

13. Plan Implementation

Key Actions

This section identifies the processes, tools and resources that are necessary to implement the plan in accordance with the community's vision. The critical steps are as follows:

- All future development and redevelopment proposals in the West Main Street Area planning boundaries should be reviewed for consistency with the adopted plan.
- A West Main Street Area Advisory Board should be formulated. Such a board is expected to understand the overall intent of the plan and thus would be able to better facilitate future changes in the area in accordance with the intent of the plan. The Advisory Board should work with the City Staff and make recommendations regarding development in West Main Street Area.
- Amendments to the Zoning Ordinance should be made to reflect the provisions provided in this plan.
- Amendments to the General Plan Land Use Map should be made to reflect the vision of West Main Street Area.
- Additional General Plan Land Use categories should be developed and added to the General Plan as part of the effort to facilitate faster development process in West Main Street Area.
- Marketing of the assets of the area would be instrumental in attracting new businesses, jobs, quality retail and housing in the area. Existing marketing efforts should be expanded to leverage the recent changes due to the LRT link in the area to maximize the benefits to the community as well as the City.
- Effective public-private partnerships are critical to encourage development in the area in accordance with the community's vision as well the policies of this plan; and, thus, should be encouraged.
- Organizations such as community development corporations and neighborhood associations can play an important role in implementing the Plan. Area residents, business-owners and property owners should be encouraged to establish such improvements.
- Facilitating high-density, mixed-use development in opportunity areas, such as Transit Station Areas, early in the process is critical. Well-designed public amenities and infrastructure will attract development. Infrastructure improvements and other provisions should be made available through inter-departmental support. Individualized and

targeted capital improvement plans should be coordinated to facilitate development in the transit-oriented development areas. Adequate public facilities and amenities should be in place either in advance of or concurrent with, the development in the priority areas.

- Planning Staff should provide an annual status update to the City Council on the implementation of the plan.

Programming

The approach to implementation of this plan is to identify the critical interventions (projects), the responsible party for such interventions and a priority (based on the importance as well as anticipated time-frame) for the projects. Table 13.1 below lists the projects from high-priority projects to medium and low-priority projects. The high-priority projects are critical for encouraging development in the area in accordance with the intent of this plan.

Table 13.1: Plan Programming

Project/Strategies	Element	Primary Responsibility	Level of Priority
PLANNING DIVISION			
LUPRJ1: Transit-Oriented Development (TOD) Ordinance: Develop a transit-oriented development ordinance to formulate development standards that would facilitate transit-oriented development. This would require updating the Zoning Ordinance to include a transit-oriented development (TOD) base-zoning district that would allow transit supportive density, site design and mix of uses. This would allow property owners to retain their existing zoning standards, but voluntarily make a conversion to the transit-oriented standards through the TOD Zoning Districts.	Land Use	Planning Division	High
LUPRJ2: General Plan Update: Update General Plan Land Use Categories to include a new category that would allow for land uses in TOD Station Areas and TOD Corridor Area in accordance with the policies recommended in the plan.	Land Use	Planning Division	High
LUPRJ3: Transit-Oriented Development Incentive Program: Study, develop and implement an incentive program for developments that opt for and redevelop in accordance with letter and intent of the Transit-Oriented Development base zoning district standards, and the policies of this plan. Incentives can be in the form of- Fee waiver (this can include partial or total development application and/or building permit fee waiver) Expedited processing of development applications	Land Use	Planning Division, Building Safety	High
LUPRJ5: Update Zoning Code to develop Infill Standards: The infill standards would allow for efficient redevelopment including use conversion of the sites.	Land Use	Planning Division	High
LUPRJ8: Station Area Design and Development: Work with the Property Owners of the TOD Station Area at Sycamore/Main to identify development options and the design for this area.	Land Use	Planning Division	High
Plan Review: Review of all development proposals, beginning with pre-submittal stage, in the West Main Street Area should include evaluation and recommendation based on the policies and projects identified in this plan.	Implementation	Planning Division	High

Project/Strategies	Element	Primary Responsibility	Level of Priority
PRPRJ2: Open Space Dedications: Work with developers to encourage them to provide open spaces by dedication, or otherwise, through the techniques of density transfer, development agreement and other available methods.	Parks & Open Spaces	Planning Division	High
LUPRJ7: Technical Assistance for improvements of homes in Neighborhood Opportunity Areas: Work closely with the homeowners to provide technical support regarding investment options, remodeling and expansion possibilities of existing mature homes in Neighborhood Opportunity Area.	Land Use	Planning Division, Neighborhood Associations, Chamber of Commerce	Medium
AMPRJ 5: Zoning Ordinance Update: Identify and implement revisions to the Zoning Ordinance for consistency with land use policies.	Transportation	Planning Division	Medium
HPPRJ1: Identification of Historical Resources: Expand survey efforts to identify additional historic districts and landmarks for the restoration and preservation of areas, buildings, and sites in West Main Street Area.	Historic Preservation	Planning Division	Medium
HPPRJ2: Identification of Historic Signage: Conduct a survey of signage in the area and identify historic signage.	Historic Preservation	Planning Division	Medium
HPPRJ3: Historic Subdivisions: Enhance historic significance of the identified historic subdivisions by providing elements such as signs unique to each historic subdivision. These signs would enhance the sense of the place to these subdivisions while emphasizing the historical past of the subdivision.	Historic Preservation	Planning Division	Medium
HPPRJ4: Historic Preservation Program: Continue to implement the historic preservation program to promote the restoration and preservation of existing historic districts and landmarks.	Historic Preservation	Planning Division	Medium
AMPRJ 4: Subdivision Regulation Update: Identify and implement revisions to the Subdivision Regulations for consistency with access management policies.	Transportation	Planning Division	Medium

Project/Strategies	Element	Primary Responsibility	Level of Priority
HPPRJ5: National Register of Historic Places: Initiate National Register of Historic Places Nominations process for properties with historic characteristics within the area.	Historic Preservation	Planning Division	Medium
HPRJ6: Technical Assistance: Provide technical assistance to the interested/qualified parties through the Historic Preservation Program.	Historic Preservation	Planning Division	Medium
HPPRJ7: Funding Sources: Explore funding resources and grants that support historic preservation of buildings and resources in the area.	Historic Preservation	Planning Division	Medium
HPPRG2: Review process for Possible Historic and Archeological resources: Review identified sites during rezoning and new development to address possible historic and archeological resources and address possible alternatives of preserving the identified resources.	Historic Preservation	Planning Division	Medium
HPPRG3: Review process for Historic Signs: Review identified signs prior to demolition to address possible alternatives.	Historic Preservation	Planning Division	Medium
HPPRG4: Archaeologist's Recommendations: Provide professional archaeologist's review and recommendation during new development/redevelopment.	Historic Preservation	Planning Division	Medium
PRPRJ4: Access to private parks: Investigate the possibility of cooperative agreements between the City and private landowners to provide for limited access for recreational purposes to lands designated as open space within private developments.	Parks & Open Spaces	Planning Division	Medium
PRPRJ5: Density Transfer: Explore the possibility of utilizing "density transfer" as an incentive for dedication, lease or public access to open space, wherein density transfer would allow the participants to dedicate the land for open space and recreational purposes within the site being developed and would allow the participant to gain density transfer on site/offsite within the West Main Street Area Plan boundaries. Lands dedicated during density transfer should be at least 2 acres in area for its efficient use as park.	Parks & Open Spaces	Planning Division	Medium
PEDPRJ1: Inventory of Pedestrian Connections: Investigate the area to assess the pedestrian connections required in West Main Street Area in order to ensure contiguous and safe pedestrian movement.	Transportation	Planning Division	Low

Project/Strategies	Element	Primary Responsibility	Level of Priority
TRANSPORTATION DEPARTMENT			
SPPRJ2: Broadway Road Improvements: Broadway Road should be planned for intersection improvements at Dobson, and widening from four to six lanes from just west of Alma School Road to just east of Extension.	Transportation	Transportation Department	High
SPPRJ4: Main Street Improvements: Improvements to Main Street in between Tempe Canal and Country Club Drive should be made in accordance with policy SPP3 of Transportation Element to create a transit and pedestrian-friendly environment. Incorporate date palm trees in the streetscape of Main Street.	Transportation	Transportation Department	High
SPPRJ3: North-South Corridors: In the next Transportation Plan update, assess the improvements required along the north-south corridors within the study area to provide for efficient movement of traffic, pedestrians and transit to and from the area. Improve the roadways and intersections as per the required improvements.	Transportation	Transportation Department	Medium
PRPRJ1: Multi-use Paths: Study and identify possible location for multi-use paths in the area. Easements through abandoned alleyways in the area can be utilized towards developing multi-use paths. Explore the possibility of expanding the multi-use pathways along such lands throughout the area.	Parks & Open Spaces	Transportation Department; Parks & Recreation Department	Medium
BCPRJ1: Bike Facilities: Incorporate bike facilities in conjunction with improvement projects.	Transportation	Transportation Department	Medium
TPRJ1: Expand Transit Service: Study and establish opportunities to provide transit service from the upcoming Sycamore transit center to high traffic generators such as Mesa Community College and Fiesta Mall, Banner Desert Hospital, Riverview and Waveyard.	Transportation	Transportation Department	Medium

Project/Strategies	Element	Primary Responsibility	Level of Priority
TPRJ2: Neighborhood Transit Services: Study and establish opportunities to extend/reroute the transit service in the area to develop an efficient neighborhood transit service.	Transportation	Transportation Department	Medium
AMPRJ 2: Access Policies: : Add a reference in the City's Public Street Access Guidelines to refer to any applicable sub-area plan managed by the Transportation Department.	Transportation	Transportation Department	Medium
SPPRJ1: Median Locations: In the next Transportation Plan update, consider revising the City of Mesa's Median Island Locations Plan to make provisions for raised landscaped medians along major roadways in the study area depending upon the type of land-use, traffic movement, and the City of Mesa's policies and programs.	Transportation	Transportation Department	Low
PARKS & RECREATION DEPARTMENT			
PRPRJ7: Softball Fields: Assess the possibility of developing additional softball fields in the area based on land availability and funding for construction and maintenance.	Parks & Open Spaces	Parks and Recreation Department	High
PRPRJ8: Completion of Beverly Park: Reassess the available funding sources to expedite the completion of Beverly Park in the area.	Parks & Open Spaces	Parks and Recreation Department	High

Project/Strategies	Element	Primary Responsibility	Level of Priority
UTILITY DEPARTMENT *			
Water Infrastructure			
PIPRJ18: Update the 2004 Water Master Plan to incorporate the improvements required in the area.	Public Infrastructure	Utility Department	High
PIPRJ1: Replace existing 8" line with 12" line along Eldorado from Broadway to Birchwood.	Public Infrastructure	Utility Department	Medium
PIPRJ3: Replace existing 8" line with 12" line along Roosevelt from Birchwood to Main.	Public Infrastructure	Utility Department	Medium
PIPRJ4: Replace existing 6" line with 8" line along Phyllis from Main St to Dora.	Public Infrastructure	Utility Department	Medium
PIPRJ5: Replace existing 6" line with 8" line along Dora from Phyllis to N. May.	Public Infrastructure	Utility Department	Medium
PIPRJ6: Replace existing 6" line with 8" line along San Jose from Dora to 3rd St.	Public Infrastructure	Utility Department	Medium
PIPRJ7: Replace existing 4" line 8" line along 3rd St from San Jose to Dobson.	Public Infrastructure	Utility Department	Medium
PIPRJ2: Replace existing 8" line with 12" line along Birchwood from Eldorado to Roosevelt.	Public Infrastructure	Utility Department	Medium
PIPRJ8: Replace existing 8" line with 12" line along University Dr from Tempe Canal to Dobson.	Public Infrastructure	Utility Department	Medium
PIPRJ9: Replace existing 8" line with 12" line along University from Ironwood to Longmore.	Public Infrastructure	Utility Department	Medium
PIPRJ10: Replace existing 6" line with 12" line along University from Longmore to Alma School Road.	Public Infrastructure	Utility Department	Medium
PIPRJ11: Replace existing 8" line with 12" line along Longmore from 5th St to 8th St.	Public Infrastructure	Utility Department	Medium

* Priority related to infrastructure improvements would be dependent on the actual development pattern in the area

Project/Strategies	Element	Primary Responsibility	Level of Priority
PIPRJ12: Replace existing 8" line with 12" line along 8th St from Longmore to Canal.	Public Infrastructure	Utility Department	Medium
PIPRJ13: Install new 12" line across the Tempe Canal from 8th St to Riverview.	Public Infrastructure	Utility Department	Medium
PIPRJ14: Install new 12" line connecting at Bass Pro Dr as shown on the map.	Public Infrastructure	Utility Department	Medium
PIPRJ15: Install new 12" line along 8th St from Dobson to Santa Barbara.	Public Infrastructure	Utility Department	Medium
PIPRJ17: Install new 8" line along Evergreen from 8th St and connect to the south to finish loop.	Public Infrastructure	Utility Department	Medium
Waste Water Infrastructure			
PIPRJ19: Update Sewer System Master Plan to incorporate the improvements required within the area.	Public Infrastructure	Utility Department	High
Electric Infrastructure			
PIPRJ21:: Install duct banks to tie together the underground facilities between the west side of Extension, north of Broadway, and the north side of Broadway east of Extension. This will provide for flexibility in electric load switching.	Public Infrastructure	Utility Department	Medium
PIPRJ25:: Support for the LRT extension throughout the impacted area. The full impact of the LRT is not fully known at this time. At a minimum it is anticipated that underground conversion of existing overhead circuits along Extension Rd. crossing Main Street would be required in case LRT is extended further east.	Public Infrastructure	Utility Department	Medium
PIPRJ22: Convert crossing and parallel electric lines along the north side of Broadway Road to underground primary and secondary facilities. Such a conversion would require the installation of a new duct bank and pad mounted equipment facilities to efficiently replace the existing overhead facilities.	Public Infrastructure	Utility Department	Low

Project/Strategies	Element	Primary Responsibility	Level of Priority
PIPRJ23: Convert crossing and parallel electric along the south side of University Drive to underground primary and secondary facilities. Such a conversion would require the installation of a new duct bank and pad mounted equipment facilities to efficiently replace the existing overhead facilities.	Public Infrastructure	Utility Department	Low
PIPRJ24: Provide additional duct banks installed from Extension Rd. and 2nd Ave. north along Extension to 1st Street, and then east to Date and 1st Street. This would also provide additional linkage in the electric underground system and allow for more flexible load switching.	Public Infrastructure	Utility Department	Low
Gas Infrastructure			
PIPRJ26: Examine existing gas infrastructure in the West Main Street Area to identify the improvements required to provide for increased population and employment as shown in Appendix G.	Public Infrastructure	Utility Department	Medium
OTHER DEPARTMENTS			
LUPRJ4: Infill Investment Opportunity: Provide technical assistance related to investment opportunities for infill projects within the planning areas	Land Use	Primary Responsibility: Economic Development (For non-residential projects); Neighborhood Services (For residential projects)	Medium
PRPRJ6: Inventory of Vacant Half Lots: Conduct an inventory of vacant half lots and "orphaned parcels" in the planning area. Assess the possibility to reutilize them and develop supporting strategies and actions.	Parks & Open Spaces	Real Estate Department	Low

Funding Sources

The following is the description of grants and funding that can possibly be utilized for improvements in the study area. However, these grants and funding sources are not yet available for the area.

Community Block Development Grants: The City of Mesa Community Revitalization Department identified a majority of the census tracts in the West Main Street Area to be part of 'CBDG Target Area', making these areas eligible for improvements through CBDG funds available to the City. The funds can be utilized for neighborhood improvements that include street and sidewalk improvements and street lighting improvements. Improvement to the existing parks and public services are also possible through the CBDG Program.

Special Improvement District: Special Improvement Districts (SID) may be formed by property owners to bring their neighborhoods up to city standards by installing items such as pavement, curb and gutters, sidewalks, street lights, water mains, sewer mains, fire hydrants, and other miscellaneous improvements. Special Improvement Districts are formed in accordance to the Arizona Revised Statutes Sections 48-571 to 48-619 (both inclusive) and amendments thereto.

A Special Improvement District is formed through passage of a Resolution of Intention by City Council. However, it is required that such projects are initiated by the property owners and would require consent by all the property owners in the proposed SID. The actual costs of the

improvements are assessed to the properties within the district boundary proportional to the benefits derived from the improvements. The method of distributing the costs between the property owners may vary based upon the type of improvements and the property use.

Federal Historic Preservation Tax Incentives: This program fosters private sector rehabilitation of historic buildings and promotes economic revitalization. Federal Historic Preservation Tax Incentives are available for buildings that are National Historic Landmarks, that are listed on the National Register, and that contribute to National Register Historic Districts and certain local historic districts. Properties must be income producing and must be rehabilitated according to standards set by the Secretary of the Interior. Under this program, property owners of such buildings are eligible to receive 10-20% tax credits in lieu of fulfillment of certain conditions as identified in the act.

The State Historic Property Tax (SPT) program: This program offers a substantial reduction in the state property tax assessment for eligible owners. This fifteen-year agreement requires maintenance of the property according to federal and Arizona State Parks Board standards and is limited to property used for non-income producing activities. In order to qualify for the SPT program, the property must be listed on the National Register of Historic Places either individually or as a contributor to a historic district.

SPT Commercial Properties: The SPT commercial component aids owners who rehabilitate underutilized historic commercial or industrial properties. This program also offers participants a substantial reduction in their annual state property taxes, but in a manner different from the residential component. The intent of this program is to provide an owner the opportunity to make a building presentable to tenants and allow such tenants a period to establish business without the burden of increased rent due to property tax increases. To receive the tax reduction, the property owner enters into a 10-year agreement during which the property is rehabilitated and maintained according to the Secretary of the Interior's Standards for Rehabilitation. During this period, the temporary tax classification set by the county assessor does not necessarily change the current base assessment, but those modifications intended to restore or rehabilitate the property are almost entirely tax free (assessed at 1% of full cash value rather than 25%).

Enterprise Zones: An existing as well as new businesses can benefit from the Enterprise Zone since the census tracts under the study area have already been declared as Enterprise Zone by Arizona Department of Commerce (Appendix I). The primary goal of the Arizona Enterprise Zone Program is to improve the economies of areas in the state with high poverty or unemployment rates. The program does this by enhancing opportunities for private investment in certain areas that are called enterprise zones. Increased investments in such areas tend to strengthen property values (or keep property values from falling), and encourage job creation to promote the vitality of the local economies. This program offers income and property tax benefits for qualifying businesses that create

jobs or make investments in the designated investment zones.

Creative Techniques

The following techniques have the ability to facilitate effective implementation of the proposed plan in the area, but are not necessarily being widely utilized at present. These options can be utilized when the opportunity arises.

- Lease of City-owned land rather than upfront land sale to the private parties to encourage development in the area.
- Site reorganization - land and or building exchanges or swaps can be used to reorganize land ownerships, thus reducing site assembly costs.