has been authorized as part of a council use permit approval. Each of the following requirements must also be met:
 - (a) The area in which the sidewalk cafe is authorized is identified in a manner, as approved by the Downtown Development Committee, which will clearly separate and delineate it from the areas of the sidewalk which will remain open to pedestrian traffic.
 - (b) The sidewalk cafe operation is duly licensed, or prior to the service of any beer or wine at the cafe, will be duly licensed, by State authorities to sell beer or wine, or both, for consumption within the area of the sidewalk cafe.
- 8) The outdoor preparation of food and busing facilities are prohibited at sidewalk cafes. The presetting of tables with utensils, glasses, napkins, condiments, and the like is prohibited. All exterior surfaces within the cafe shall be easily cleanable and shall be kept clean at all times by the permittee.
- 9) Trash and refuse storage for the sidewalk cafe shall not be permitted within the outdoor dining area or on adjacent sidewalk areas and the permittee shall remove all trash and litter as they accumulate. The permittee shall be responsible for maintaining the outdoor dining area, including the sidewalk surface and furniture and adjacent areas in a clean and safe condition.

- 10) Hours of operation shall be identical to those of the indoor restaurant. All furniture used in the operation of an outdoor cafe shall be removed from the sidewalk and stored indoors whenever the indoor restaurant is closed.
- 11) The City shall have the right to prohibit the operation of a sidewalk cafe at any time because of anticipated or actual problems or conflicts in the use of the sidewalk area. Such problems and conflicts may arise from, but are not limited to, scheduled festivals and similar events, parades, repairs to the street or sidewalk, or emergencies occurring in the area. To the extent possible, the permittee will be given prior written notice of any time period during which the operation of the sidewalk cafe will be prohibited by the City.
- 12) The sidewalk cafe will not require the provision of additional off-street parking.

E. Findings and Conditions

In connection with approval of a Council Use Permit, the Downtown Development Committee shall make findings that the proposed operation meets the limitations of this section. The Committee may impose such conditions in granting its approval as it deems are needed to assure that the proposed operation will meet the operating requirements and conditions set forth in this section and to assure that the public safety and welfare will be protected.

F. Term and Renewal

A Council Use Permit for a sidewalk cafe may be approved by the Council for a maximum period of one year. Thereafter, the Community Development Manager or his designee, if an extension application is filed prior to any expiration date of the Council Use Permit, may extend the permit for additional periods not to exceed one year, following his review and approval of the cafe's operations. In the event the Manager considers additional or revised conditions are necessary and should be imposed if the permit is to be extended or if the Manager is of the opinion that the permit should not be extended at all, he shall refer the application to the Downtown Development Committee which shall hold a public hearing and thereafter decide the matter. The City Council may make any extension of Council Use Permit subject to such additional and revised conditions and requirements as it deems appropriate or necessary and any extension granted by the City Council shall not exceed a period of one year.

G. Revocation

A Council Use Permit may be revoked by the City Council, following notice to the permittee and a public hearing, upon a finding that one or more conditions of the permit or of this section have been violated or that the sidewalk cafe is being operated in a manner which constitutes a nuisance, or that the operation of the sidewalk cafe unduly impedes or restricts the movement of pedestrians past the sidewalk cafe.