



**Gilbert Redevelopment Commission
Agenda
July 18, 2018
7/18/2018 6:30:00 PM**

**Tyler Hudgins, *Chair* • Ryan Hamilton, *Vice Chair*
Peter Sciacca • Tyler Jones • Boe Bigelow**

Council Liaison: Scott Anderson • Staff Liaison: Amanda Elliott

**Council Chambers
50 East Civic Center Drive
Gilbert, Arizona**

AGENDA ITEM

CALL TO ORDER OF THE REGULAR MEETING

ROLL CALL

COMMUNICATIONS FROM CITIZENS

At this time, members of the public may comment on matters not on the agenda. The Commission's response is limited to responding to criticism, asking staff to review a matter commented upon, or asking that a matter be put on a future agenda.

ADMINISTRATIVE ITEMS

- 1 Meeting Minutes – Consider approval of minutes for the Regular meeting held on June 20, 2018.**

PUBLIC HEARING

Items will be heard at one Public Hearing; at which time anyone wishing to comment on a Public Hearing Item may do so. Comments will be heard from those in support of or in opposition to an item.

In order to comment on a Public Hearing Item, you must fill out a public comment form, indicating the Item Number on which you wish to be heard. Once the hearing is closed, there will be no further public comment unless requested by a member of the Commission. After the Public Hearing, the Commission may act on all items not requiring additional staff, public, or Commission comment with a single vote.

- 2 Discuss the Redevelopment Plan Update and consider making a recommendation to Council. Amanda Elliott 480-503-6886

COMMUNICATIONS

Report from CHAIR on current or future events

Report from COUNCIL LIAISON on current or future events

Report from COMMISSIONERS on current or future events

Report from STAFF LIAISON on current or future events

ADJOURN REGULAR MEETING

NOTICE TO PARENTS: Parents and legal guardians have the right to consent before the Town of Gilbert makes a video or voice recording of a minor child. A.R.S. 1-602.A.9. Gilbert Commission Meetings are recorded and maybe viewed on Channel 11 and the Gilbert website. If you permit your child to participate in the Commission Meeting, a recording will be made. If your child is seated in the audience your child may be recorded, but you may request that your child be seated in a designated area to avoid recording. Please submit your request to the Town Clerk.

 <p>The Heritage District DOWNTOWN GILBERT</p>	<p>Redevelopment Commission Regular Meeting</p>	<p>Agenda Item # 1</p>
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TOWN OF GILBERT REDEVELOPMENT COMMISSION
MEETING MINUTES OF June 20, 2018, 6:30 PM
Municipal Building I, 50 E Civic Center Drive,
Council Chambers, Gilbert, Arizona 85296

**TOWN OF GILBERT REDEVELOPMENT COMMISSION
MINUTES OF JUNE 20, 2018, 6:30 P.M.
MUNICIPAL CENTER BUILDING, COUNCIL CHAMBERS
50 E. CIVIC CENTER DRIVE, GILBERT, ARIZONA 85296**

COMMISSIONERS PRESENT: Tyler Hudgins, Chair
Ryan Hamilton, Vice Chair
Tyler Jones, Commissioner
Peter Sciacca, Commissioner

COMMISSIONERS ABSENT: Boe Bigelow, Commissioner

COUNCIL PRESENT: Scott Anderson, Councilmember

STAFF PRESENT: Amanda Elliott, Redevelopment Administrator
Jennifer Graves, Deputy Director, Economic Development
John Baird, Town Attorney
Amy Temes, Senior Planner

CALL TO ORDER

The regular meeting of the Redevelopment Commission was called to order by Chair Hudgins at 6:30 P.M.

ROLL CALL

Amanda Elliott called the roll and declared that a quorum was present.

COMMUNICATION FROM CITIZENS

Chair Hudgins opened the floor to the public for any comments or communications on items not on the agenda. The Commission's response is limited to responding to criticism, asking staff to review a matter commented upon, or asking that a matter be put on a future agenda.

There were no communications from Citizens.

ADMINISTRATIVE ITEMS

1. Minutes – Consider Approval of the Minutes for the Regular Meeting of May 16, 2018.

A **MOTION** was made by Commissioner Jones to approve the minutes of the Regular Meeting of May 16, 2018; seconded by Vice Chair Hamilton. The Motion carried unanimously.

2. Minutes – Consider Approval of the minutes for the Special Meeting of May 22, 2018.

A **MOTION** was made by Commissioner Jones to approve the minutes of the Special Meeting of May 22, 2018; seconded by Vice Chair Hamilton. The Motion carried unanimously.

3. Discussion on 2018 Redevelopment Plan Update.

Amanda Elliott stated the objective of the 2018 Redevelopment Plan Update is to identify and prioritize short, middle and long-term goals for the next 10 years. A Special Meeting was held on May 22, 2018 with the Redevelopment Commission and the Technical Committee to review and comment on the initial draft. All edits from the Commission are due no later than June 22, and can be forwarded to Amanda. That will meet the 30-day statutory requirement for that document to be open for edits. The Redevelopment Plan Update will be placed on the Redevelopment Commission agenda for July 18, 2018, to consider a recommendation to Council to adopt the Plan. This will go before Town Council on August 16, 2018. The Town appreciates all of the time that the public, stakeholders, the Redevelopment Commission and Technical Committee have put into this document.

Questions/Comments from the Commission:

Vice Chair Hamilton clarified that there will be an opportunity at the next Redevelopment Commission meeting to make a recommendation to Council. Amanda confirmed that the Plan will come before the Commission on July 18, 2018, to make a recommendation.

Commissioner Sciacca complimented staff and the consultants for listening to the feedback and incorporating the concerns. Many folks have spent their evenings going to these meetings over the past six months, and he has seen some pivots and changes throughout the process. He appreciated the team not only paying attention to the feedback, but communicating with the professionals to address the concerns of the stakeholders.

CONSENT ITEMS

Chair Hudgins introduced the consent item and asked if anyone would like to speak on this item.

Commissioner Sciacca requested that this item be pulled from the Consent Agenda for a staff presentation and discussion.

MOTION: Commissioner Sciacca moved to remove Item 4, DR17-1205, Hale Theatre Remodel and Expansion, from the Consent agenda for discussion and action by the Commission. Commissioner Jones seconded. Motion passed.

Item 4. DR17-1205 was removed from the Consent Agenda.

4. DR17-1205, Hale Theatre Remodel and Expansion: Site plan, landscaping, grading and drainage, building elevations, floor plans, colors and materials, and lighting for approximately 0.8 acres, generally located at 50 West Page Avenue, and zoned Heritage Village Center (HVC).

Amy Temes, Senior Planner, reviewed the Hale Theatre location at the corner of Ash and Page Avenues. The request is for a building expansion and remodel of approximately 11,000 square feet of additional space to accommodate a dance studio, rehearsal space, workshop, costume storage, and retail space. A marquee and courtyard will be added for a total of almost 22,000 square feet. Some of the parking will be removed for the expansion, and an Administrative Use Permit is being sought for offsite parking. A Rezoning request will be heard by Council tomorrow, June 21, 2018. This approval is contingent upon rezoning to remove the required 24 parking spaces on the site as well as additional stipulations that are

out dated, and to rezone to the standard Heritage Village District Zoning. There is a drive aisle easement at the far north side as part of the Development Agreement. That will be a 12-foot easement on this property and a minimum 12-foot easement on Town property to meet fire standards. There is also a sidewalk easement along the east side of the building, to be recorded as part of the Development Agreement. Any off-site improvements will be part of a future project with the Town of Gilbert.

The site plan was reviewed in detail. The west elevation features a faux Garage to provide some historical character and to break up the elevations. That area will house the scene production workshop and costume storage. The Dance Studio would be a leasable space and incorporates awnings, tile accents, and storefront windows to add interest. The Workshop and Art Studio are simply aesthetics to create an old-fashioned streetscape with storefronts, and are not considered signage or usable tenant space. The main entrance will feature a large marquee, awnings, and tile work, as well as a courtyard with a planter wall. The retail store is reminiscent of an old-fashioned shop with tile accents, storefront windows and awnings. All of these pieces create an interesting streetscape with vertical and horizontal movement, accentuated with plant materials and dramatic lighting. The design incorporates 16 new lighting types. The alley side of the building will have a public art mural, which will need to meet Municipal Code as to content. Staff does not review art content as long as it meets code and does not reflect a user or tenant in the building.

The Rezoning request and Development Agreement will be heard by Town Council on June 21, 2018. Ms. Temes believed all of the conditions regarding the Development Agreement have been resolved. The applicant has made some requested changes that will be approved administratively. Staff recommends a motion of approval.

Questions/Comments from the Commission:

Commissioner Sciacca felt this was an amazing remodel and a lot of time, money and thought were put into the design. He complimented the applicant and property owner. It reminded him of Disneyland with the uniquely different building faces. He felt the landscaping did a good job of disguising the garage so that people driving down Ash would not think they can drive in. He asked staff if the applicant wanted to make one of the garage doors operational, rather than purely decorative, would that be handled at the administrative level. There could be an opportunity for a glass display behind one of the garage doors for costumes, promotions or seasonal displays.

Ms. Temes advised that any minor change to an elevation would go to staff for administrative review and approval. Staff would be fully in support, based on the Heritage Village Design Guidelines, to have any extra store frontage and windows to provide interest.

Chair Hudgins asked if there was a reason behind not seeing the artwork before it is approved. His concern would be with the art not meeting the Guidelines or representing something that does not fit with the Downtown.

Ms. Temes reported that after several businesses added public art to their buildings, staff held a discussion with Legal about a year ago. It was determined that the Town staff are not art curators and were not to review what would be considered art. It was determined to be best to go with the Municipal Code as to what would be considered decent and acceptable. As

long as the art meets those requirements, it is not for staff, the Redevelopment Commission or Planning Commission to decide what is art.

Chair Hudgins asked if it would make sense to have some expectations in the guidelines as to themes that may be incorporated.

Ms. Temes advised that guidelines can be added to modifications currently being done to the Heritage Guidelines through the Master Plan update. She felt it would be worthwhile to have some framework so that downtown businesses will have some parameters to work within. Amada Elliott stated that question will also be run by Legal, as staff has been cautious about determining the content of non-commercial art with regard to constitutional requirements.

Commissioner Jones asked if the only public entrances would be at the marquee and the retail store.

Ms. Temes stated there are public entrances at the retail store, the marquee/main entrance and the dance studio. There are employee-only entrances on the west and north sides of the building. Predominantly, the public would be entering off of Page Avenue.

Commissioner Jones had some concerns with voting on something that states *unless otherwise agreed to in a Development Agreement*. He asked if there was a reason to approve this now, before that agreement has been approved.

Ms. Temes stated the applicant is looking to expedite the process and already has construction documents in review. The Development Agreement has been published online for the last week. Staff has worked quite diligently with Legal and the applicant to make sure that all parties benefited from those decisions.

Commissioner Sciacca noted that many of the requirements in the Development Agreement may be outside the scope of the Redevelopment Commission.

Ms. Temes stated in some cases that is true. What was within the Commission's purview regarding the Development Agreement has been in continued discussions, such as the driveway width, and the impact to parking and traffic. The sidewalk did not have a legal description. There was ongoing discussion on alternative materials for the refuse enclosure, as well as discussions on parking and future parking. The decisions on those items are reflected on the plans shown tonight.

Chair Hudgins commended the applicant and owner for a fantastic job with this project. As Commission Chair, and as we head into the Redevelopment Plan update, he felt it important to make sure our Downtown is really unique and that we set ourselves apart from other communities in Arizona. He felt with this design, the Theatre will be one of the best buildings in Downtown. He used to work at Liberty Market and remembers people asking what that building was. He felt it will be a gem for the community. There has been some amazing work done in the past on other buildings in the Downtown, and he is excited for what the future holds.

MOTION: Commissioner Sciacca moved to approve the findings and approve DR17-1205, Hale Theatre Remodel and Expansion: site plan, landscaping, grading and drainage, building elevations, floor plans, colors and materials, and lighting for approximately 0.8 acres, generally located at 50 West Page Avenue, and zoned Heritage Village Center (HVC), as

presented, subject to conditions listed in the Staff Report. Commissioner Jones provided a second. Motion carried unanimously.

COMMUNICATIONS

5. **Report from the CHAIR on current or future events.** Chair Hudgins appreciated the Commissioners' involvement in the Redevelopment Plan Update process, as well as all of staff's work. He is looking forward to finalizing the document and having it move forward to Town Council.
6. **Report from COUNCIL LIAISON on current or future events.** Councilmember Anderson echoed Chair Hudgins' comments.
7. **Report from COMMISSIONERS on current or future events.** The Commissioners agreed with the prior comments.
8. **Report from STAFF LIAISON on current or future events.** Amanda Elliott had no further reports.

ADJOURN

With no further business before the Redevelopment Commission, Chair Hudgins adjourned the meeting at 6:53 P.M.

Tyler Hudgins, Chair

	<p>Redevelopment Commission PUBLIC HEARING</p>	<p>Agenda Item # 2</p>
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TOWN OF GILBERT REDEVELOPMENT COMMISSION
Redevelopment Plan Update - Council Recommendation
Municipal Building I, 50 E Civic Center Drive,
Conference Room 300, Gilbert, Arizona 85296



**Redevelopment
Commission
PUBLIC HEARING**

Agenda
Item #
2

TO: REDEVELOPMENT COMMISSION MEMBERS

FROM: Amanda Elliott, Redevelopment Administrator & Heritage District Liaison
Redevelopment Commission Staff Liaison

DATE: 18 July 2018

SUBJECT: 2018 Heritage District Redevelopment Plan

RECOMMENDED MOTION

Move to recommend approval of the 2018 Heritage District Redevelopment Plan to Town Council.

BACKGROUND/ DISCUSSION

The first Heritage District Redevelopment Plan was adopted in September 1991. Since that time, the plan has been updated twice – in 2001 and 2008. The 2018 update reflects the fourth update in 27 years.

The current Heritage District Redevelopment Plan was adopted on September 9, 2008 and was intended to serve as a ten year plan.

Preparations for the update to the Heritage District Redevelopment Plan started in January 2015 with community outreach and engagement efforts. These included community meetings, community stakeholder groups, one-on-one meetings with business and property owners, Town Council study sessions, consultant studies, and a Heritage District survey that received over 4,000 responses.

On May 11, 2017, the Town advertised for RFP 2017-2105-0586 OED Redevelopment and Master Plan. On June 8, 2017, staff received seven (7) responsive proposals. The selection and evaluation process was conducted in accordance with Town policies and procedures and administered by Purchasing Staff. The proposals were reviewed and evaluated by a seven (7)-member evaluation committee consisting of representatives from the Gilbert Office of Economic Development, a Redevelopment Commission member, a Councilmember, an Executive Director/President of a neighboring downtown, a developer, and a Heritage District land owner and merchant. The committee members each determined an initial score for each proposal, then met on June 29, 2017 to reach a consensus on the overall final evaluation scores for each proposal. Three (3) firms were deemed suitable to award and were invited in for additional discussions on August 14, 2017. On the basis of the overall evaluation, including the total points assigned to each proposal, Crandall Arambula was determined to have the most advantageous offer.

Crandall Arambula served as the prime consultant and had a comprehensive team including:

- Civitas Advisors: BID Assessment, Management Strategy, Redevelopment Commission Review
- Land Econ Group: Market Analysis, District Revenue, Tourism, Economic Development/Funding Strategy
- CivTech: Multi-modal Circulation Analysis
- Thinking Caps: District Branding and Wayfinding
- Downtown Marketing Strategies: Special Events & Art, Ambassador Program
- Dibble Engineering: Infrastructure, CIP Analysis
- Floor Associates: Placemaking & Design Guidelines, Landscape

The objective for the 2018 Heritage District Redevelopment Plan is to identify and prioritize short, middle, and long-term goals for the next 10 years. In addition, this Redevelopment Plan will include a chapter which will serve as a land use plan for Town of Gilbert owned land within the District.

The final 2018 Heritage District Redevelopment Plan includes the following:

INTRODUCTION

Statement of Boundary
Demographics & Density

VISION

Goals and Objectives
Development Opportunity
Circulation Opportunity
Strategic Steps

CHARACTER

Placemaking Strategy
Land Use Framework
Regulatory Updates
Circulation Framework

MASTER PLAN

Fundamental Concept
District Build-out
Essential Public Amenities
Key Redevelopment Areas
Other projects

IMPLEMENTATION

Catalyst Projects
Key Projects
Other Projects
Business Case

FUNDING

Infrastructure Funding
Financing Strategies

ROLES & RESPONSIBILITIES

Redevelopment Commission

REQUIREMENTS

Public Parking
Circulation
District Branding
Wayfinding
Tourism
Public Art
Special Events
District Management
Public Safety
Neighborhood Revitalization
Flood Control
Budget & Resource Considerations

The 2018 Heritage District Redevelopment Plan was created with extensive input from the community. From November 2017 through June 2018, the Town of Gilbert, in conjunction with the Redevelopment Plan consultant, Crandall Arambula, has held:

- Five Stakeholder Meetings
- Five Technical Committee Meetings
- Four Public Workshops
- Three Meetings with the Redevelopment Commission
- Two Meetings with Town Council
- 1:1 Meetings with Residents
- 1:1 Meetings with the Gilbert Chamber of Commerce
- Outreach via Concert in the Park, Gilbert Farmers Market and Open Hours at Bergies

Summaries of the public meetings, the associated feedback, and participant lists have been provided as part of the Redevelopment Plan within the Appendix.

As the Redevelopment Plan serves as a guiding document, approval of the plan does not mean that the projects or initiatives that require funding have been approved. Each project or initiative that requires funding would be addressed during the budget and Capital Improvements Plan cycle and would be approved or rejected by Council decision.

STAFF RECOMMENDATION

Move to recommend approval of the 2018 Heritage District Redevelopment Plan to Town Council.

Respectfully submitted,

Amanda Elliott
Redevelopment Administrator & Heritage District Liaison

Attachments:

1. 2018 Heritage District Redevelopment Plan

Note the Redevelopment Plan has bookmarks and links for facilitated digital viewing: the table of contents is interactive so the reader can click on the section and jump to it, and any word that is underlined is also a direct link to that project page

2. 2018 Heritage District Redevelopment Plan Appendix

DRAFT July 10, 2018

HERITAGE DISTRICT REDEVELOPMENT PLAN



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PLAN CONTENTS

INTRODUCTION	1
Statement of Boundary	4
Demographics & Density	10
VISION	11
Goals and Objectives	14
Development Opportunity	16
Circulation Opportunity	17
Strategic Steps	18
CHARACTER	19
Placemaking Strategy	22
Land Use Framework	24
Regulatory Updates	28
Circulation Framework	40
MASTER PLAN	55
Fundamental Concept	58
District Build-out	60
Essential Public Amenities	63
Key Redevelopment Areas	77
Other projects	85
IMPLEMENTATION	99
Catalyst Projects	104
Key Projects	106
Other Projects	110
Business Case	112
FUNDING	113
Infrastructure Funding	115
Financing Strategies	116
ROLES & RESPONSIBILITIES	119
Redevelopment Commission	121
REQUIREMENTS	123
Public Parking	126
Circulation	128
District Branding	129
Wayfinding	131
Tourism	133
Public Art	134
Special Events	135
District Management	138
Public Safety	141
Neighborhood Revitalization	142
Flood Control	143
Budget & Resource Considerations	144

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INTRODUCTION



INTRODUCTION

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

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

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

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

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

STATEMENT OF BOUNDARY

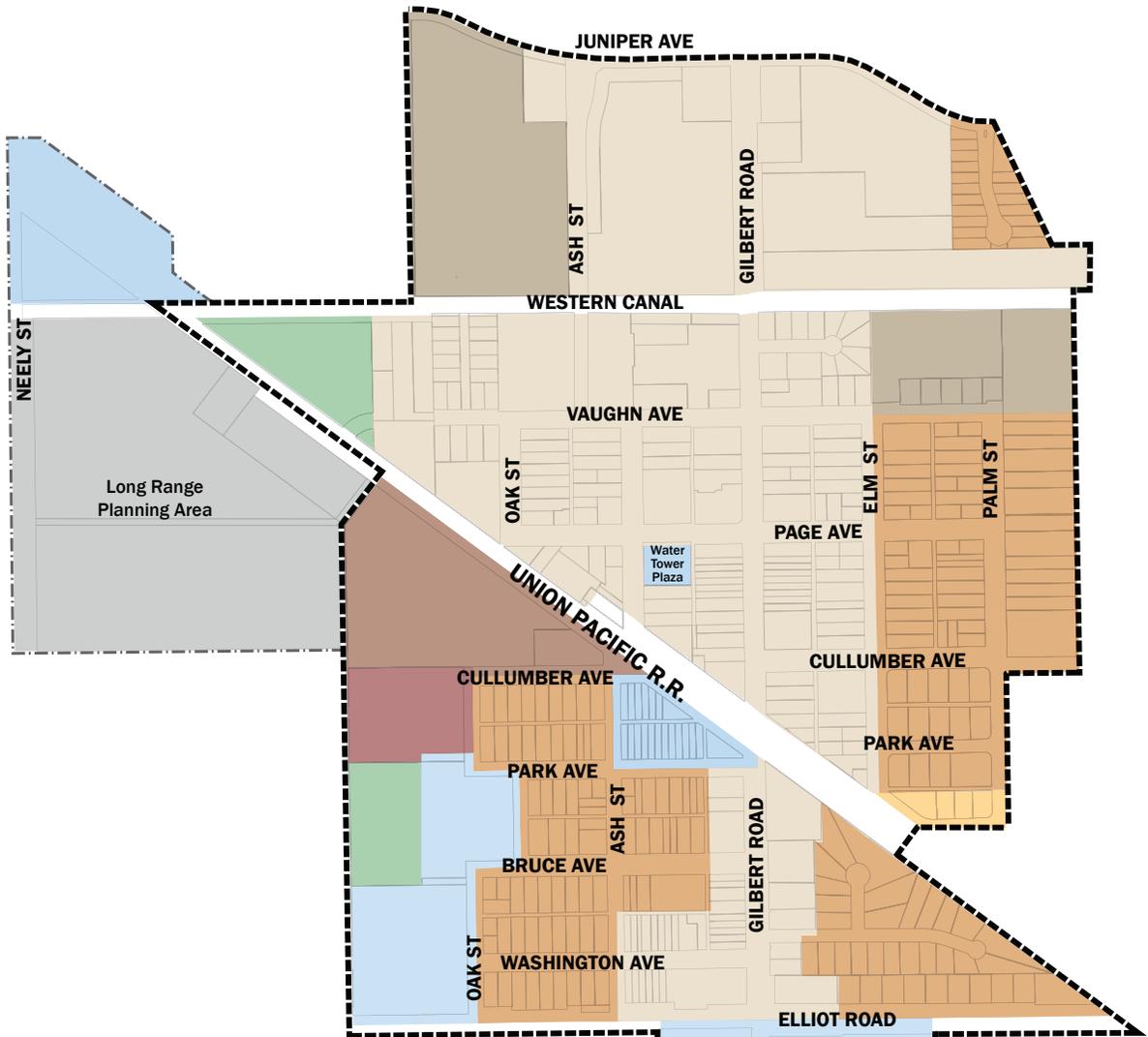
The Heritage District boundary was adopted by the Gilbert Council as the redevelopment area boundary in September 1990. The Redevelopment Commission recommended this adoption after conducting a public hearing, with extensive community participation concluding on January 11, 1990. No adjustments to the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

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

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

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

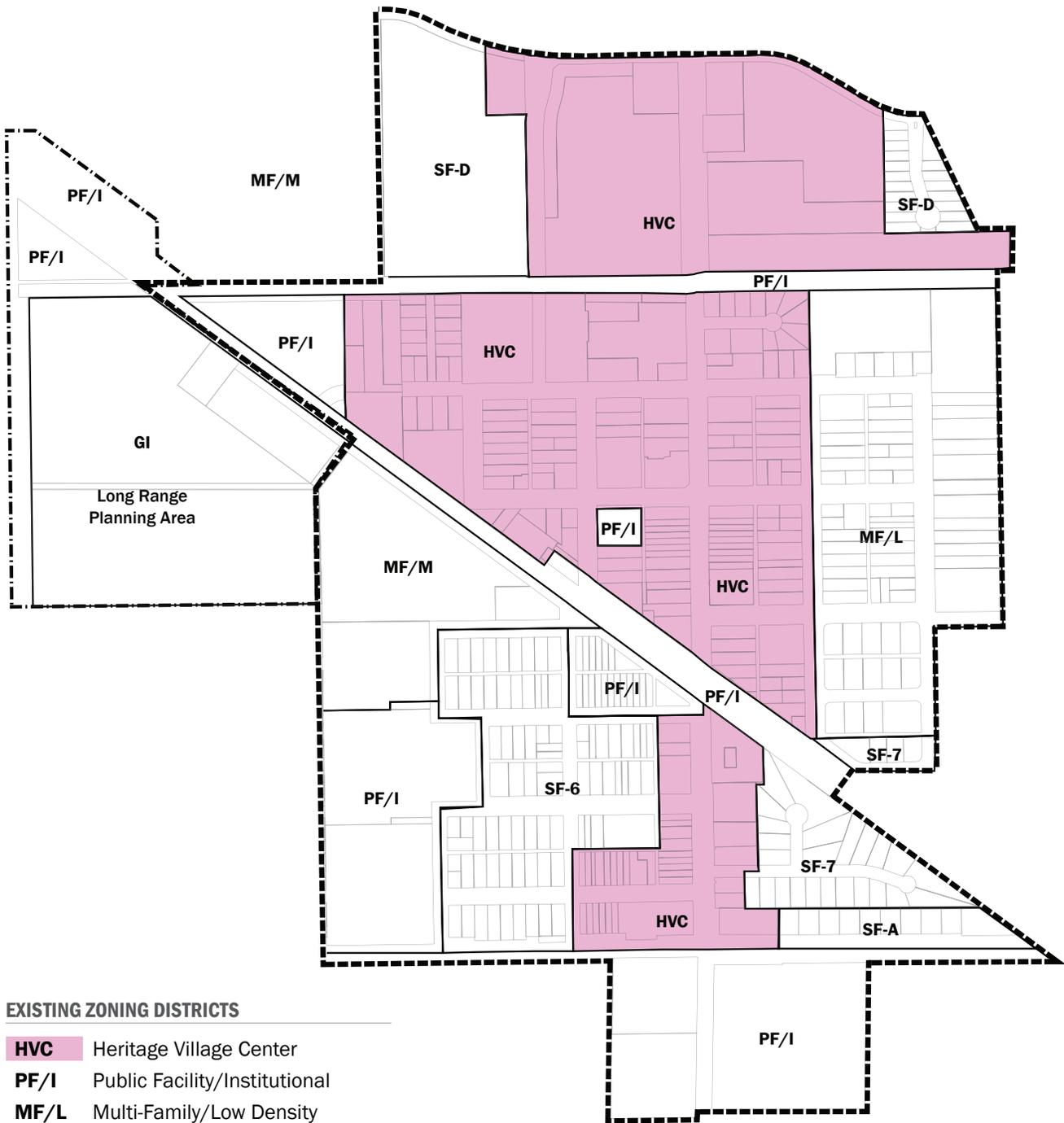
GENERAL PLAN MAP



**GENERAL PLAN
EXISTING & UPDATED LAND USE CLASSIFICATIONS**

- Existing Village Center (VC)
- Village Center Updates
- Public Facility/Institutional (PF/I)
- Parks/Retention (P/R)
- Residential > 3.5 - 5 DU/Acre (SF-10, SF-8, SF-7, SF-7)
- Residential > 5 - 8 DU/Acre (SF-6, SF-D, SF-A)
- Residential > 8 - 14 DU/Acre (SF-D, SF-A, MF/L)
- Residential > 14 - 25 DU/Acre (MF/M)
- Residential > 25 - 50 DU/Acre
- Light Industrial (LI)

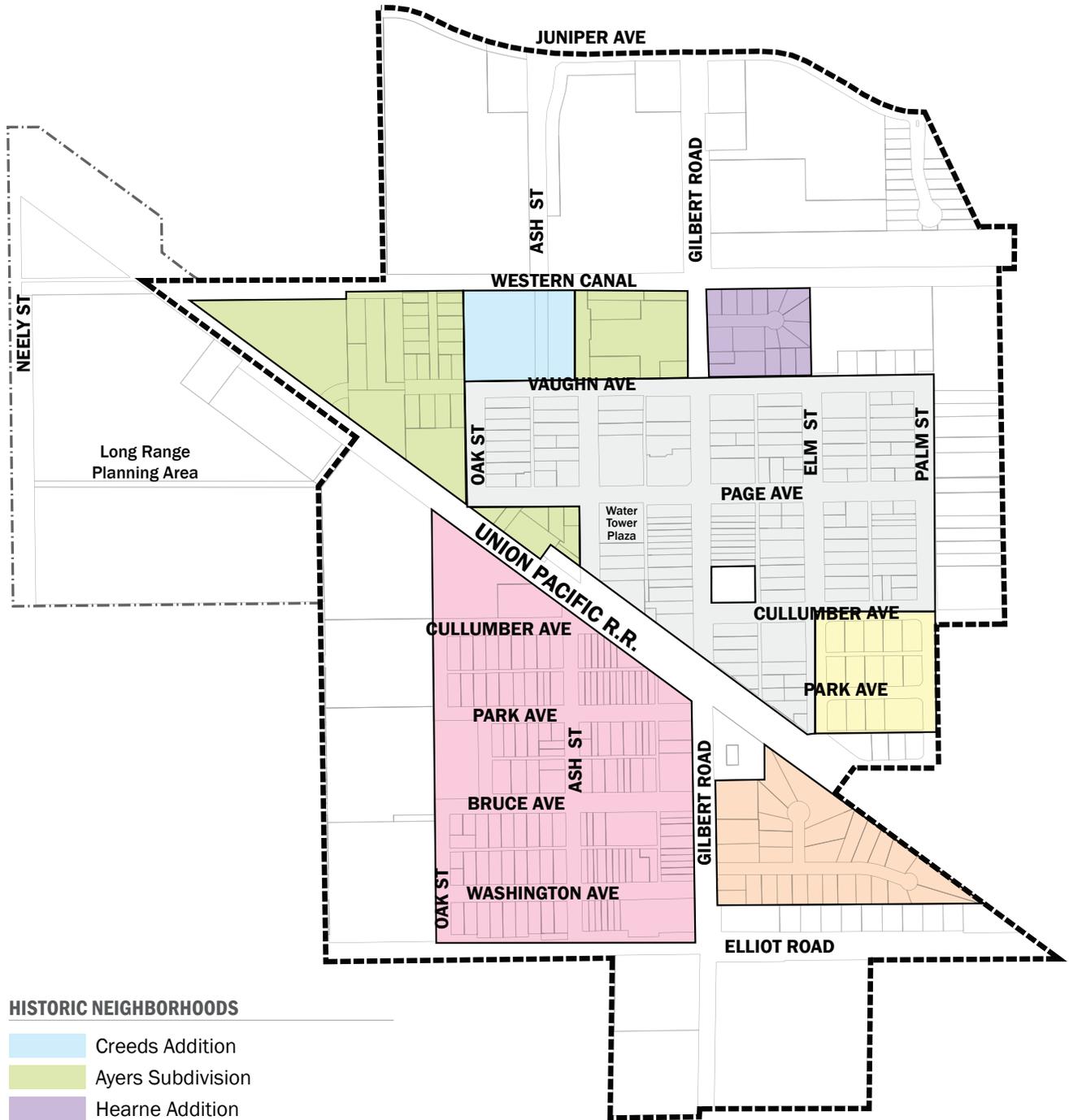
HERITAGE DISTRICT ZONING MAP



EXISTING ZONING DISTRICTS

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

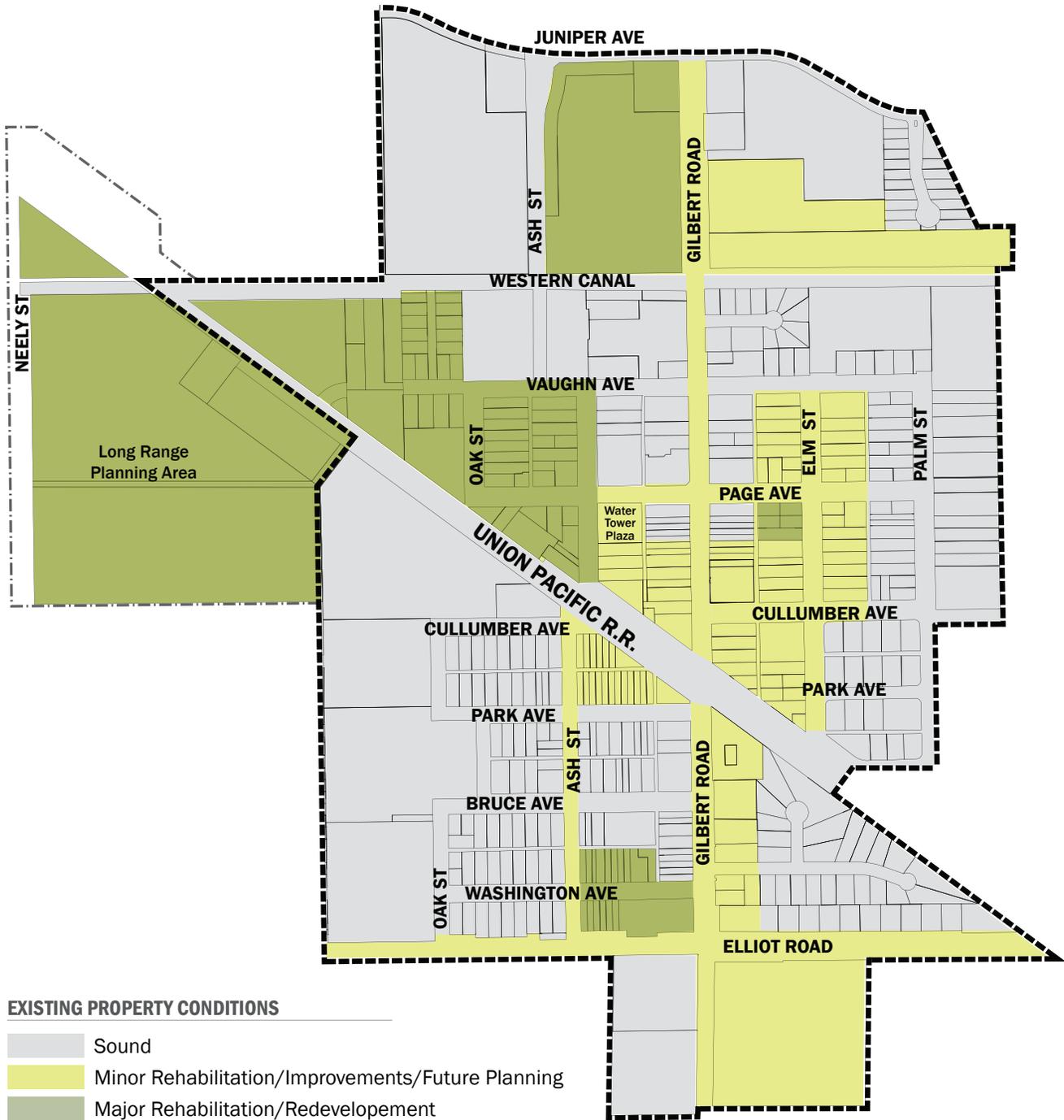
HISTORIC NEIGHBORHOODS MAP



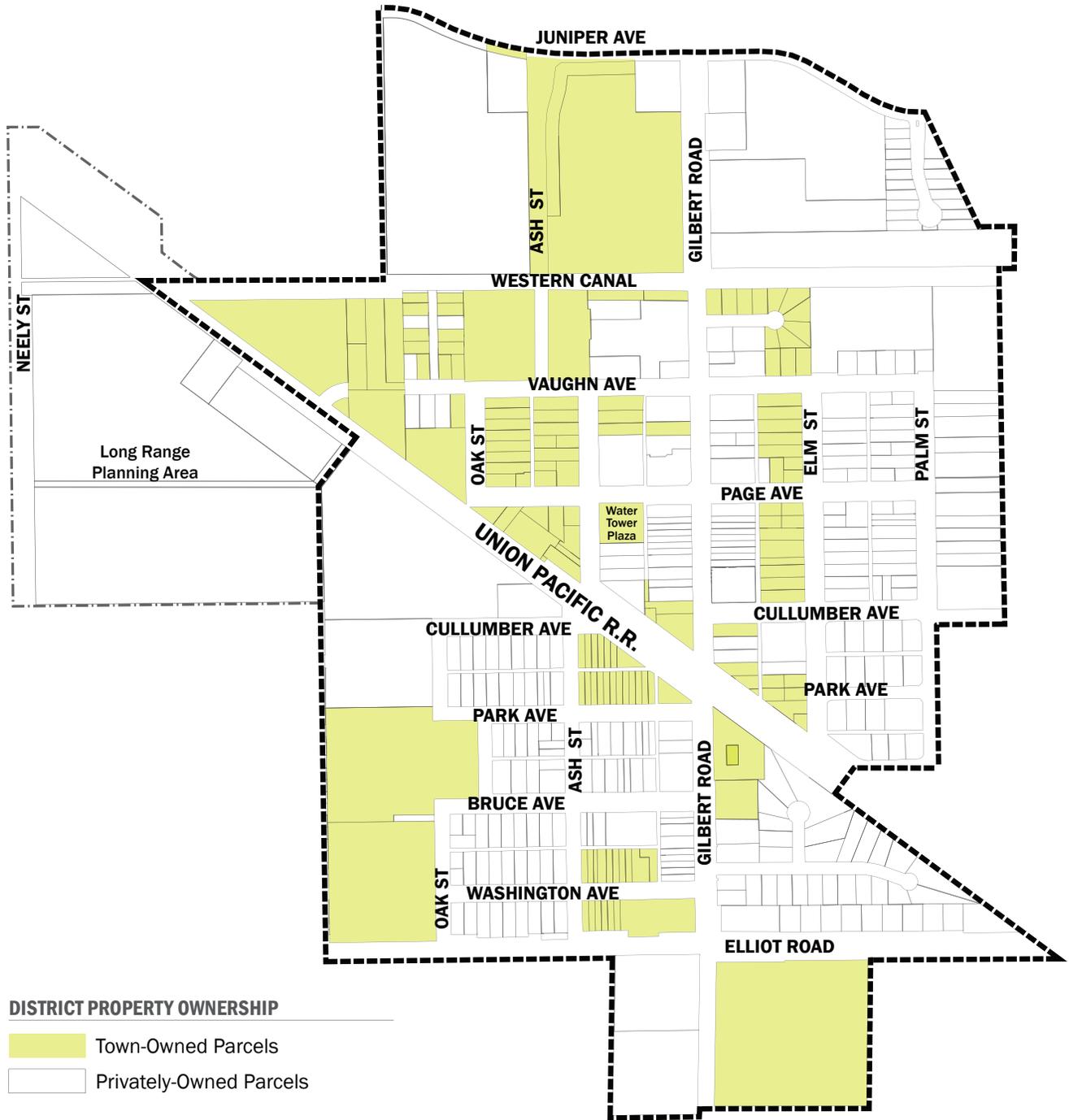
HISTORIC NEIGHBORHOODS

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

PROPERTY CONDITIONS MAP



PROPERTY OWNERSHIP MAP

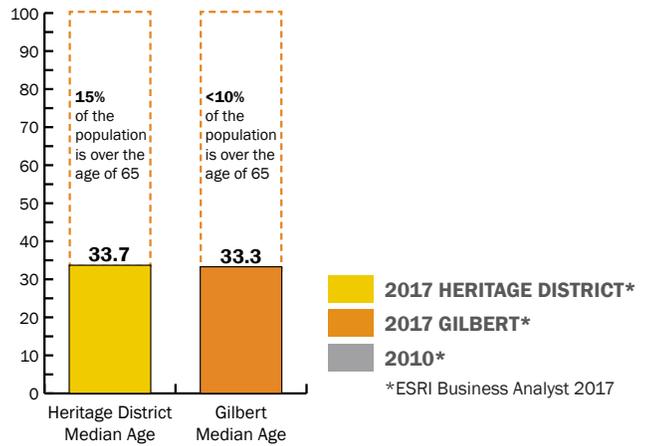
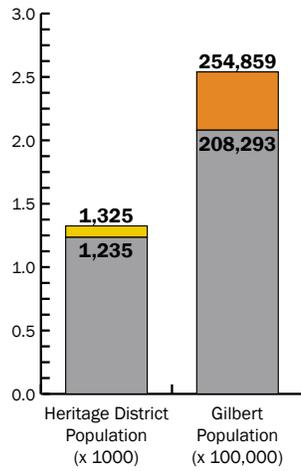


DEMOGRAPHICS & DENSITY

For full analysis of demographic and economic context, see *Appendix E: Technical Analyses*.

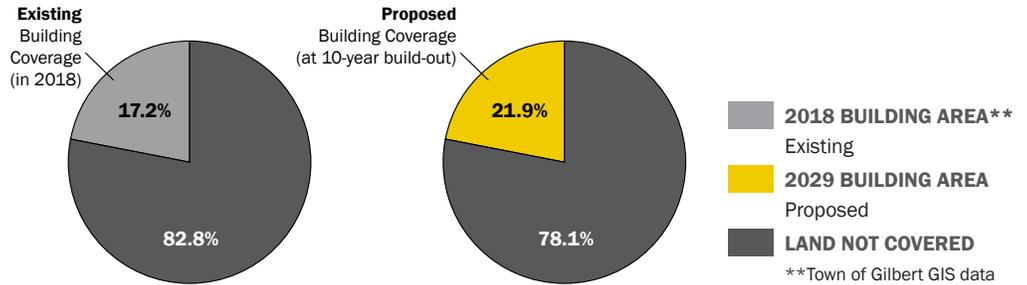
POPULATION

Total Heritage District resident population and median age compared to the Town of Gilbert



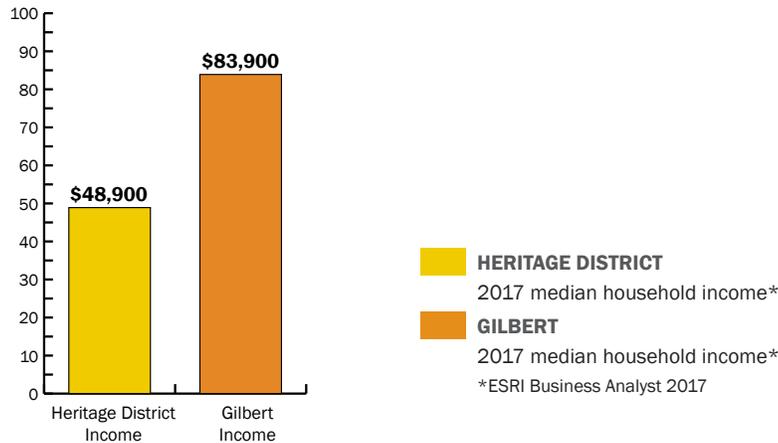
BUILDING COVERAGE

Heritage District building footprints as a percentage of total land area



MEDIAN HOUSEHOLD INCOME

Heritage District income distribution compared to the Town of Gilbert



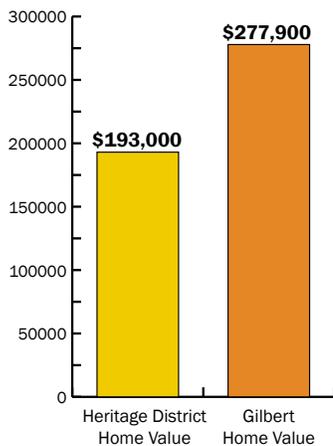
HOUSING HOME VALUE

Heritage District home values compared to the Town of Gilbert

HERITAGE DISTRICT
2017 median home value*

GILBERT
2017 median home value*

*ESRI Business Analyst 2017



HOUSING HERITAGE DISTRICT OCCUPANCY

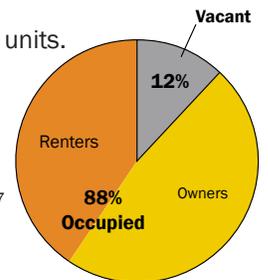
Heritage District housing occupancy in 2017 as a percentage of 505* total units.

OWNER OCCUPIED*

RENTER OCCUPIED*

VACANT*

*ESRI Business Analyst 2017



VISION



DISTRICT VISION

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

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

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

GOALS AND OBJECTIVES

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

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

Objectives

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

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

Objectives

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

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

Objectives

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

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

Objectives

- Implement master plan concepts for improved access, for all modes, through and within the District.
- Ensure that a future transit center with commuter rail station honors the Town’s railroad heritage.
- Develop physical mechanisms or structures to slow traffic on Gilbert Road, without adversely affecting business viability or residential neighborhoods in the District.
- Provide alternative traffic routes through the District to reduce traffic congestion on Gilbert Road, while mitigating impacts on existing residential neighborhoods.

**GOAL 4
IMPROVED
CIRCULATION**

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

Objectives

- Continue to emphasize the following themes identified in previous Redevelopment Plans as the physical and cultural heritage of Gilbert: railroad, water, agriculture, family, Latino culture, and history.
- Promote use of water features, with conservation measures, throughout the District.
- Enhance citizen awareness of Gilbert’s history through integrated interpretive art, kiosks, walking tours, literature, and displays.
- Increase cultural awareness through signature events in the District. Ensure that public spaces are adequately sized to accommodate a range of events.
- Make the Heritage District a family gathering place and the ‘place to be’.

**GOAL 5
CULTURAL
TOWN CENTER**

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

Objectives

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

**GOAL 6
PARTNERSHIP &
COLLABORATION**

DEVELOPMENT OPPORTUNITY

The District vision is market-based. It considers real estate market trends, evolving demographics, and existing land use patterns to shape the 10-year redevelopment demand for the Heritage District.

STRENGTHS Population & Demographics

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

Publicly-Owned Land

Creating long-term value for the District requires ownership control of key development sites. Owning the majority of non-residential property in the Heritage District (approximately 62.3 acres in 2018), including several large vacant parcels, the Town has a unique and exceptional strength. The Town is able to best serve the interest of the Town as a whole by determining the type and timeliness of development of its properties. The Town is also able to strategically identify parcels to be reserved for public use while maximizing the return from other key parcels. Alternatively, there is opportunity to retain ownership and enter into long term leases that allow for future flexibility as the community ages/changes. This holistic approach, paired with good planning, will provide a greater return for both the Heritage District and the Town over many decades.

Regional Draw

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

CHALLENGES Previous Lack of Master Plan

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

Aside from the iconic Gilbert Water Tower, there are few places in the District that provide the community with a strong brand identity. Furthermore, protections for the unique historic character and existing landmarks are lacking. The adoption of the master plan establishes a vision for developing the Heritage District into a fully integrated downtown with a strong brand identity based on the District’s historic character.

Auto-Oriented Development

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

CIRCULATION OPPORTUNITY

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

Importance of Rail Service

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

The pending station in the Heritage District offers great opportunity as a long-term transit alternative for business commuters, tourists, and other travelers, and offers an additional focus for future development. Commuter rail service can:

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

Incomplete Street Grid

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

Regional Auto Traffic & Congestion

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

STRENGTHS

CHALLENGES

STRATEGIC STEPS

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

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

Continue to promote the Heritage District's uniqueness. Limit national chain food and beverage establishments within the District core. For publicly-owned parcels, this requirement may be included in the RFP for that property. To limit undesirable chain development on privately-owned land, the Town may choose to update development standards to regulate elements such as building materials, signage, and building area, thereby discouraging branding that is inconsistent with the Heritage District character.

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

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

Add a full range of multi-family housing to strengthen the downtown as a vibrant 18-hour district. A significant employment concentration enhances the multi-family residential market in the District. Housing should be multi-generational and include options for varying incomes, ownership or rental, families and singles.

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

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

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

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

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

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

Provide a high quality commuter rail station and transit center. The design should reflect the character of the District and ensure that the transit center is integrated into the surrounding land uses in order to create an inviting mixed use environment.

CHARACTER



DISTRICT CHARACTER

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

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

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

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

PLACEMAKING STRATEGY

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

- **Celebrating the heart.** The Heritage District is the symbolic and cultural center of the community, where all ages and cultures intersect.
- **Preserving the Town's history.** Maintain historical authenticity through the design of architectural and urban elements that reference styles and traditions of the community's past. New development is complementary to the existing context of the Heritage District. The prominence and views of the Gilbert Water Tower are celebrated, and development regulations help ensure that new development does not overpower this historic icon.
- **Pedestrian and family-oriented.** The District offers safe and accessible places for pedestrians first and foremost. Urban public spaces are human-scale, equitable, and well-maintained.

In addition to the following placemaking elements expressed throughout master plan projects, the Heritage District Design Guidelines document is a tool structured to guide redevelopment projects and inform the design review process, ensuring that new development complements and strengthens the Heritage District character.



Covered Walkways & The Paseo

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

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

Festival Streets

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

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

Public Open Spaces

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

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

Mixed-use Building Typology

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

LAND USE FRAMEWORK

The Land Use Framework consists of recommended land use for redevelopment sites within the Heritage District. The framework is designed to foster pedestrian-oriented mixed-use development consisting of a distinct mix of retail, restaurant, office, residential, lodging, and entertainment uses that complement the District's vibrant public open spaces.

LAND USE ELEMENTS

The land use framework is market-based, consisting of recommendations for specific uses within Town-owned parcels. The recommended land uses are consistent with provisions of the Gilbert General Plan and focus on providing a finer level of detail for the area classified as Village Center (VC).

Retail

Retail is encouraged on the ground floor of mixed-use buildings. It may be required in designated locations, such as along W. Vaughn Avenue, and around the Commons and Plaza. Required locations of ground-floor retail may also be required to meet building frontage requirements including build-to line, transparency, and entrance.

Office/Employment

Recommended office and employment uses provide opportunities for family-wage jobs supported by a range of new multi-family housing options, open space amenities, access to potential future commuter rail transit. Proposed office sites includes parcels large enough to accommodate large floor-plate Class-A office buildings that are competitive with suburban office sites, and are strategically located to optimize drive-by visibility. Focus areas for office development include:

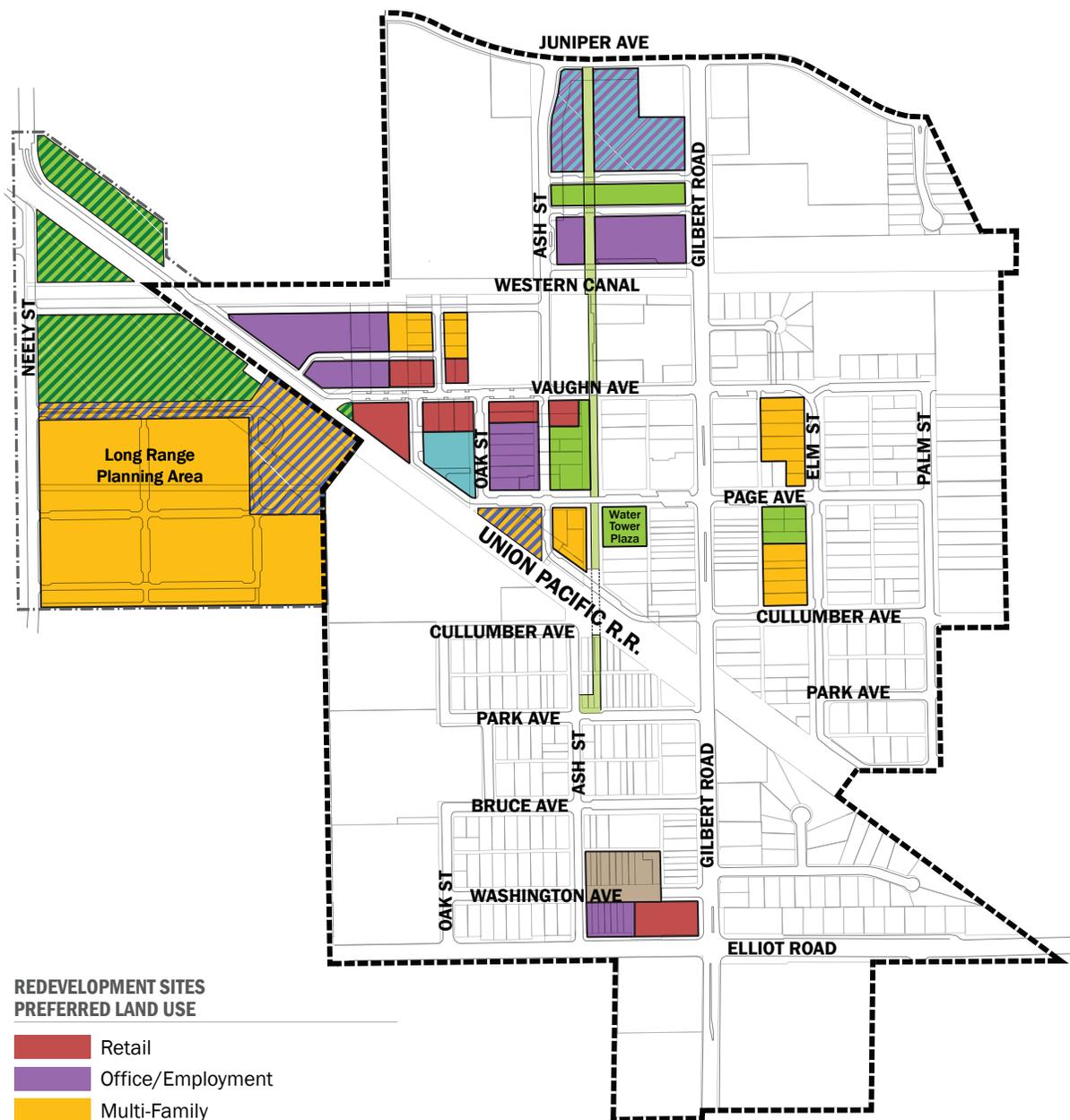
- **North Anchor** — opportunity for a single-tenant office campus or multi-tenant office suites and on-site parking.
- **District Core** — opportunity for transit-supportive office on W. Vaughn Avenue and plaza-oriented office development on Realigned Ash Street.

Multi-Family

Increasing the concentration of housing will strengthen the downtown as a vibrant 18-hour district. The housing blocks provide a full range of multi-generational housing options for ownership or rental, varying incomes, families, and singles. Residential development within the Heritage District meets the following essential real estate criteria for successful housing development:

- **Convenient Location** — Housing is centrally-located within walking or biking distance from local shopping, entertainment, and employment uses.
- **Amenity** — The sites are located adjacent to proposed or existing open space amenities including the Living Room Plaza, Neighborhood Park, Festival Park, and the Paseo.
- **Jobs-Housing Balance** — The increased concentration of both employment and residential development provides a variety of attractive opportunities for families and singles.

The land use illustrated on this map indicates the predominate use for the site. Vertical mixed-use of redevelopment sites is encouraged.



- REDEVELOPMENT SITES
PREFERRED LAND USE**
- Retail
 - Office/Employment
 - Multi-Family
 - Hotel
 - Hotel or Office/Employment
 - Pedestrian & Bicyclist Paseo
 - Parks/Plaza
 - Parks/Retention
 - Transit or Multi-Family
 - Public Parking
 - As classified in General Plan (no change)

Hotel

Unique hotels are critical elements in a downtown district that offer several benefits to the community and both public and private sectors. Strengths include tourism growth, tax benefits, stimulation of local business economy, communal access to a conference facility for meetings and events, and accommodation for business travel. The following hotel sites each provide a different set of opportunities and character.

- **Boutique hotel** — Located in the District Core, visitors have direct access to retail, entertainment, and office destinations, the plaza, and the transit center. Providing approximately 120 rooms and ground-floor retail, the scale and character complement that of the District Core.
- **Hotel with Conference Facility** — Located at the corner of Gilbert Road and Juniper Avenue, this optional hotel site complements the growth and development of office employment and provides approximately 200 rooms along a conference facility. The boutique hotel, in conjunction with this hotel/conference facility, will provide lodging support for attendees of larger conferences and events.

Pedestrian & Bicyclist Paseo

This north-south, car-free pedestrian and bicycle route is the connective link between District neighborhoods, parks, plazas, and key redevelopment areas. This ‘common thread’ of distinctive, landscape, paving, furniture, and signing elements creates a joyful and memorable setting to pass through or spend time within.

Parks and Plazas

Wonder, delight, beauty and celebration should characterize the Heritage District’s parks and plazas. They should incorporate and celebrate elements that are consistent with the community’s culture, history, and East Valley desert location.

Parks and plazas are essential to the District’s success. The framework identifies both new and renovated spaces that will enhance the pedestrian environment and link together to create a variety of active and passive, natural and paved places. People of all ages are to be encouraged to use these places, and an emphasis should be placed on attracting children and their parents to Heritage District parks and plazas.

Key parks and plazas projects proposed in the Master Plan include:

- **Living Room Plaza** — Located west of Gilbert Road between Vaughn and Page Avenues.
- **Water Tower Plaza (Renovations)** — Located on Page Avenue, west of Gilbert Road.
- **The Commons** — Located between Juniper Avenue and the Western Canal, between Ash Street and Gilbert Road.
- **Neighborhood Park** — Located East of Gilbert Road between Page and Cullumber Avenues.

Parks/Retention

Areas designated as Parks/Retention align with the existing land use classification Parks/Retention (P/R) as defined in the Gilbert General Plan. These areas are parks, riparian areas, and drainage corridor/wash areas that will remain in public or open space use whether publicly or privately owned. The indicated locations are suggested for potential relocation of existing P/R uses located at the Vaughn Basin.

Public Parking

The land use framework proposes one redevelopment site for the sole use of public parking that may be a surface parking lot in the near term with the potential to host a parking structure. Several other mixed-use, residential, and office redevelopment sites include structured parking for public and/or private use in addition to the existing Ash Street Parking Garage and Hearne Plaza Parking Garage.

REGULATORY UPDATES

As stated in the Gilbert General Plan, the Village Center (VC) classification designates areas for classical mixed-use, pedestrian-oriented core activities which consist of retail shops, restaurants, offices, lodging, entertainment, public plazas and very high density residential units. Village Center offers the opportunity for diverse patronage served by all modes of transportation. The pedestrian oriented core will initially be served by shared parking lots and ultimately by shared parking structures. Residential uses within the Village Center area will range up to 50 du/acre, often with commercial or office uses on the ground floor.

The recommended target density for new residential development within the Heritage District VC is 100 du/acre, at a minimum of 50 du/acre.

GENERAL PLAN MAP LAND USE UPDATES

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

A Vaughn Avenue Basin

Current Classification. Parks/Retention (P/R)

Proposed Classification. Village Center (VC)

B N. Elm Street

Current Classification. Residential (> 5–8 DU/Acre)

Proposed Classification. Village Center (VC)

C Southeast Elliot & Gilbert Corner

Current Classification. Public Facility/Institutional (PF/I)

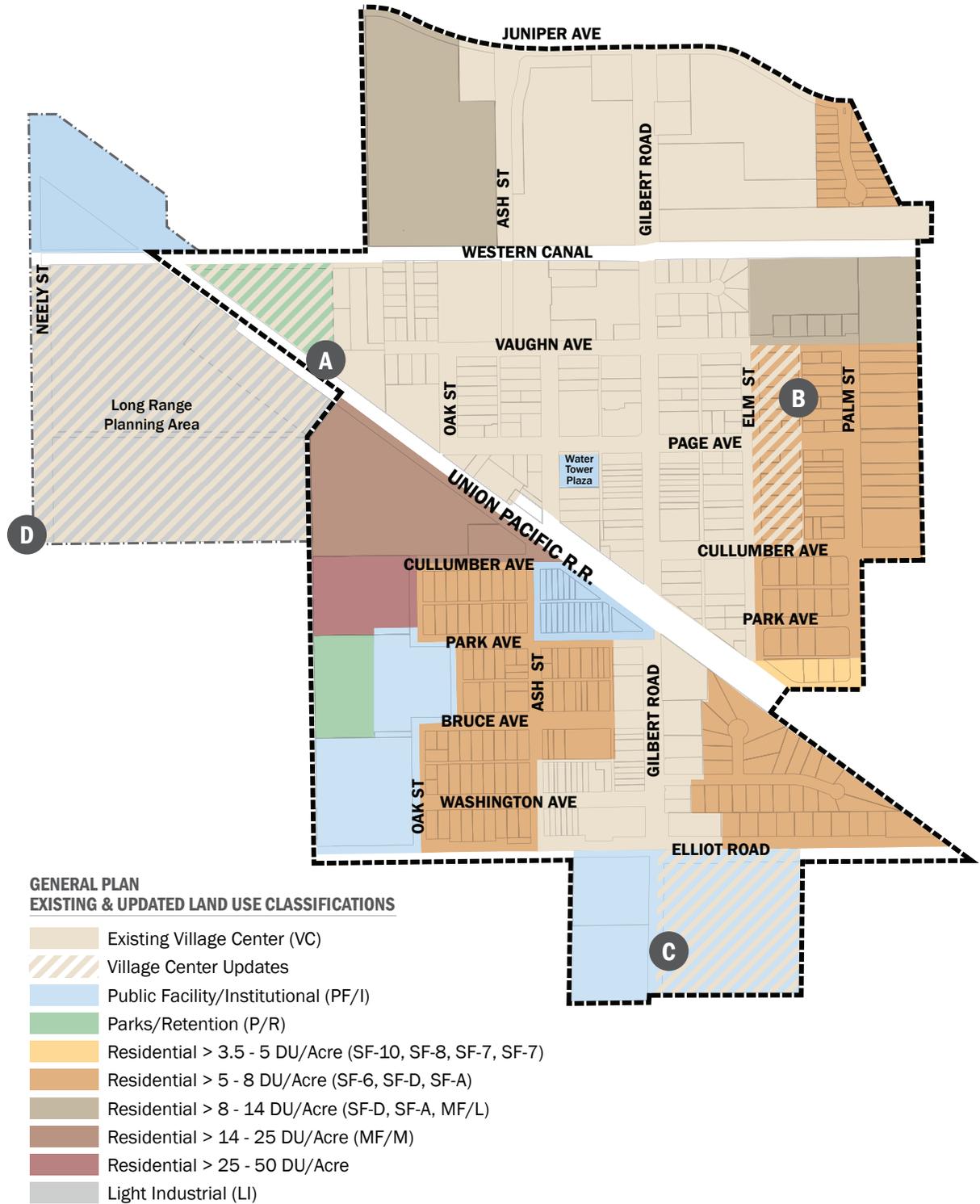
Proposed Classification. Village Center (VC)

D Long Range Planning Area

Current Classification. Light Industrial (LI)

Proposed Classification. Village Center (VC)

GENERAL PLAN MAP UPDATES



GILBERT ZONING MAP
HVC DISTRICT UPDATES

The following parcels should be updated to the Heritage Village Center (HVC) Zoning District:

A Vaughn Avenue Basin

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

B N. Elm Street

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

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

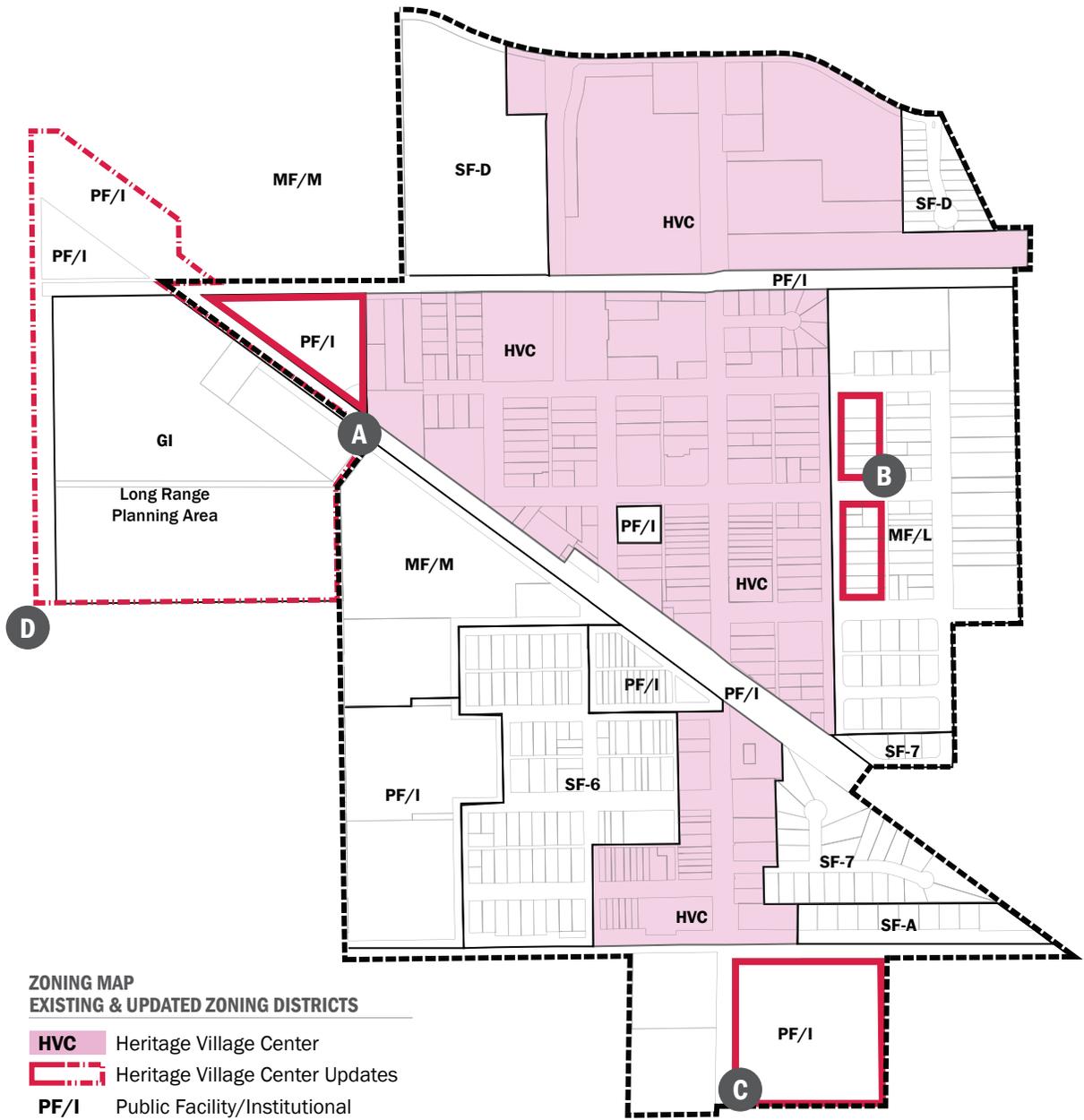
C Southeast Elliot & Gilbert Corner

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

D Long Range Planning Area

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

ZONING MAP UPDATES



- ZONING MAP
EXISTING & UPDATED ZONING DISTRICTS**
- HVC** Heritage Village Center
 - [Red dashed outline]** Heritage Village Center Updates
 - PF/I** Public Facility/Institutional
 - MF/L** Multi-Family/Low Density
 - MF/M** Multi-Family/Medium Detached
 - SF-6** Single Family-6
 - SF-D** Single Family Detached
 - SF-A** Single Family Attached

**GILBERT LAND
DEVELOPMENT CODE
HVC REGULATIONS
UPDATE**

In order to continue to promote the Heritage District’s uniqueness and encourage development that responds to the collective vision, the following elements should be addressed District-wide as an update to the Heritage Village Center (HVC) development regulations:

- **Building materials.** Prohibit use of facade materials with visual brand characteristics such as identifiable colors, forms, other branding motifs that are not consistent with character of the District.
- **Signage.** Provide standards that limit the size and location of signage and branding elements to ensure consistency with the Heritage District character.
- **Building Area.** Apply building area requirements that discourage development of large-format retail.

Regulations for Key Redevelopment Areas

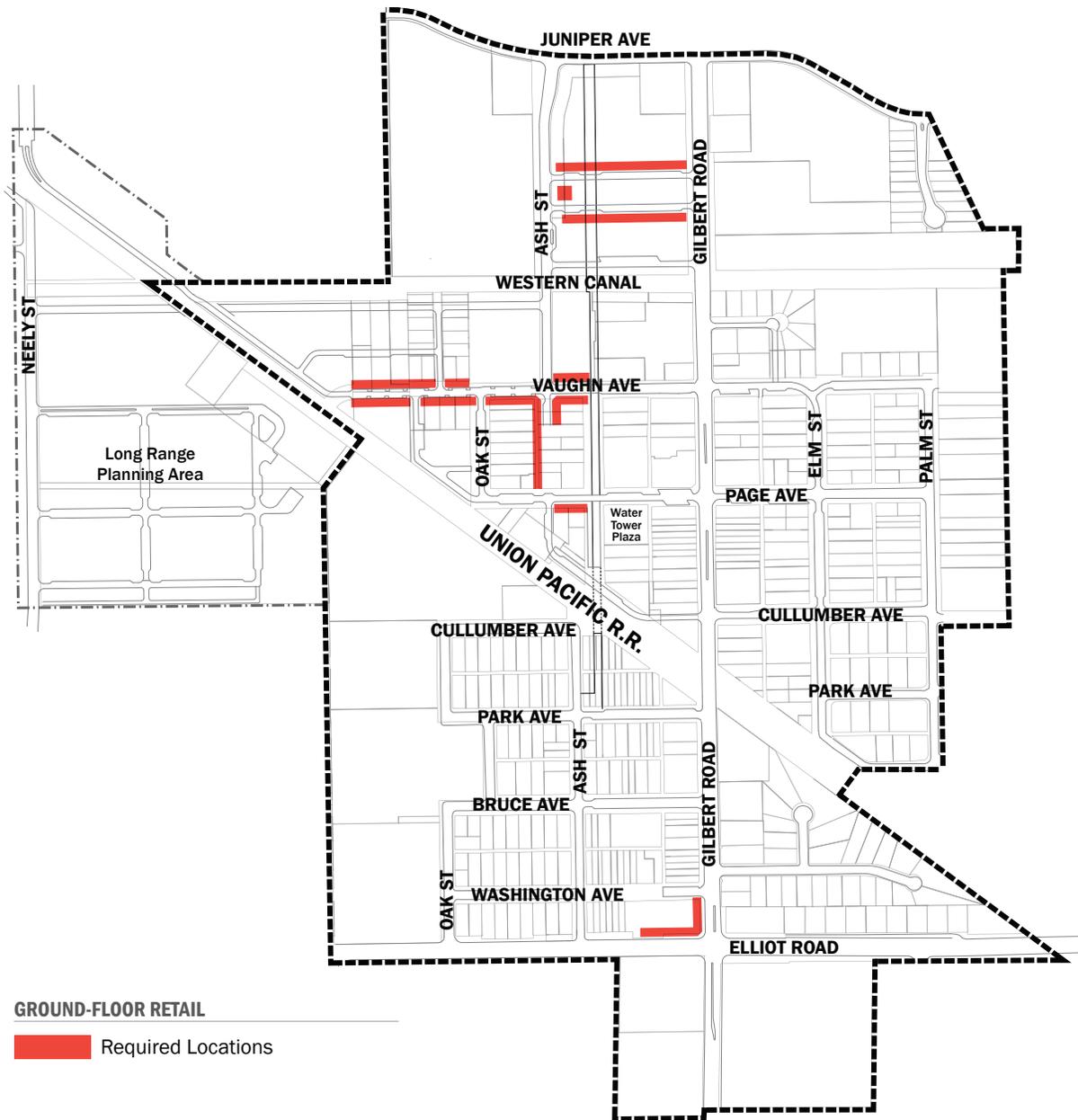
The Key Redevelopment Areas identified in the Master Plan and Implementation Strategy indicate focus areas for development in the 10-year build-out. For these near-term redevelopment areas the HVC Zoning District should be updated with the following location-specific development regulations to ensure that new development maintains the Heritage District character and vision.

- **Ground Floor Retail Required Locations**
- **Building Frontage Requirements**
- **Retail Arcade Required Locations**
- **Building Height Limitations**
- **Parking Lots Restricted Locations**
- **Garbage & Recycling Facilities/Storage Restricted Locations**

See following pages for descriptions and locations of the proposed regulation updates.

GROUND-FLOOR RETAIL REQUIRED LOCATIONS

Retail uses provide goods and services to local residents and to visitors. Concentrated retail locations respond to market demand and meet fundamental real estate requirements for economic viability. Requiring ground-floor retail in concentrated areas creates an 18-hour environment that provides activity and surveillance around public spaces including the Plaza and the Commons. Retail streets should be continuous edge-to-edge retail storefronts with no interruptions by other land uses, including commercial uses. Primary permitted uses should be limited to merchandise sales and eating and drinking establishments.*



*In order to ensure a balanced mix of uses within the District Core, the Town may choose to limit or prohibit restaurant and entertainment type retail on W. Vaughn Avenue, allowing only retail shopping uses at required ground-floor locations. This strategy can be integrated into the RFP or RFQ process for publicly-owned parcels, and would not require a regulatory update.

BUILDING FRONTAGE REQUIREMENTS

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

Ground-floor Transparency

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

Entrance

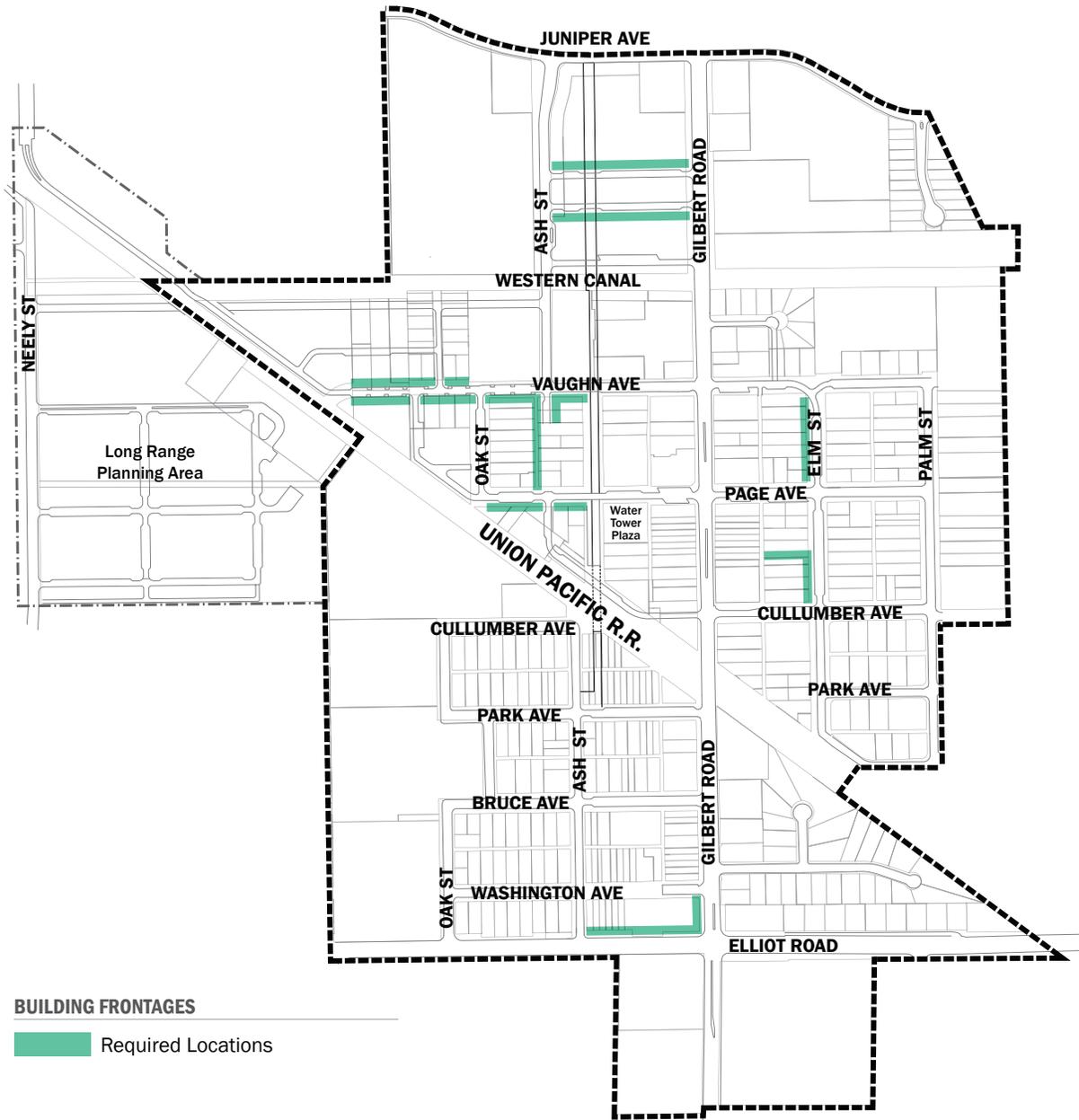
The main pedestrian entrances of ground-floor uses should be oriented to the street to contribute to the vitality and safety of the District through 'eyes on the street' surveillance. By locating entries facing the street, residents and visitors will enter and exit the building from the public right-of-way,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

Build-to Line

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

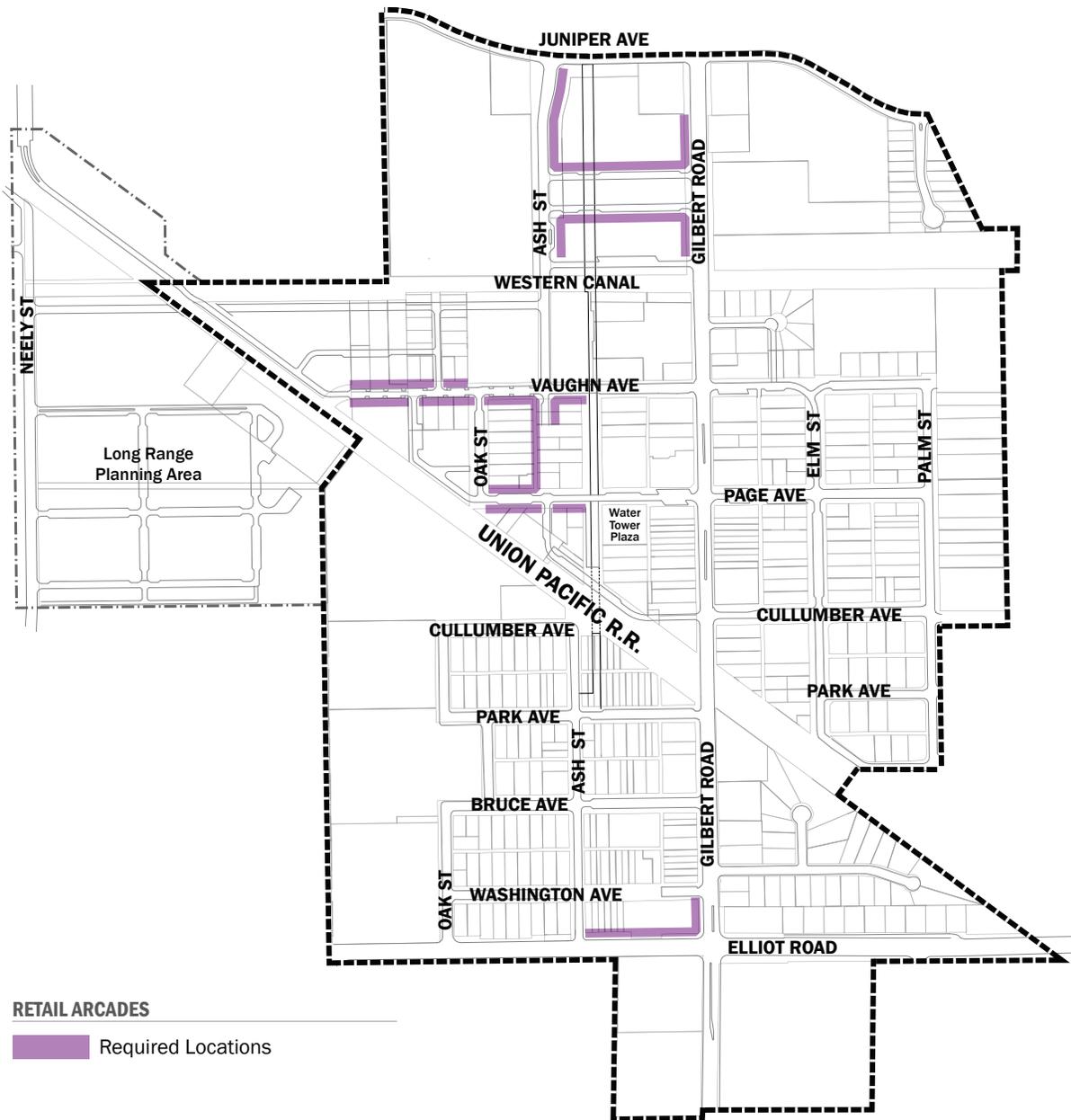
The build-to line should be measured at the exterior wall of the ground floor, where 100% of the facade is required to be built to the property line, with the exception of permitted setbacks for entrances (maximum four feet) and facade articulation elements (maximum 18 inches). Updates to **2.403 (C)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

BUILDING FRONTAGE REQUIREMENTS



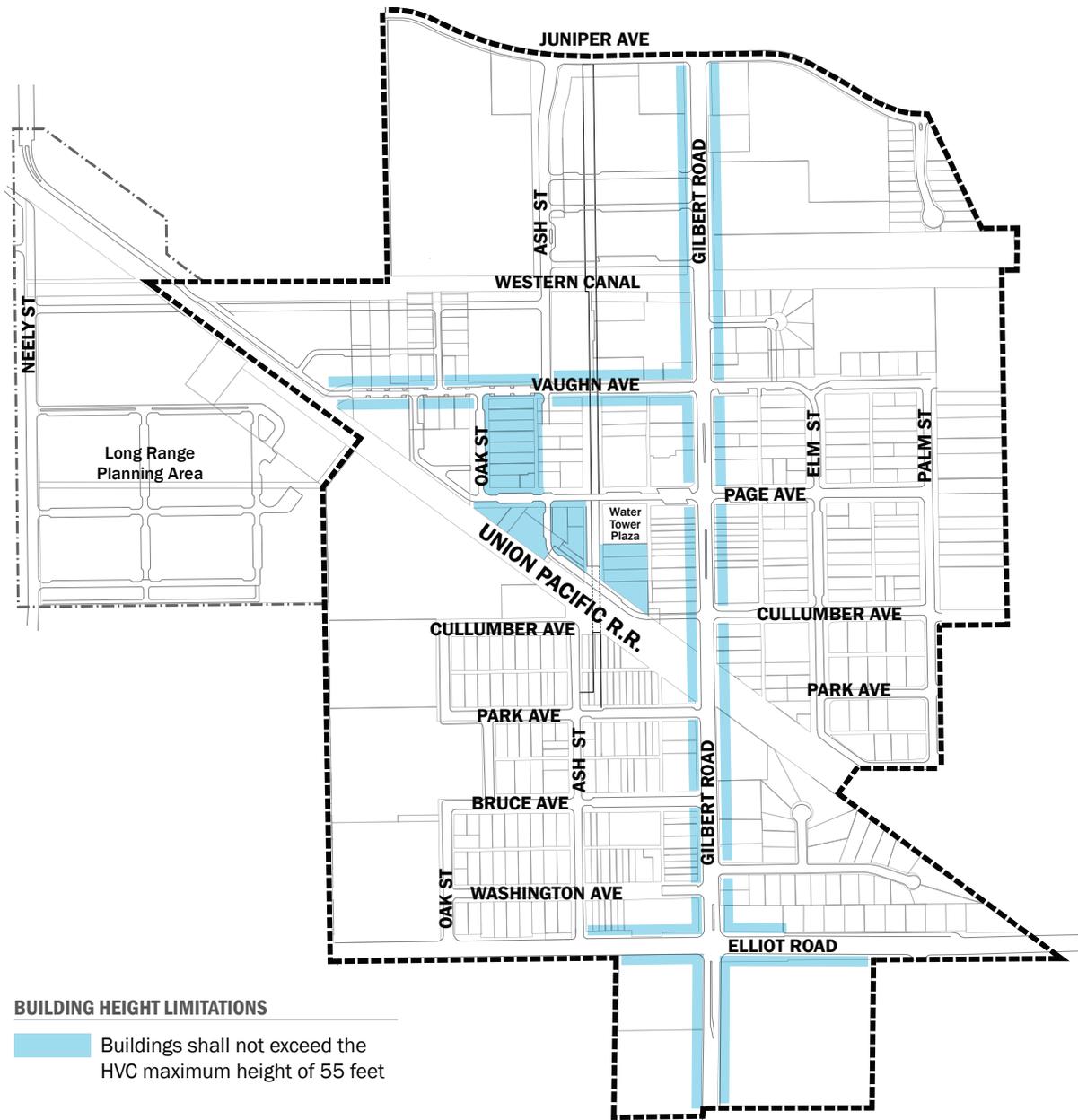
RETAIL ARCADE REQUIRED LOCATIONS

Arcades provide a shady respite from the high temperatures common in the desert and reflect the historical character of Gilbert and the traditional forms and massing of Western and Hispanic architecture. Heritage District retail arcades should be of wide and high proportions to maximize visibility, daylight, safety, access, and ventilation. Arcades should be a minimum of 15 feet wide and 18 feet high.



BUILDING HEIGHT LIMITATIONS

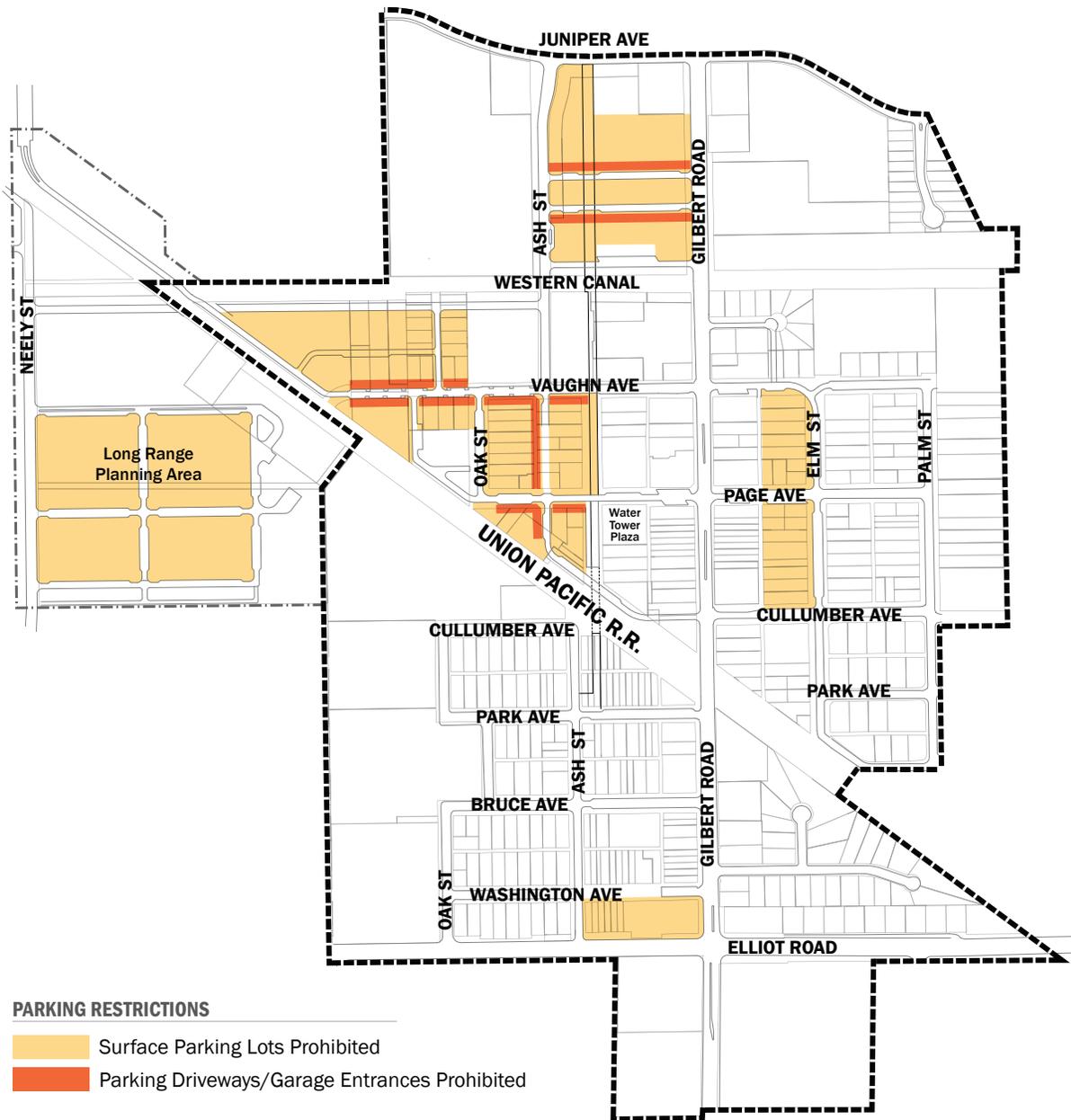
In order to preserve the views and prominence of the Gilbert Water Tower within the Heritage District, development of adjacent blocks indicated on the map as well as buildings fronting W. Vaughn Avenue should not exceed the maximum height of 55 feet as permitted by the Heritage Village Center (HVC) Development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



PARKING LOTS RESTRICTED LOCATIONS

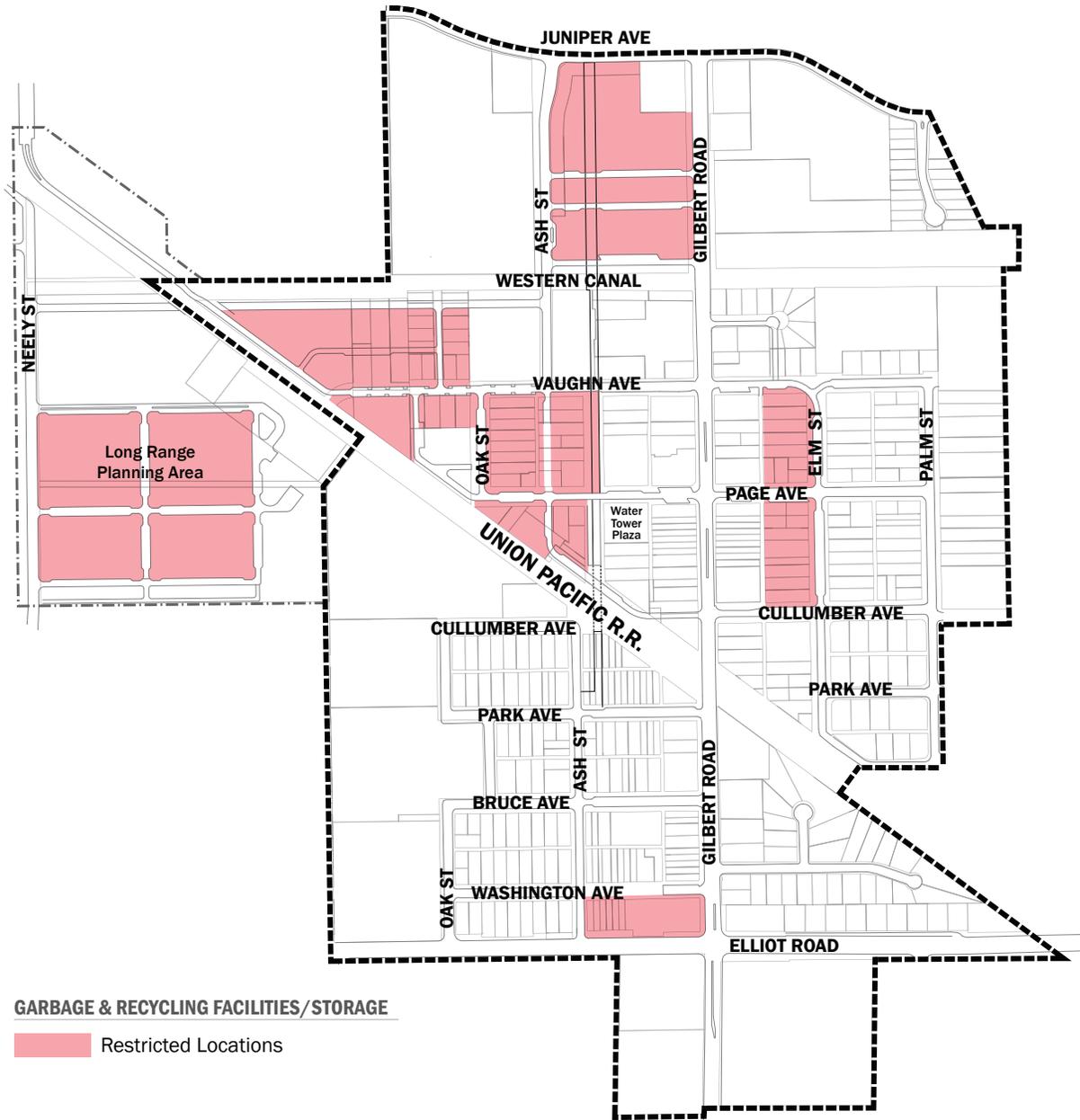
Surface parking lots should be prohibited with all new development. Short-term parking is allowed for drop off, ADA access, and service access, but these areas should be limited to a maximum of five spaces. Prohibit short-term parking where building frontage requirements are indicated.

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



GARBAGE & RECYCLING FACILITIES/STORAGE RESTRICTED LOCATIONS

For new multifamily and commercial development, require indoor garbage and recycling storage areas. For existing buildings, explore types of enclosures and locations for centralized pick-up. For more information on waste management strategies, see Redevelopment Plan section *Requirements: District Management*.



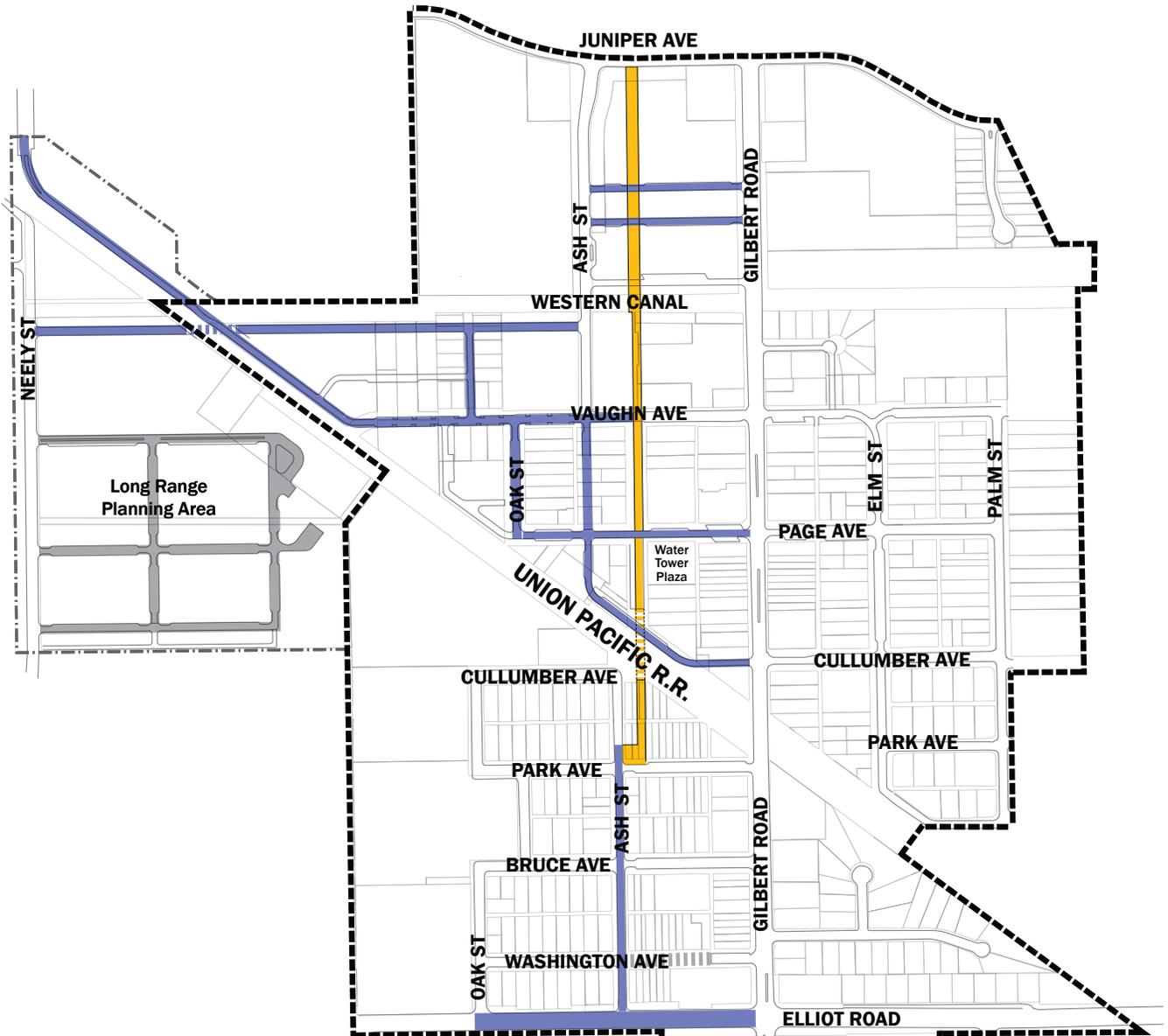
CIRCULATION FRAMEWORK

The circulation framework identifies and provides for a wide range of current and future circulation needs. It builds upon and improves the existing street grid to ensure safe, direct, and efficient routes for all modes. Improvements consist of both new and renovated streets and paths that focus on access to, and mobility through, the Heritage District.

The circulation framework:

- **Anticipates growth of residential, employment, retail, commercial and visitor uses over the next 10 years** — The planned network provides sufficient capacity to meet these land use needs.
- **Provides direction for addressing critical short-term needs for traffic diversion and congestion relief** — Design recommendations are provided for a new west District access route via W. Vaughn Avenue and a parallel route to Gilbert Road via Ash Street.
- **Balances transportation modes** — New and renovated streets are multi-modal with pedestrian accommodations that prioritize comfort and safety. The Paseo features paths that are exclusively for pedestrians and bicycles, improving connectivity between neighborhoods and public amenities.
- **Establishes a premier investment environment** — The framework is more than a functional transportation network, it also establishes a safe, inviting public place, ensuring that the retail environment will continue to grow and residential neighborhoods will remain healthy.
- **Will require an amendment to the Town's Engineering Standards Manual** — The circulation framework provides recommendations that optimize the right-of-way and reduce design speed in order to promote pedestrian safety and retail vitality. Some streets may not meet minimum requirements as a result. Updates to the design standards are recommended in order to carryout the vision of a pedestrian-oriented and safe District.

DISTRICT CIRCULATION IMPROVEMENTS



DISTRICT CIRCULATION IMPROVEMENTS

- New or Renovated Street
- New Underpass
- New Pedestrian & Bicycle Street (The Paseo)
- New Pedestrian & Bicycle Underpass (The Paseo)
- Potential New Street (outside District boundary)
- Vacated/Removed Street

STREET SECTIONS

Street sections are provided for proposed District circulation improvements as indicated on the map to the right. The sections are conceptual and intended to illustrate the vision as well as recommended dimensions and components. Circulation improvements included in this framework will require further design and engineering prior to implementation. Essential components and zones within the right-of-way are indicated using the following naming conventions.

SIDEWALK COMPONENTS

PEDESTRIAN PATHWAY

PZ: Pedestrian Zone

An unobstructed area for pedestrian through-movement, free of cafe seating, sandwich boards, signal poles, utility poles, etc. This zone should not be interrupted by driveways on retail streets or the Paseo.



AZ: Arcade Zone

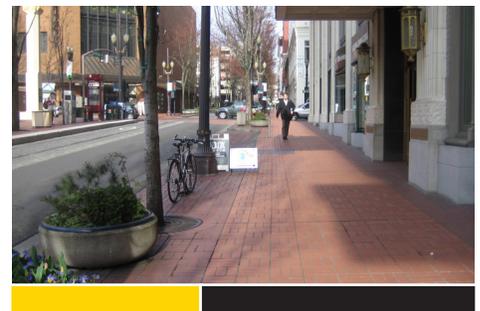
A light and airy covered outdoor area for pedestrian through-movement at sidewalk level. This zone is formed by adjacent architectural forms, typically providing retail storefronts along one edge and a colonnade to separate the sidewalk from the street.



FURNISHING

FLZ: Furniture/Landscape Zone

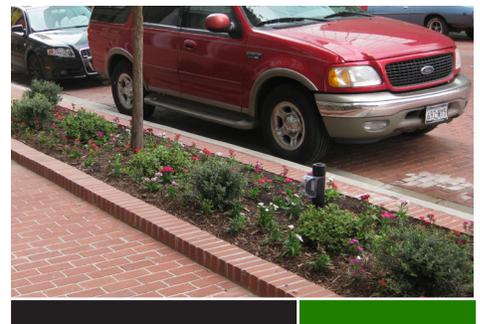
The location for all elements supporting pedestrian, vehicular and bicycle use of the right-of-way, including sign poles, lighting, street furniture, landscaping, and bicycle parking. This zone is interrupted at corners and driveways.



LANDSCAPED SEPARATION

LZ: Landscape Zone

A continuous area of landscaping that acts as a buffer between a pedestrian or bicycle path and adjacent uses such as a roadway, railway, private property, or parking.



LANDSCAPED SEPARATION (continued)

LPZ: Landscaped Parking Zone

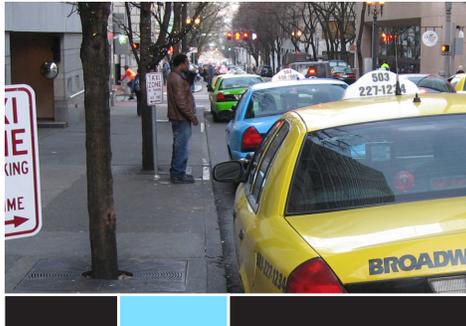
A curbside parking zone within the roadway that consists of planting beds alternating with parking stalls.



DROP-OFF AND DOOR ZONE

DZ: Door Zone

This area provides access to the pedestrian zone from the curbside parking lane. The space allows for passengers to open doors safely and exit vehicles without obstructing the sidewalk or impacting the arcade structure.



BICYCLE OR MIXED PED/BICYCLE

PBZ: Protected Bike Zone

An unobstructed portion of the Paseo or other off-street area designated for bicycle through-movement.



MUT: Multi-Use Trail

An unobstructed area for both pedestrian and bicycles that is bidirectional and separated from the roadway.



ROADWAY COMPONENTS

SHARED ROADWAY (VEHICULAR & BICYCLE)

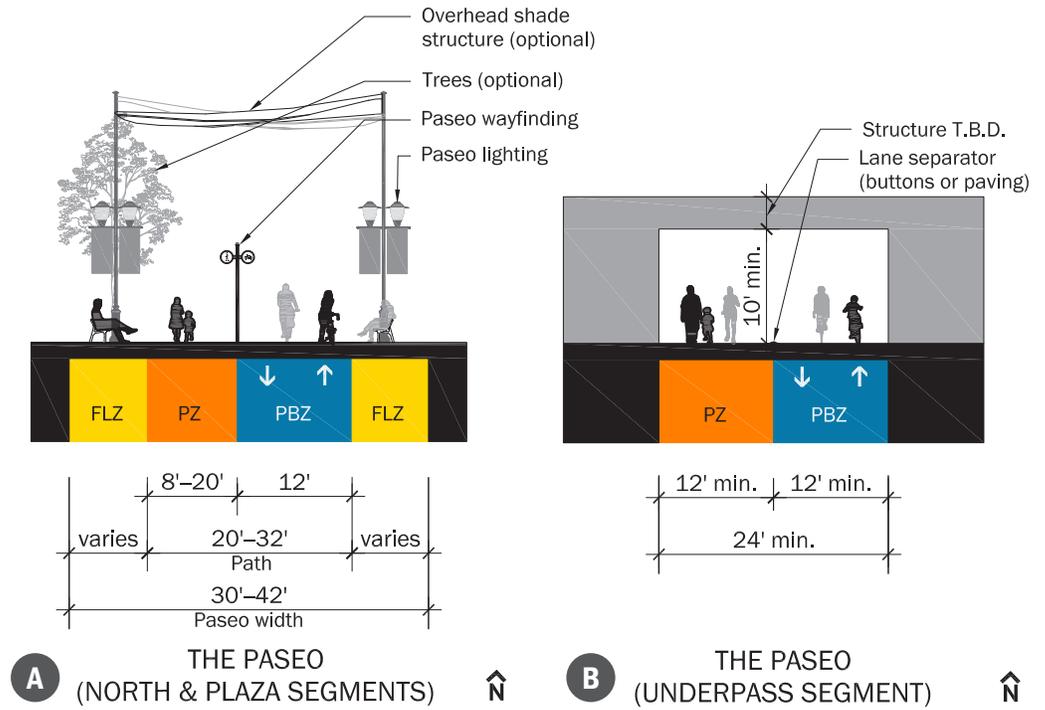
- ↓↑ Directional traffic
- Ⓟ Curbside parking

VEHICULAR ROADWAY

- ↓↑ Directional traffic
- Ⓟ Curbside parking



THE PASEO



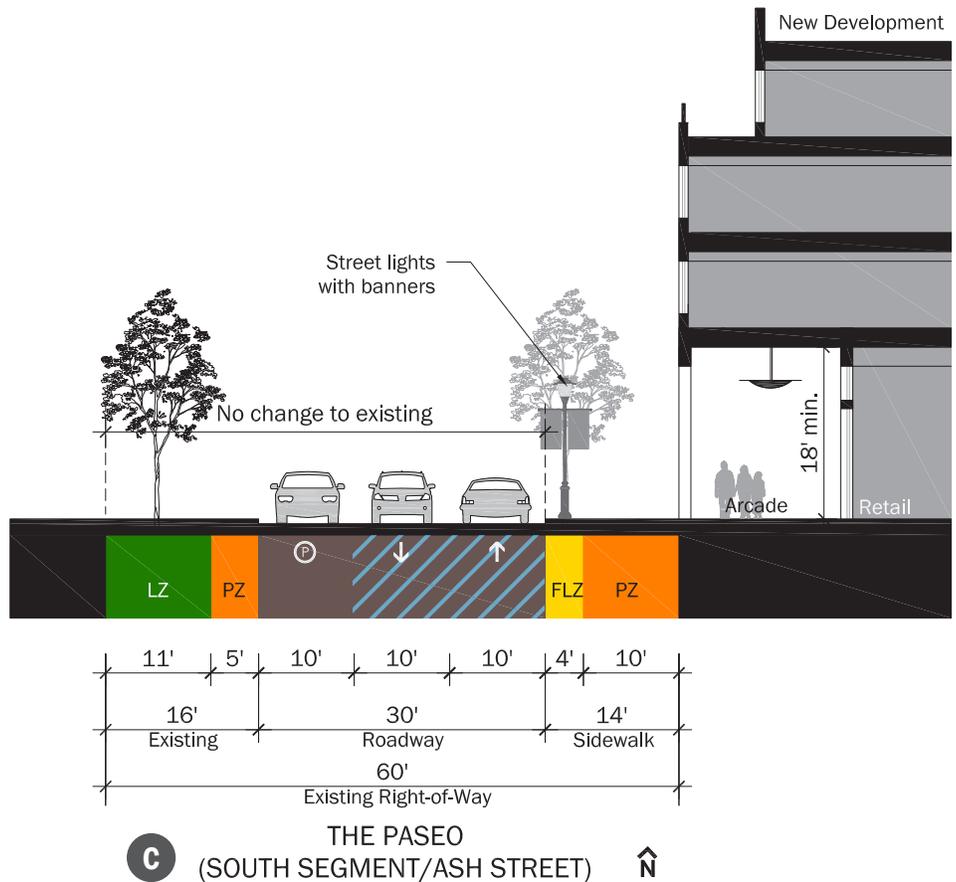
SIDEWALK COMPONENTS

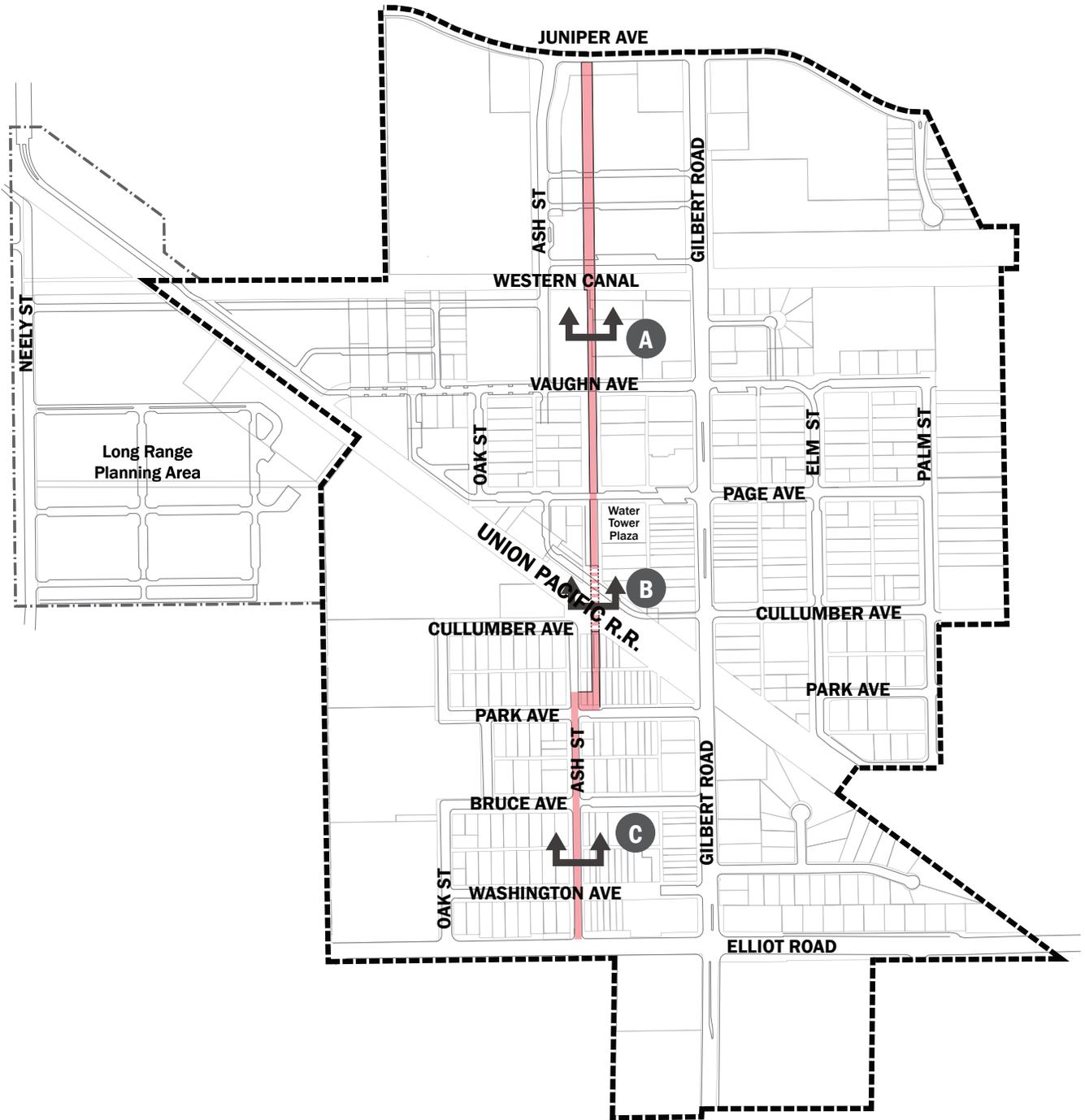
- PEDESTRIAN PATHWAY**
PZ: Pedestrian Zone
- FURNISHING**
FLZ: Furniture/Landscape Zone
- LANDSCAPING**
LZ: Landscape Zone
- BIKE OR PED/BIKE**
PBZ: Protected Bike Zone

ROADWAY COMPONENTS

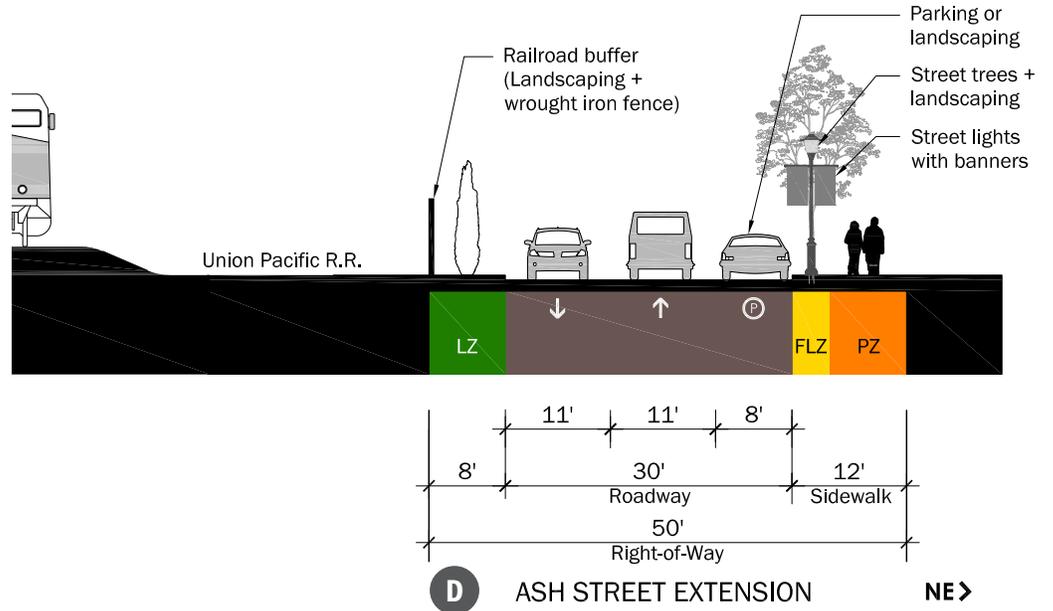
- SHARED ROADWAY**
- VEHICULAR ROADWAY**

↓↑ Directional traffic
 (P) Curbside parking





N. ASH STREET DISTRICT CORE IMPROVEMENTS

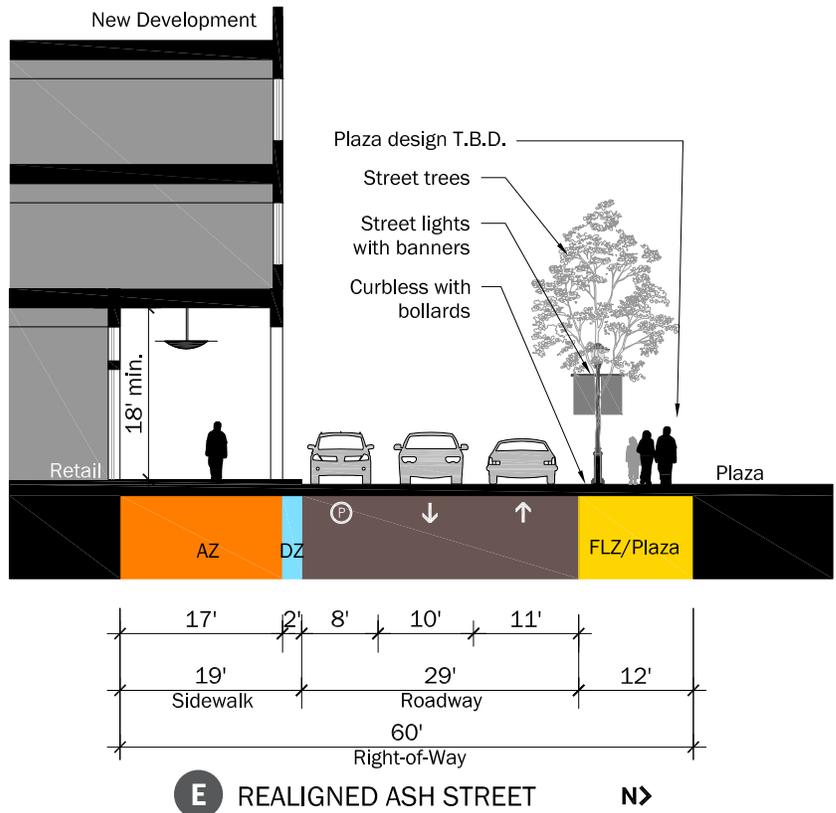


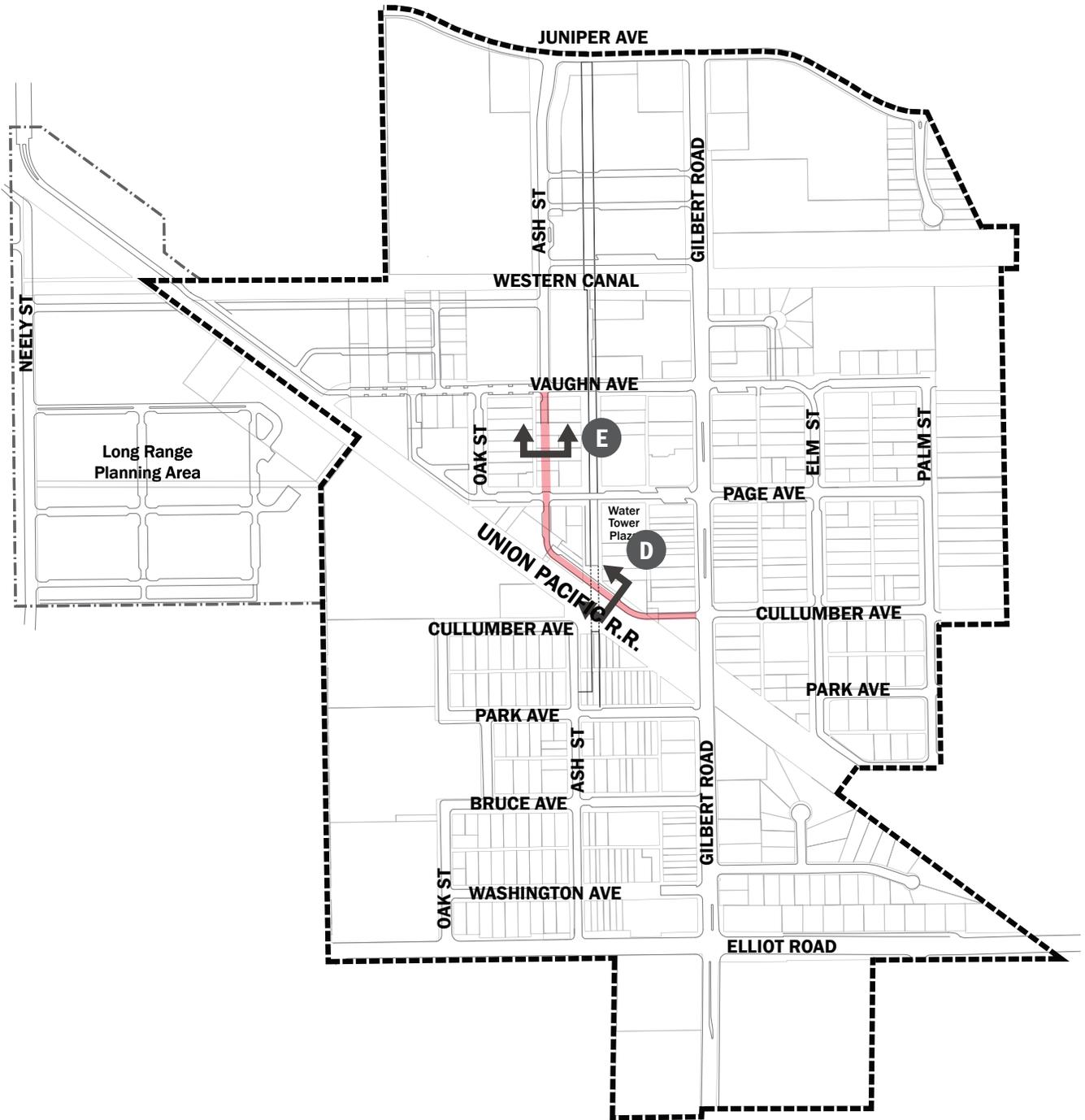
SIDEWALK COMPONENTS

- PEDESTRIAN PATHWAY**
PZ: Pedestrian Zone
AZ: Arcade Zone
- FURNISHING**
FLZ: Furniture/Landscape Zone
- LANDSCAPING**
LZ: Landscape Zone
- DROP-OFF/DOOR ZONE**
DZ: Door Zone

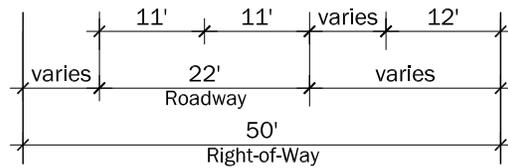
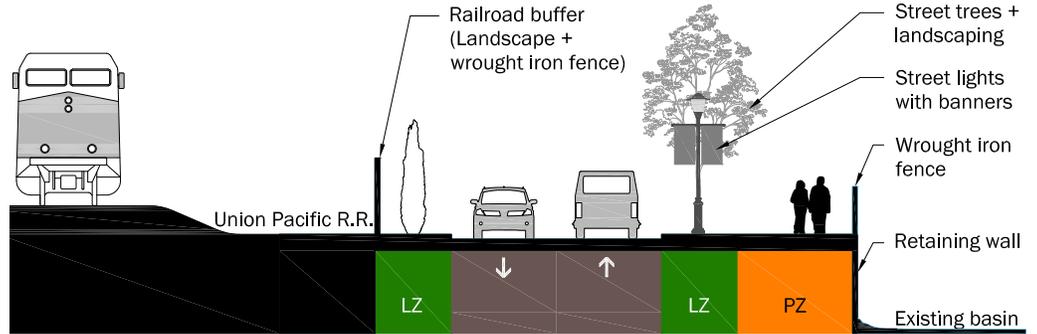
ROADWAY COMPONENTS

- VEHICULAR ROADWAY**
↓↑ Directional traffic
Ⓟ Curbside parking



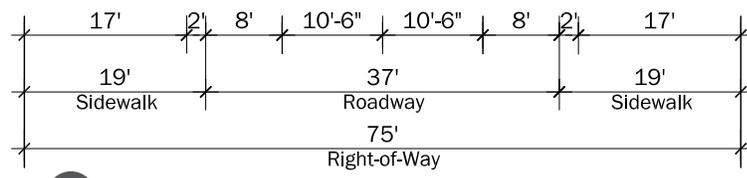
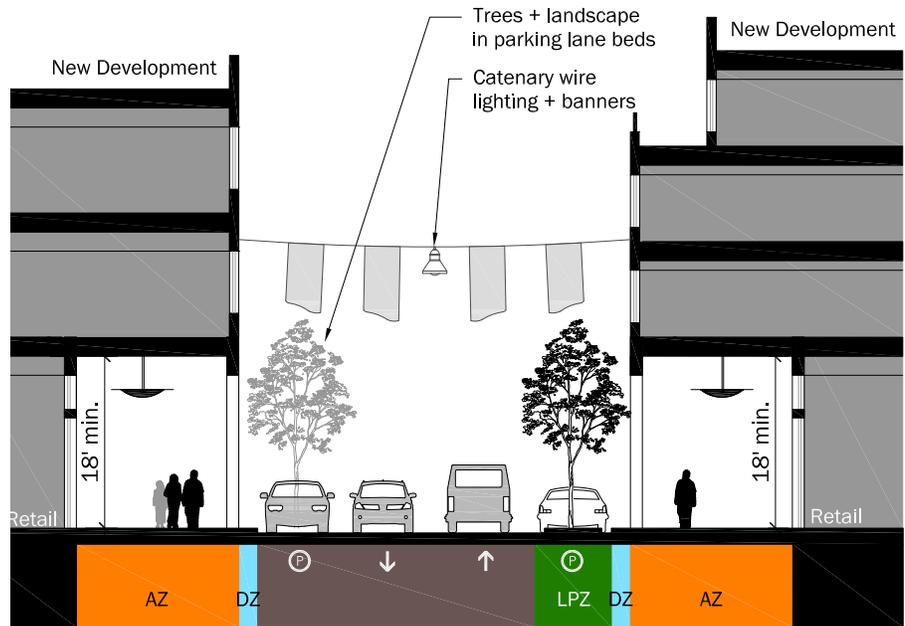


VAUGHN VENTILATOR
W. VAUGHN AVENUE
EXTENSION



F PROPOSED W. VAUGHN EXTENSION **N**

VAUGHN VENTILATOR
W. VAUGHN AVENUE
IMPROVEMENTS



G PROPOSED W. VAUGHN AVENUE **N**

SIDEWALK COMPONENTS

PEDESTRIAN PATHWAY

PZ: Pedestrian Zone

AZ: Arcade Zone

LANDSCAPING

LZ: Landscape Zone

LPZ: Landscaped Parking Zone

DROP-OFF/DOOR ZONE

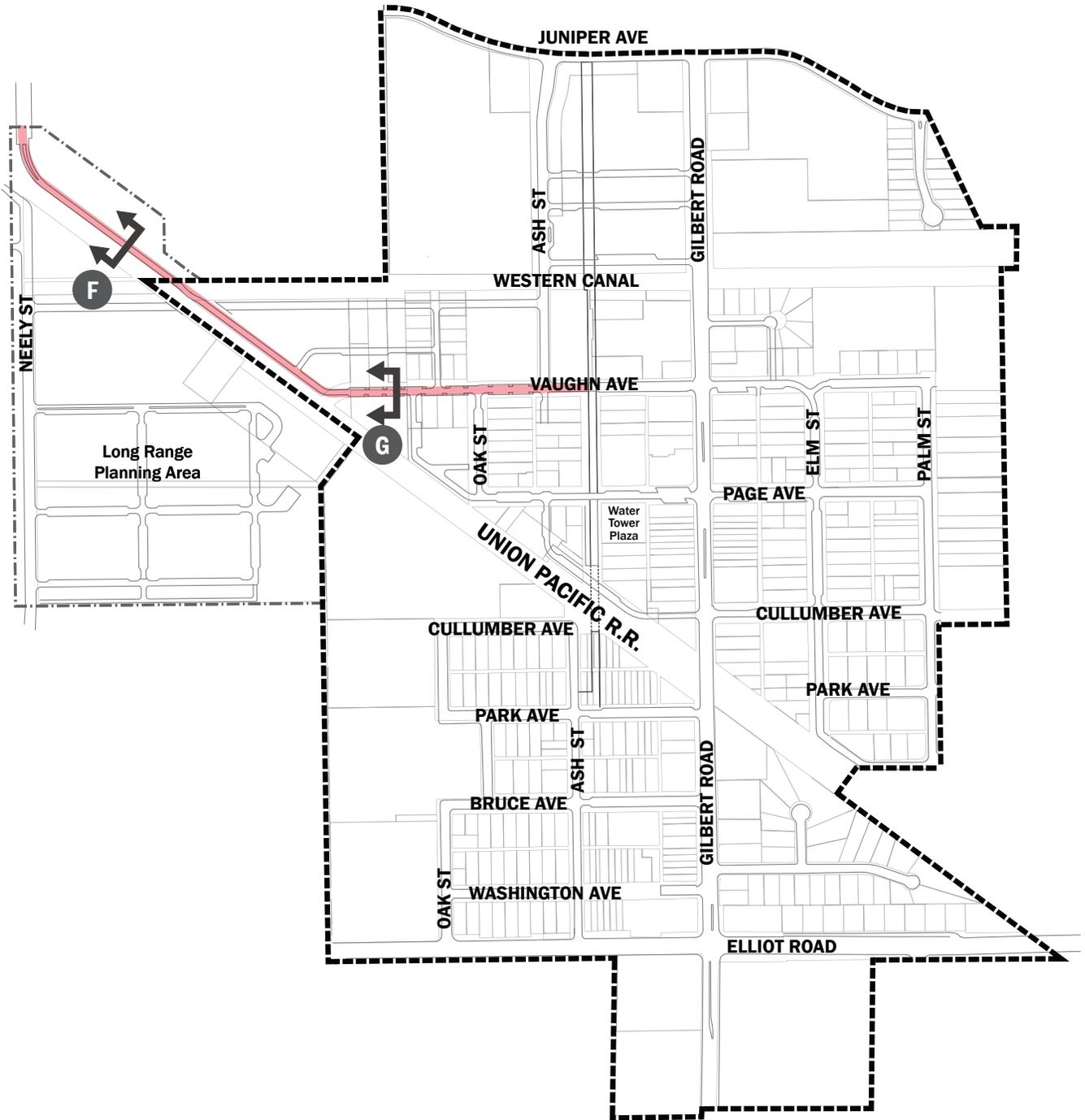
DZ: Door Zone

ROADWAY COMPONENTS

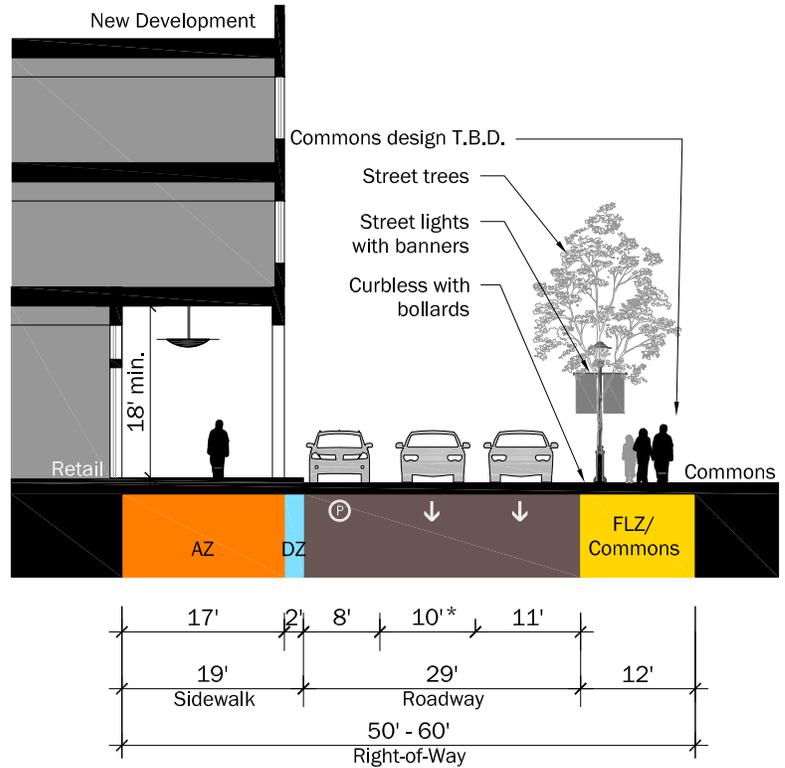
VEHICULAR ROADWAY

↓↑ Directional traffic

(P) Curbside parking



THE COMMONS NEW STREETS



H

COMMONS STREETS

N

*Optional travel lane to be determined through traffic analysis.

W. PAGE AVENUE IMPROVEMENTS

SIDEWALK COMPONENTS

PEDESTRIAN PATHWAY

AZ: Arcade Zone

FURNISHING

FLZ: Furniture/Landscape Zone

LANDSCAPING

LPZ: Landscaped Parking Zone

DROP-OFF/DOOR ZONE

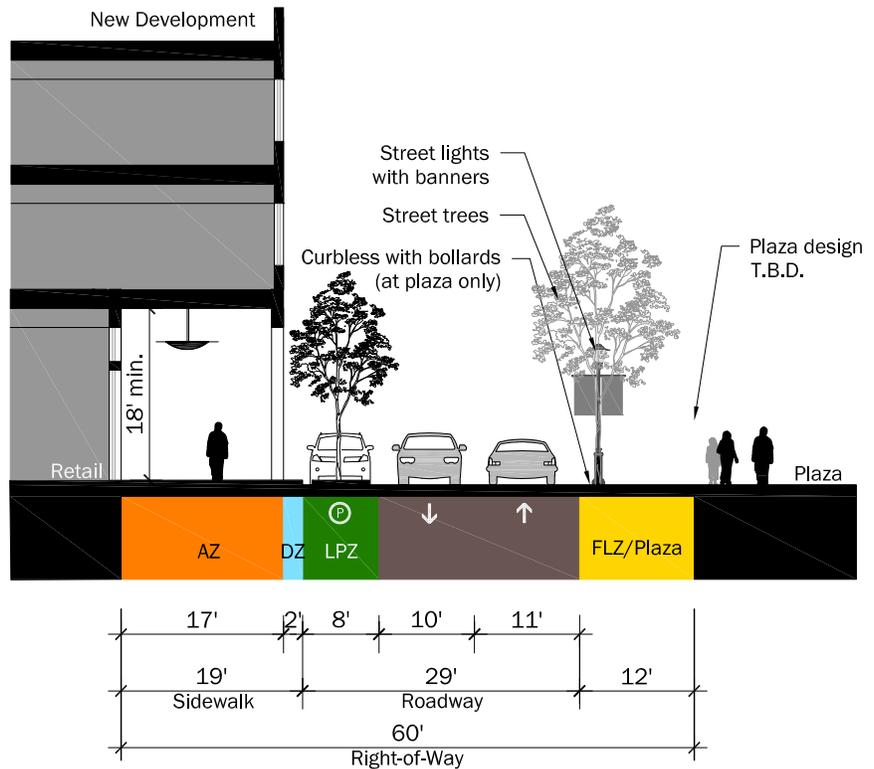
DZ: Door Zone

ROADWAY COMPONENTS

VEHICULAR ROADWAY

↓↑ Directional traffic

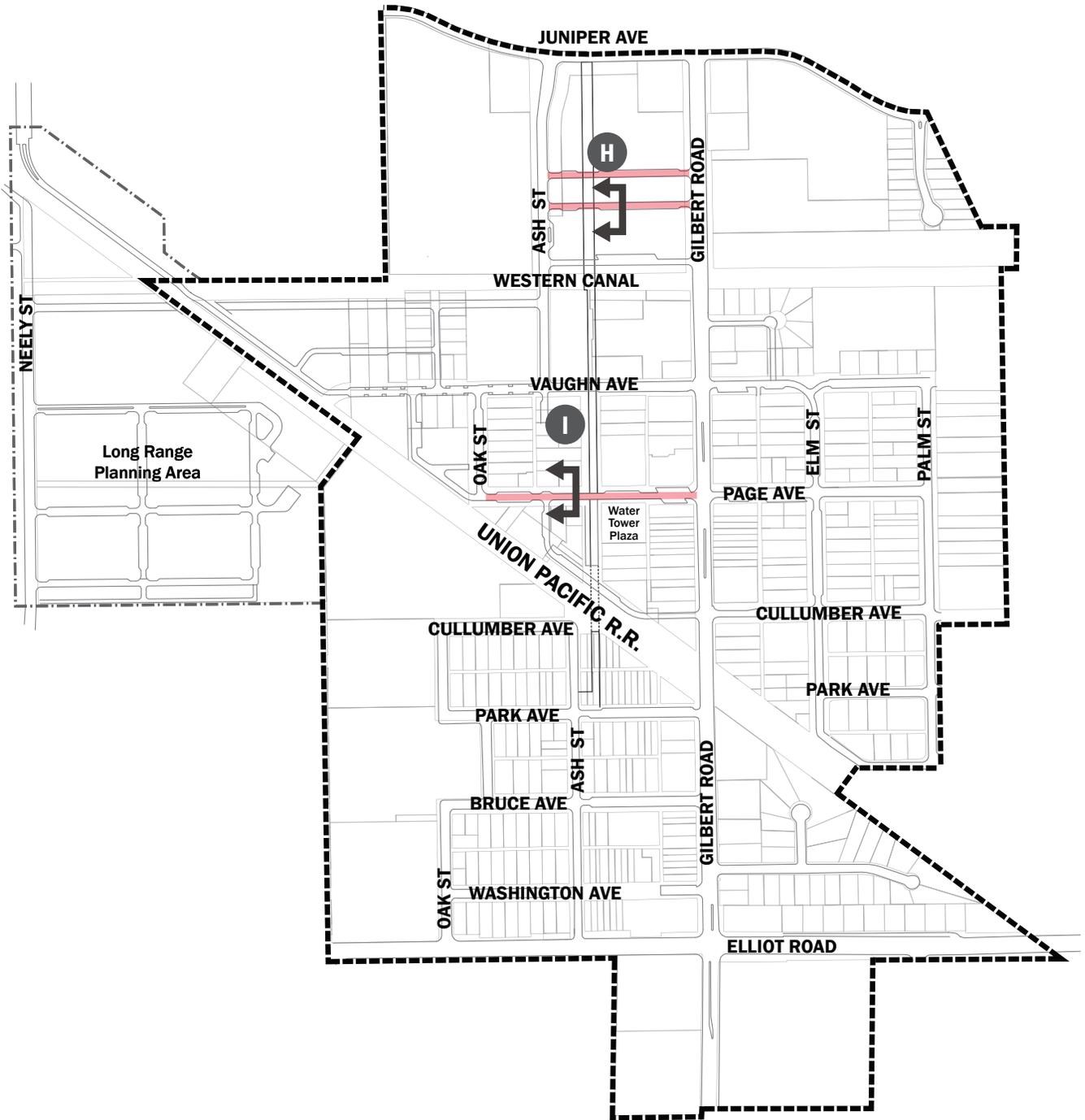
(P) Curbside parking



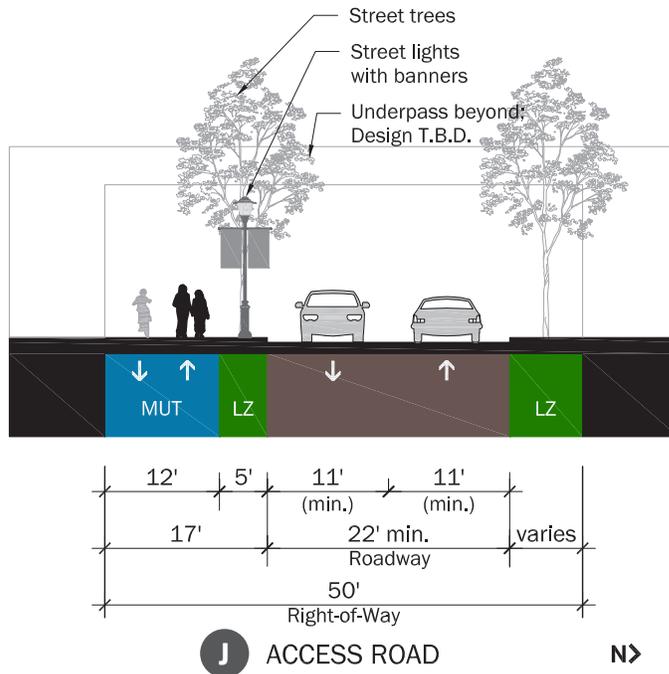
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PAGE AVENUE

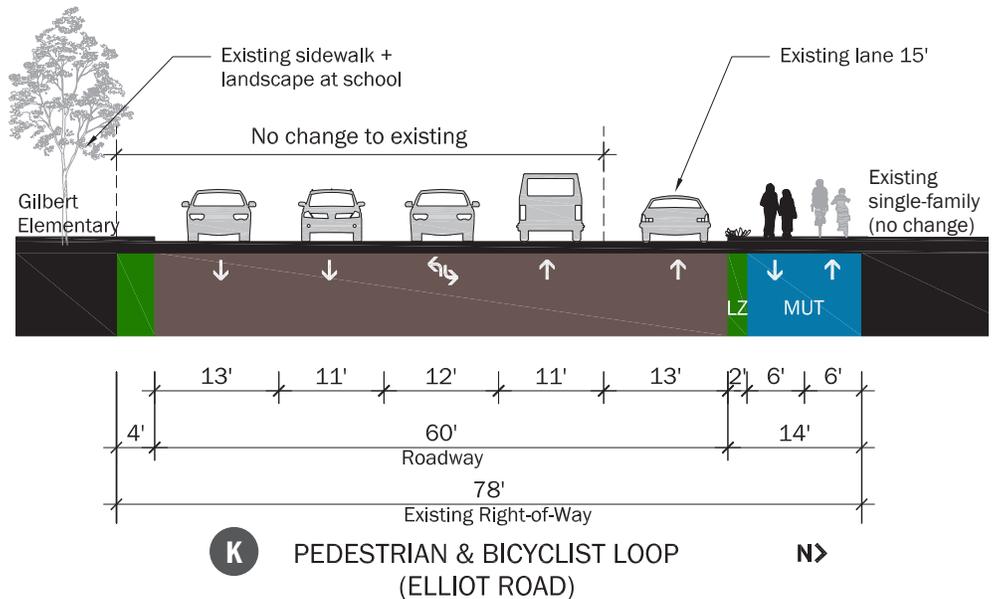
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ACCESS ROAD



ELLIOT ROAD PEDESTRIAN & BICYCLIST LOOP



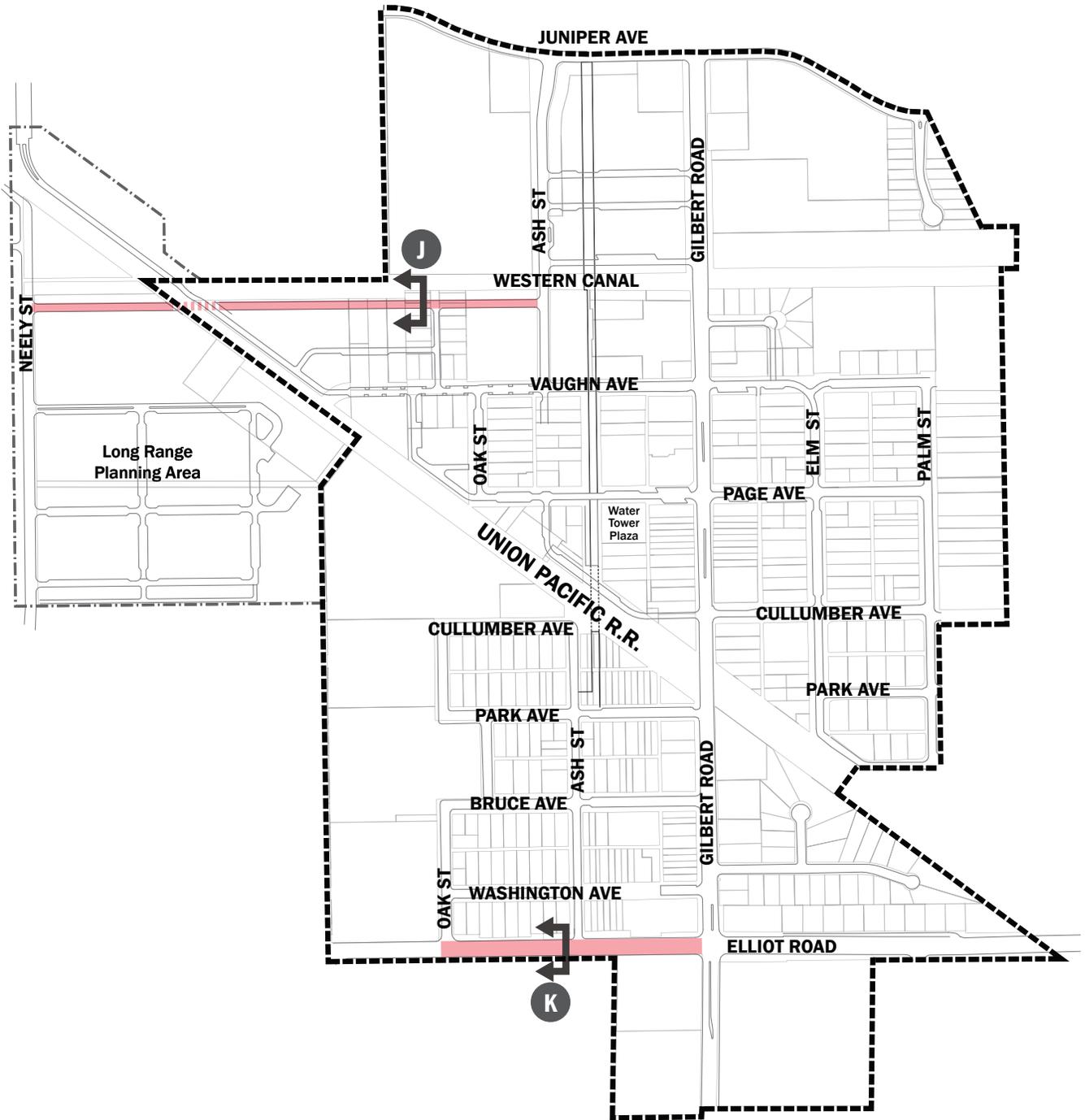
SIDEWALK COMPONENTS

LANDSCAPING
LZ: Landscape Zone

BIKE OR PED/BIKE
PBZ: Protected Bike Zone
MUT: Multi-Use Trail

ROADWAY COMPONENTS

VEHICULAR ROADWAY
↓↑ Directional traffic
Ⓟ Curbside parking



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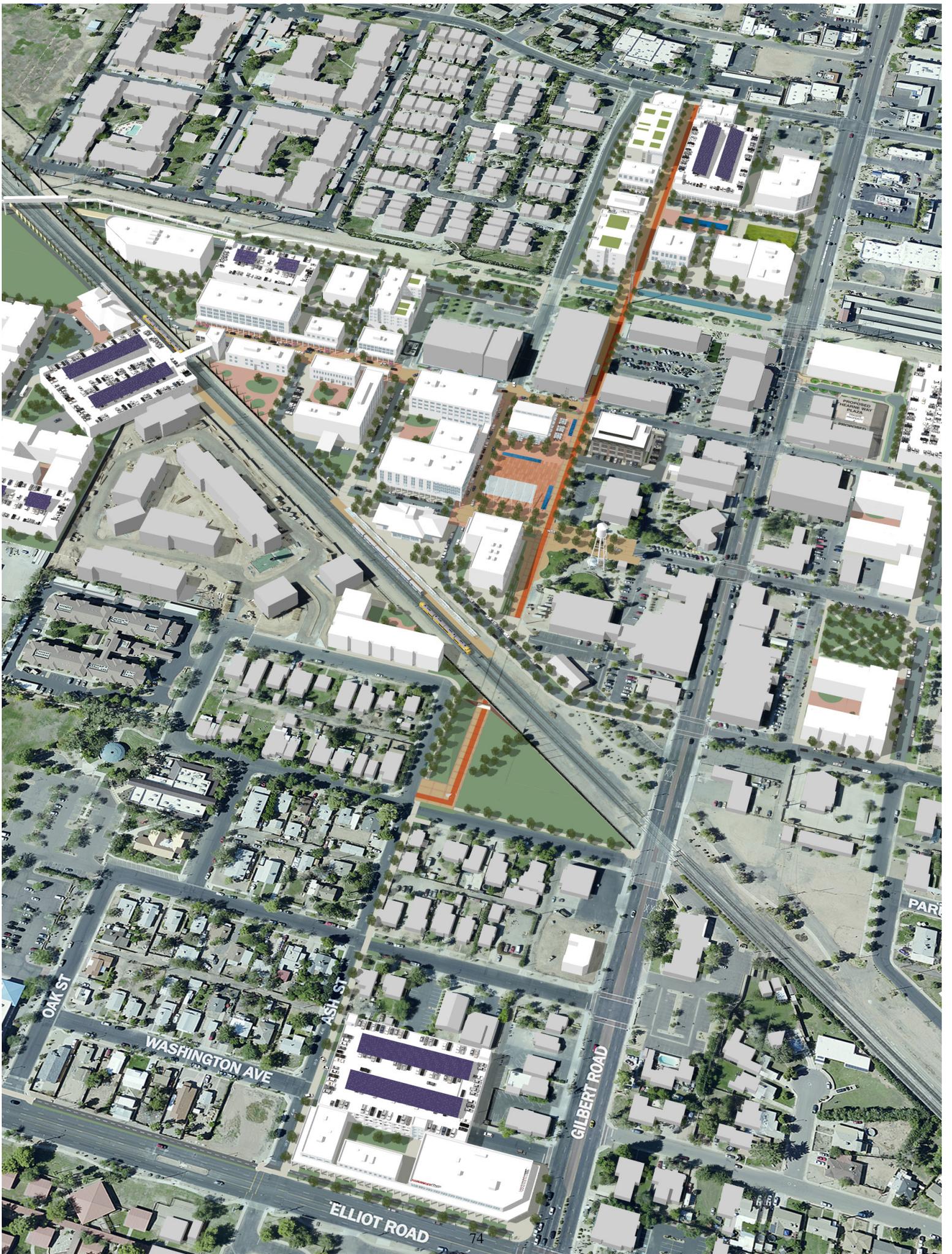
MASTER PLAN



MASTER PLAN

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

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

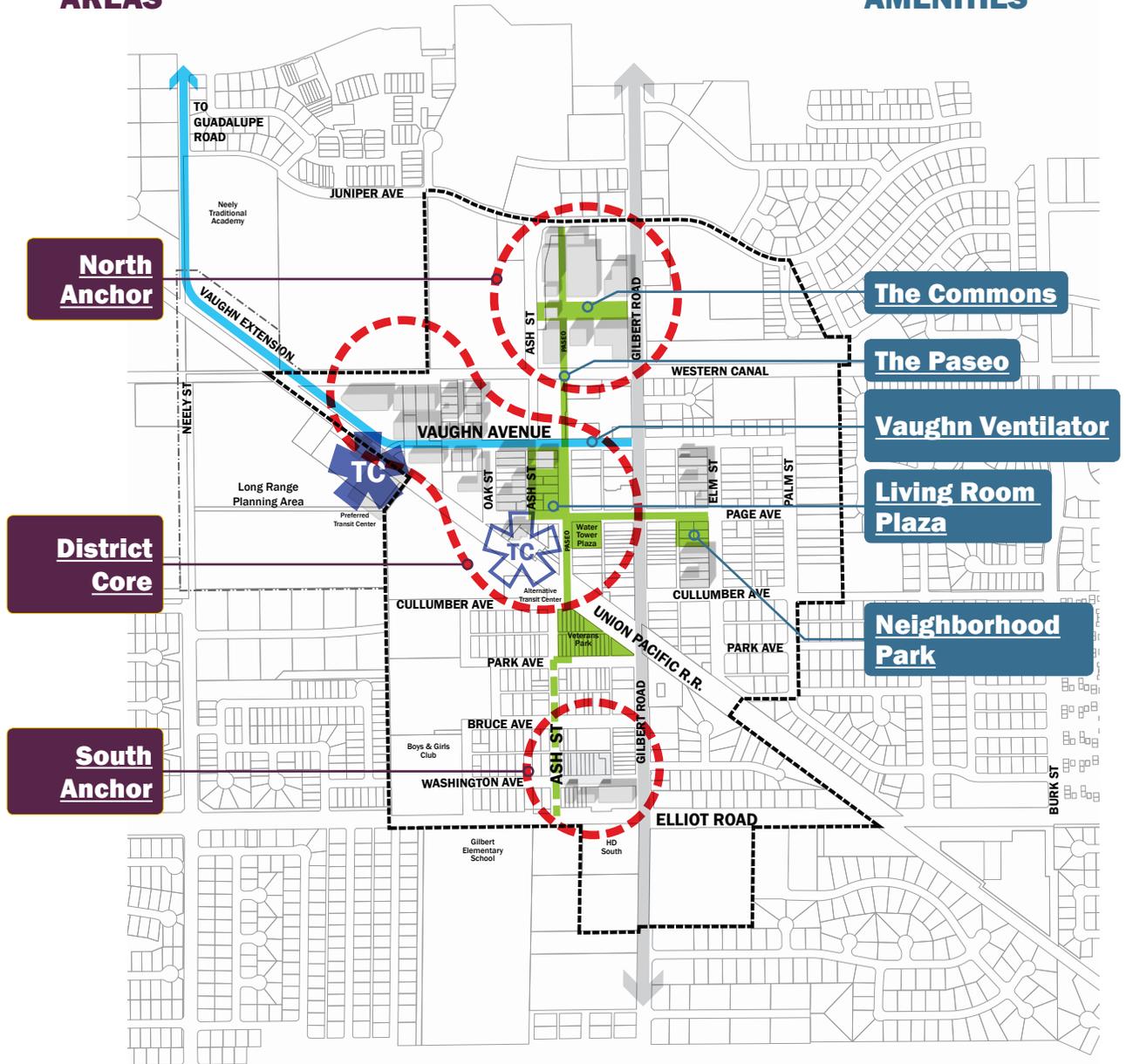


FUNDAMENTAL CONCEPT

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

KEY REDEVELOPMENT AREAS

ESSENTIAL PUBLIC AMENITIES



Key Redevelopment Areas

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



North Anchor

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



District Core

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



South Anchor

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

Essential Public Amenities

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



Living Room Plaza

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



Vaughn Ventilator

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



Neighborhood Park

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



The Paseo

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



The Commons

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

DISTRICT BUILD-OUT

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

DISTRICT BUILD-OUT CAPACITY

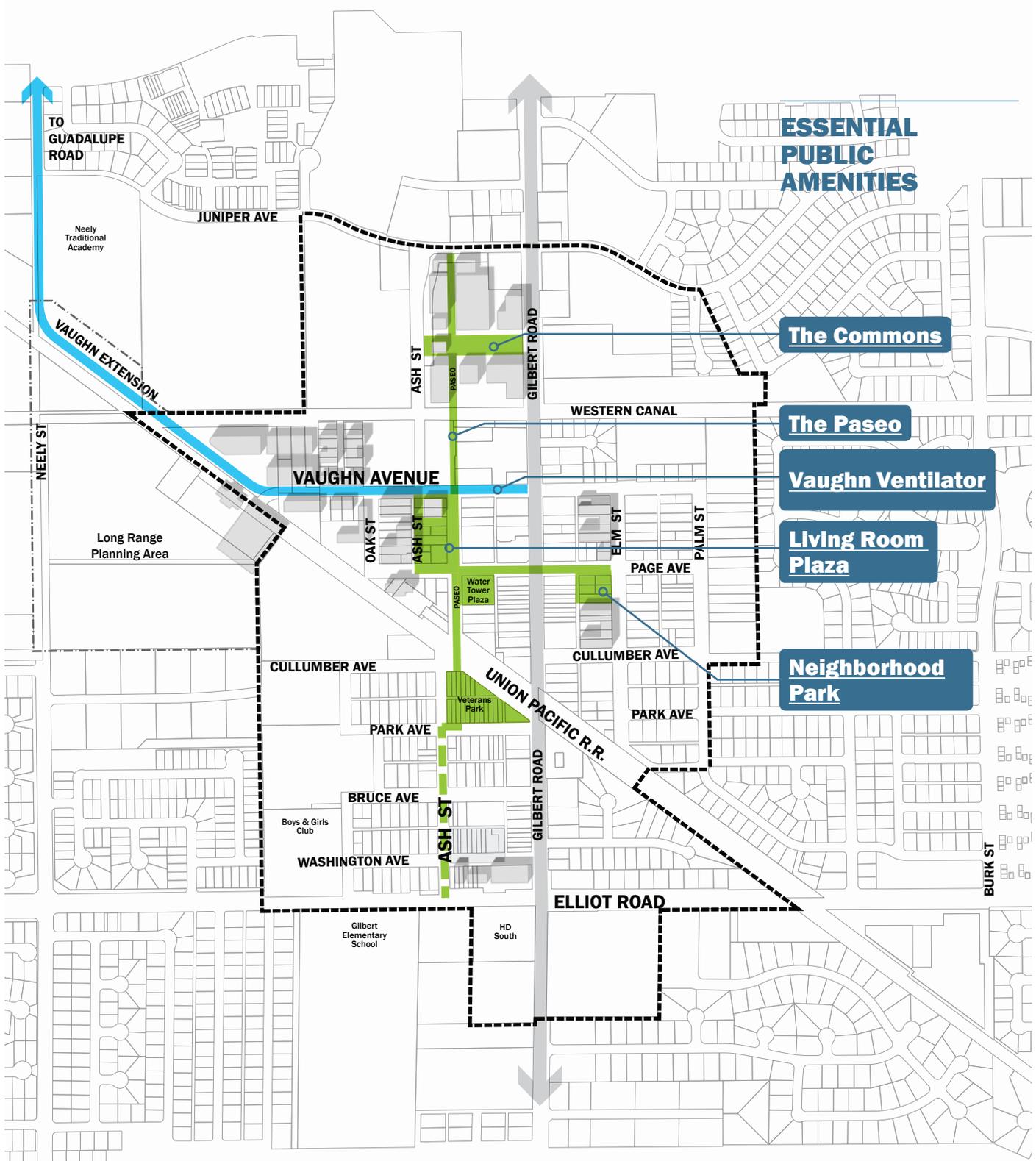
	DISTRICT MARKET DEMAND	DISTRICT DEVELOPMENT YIELD	LONG RANGE PLANNING AREA YIELD
PRIVATE DEVELOPMENT			
Multi-family units	390–500	530	1,650
Office square feet	334,000–584,000	350,000–490,000	—
Retail—Shopping square feet	171,000–244,000	160,000	—
Retail—Restaurant/Entertainment square feet	35,000–65,000	60,000	—
Hotel rooms	120–350	120–320	—
Parking spaces	—	3,000	2,500
PUBLIC PROJECTS			
Parks/Plaza/Commons acres	—	6	6
Transit Center acres	—	0.7*	4.3*
Public Parking spaces	—	550	—
New Roads linear feet	—	4,800	—

**Two Transit Center locations will be retained and planned for until a decision about the Long Range Planning Area is known. Should the Long Range Planning Area become available for redevelopment, this would be the preferred location. If this area is not available, a centrally located station in place of the existing Park-and-Ride Lot can function adequately although due to site area restrictions, would require underground Park-and-Ride functions. Transit Center locations and estimated areas are indicated for planning purposes, in anticipation of a potential future commuter rail line. In the event that rail transit is not realized in the Heritage District, these sites may be assigned as multi-family residential.*



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ESSENTIAL PUBLIC AMENITIES



LIVING ROOM PLAZA

CHARACTER The Living Room Plaza builds on the strengths and character of the Heritage District to provide a vibrant and beautiful public amenity in the heart of downtown. Adjacent buildings benefit from the pedestrian activity at the plaza while providing access to a variety of cultural, historical, educational, and shopping destinations. The Living Room Plaza celebrates the Gilbert Water Tower as a revered historical gem and landmark for the Heritage District. Integrating the two spaces will help preserve and restore the icon for decades to come. Circulation at the plaza and pedestrian-oriented festival street will be designed to accommodate Hale Theatre special events and drop-off functions.

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

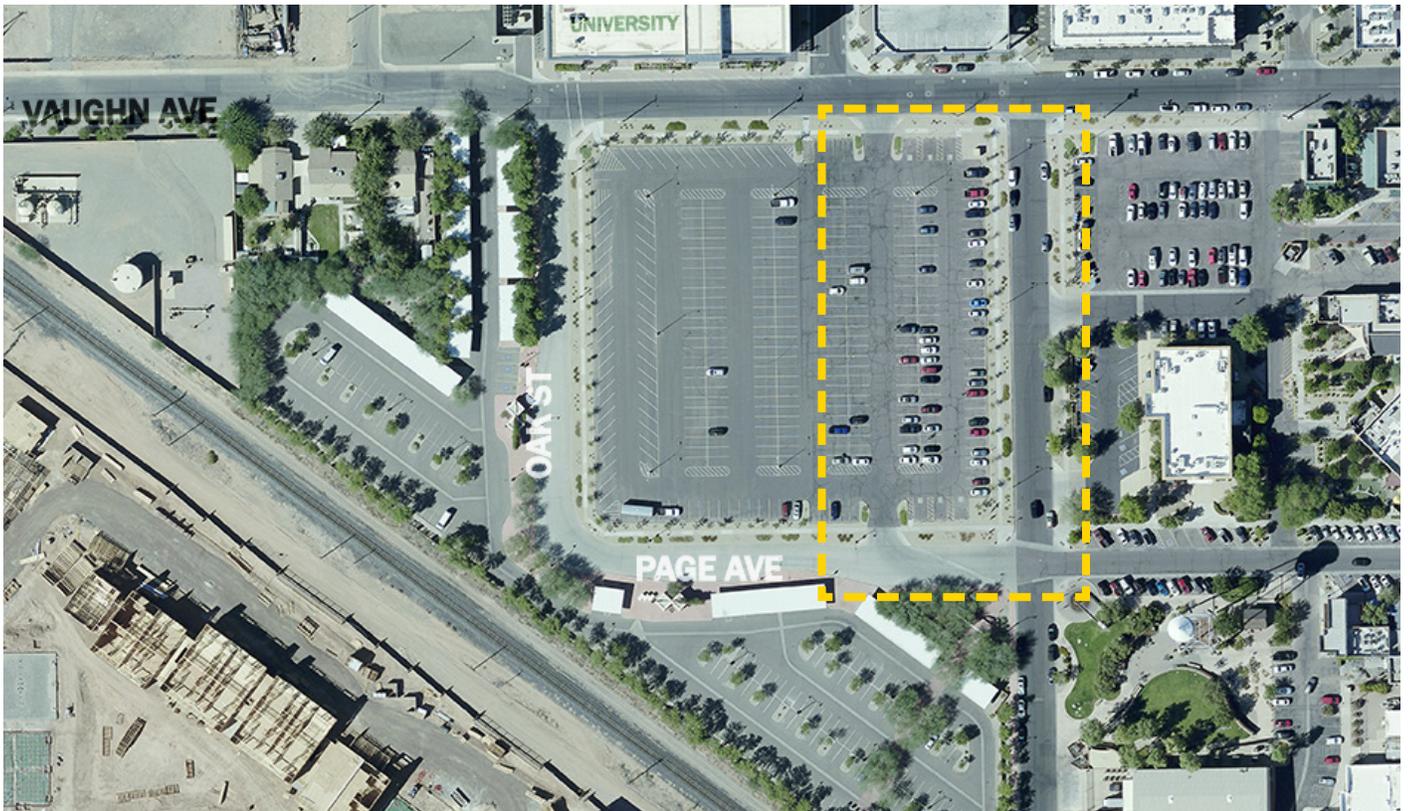
- ELEMENTS**
- Flexible open space for gathering, Farmers Markets, and other special events with overhead shade structure
 - Site for holiday decorations such as a Christmas tree
 - Tree-lined Paseo along the eastern edge with overhead shade structure
 - Underground public parking garage (approx. 550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

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

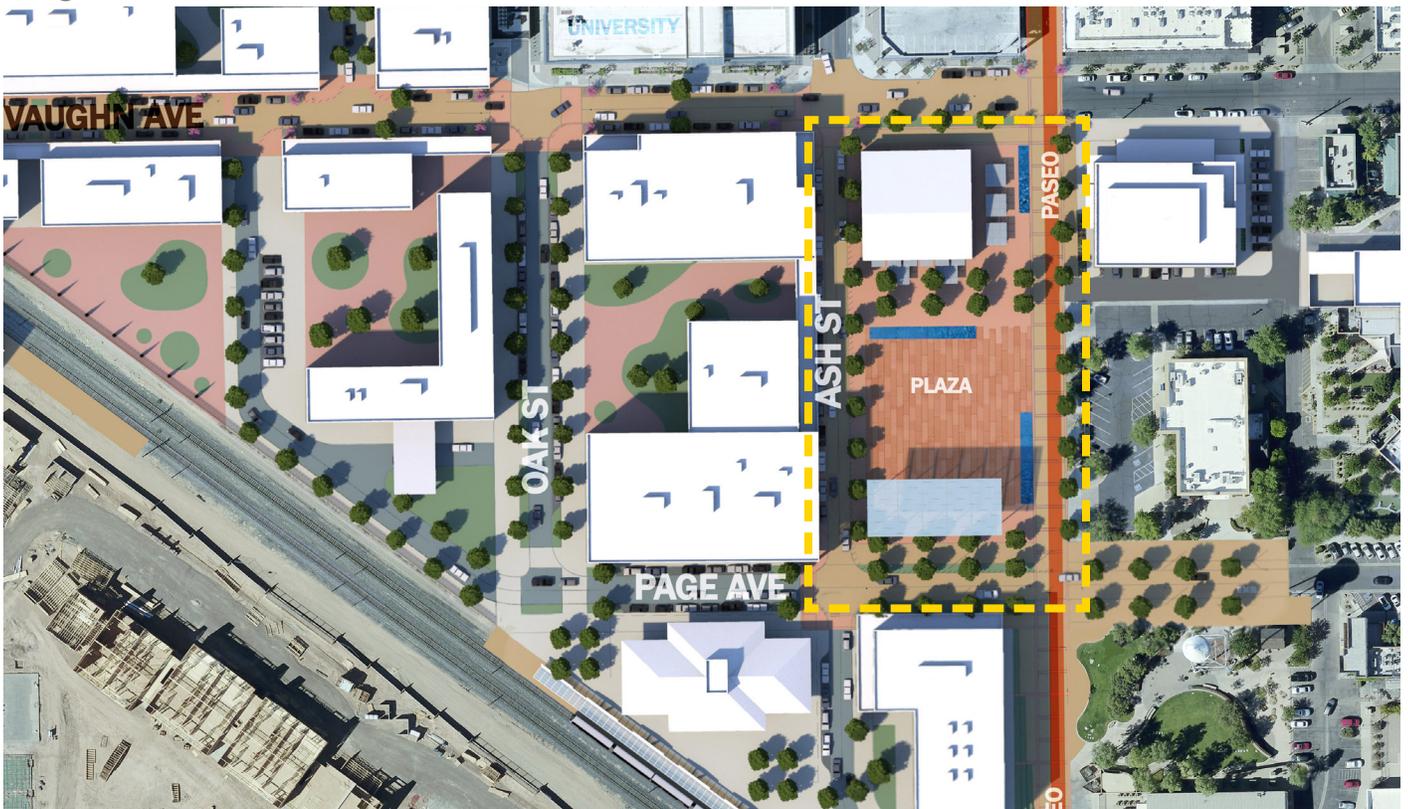
- | | |
|------------------------------|--------------------------------|
| 1. Character & Vision | 4. Improved Circulation |
| 3. Investment Draw | 5. Cultural Town Center |



Living Room Plaza - Before



Living Room Plaza - After



THE COMMONS

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

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

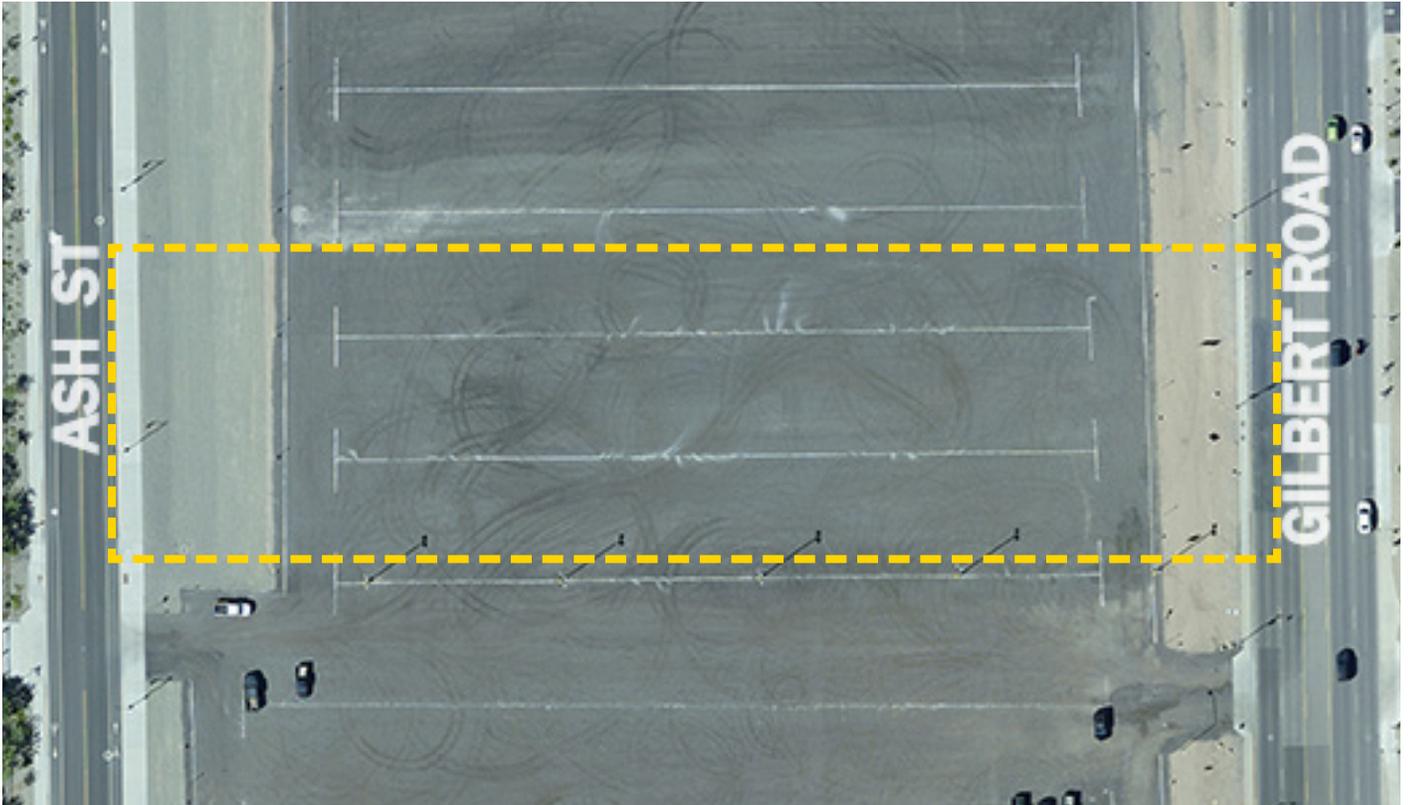
- ELEMENTS**
- Pedestrian, bicycle, and vehicular access via Paseo, sidewalks, and couplet roadways
 - Perimeter bollards and planters for vehicular separation and protection
 - Central splash pad water feature
 - Lawn area, shade trees, and other native landscape elements
 - Overhead shade structure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

REDEVELOPMENT GOALS The Commons supports the following Redevelopment Plan goals:

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



The Commons - Before



The Commons - After



NEIGHBORHOOD PARK

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

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

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

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

1. Character & Vision
4. Improved Circulation



Neighborhood Park - Before



Neighborhood Park - After



THE PASEO

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

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

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

REDEVELOPMENT GOALS The Paseo supports the following Redevelopment Plan goals:

1. Character & Vision
4. Improved Circulation



North Segment

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

North Segment - Before



North Segment - After





Underpass

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

Underpass Character



Image: Brent Boardman



Image: Healthy by Design

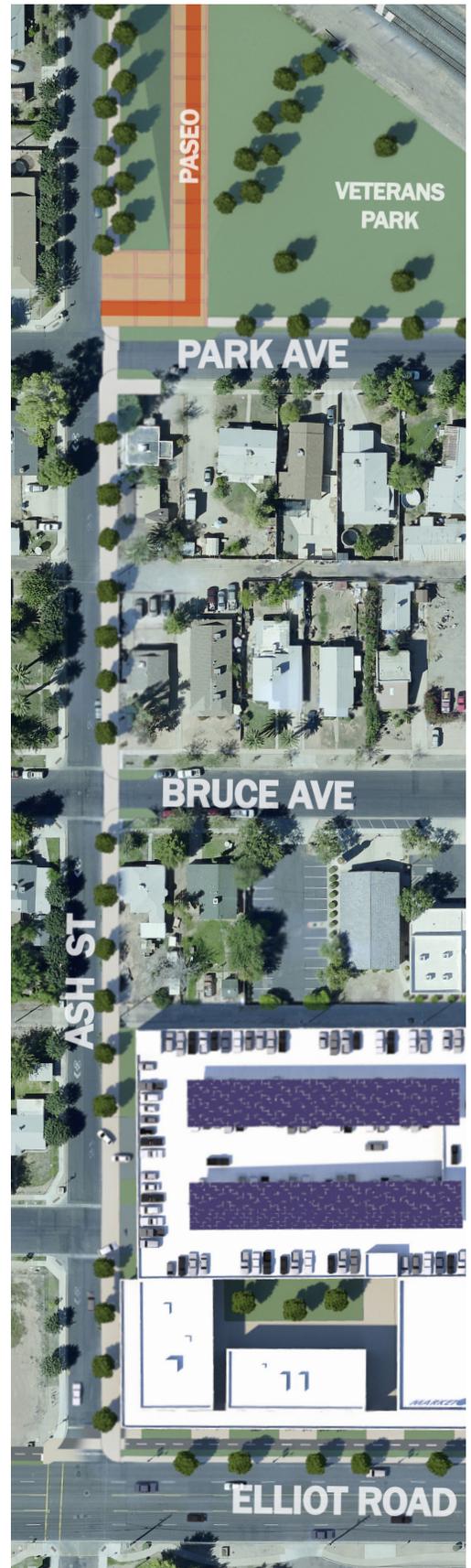
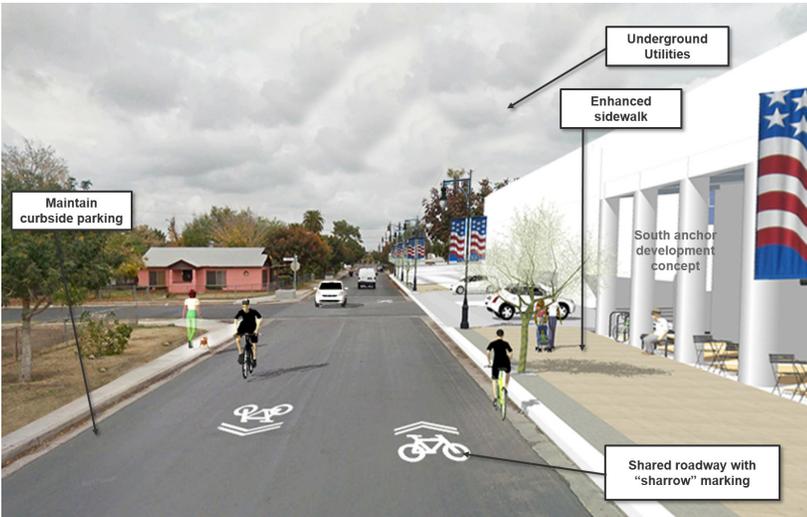
South Segment

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

South Segment - Before



South Segment - After



VAUGHN VENTILATOR

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

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

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

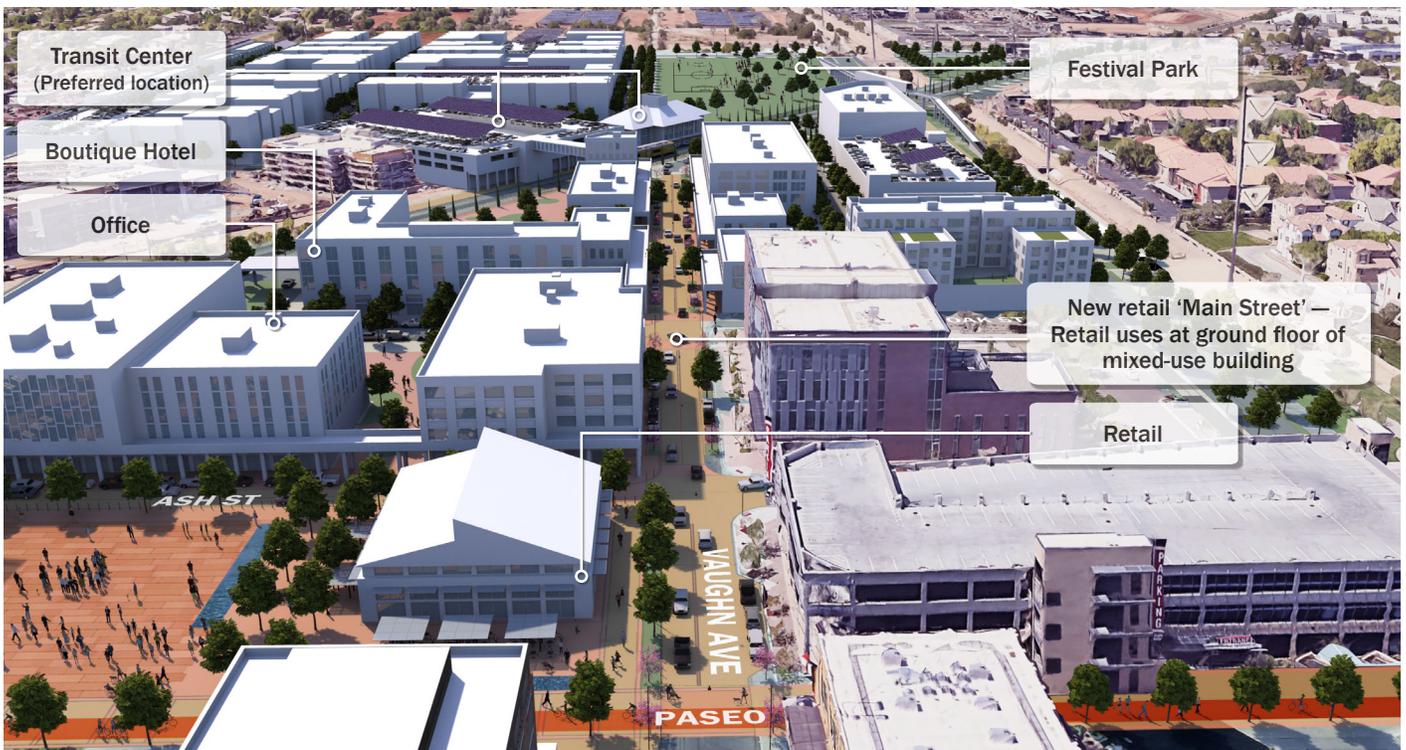
- Curbside parking with landscaped planters
- Festival string lighting
- Wide sidewalks with special paving
- Two travel lanes (bidirectional)

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

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

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

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



Vaughn Ventilator - Before

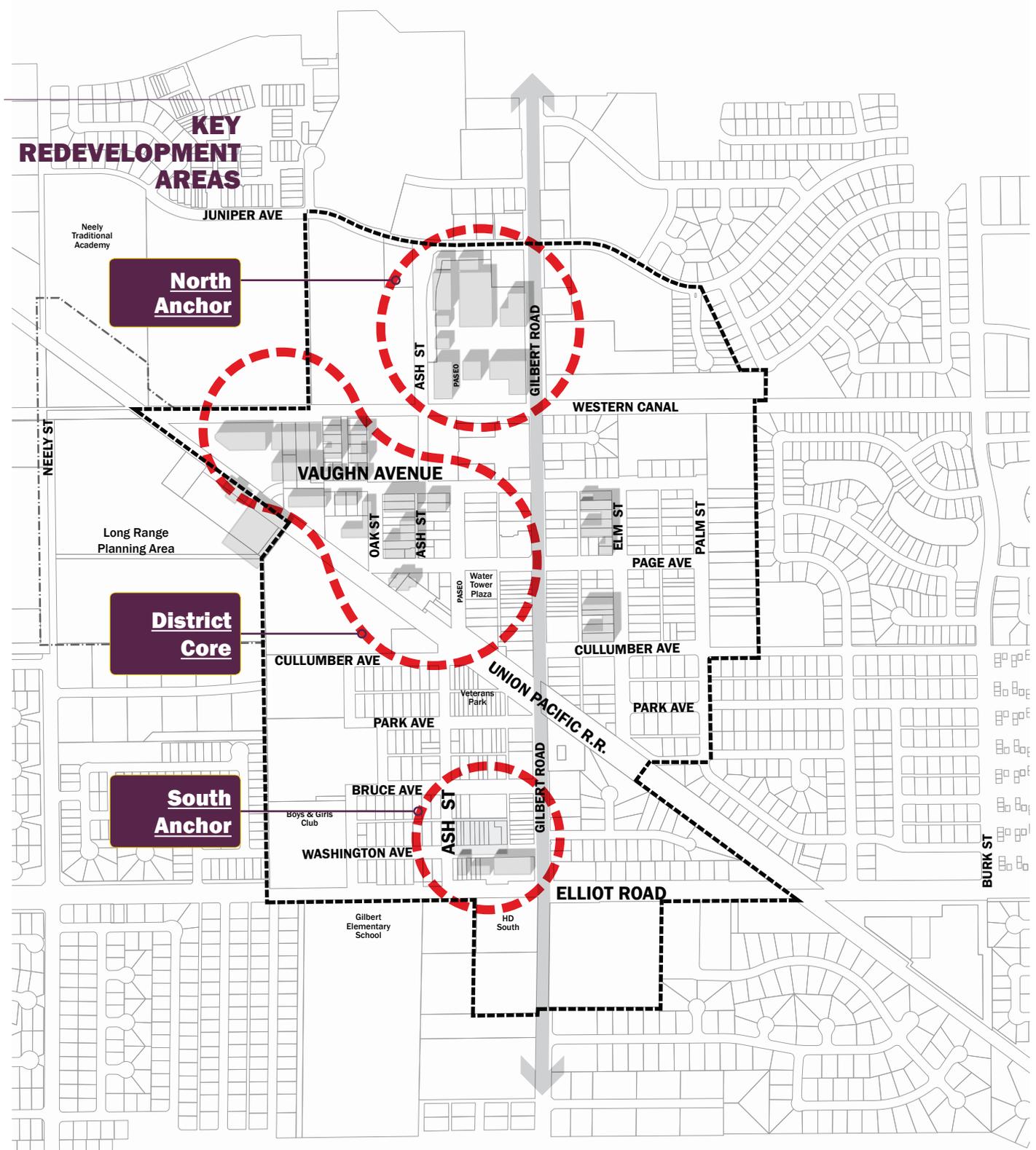


Vaughn Ventilator - After



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KEY REDEVELOPMENT AREAS



DISTRICT CORE

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

LOCATION West of Gilbert Road, South of the Canal, and north of the UPRR tracks.

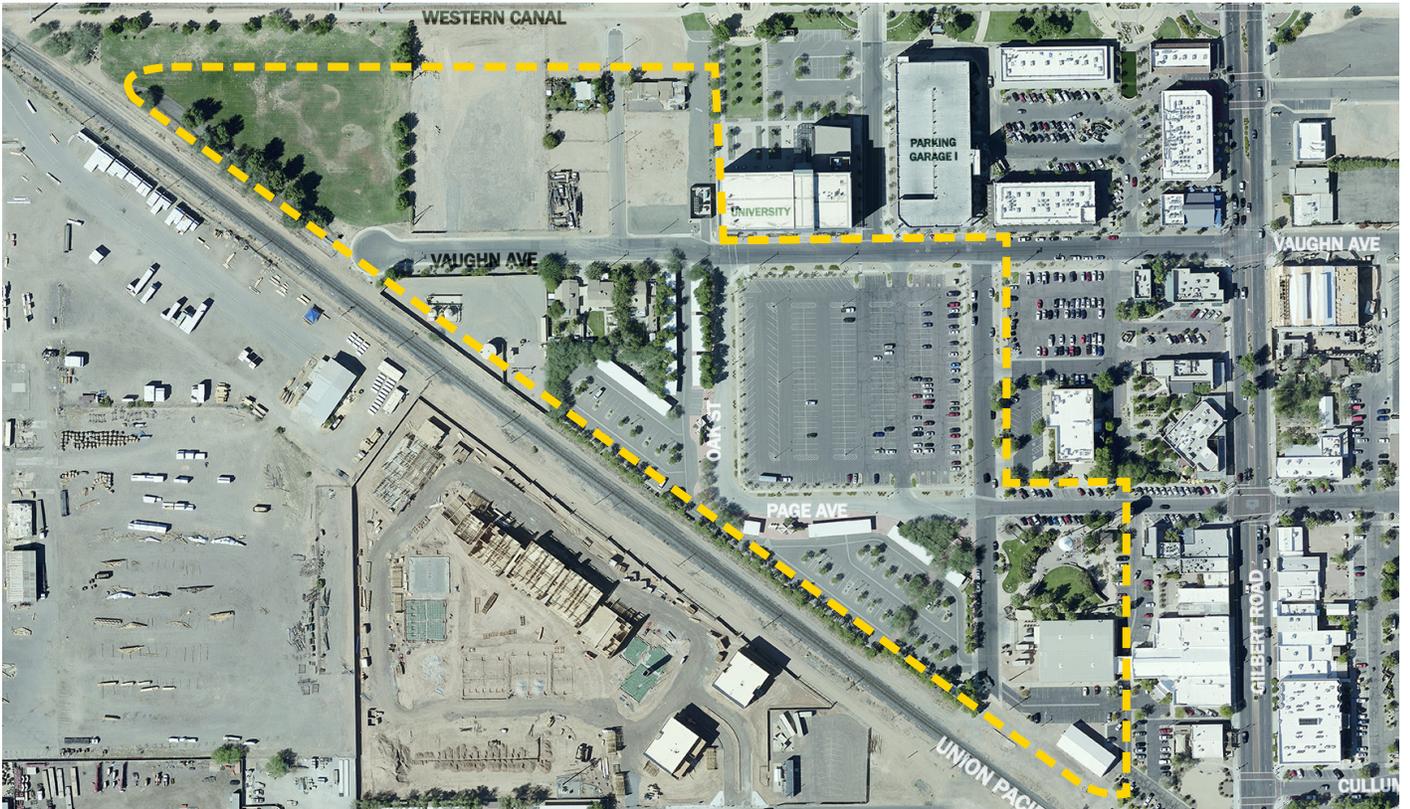
- LAND USE**
- Office
 - Local Retail Shopping
 - Family-friendly Restaurant and Dining
 - Boutique Hotel
 - Multi-family Rental Housing
 - Multi-family Condominium
 - Parking

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

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



District Core - Before



District Core - After



NORTH ANCHOR

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

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

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

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



North Anchor - Before



North Anchor - After



SOUTH ANCHOR

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

LOCATION Northwest corner of Elliot and Gilbert Roads.

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

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



South Anchor - Before



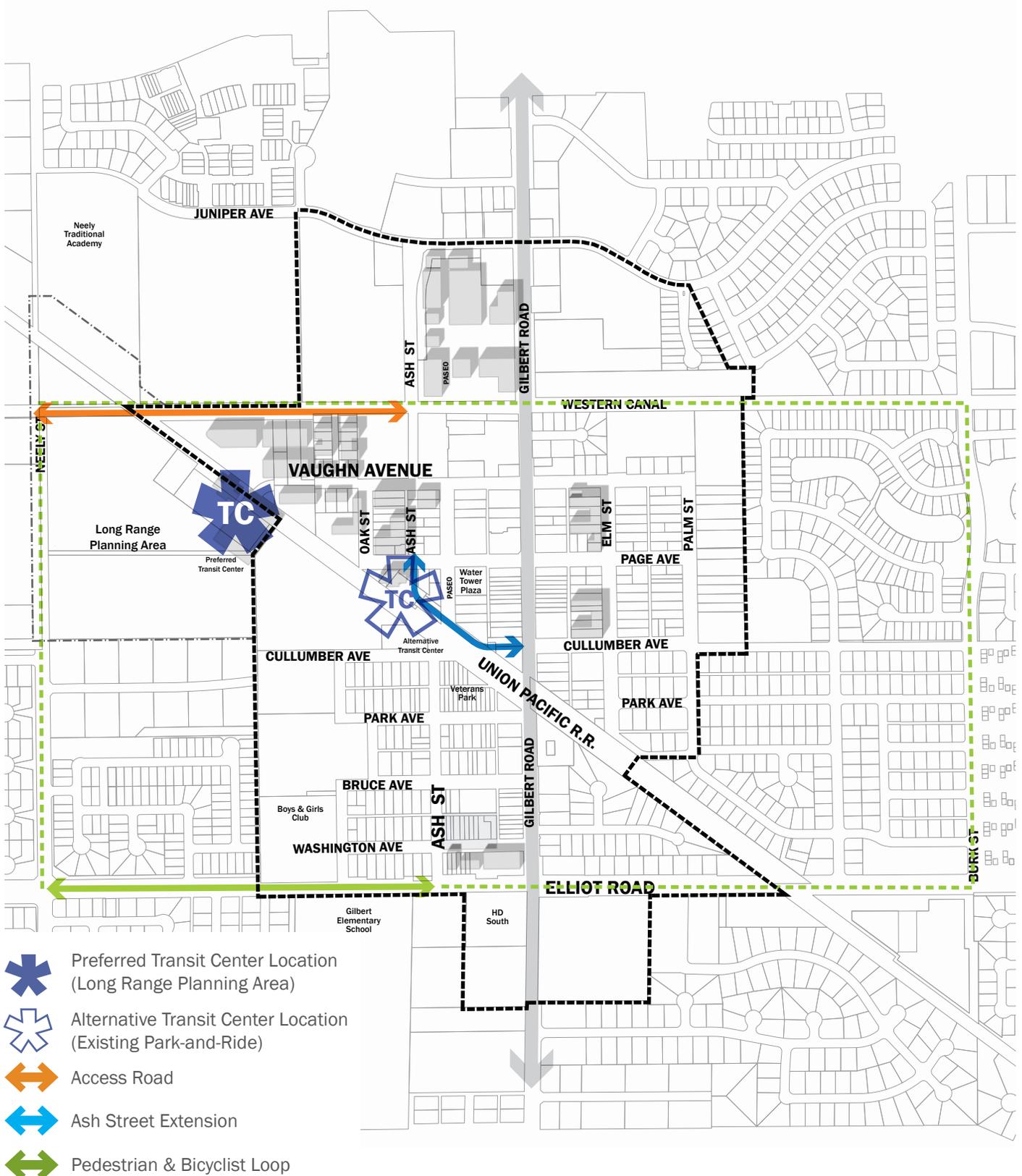
South Anchor - After



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OTHER PROJECTS

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



TRANSIT CENTER

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

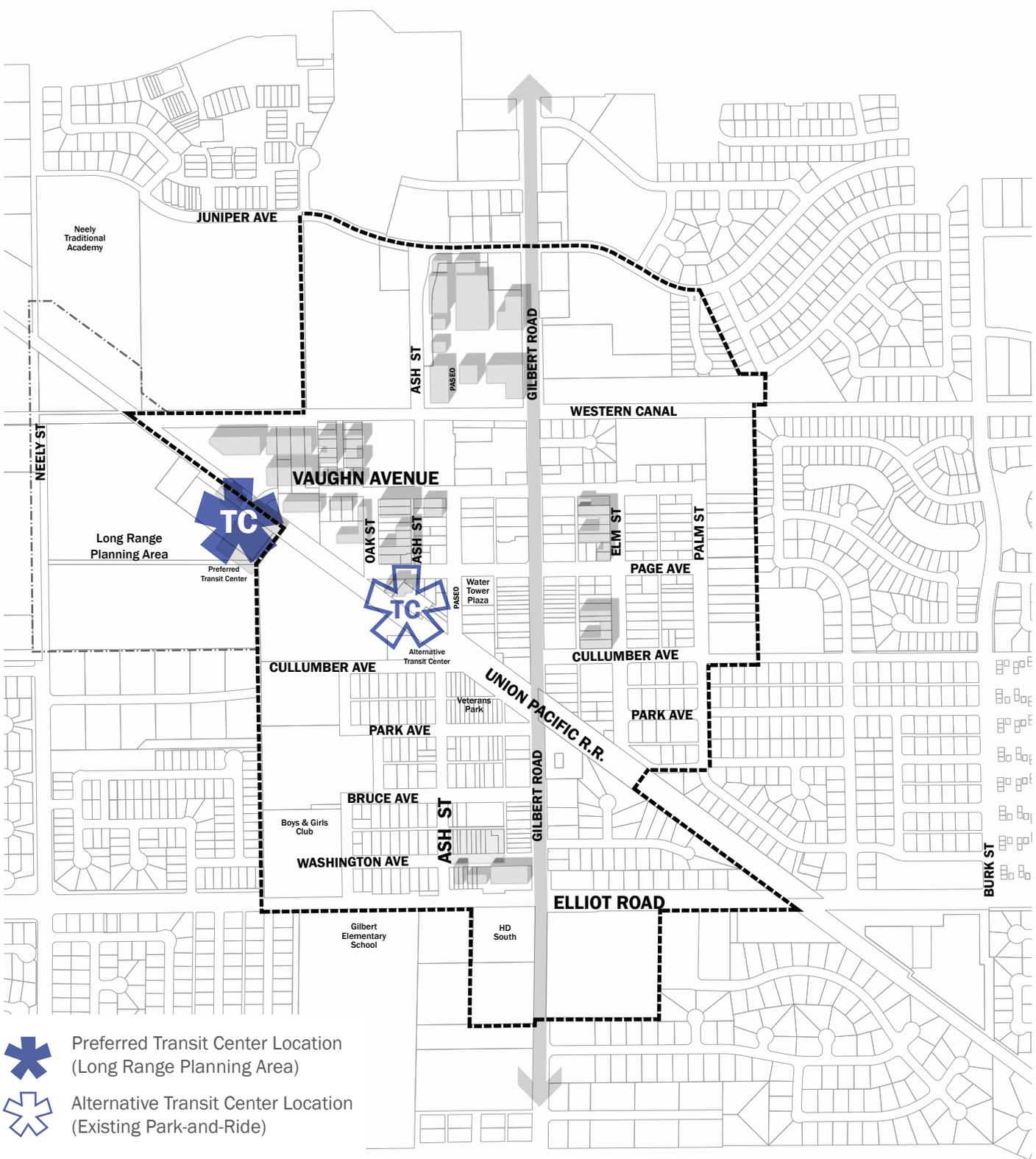
LOCATION The Transit Center needs to be considered as a long-term component of the overall Heritage District Redevelopment Plan. Full implementation may take as long as 30 years. As such, longer-term preservation of a viable site needs to be balanced with the desire to maximize development opportunities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

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

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

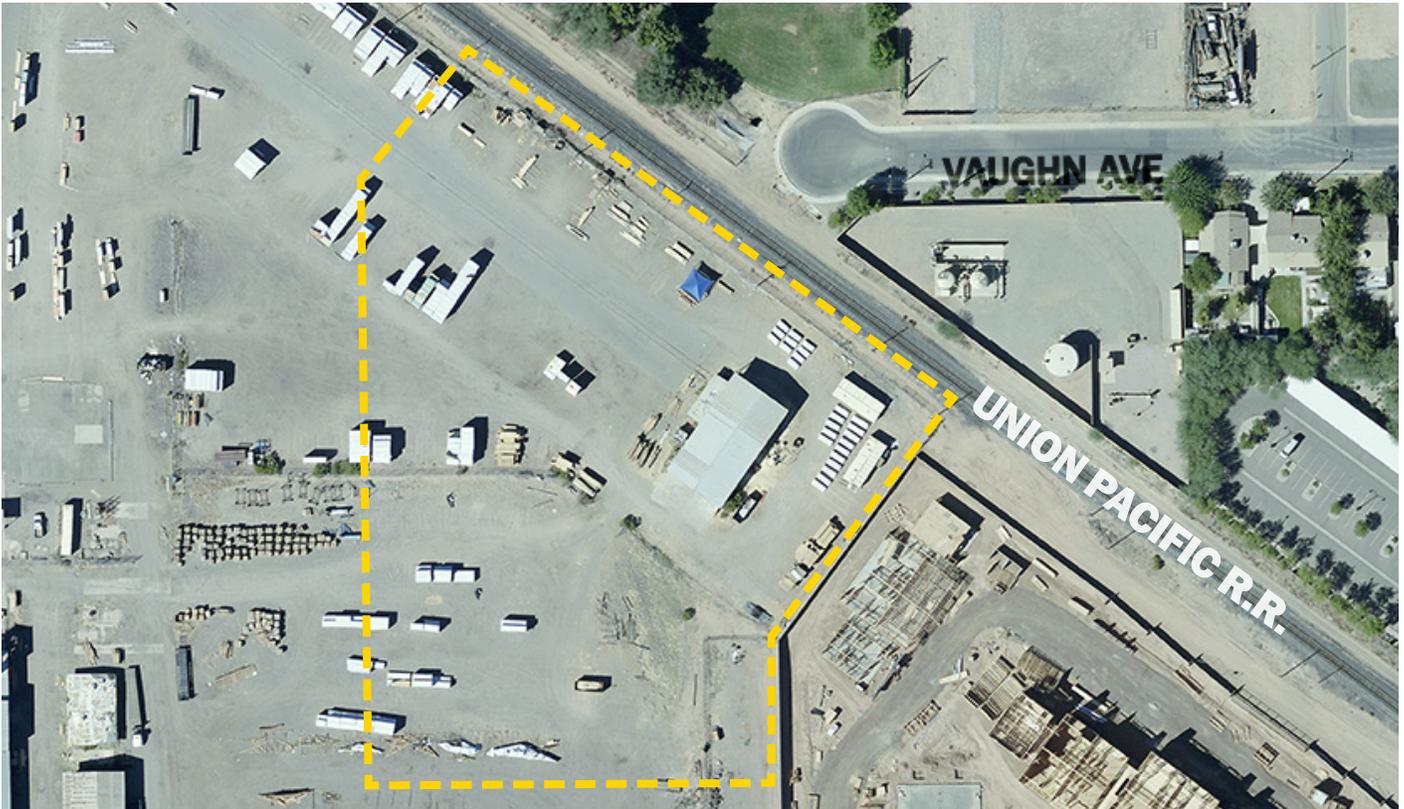
REDEVELOPMENT GOALS The Transit Center supports the following Redevelopment Plan goals:

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

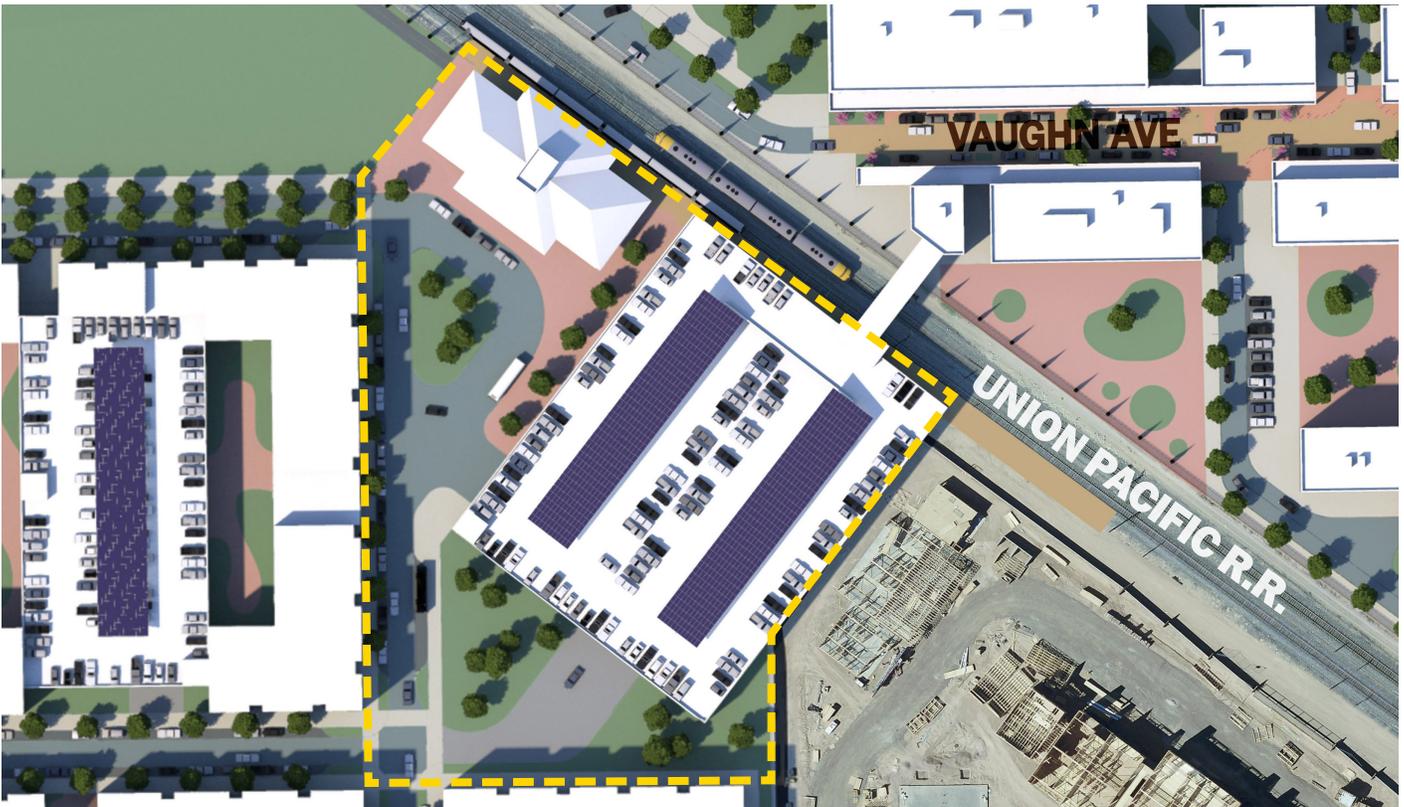


-  Preferred Transit Center Location (Long Range Planning Area)
-  Alternative Transit Center Location (Existing Park-and-Ride)

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



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



Preferred Transit Center Location (Long Range Planning Area)



Commuter Rail Station —
Ticketing, transit services,
convenience retail/cafe
(10,000 square feet)

Passenger Drop-off

**Park-and-Ride +
Ground Floor Bus Station**
(200 spaces per floor)

Multi-Family

Station Platform

Vaughn Station Forecourt —
Downtown arrival area with
information, ticketing, and
special signage/art

Public access to skybridge
and elevator connection to
Vaughn Avenue retail

VAUGHN AVE

UNION PACIFIC R.R.

DISTRICT LOFTS
APARTMENTS

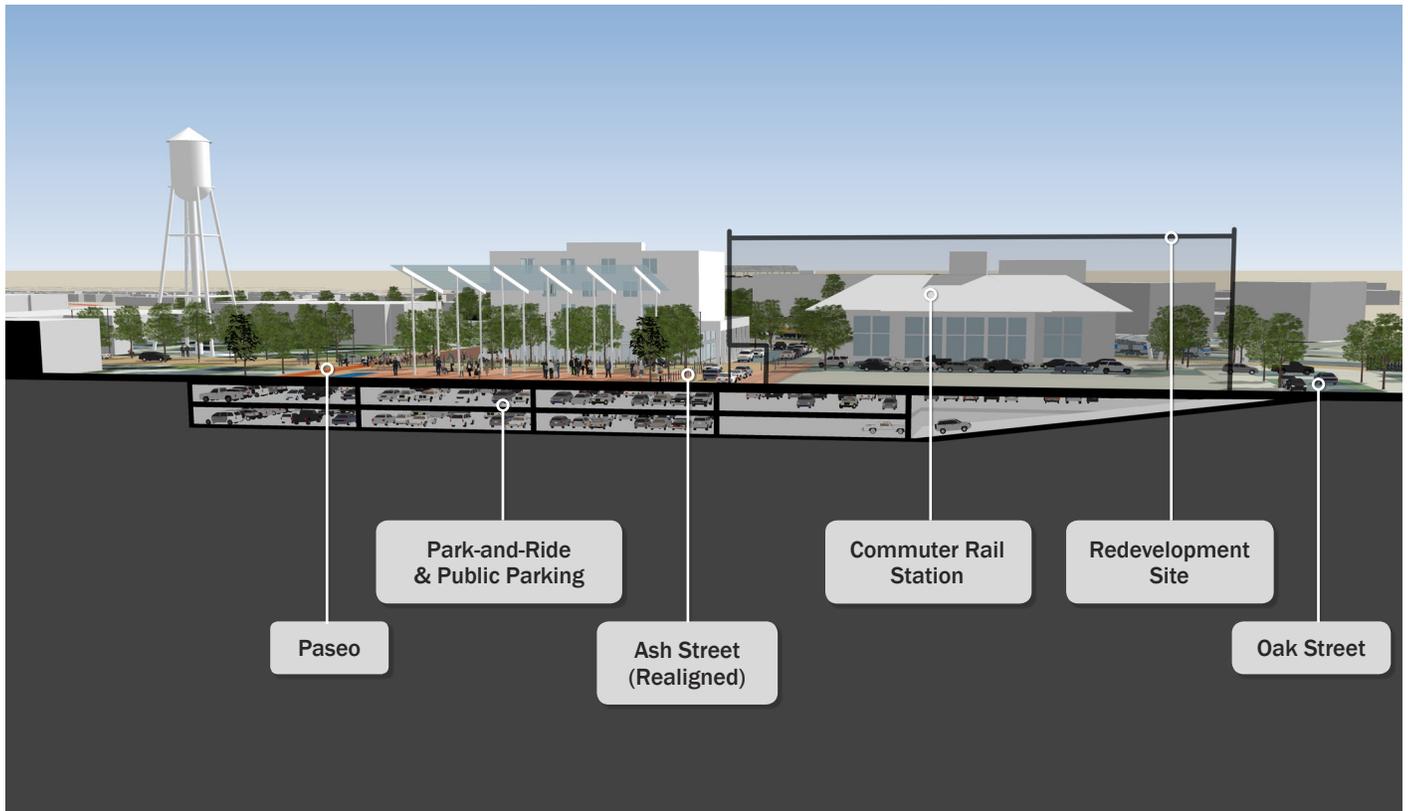
Alternative Transit Center Location (Existing Park-and-Ride) – Before



Alternative Transit Center Location (Existing Park-and-Ride) – After



Alternative Transit Center Location (Existing Park-and-Ride) – Section Looking South



ASH STREET EXTENSION

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

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

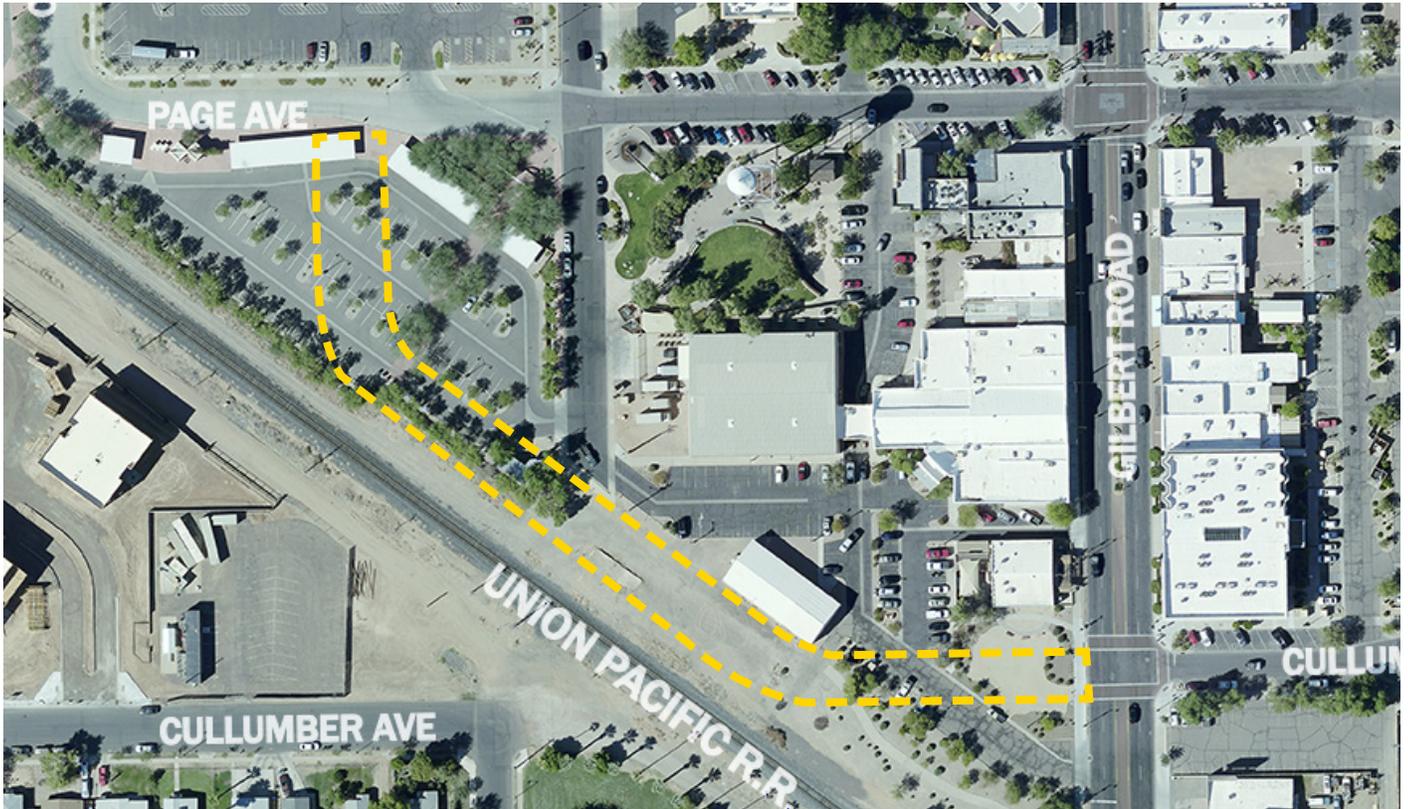
The re-aligned segment of Ash Street flanks the western edge of the plaza, approximately 180 feet to the west of it's existing location to align with its northern most segment at Vaughn Avenue.

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

- REDEVELOPMENT GOALS** The Ash Street Extension supports the following Redevelopment Plan goals:
4. Improved Circulation
 6. Partnership & Collaboration



Ash Street Extension - Before



Ash Street Extension - After



ACCESS ROAD

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

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

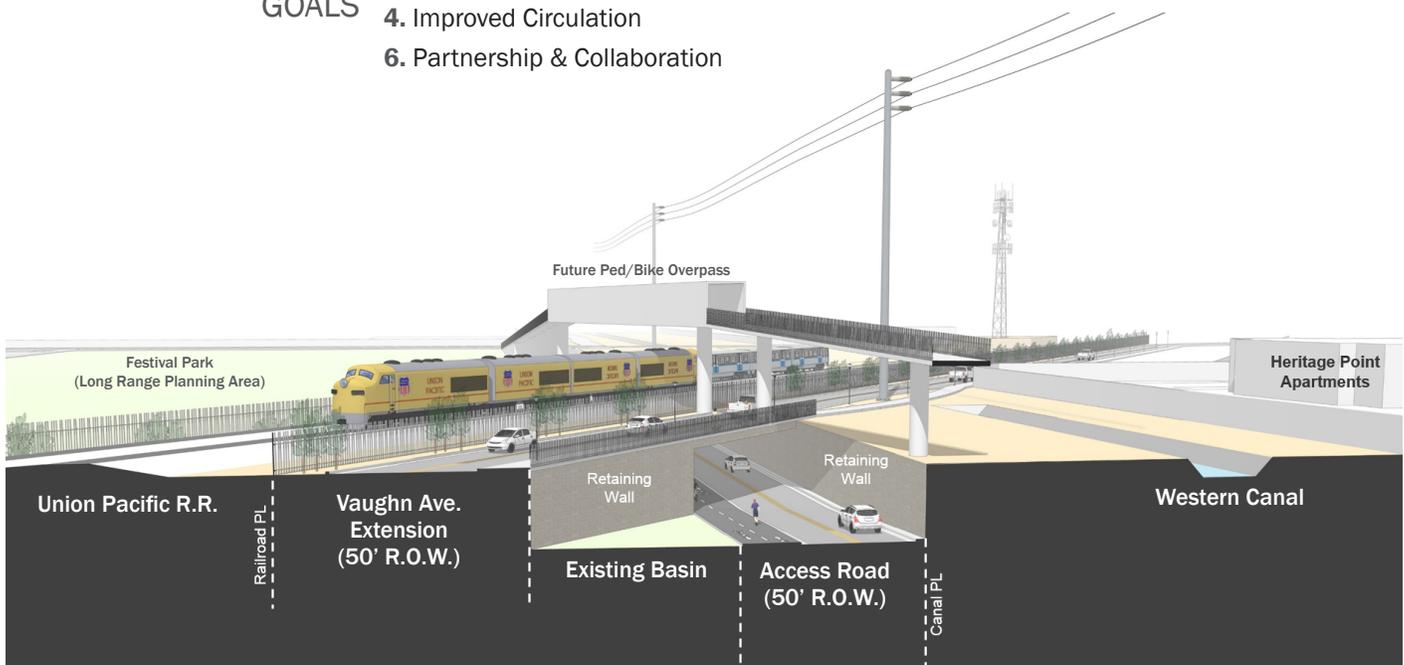
Moreover, the regulatory process for FEMA approval of flood mitigation must be considered, including a potential Conditional Letter of Map Revision (CLOMR) and a final Letter of Map Revision (LOMR). The design and approval of this roadway should be coordinated or combined with the design and FEMA approval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

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

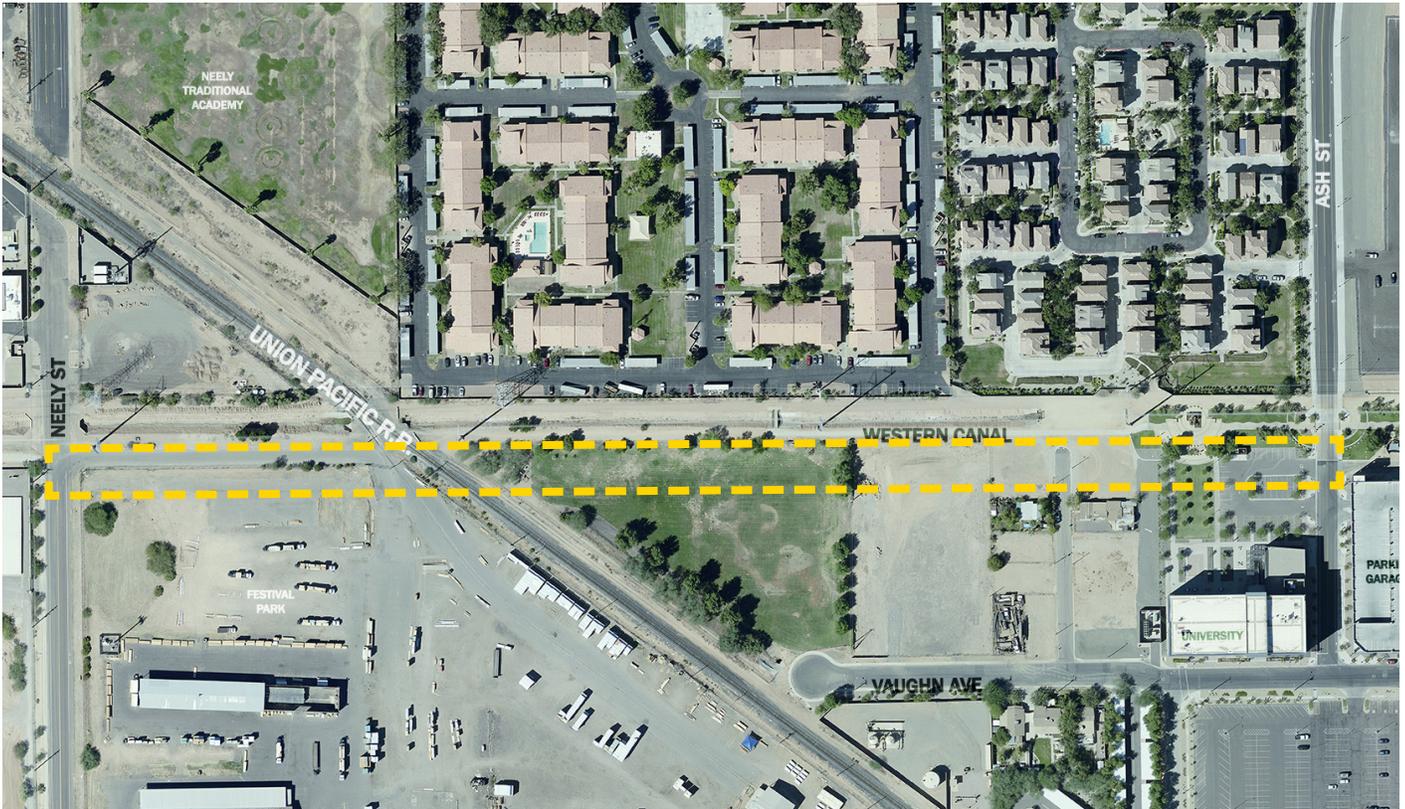
- ELEMENTS**
- 50-ft right-of-way
 - Two travel lanes
 - ADA accessible multi-use trail
 - Attractive retaining walls
 - Light and airy railroad underpass
 - Flood control levees and/or other unusual remedial measures

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

- 4. Improved Circulation
- 6. Partnership & Collaboration



Access Road Underpass - Before



Access Road Underpass - After



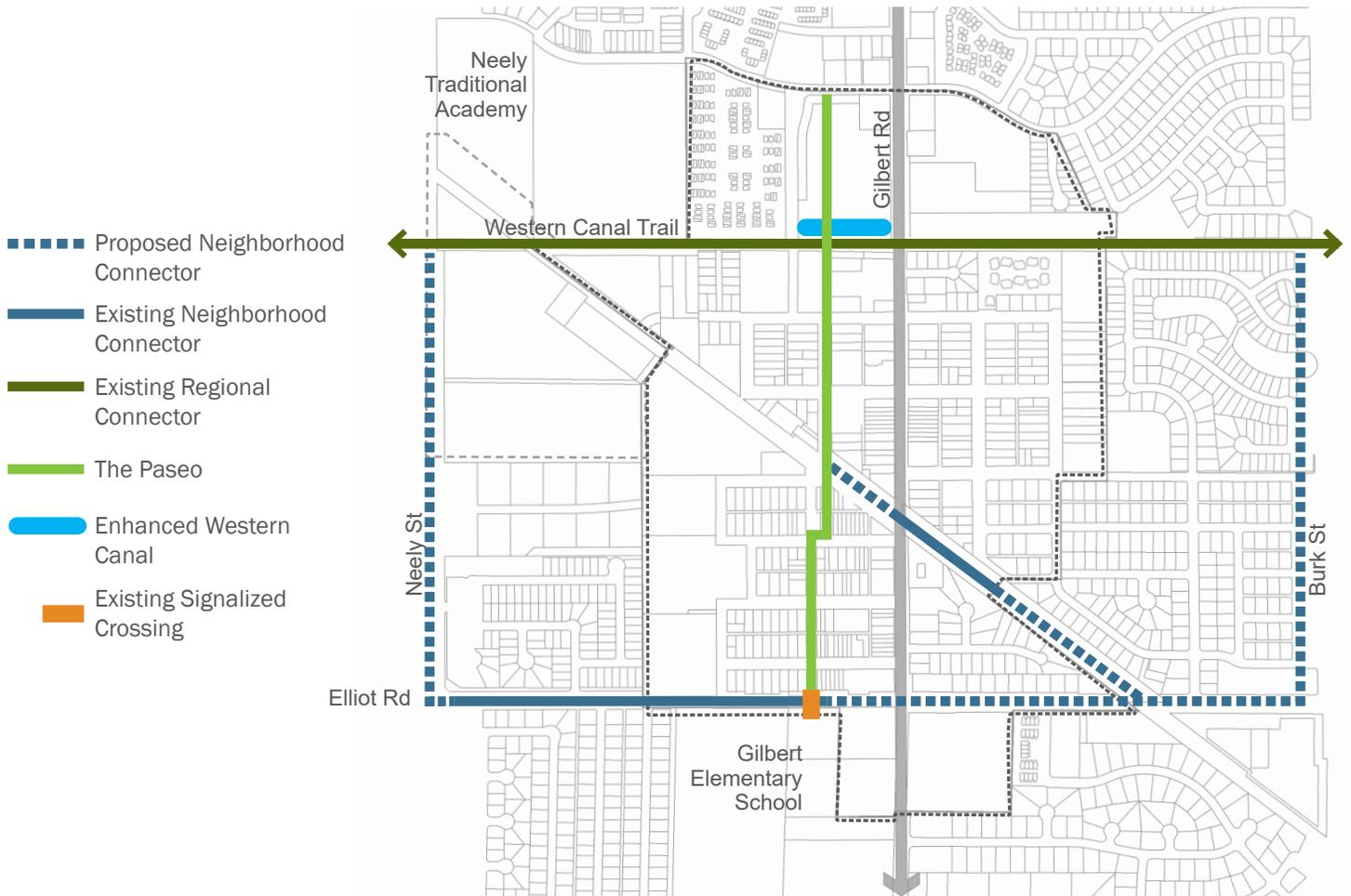
PEDESTRIAN & BICYCLIST LOOP

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

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

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

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



Pedestrian & Bicyclist Loop - Before (Looking West)



Pedestrian & Bicyclist Loop - After (Looking West)



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IMPLEMENTATION



IMPLEMENTATION STRATEGY

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

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

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

CATALYST PROJECTS

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

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

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

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

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

KEY PROJECTS

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

OTHER PROJECTS

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

REDEVELOPMENT PLAN GOALS

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

REDEVELOPMENT PLAN GOALS

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

	1	2	3	4	5	6
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NORTH ANCHOR CATALYST

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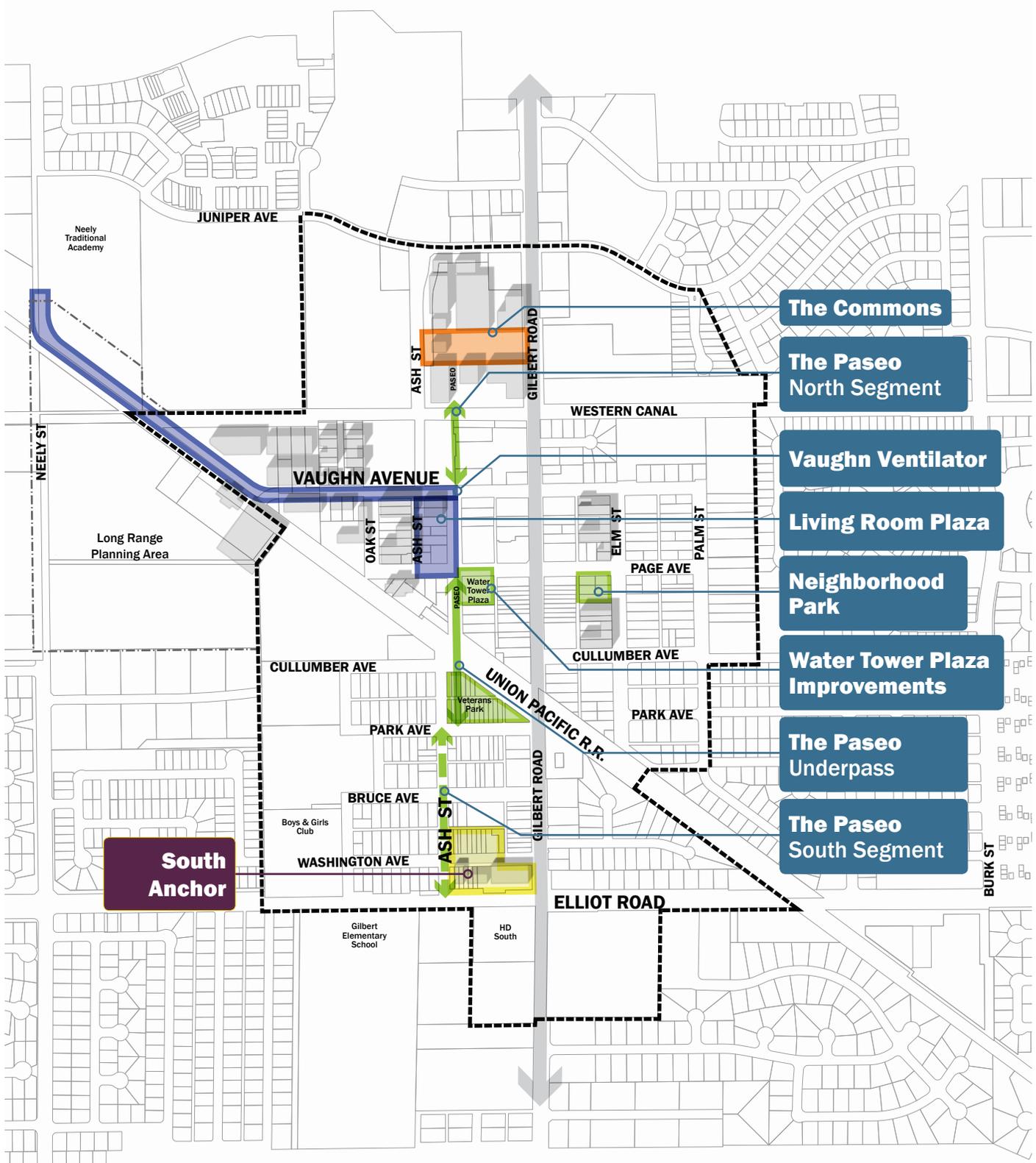
DISTRICT CORE CATALYST

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

KEY PROJECTS

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

CATALYST AND KEY PROJECTS



CATALYST PROJECTS

NORTH ANCHOR CATALYST THE COMMONS

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

Town Actions

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

DISTRICT CORE CATALYST VAUGHN VENTILATOR

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

Town Actions

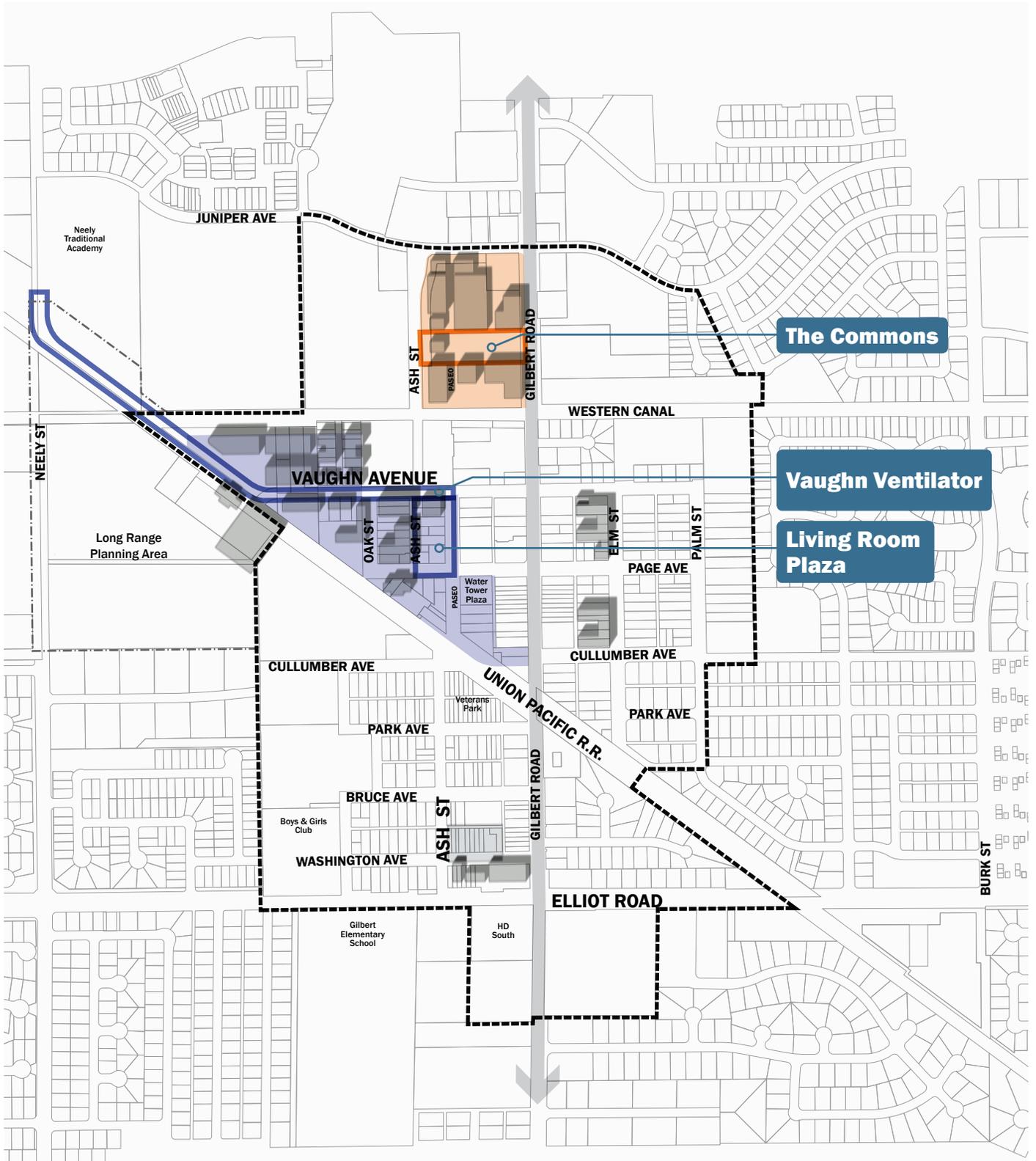
- Acquire approximately 50–60 feet of right-of-way from Neely Traditional Academy and a small portion of Heritage Pointe Apartments' parking lot to build the Vaughn Ventilator.
- Study/identify 'Safe Routes to School' and other pedestrian and bicycle safety measures for Neely Traditional Academy. Design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

DISTRICT CORE CATALYST LIVING ROOM PLAZA

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

Town Actions

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



KEY PROJECTS

THE PASEO UNDERPASS

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

Town Actions

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

THE PASEO SOUTH SEGMENT

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

Town Actions

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

THE PASEO NORTH SEGMENT

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

Town Actions

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

SOUTH ANCHOR REQUEST FOR PROPOSALS (RFP)

Anchor retail uses, such as a neighborhood-scale grocery market, pharmacy, or convenience store, are recommended for this prominent and accessible corner. Attracting the appropriate scale and character of development requires intentional timing to ensure that the rest of the District has achieved a supportive level of development. The South Anchor Redevelopment Area has been re-zoned to Heritage Village Center (HVC).

Town Actions

- Vacate existing Washington Avenue between Ash Street and Gilbert Road.
- Fund, design, and construct surface parking lot for interim public use.
- Assemble and release RFP.



NEIGHBORHOOD PARK

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

Town Actions

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

WATER TOWER PLAZA IMPROVEMENTS

The Gilbert Water Tower is a revered historical gem and landmark for the Heritage District. It has served the community as a plaza and gathering space for a decade. A fully integrated Town plaza will help preserve and restore the icon for decades to come. Improvements to the existing Water Tower Plaza should reflect and complement the design of the Living Room Plaza through material expression and other consistent elements in order to unify the two spaces and allow them to be experienced as one. Circulation at the plaza and pedestrian-oriented festival street will be designed to accommodate Hale Theatre special events and drop-off functions.

Town Actions

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

CATALYST & KEY PROJECT IMPLEMENTATION SCHEDULE

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

OTHER PROJECTS

TRANSIT CENTER

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

Town Actions

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

ASH STREET EXTENSION

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

Town Actions

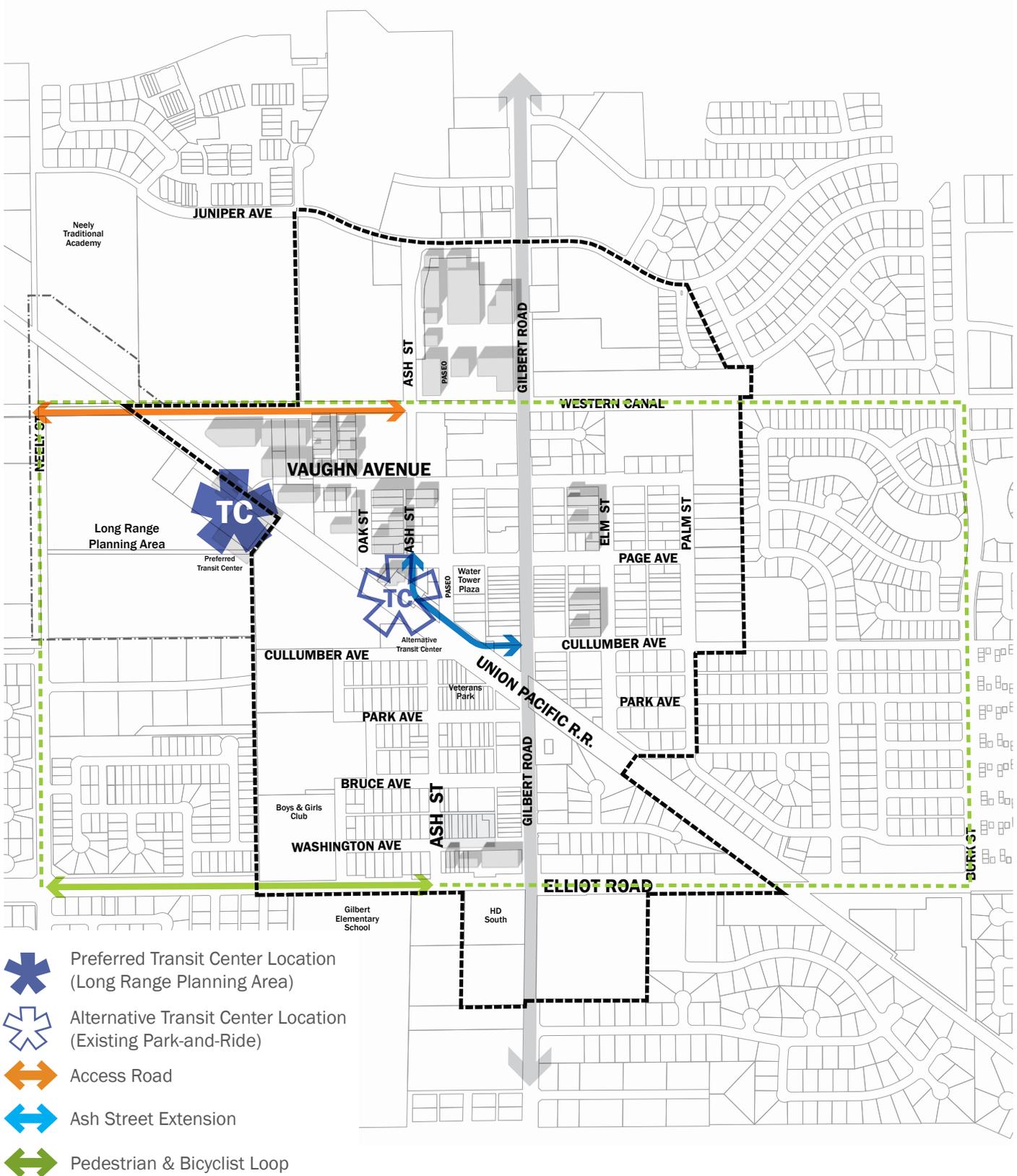
- Identify actions required to relocate the existing transit uses out of the District Core. The recommended destination is in the Long Range Planning Area.
- Provide traffic analysis of ingress/egress at intersection of Gilbert Road and Cullumber Avenue. Determine viability of a traffic signal.
- Acquire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

ACCESS ROAD

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

Town Actions

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



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

BUSINESS CASE

MARKET ABSORPTION

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

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

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

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

Cumulative New Development

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

TAX REVENUE GENERATION

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

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

FUNDING



FUNDING SOLUTIONS

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

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

INFRASTRUCTURE FUNDING

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

Note: Federal funding and other major funding sources listed below must receive Council approval through a formal process.

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

The USDOT BUILD grant allows for larger dollar amounts and should be considered a possible funding source for roadway infrastructure projects within the Gilbert Heritage District, such as the proposed Access Road connecting Long Range Planning Area to the Heritage District .

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

MAG Federal Transportation Funds

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

Half-Cent Sales Tax

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

Local Funds

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

Arizona Department of Transportation (ADOT) Funds

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

FEDERAL FUNDING

REGIONAL AND STATE FUNDING

FINANCING STRATEGIES

OPPORTUNITY ZONE LEGISLATION

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

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

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

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

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

CASE STUDIES

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

Enhanced Municipal Services District

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

Mini Bonds

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

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

Parking In-Lieu Fee

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

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

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

ADDITIONAL CASE STUDIES

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ROLES & RESPONSIBILITIES



ROLES & RESPONSIBILITIES

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

REDEVELOPMENT COMMISSION

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

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

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

The Redevelopment Commission shall have the following responsibilities:

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

COMPOSITION

RESPONSIBILITIES

REQUIREMENTS



REQUIREMENTS

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

Requirements are provided for the following areas of focus. Each requires strategic planning and policy-making outlined in this chapter.

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

PUBLIC PARKING

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

DATA COLLECTION AND STUDIES

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

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

REGULATORY STRATEGIES

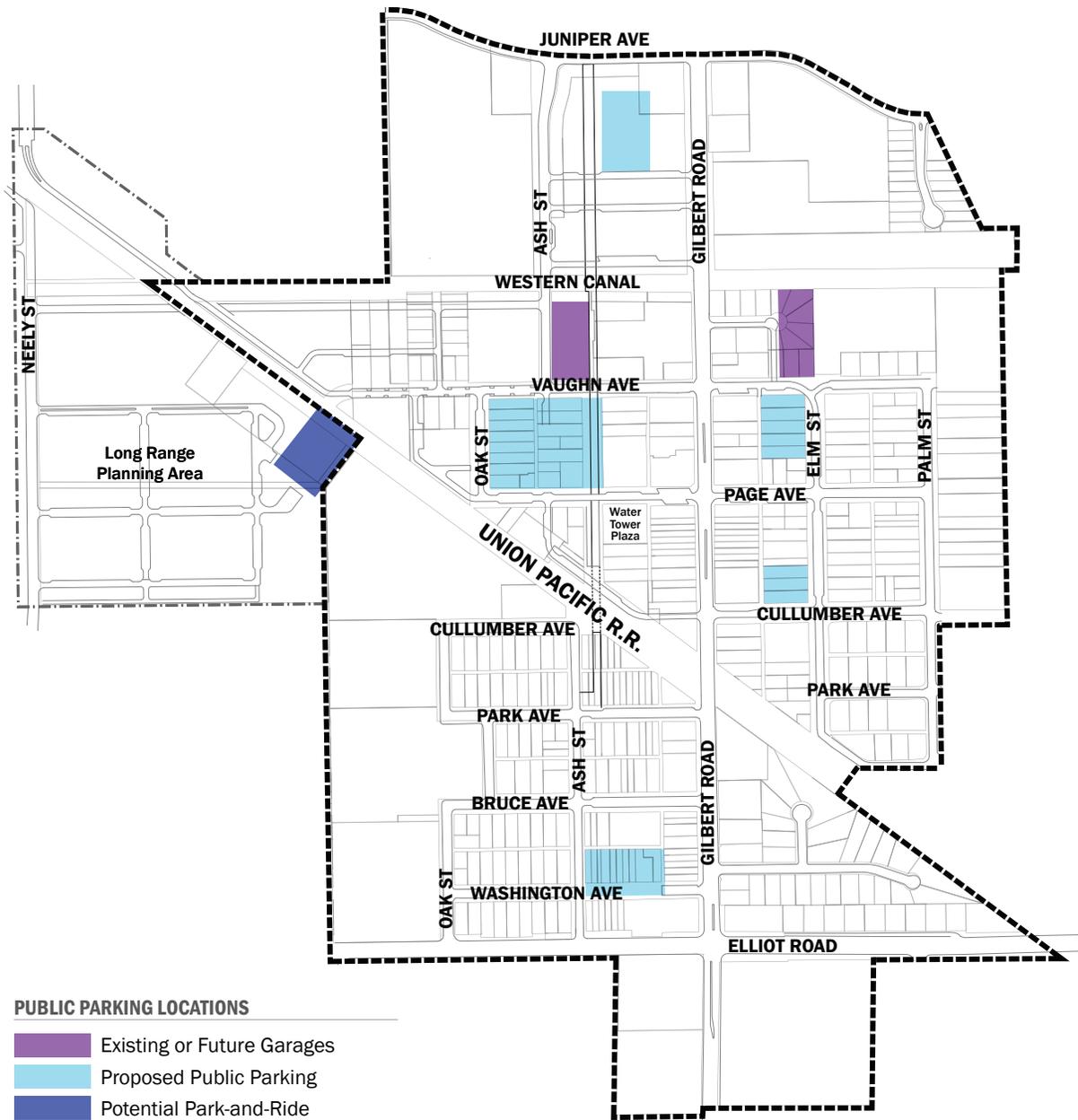
The following strategies should be studied and addressed in a District Parking Plan.

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

PARKING FACILITIES

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

PUBLIC PARKING



CIRCULATION

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

GILBERT ROAD

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

HERITAGE DISTRICT ANALYSIS

Specific project areas for additional analysis include:

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

ADDITIONAL STAKEHOLDER FINDINGS

The Connectivity Stakeholder Working Group was assembled as part of a community engagement process led by the Town of Gilbert to assess the needs and priorities of the Heritage District. The study, completed in September 2016, identified strengths, weaknesses, opportunities, threats, and other needs and comments regarding past and future planning. The stakeholder findings help establish a basis for planning and implementation of redevelopment projects and policy. The following is a summary of findings that may be found in full in *Appendix D: Public Process Records*.

- **Strengths.** Unique dining, community, HVC guidelines, parking locations.
- **Weaknesses.** Lacking diversity of land use, poor bicycle trail connectivity, congestion.
- **Opportunities.** New development, diversified land use, traffic outlets from Gilbert Road, railroad crossings, rideshare.
- **Threats.** Loss of parking with new development, physical barriers at railroad.

DISTRICT BRANDING

A strong District brand is a consistent message with emotional impact which represents Gilbert's Heritage District as the cultural, entertainment, civic, transit, business and residential center. The District should brand and celebrate its own inherently unique qualities while establishing connections to the larger Gilbert community's identity and economy.

DEVELOPING THE BRAND

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

Establish Branding Committee

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

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

Define Team Expectations and Objectives

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

Interviews

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

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

Document and Present Best Practices and Preliminary Recommendations

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

Conceptual Theme Options

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

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

Considerations

PHASE 1 BUILD YOUR TEAM OF CHAMPIONS

PHASE 2 PROGRAMMING

PHASE 3 CONCEPTUAL DESIGN

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

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

Visual Presentations

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

PHASE 4 DESIGN DEVELOPMENT

Preferred Concept

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

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

PHASE 5 PRODUCTION

Artwork

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

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

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

PHASE 6 GUIDELINES

Establish Place and Graphics Brand Standard Guidelines

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

WAYFINDING

Signage and wayfinding systems are a hallmark of great places and can make a positive impact on community interaction while greatly enhancing the urban landscape and encouraging travel and exploration throughout the District.

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

BUILDING A SIGNAGE AND WAYFINDING PROGRAM

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

Establish A Signage and Wayfinding Committee

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

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

Define Team Expectations and Objectives

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

Interviews and Data Collection

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

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

Programming and documentation

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

PHASE 1 BUILD YOUR TEAM OF CHAMPIONS

PHASE 2 PROGRAMMING

PHASE 3
CONCEPTUAL DESIGN

Conceptual Theme Options

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

Visual Presentations

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

PHASE 4
DESIGN DEVELOPMENT

Preferred Concept

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

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

PHASE 5
DESIGN INTENT
DOCUMENTATION

Final Drawing Documents

The Design Intent Drawings are developed and this document provides all the details for the contractor to fabricate and install the signage. Once the Town obtains a qualified contractor and the documentation has received final approval, the Design Intent is released to the contractor. The documentation will include the following:

- Detailed drawings and specifications.
- Location plans and message schedule.
- Artwork and graphics.

PHASE 6
CONSTRUCTION
ADMINISTRATION

Facilitate fabrication and Installation

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

PHASE 7
SIGNAGE GUIDELINES
AND STANDARDS

Establish Signage Standard Guidelines

Using the established and approved wayfinding materials as a model, develop and document standards to guide and assist The Downtown Heritage District, The Town of Gilbert and its entities in the maintenance of a cohesive signage and wayfinding program. The standards describe the elements of signage so as to communicate a consistent brand message. It is the tool for future implementation of the overall program.

PHASE 8
PERFORMANCE
ASSESSMENT

Quality Control Follow Up

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

TOURISM

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

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

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

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

Gilbert has the potential to develop wedding facilities and wedding business. A wedding pavilion may be integrated into one of the envisioned downtown parks. The proposed Festival Park or Veterans Park are potential locations with the land area to develop a wedding pavilion and garden complex. This would provide the opportunity for larger restaurants in the Heritage District to host wedding banquets within the District.

The Heritage District has a shortage communal meeting space and conference facilities. Market analysis and feasibility study identified the need for a proposed 200-room hotel and a 40,000-square-foot conference facility in the Town of Gilbert.

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

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

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

ENHANCE BUSINESS RECRUITMENT

ENCOURAGE HOTEL DEVELOPMENT

CREATE A WEDDING DESTINATION

MEET NEED FOR A CONFERENCE FACILITY

DEVELOP ARTS & CULTURE ASSETS

SIGNATURE EVENTS

PUBLIC ART

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

To inform the development of a public art policy, the Arts Stakeholder Working Group identified issues, opportunities, and recommendations. The following is a summary of the findings which may be found in full in *Appendix D: Public Process Records*.

- **Why? Community Impact.** Enhanced sense of community, quality of life, District vibrancy, and economic development.
- **Who? Champion of Art.** Need a point of contact or coordinator, potentially Heritage District Liaison.
- **What? Types & Characteristics of Art.** Guidelines and code should be more flexible and allow performance art.
- **How? Programs & Policy.** Recommendation to establish Public Art Requirement, pursue grant funding, and allot budget for public art funding.
- **Where? Locations.** Opportunity to utilize Approved Art Locations Map to help stimulate and regulate art.

DESIGN & INSTALLATION POTENTIAL REGULATORY UPDATES

Heritage District regulations and guidelines should encourage flexibility and creativity of art installations while promoting equity, accessibility, and safety. The following regulatory updates may be required.

Existing Policy

- **Heritage District Design Guidelines.** Visual guidelines for art should reflect a desired experience rather than desired theme.
- **Land Development Code.** Explore opportunities to make allowance for performance art.

New Policy

Additional guidelines or standards should be developed as part of a Public Art Plan:

- Accessibility and equity (hours/location).
- Circulation, egress, fire safety.
- Landscaping and maintenance of site.
- Proximity to landmarks, signs, or buildings.
- Crime Prevention Through Environmental Design (CPTED).

POTENTIAL FUNDING SOURCES

Public Sources

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

Private Sources

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

Public/Private Partnership

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

SPECIAL EVENTS

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

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

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

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

Gilbert is rooted in ancient Hohokam traditions, agriculture, and the railroad, earning the town's identity as the "Hay Capital of the World." Gilbert has the Valley's highest per capita income and education level. Gilbert is a true oasis in the desert with riparian preservation in the midst of the Sonoran Desert. The town is an embodiment of growth, with a rising tourism industry, the continued redevelopment of the Heritage District, and advancing satellite technology, stem cell research, cancer research, and green technologies.

The Gilbert community values the feeling of home, its small town intimacy, personal interactions, and family values. They embrace people of all cultures and foster a welcoming feeling to everyone. Citizens of Gilbert have pride in community icons such as the Hale Theatre, the water tower, and food. They enjoy taking part in music and the arts in all forms including performing, visual, and literary. These are the cues around which Special Events should be designed and these are the values they should embody.

GILBERT'S SPECIAL CHARACTER



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

VENUES LIVING ROOM PLAZA

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

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



Event Concepts

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

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

VENUES THE COMMONS

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

Event Concepts

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

Infrastructure and resources needing review and consideration include:

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

The Events Stakeholder Working Group, led by the Town of Gilbert, identified strengths, weaknesses, opportunities, threats, and other needs, desires, and ideas for future planning of events in the District. The stakeholder findings help establish a basis for planning and implementation of redevelopment projects and policy. The following is a summary of the findings which may be found in full in *Appendix D: Public Process Records*.

- **Strengths.** Organization and coordination of events, location and qualities of the Heritage District, reputation and values of the community.
- **Weaknesses.** District and event access, lack of venues and amenities, lack of public and merchant support.
- **Opportunities.** Growth of the District and addition of new amenities, events that strengthen business, events that increase exposure to arts/history.
- **Threats.** Competition of neighboring cities, increased traffic, safety risk, political opposition.

**ADDITIONAL
STAKEHOLDER
FINDINGS**

DISTRICT MANAGEMENT

To ensure that the Heritage District vision and goals are being met through the continued redevelopment and growth of the District, the Town must develop a District Management Plan that addresses the overall functioning of the District and day-to-day operations such as waste management, maintenance, and security. The Plan would include a strategy for identifying and funding commercial and residential improvement projects.

PLAN DEVELOPMENT

1. Identify priorities and interest

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

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

2. Prepare draft District Management Plan

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

3. Finalize and adopt District Management Plan

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

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

OPERATIONS & MAINTENANCE

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

'Clean & Safe' Program

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

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

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

Waste Management Plan

The Heritage District Waste Management Stakeholder Working Group was assembled in as part of a community engagement process led by the Town of Gilbert to assess the needs and priorities of the Heritage District. The study identified goals, issues, and opportunities summarized below. Stakeholder findings may be found in full in *Appendix D: Public Process Records*.

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

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

- **Service & Facilities Map.** Create a map of existing and proposed container locations. Explore optimizing service routes and pick-up/drop-off locations. Identify opportunities for centralized pick-up. Utilize Geographic Information System (GIS) mapping technology to generate and maintain a Service & Facilities Map. This map should also include service zones, transfer stations, hazardous waste facilities, and locations of other helpful resources.
- **Equipment.** Explore requiring enclosed on-site oil recovery tanks for all new restaurants. Explore opportunities to integrate garbage compactors, cardboard compactors, and alternative container types/capacities for commercial, residential, and pedestrian use.
- **Facilities.** Require indoor garbage and recycling storage areas for new multifamily and commercial buildings. For existing buildings, explore types of enclosures and locations for centralized pick-up.

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

POTENTIAL FUNDING APPROACH

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

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

Key considerations for forming an Enhanced Municipal Services District include:

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

PUBLIC SAFETY

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

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

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

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

CRIME PREVENTION THROUGH ENVIRONMENTAL DESIGN PROGRAM

HERITAGE DISTRICT SAFETY MANAGER

NEIGHBORHOOD REVITALIZATION

In addition to commercial redevelopment, existing neighborhood revitalization is key to improving the quality of life for residents living within the Heritage District neighborhoods. The Town should form a stakeholder group comprised of Heritage District residents, members of the Redevelopment Commission and staff to address opportunities for revitalization, improvements, and maintenance while retaining the character of the District. Potential areas to examine include:

- Sidewalk improvements
- Alleyway improvements
- Storm drainage
- Undergrounding utilities
- Traffic calming
- Lighting
- Residential parking
- Tree protection

The stakeholder group should develop a set of goals that staff can utilize for an implementation strategy.

FLOOD CONTROL

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

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

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

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

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

VAUGHN VENTILATOR

DISTRICT CORE DEVELOPMENT

ACCESS ROAD

BUDGET & RESOURCE CONSIDERATIONS

PUBLIC PARKING

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

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

CIRCULATION

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

- Design and construction of improvements.
- Development of recommended studies.

DISTRICT BRANDING

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

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

WAYFINDING

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

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

TOURISM

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

PUBLIC ART

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

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

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

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

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

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

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

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

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

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

SPECIAL EVENTS

DISTRICT MANAGEMENT

PUBLIC SAFETY

FLOOD CONTROL



Draft July 10, 2018

HERITAGE DISTRICT REDEVELOPMENT PLAN

VOLUME 2: APPENDICES



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APPENDICES CONTENT

A. LONG RANGE PLANNING AREA

B. PROJECT COST ESTIMATES

Cost Estimate Summary

Commons Budget Estimate

Plaza Budget Estimate

Neighborhood Park Budget Estimate

Infrastructure Estimated Construction Costs

C. FUNDING CASE STUDIES

D. PUBLIC PROCESS RECORDS

Public Workshop Summaries

Stakeholder Group Analyses

E. TECHNICAL ANALYSES

Traffic Analysis

Public Utilities Analysis

Business Case Analysis

Market & Demographics Study

Tourism Strategic Plan Assessment

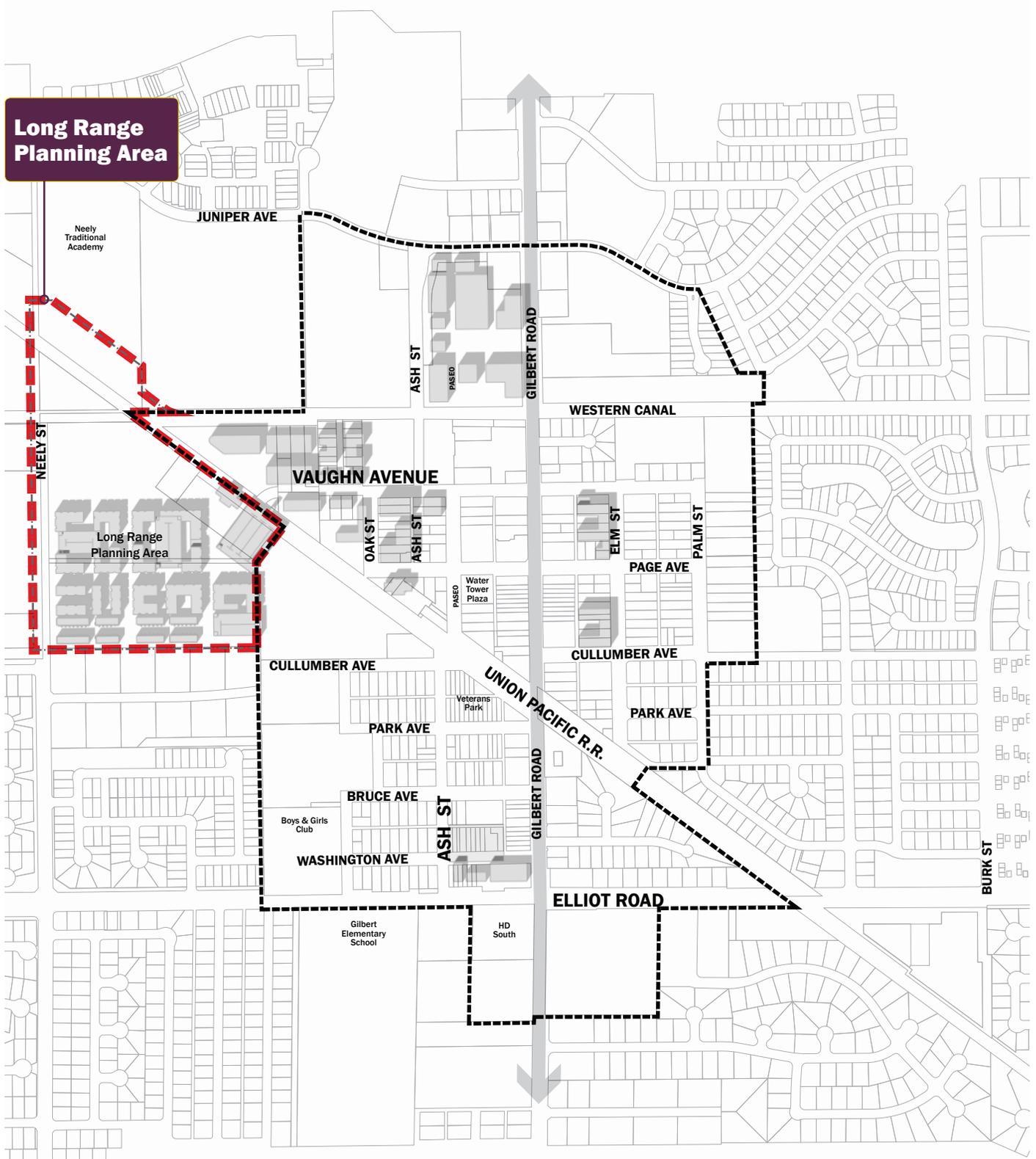
Economic Development Plan Assessment

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A. LONG RANGE PLANNING AREA

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LONG RANGE PLANNING AREA



LONG RANGE PLANNING AREA

CHARACTER

Located just outside the Heritage District boundary, this light industrial use yard, measuring approximately 27.5 acres, is a valuable site for redevelopment with potential to host several key District-supportive uses. The peripheral location provides the unique opportunity to integrate important larger-scale amenities, such as a transit center and festival park, into the District without disrupting the walkable historic character of existing neighborhoods. With the Neely Street arterial as a strong access route from the south, and the potential construction of an east-west Access Road with railroad underpass, the Festival Park and Park-and-Ride garage are convenient yet unimposing. A new multi-family residential neighborhood at this site responds to the anticipated market demand, and benefits from its proximity to the park and commuter rail station.

LOCATION

Abutting the western boundary of the Heritage District, the area is bound by the Western Canal at the north and Neely Street at the west.

LAND USE

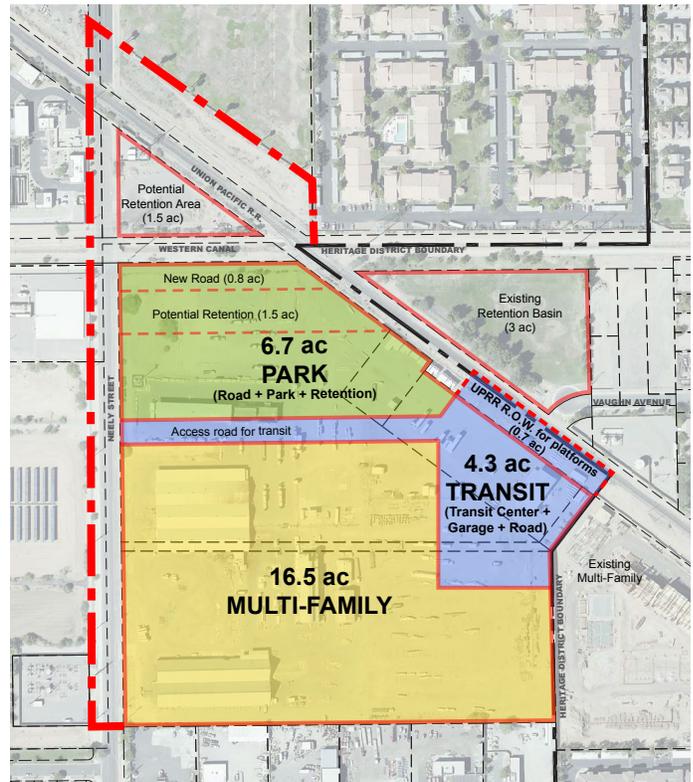
- Transit Center (Commuter Rail Station with Park-and-Ride Garage)
- Multi-Family
- Festival Park
- Replacement stormwater retention basins

REDEVELOPMENT GOALS

The District Core supports the following Redevelopment Plan goals:

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

Long Range Planning Area - Before



Long Range Planning Area - After



LONG RANGE PLANNING AREA IMPLEMENTATION

Implementation of the Long Range Planning Area and the Transit Center requires further planning and coordination with local and regional agencies to verify specific transit area requirements and land availability. Reserving land within the Long Range Planning Area for potential future transit uses would enable higher quality redevelopment and better use of the existing Park & Ride site centrally located in the District Core.

Town Actions

The Town should develop an implementation strategy for the redevelopment of the Long Range Planning Area. The following planning considerations should be addressed as part of this strategy.

- Assess viability of expanding the Heritage District Redevelopment Area boundary to include part or all of the Long Range Planning Area.
- Verify land area requirements for projected Transit Center uses—commuter rail station, bus transfer, and park-and-ride.
- Acquire Foxworth-Galbraith property in part or in full. The minimum acquisition area should accommodate the Transit Center and any required retention facilities.
- Reserve easement for potential Access Road project, south of and parallel to the Western Canal from Ash Street to Neely Street.
- Update the land use classification of the acquired parcels on the General Plan Map. The recommended classification is Village Center (VC).
- Update the zoning district of the acquired parcels on the Zoning Map. The recommended zoning district is Heritage Village Center (HVC).

B. PROJECT COST ESTIMATES

These are initial raw material cost estimates. They do not account for such things as land acquisition, project design, undergrounding powerlines, or movement of storm water detention.

At this conceptual stage, comprehensive project costs have not been validated by the Town Capital Improvements Group and Engineering. All project costs will be validated and adjusted accordingly as they are added to the Town Capital Improvement Program.

- **Cost Estimate Summary**
- **Commons Budget Estimate**
- **Plaza Budget Estimate**
- **Neighborhood Park Budget Estimate**
- **Infrastructure Estimated Construction Costs**

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COST ESTIMATE SUMMARY

CATALYST PROJECTS	
The Commons	
Open Space	\$2,750,000
Streets	\$316,000
Vaughn Ventilator	
Roadway Extension	\$1,385,000
Improvements	\$526,000
Living Room Plaza	
Plaza	\$5,270,000
Underground Parking	\$17,600,000
Re-aligned Ash Street	\$115,000
Page Avenue Improvements	\$265,000
KEY PROJECTS	
Paseo Underpass	\$14,650,000
Paseo South	\$41,000
Paseo North	\$240,000
South Anchor	
Interim Parking Lot	\$255,000
Elliot Road Bikeway	\$230,000
Neighborhood Park	\$785,000
Water Tower Plaza Improvements	\$810,000
Ash Street Extension	\$250,000
Access Road Underpass	

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for **COMMONS**
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 March 14, 2018

Total Budgetary Estimate Cost

Approx 58,040 SF Total

Item	Total Cost
Demolition / Site Preparation	\$40,985
Hardscape and Water Features	\$1,362,800
Landscape & Irrigation	\$504,113
Site Structures, Lighting and Art	\$760,200
Site Furnishings	\$82,000
Grand Total	\$2,750,098

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for COMMONS
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Demolition / Site Preparation

Item	Unit	Qty	Unit Cost	Sub-Total
Mobilization	ls	1	\$5,000.00	\$5,000.00
Demolition/ Subgrade Prep.	sf	58040	\$0.62	\$35,984.80
Total				\$40,984.80

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for COMMONS
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Hardscape and Water Features

Item	Unit	Qty	Unit Cost	Sub-Total
Concrete Pavers	sf	8400	\$25.30	\$212,520.00
Integral Color Concrete / Acid Finish	sf	16600	\$9.80	\$162,680.00
Stabilized Decomposed Granite	sf	8200	\$4.00	\$32,800.00
Tree Grates	ea	40	\$2,250.00	\$90,000.00
CIP Concrete Site Walls and Planters	lf	320	\$240.00	\$76,800.00
Decorative Fencing	lf	200	\$40.00	\$8,000.00
Monument Signage Allowance	LS	1	\$60,000.00	\$60,000.00
Central Linear Water Feature Allowance	LS	1	\$420,000.00	\$420,000.00
Vertical Water Feature ar Gilbert Road Allowance	LS	1	\$220,000.00	\$220,000.00
Linear Water Feature(s) at Paseo	LS	2	\$40,000.00	\$80,000.00
Total				\$1,362,800.00

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for COMMONS
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Landscape & Irrigation

Item	Unit	Qty	Unit Cost	Sub-Total
TREES				
48" Box	ea	54	\$1,750.00	\$94,500.00
72" Box	ea	32	\$5,500.00	\$176,000.00
Sub-total				\$270,500.00
SHRUBS - ACCENTS				
1 Gallon	ea	600	\$12.00	\$7,200.00
5 Gallon	ea	720	\$25.00	\$18,000.00
15 Gallon	ea	80	\$100.00	\$8,000.00
24" Specimen	ea	40	\$350.00	\$14,000.00
36" Specimen	ea	24	\$750.00	\$18,000.00
Sub-total				\$65,200.00
TURF				
Sod	sf	12000	\$2.50	\$30,000.00
Sub-total				\$30,000.00
TOPDRESSING				
Decomposed Granite	sf	12840	\$0.72	\$9,244.80
Sub-total				\$9,244.80
IRRIGATION				
Automatic System	sf	24840	\$5.20	\$129,168.00
Sub-total				\$129,168.00
Total				\$504,112.80

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for COMMONS
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Structures, Lighting and Art

Item	Unit	Qty	Unit Cost	Sub-Total
Lighting Allowance	sf	58040	\$5.00	\$290,200.00
Shade Structures Allowance	LS	1	\$320,000.00	\$320,000.00
Public Art Allowance	ea	3.00	\$50,000.00	\$150,000.00
Total				\$760,200.00

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for COMMONS
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Furnishings

Item	Unit	Qty	Unit Cost	Sub-Total
Bistro Tables and Chairs	ea	80	\$120.00	\$9,600.00
Waste Receptacles	ea	20	\$240.00	\$4,800.00
Drinking Fountain	ea	6	\$1,600.00	\$9,600.00
Bike Racks	ea	40	\$550.00	\$22,000.00
Accent Pots	ea	60	\$600.00	\$36,000.00
Total				\$82,000.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for **LIVING ROOM PLAZA**
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 March 14, 2018

Total Budgetary Estimate Cost

Approx 180,000 SF Total

Item	Total Cost
Demolition / Site Preparation	\$192,000
Hardscape and Water Features	\$3,127,000
Landscape & Irrigation	\$634,940
Site Structures, Lighting and Art	\$1,180,200
Site Furnishings	\$137,600
Grand Total	\$5,271,740

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for LIVING ROOM PLAZA
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Demolition / Site Preparation

Item	Unit	Qty	Unit Cost	Sub-Total
Mobilization	ls	1	\$12,000.00	\$12,000.00
Demolition/ Subgrade Prep.	sf	180000	\$1.00	\$180,000.00
Total				\$192,000.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for LIVING ROOM PLAZA
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Hardscape and Water Features

Item	Unit	Qty	Unit Cost	Sub-Total
Concrete Pavers	sf	32400	\$25.30	\$819,720.00
Integral Color Concrete / Acid Finish	sf	117600	\$9.80	\$1,152,480.00
Tree Grates	ea	88	\$2,250.00	\$198,000.00
Integrated Paver Lights	ea	240	\$920.00	\$220,800.00
CIP Concrete Site Walls and Planters	lf	400	\$240.00	\$96,000.00
Decorative Fencing (at restaurants)	lf	200	\$40.00	\$8,000.00
Central Water Feature Allowance	LS	1	\$440,000.00	\$440,000.00
Linear Water Feature(s) at Paseo	LS	4	\$48,000.00	\$192,000.00
Total				\$3,127,000.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for LIVING ROOM PLAZA
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Landscape & Irrigation

Item	Unit	Qty	Unit Cost	Sub-Total
TREES				
48" Box	ea	134	\$1,750.00	\$234,500.00
60" Box	ea	32	\$4,000.00	\$128,000.00
Sub-total				\$362,500.00
SHRUBS - ACCENTS				
1 Gallon	ea	400	\$12.00	\$4,800.00
5 Gallon	ea	720	\$25.00	\$18,000.00
15 Gallon	ea	80	\$100.00	\$8,000.00
24" Specimen	ea	40	\$350.00	\$14,000.00
36" Specimen	ea	24	\$750.00	\$18,000.00
Sub-total				\$62,800.00
TURF				
Sod	sf	18000	\$2.50	\$45,000.00
Sub-total				\$45,000.00
TOPDRESSING				
Decomposed Granite	sf	12000	\$0.72	\$8,640.00
Sub-total				\$8,640.00
IRRIGATION				
Automatic System	sf	30000	\$5.20	\$156,000.00
Sub-total				\$156,000.00
Total				\$634,940.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for LIVING ROOM PLAZA
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Structures, Lighting and Art

Item	Unit	Qty	Unit Cost	Sub-Total
Lighting Allowance	sf	58040	\$5.00	\$290,200.00
Pavillion Structure Allowance	ls	1	\$480,000.00	\$480,000.00
Shade Structure(s) at Paseo Allowance	ls	1	\$160,000.00	\$160,000.00
Public Art Allowance	ls	1.00	\$250,000.00	\$250,000.00
Total				\$1,180,200.00

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for LIVING ROOM PLAZA
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Furnishings

Item	Unit	Qty	Unit Cost	Sub-Total
Bistro Tables and Chairs	ea	200	\$120.00	\$24,000.00
Waste Receptacles	ea	30	\$240.00	\$7,200.00
Drinking Fountain	ea	6	\$1,600.00	\$9,600.00
Bike Racks	ea	80	\$550.00	\$44,000.00
Accent Pots	ea	88	\$600.00	\$52,800.00
Total				\$137,600.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for **NEIGHBORHOOD PARK**
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 March 14, 2018

Total Budgetary Estimate Cost

Approx -29,700 SF Total

Item	Total Cost
Demolition / Site Preparation	\$40,640
Hardscape and Playground	\$265,000
Landscape & Irrigation	\$220,264
Site Structures, Lighting and Art	\$240,860
Site Furnishings	\$17,340
Grand Total	\$784,104

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for NEIGHBORHOOD PARK
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Demolition / Site Preparation

Item	Unit	Qty	Unit Cost	Sub-Total
Mobilization	ls	1	\$5,000.00	\$5,000.00
Demolition/ Subgrade Prep.	sf	29700	\$1.20	\$35,640.00
Total				\$40,640.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for NEIGHBORHOOD PARK
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024

Hardscape and Playground

Item	Unit	Qty	Unit Cost	Sub-Total
Integral Color Concrete / Acid Finish	sf	6000	\$9.80	\$58,800.00
Stabilized Decomposed Granite	sf	2000	\$4.00	\$8,000.00
Site Walls and Planters	lf	180	\$240.00	\$43,200.00
Decorative Fencing	lf	200	\$40.00	\$8,000.00
Monument Signage Allowance	LS	1	\$12,000.00	\$12,000.00
Playground Allowance w/ Shade Structure	LS	1	\$135,000.00	\$135,000.00
Total				\$265,000.00

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for NEIGHBORHOOD PARK
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Landscape & Irrigation

Item	Unit	Qty	Unit Cost	Sub-Total
TREES				
36" Box	ea	36	\$550.00	\$19,800.00
48" Box	ea	20	\$1,750.00	\$35,000.00
Sub-total				\$54,800.00
SHRUBS - ACCENTS				
1 Gallon	ea	160	\$12.00	\$1,920.00
5 Gallon	ea	200	\$25.00	\$5,000.00
15 Gallon	ea	16	\$100.00	\$1,600.00
Sub-total				\$8,520.00
TURF				
Sod	sf	16000	\$2.50	\$40,000.00
Sub-total				\$40,000.00
TOPDRESSING				
Decomposed Granite	sf	5700	\$0.72	\$4,104.00
Sub-total				\$4,104.00
IRRIGATION				
Automatic System	sf	21700	\$5.20	\$112,840.00
Sub-total				\$112,840.00
Total				\$220,264.00

This document is for budgeting purposes only and shall not be considered a final cost estimate

Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for NEIGHBORHOOD PARK
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Structures, Lighting and Art

Item	Unit	Qty	Unit Cost	Sub-Total
Lighting Allowance	sf	29700	\$3.80	\$112,860.00
Picnic Ramadas	ea	3	\$32,000.00	\$96,000.00
Public Art Allowance	ls	1	\$32,000.00	\$32,000.00
Total				\$240,860.00

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Gilbert Heritage Redevelopment Plan
 Estimate of Probable Cost for NEIGHBORHOOD PARK
 Prepared for: Crandall Arambula
 Estimate Based upon: Gilbert Heritage Masterplan 01.30.18
 FA 17024
 Site Furnishings

Item	Unit	Qty	Unit Cost	Sub-Total
Benches and Tables	ea	12	\$600.00	\$7,200.00
Waste Receptacles	ea	6	\$240.00	\$1,440.00
Drinking Fountain	ea	2	\$1,600.00	\$3,200.00
Bike Racks	ea	10	\$550.00	\$5,500.00
Total				\$17,340.00

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HERITAGE DISTRICT REDEVELOPMENT PLAN



ESTIMATED CONSTRUCTION COSTS

Town of Gilbert
03/09/2018



LINE NO	ITEM NO	DESCRIPTION	QTY	UNIT	UNIT PRICE	AMOUNT
NORTH ANCHOR REDEVELOPMENT AREA						
1	1	Commons Streets - 60' ROW (2-10' Drive Lanes, 8' Parking, 17' Sidewalk, 15' Commons Sidewalk)	1,100	LF	\$287.00	\$315,700.00
2	2	Utility Infrastructure Improvements - Water	0	LF	\$0.00	\$0.00
3	3	Utility Infrastructure Improvements - Sewer	0	LF	\$0.00	\$0.00
4	4	Utility Infrastructure Improvements - Storm Drainage	0	LF	\$0.00	\$0.00
					SUBTOTAL	\$315,700.00
DISTRICT CORE REDEVELOPMENT AREA						
5	5	New Ash Street - 60' ROW (2-10' Drive Lanes, 8' Parking, 17' Sidewalk, 15' Plaza/Sidewalk)	400	LF	\$287.00	\$114,800.00
6	6	Neely Access Road - 44' ROW (2-12' Drive Lanes, 8' Sidewalk, 12' Multi-Use Path)	1,090	LF	\$200.00	\$218,000.00
7	7	Neely Access Road - Retaining Walls (Western End Railroad Underpass - Variable 0'-19' Tall in 540')	1,080	LF	\$597.00	\$644,760.00
8	8	Neely Access Road - Retaining Walls (Eastern End Railroad Underpass - Variable 0'-19' Tall in 550')	1,100	LF	\$597.00	\$656,700.00
9	9	Neely Railroad Underpass - 44' Wide by 16' Tall Opening	145	LF	\$60,000.00	\$8,700,000.00
10	10	Page Avenue Imp. - 75' ROW (2-12' Drive Lanes, 25' & 26' Curbless Plaza - Brick/Conc Paving Pattern & Bollards)	380	LF	\$696.00	\$264,480.00
11	11	Page Avenue Imp. - 75' ROW (2-12' Drive Lanes, 2-17' Angled Parking Areas, 2-8.5' Sidewalks)	470	LF	\$720.00	\$338,400.00
12	12	New Road (Option) - 74' ROW Section (2-10' Drive Lanes, 2-8' Parking Lanes, 2-12' Sidewalks, 2-7' Landscape Buffers)	350	LF	\$308.00	\$107,800.00
13	13	Vaughn Ventilator - 34' ROW (2-11' Drive Lanes, 8' Sidewalks, 4' Landscape Buffer, plus avg. 5' of fill)	1,550	LF	\$268.00	\$415,400.00
14	14	Vaughn Ventilator - Wall (Retain 10' of Fill)	1,550	LF	\$625.00	\$968,750.00
15	15	Vaughn Avenue Imp. - 72' ROW (2-10' Drive Lanes & 2-8' Parking Lanes w/ Tree Well/Planters 60 O.C., 2-3' Door Zones incl. 12" Curb & 2-15' Sidewalks incl. Brick and Concrete Paving Pattern)	1,000	LF	\$526.00	\$526,000.00
16	16	Pedestrian/Bicycle Paseo - 23' Section (10' Bicycle Lane and 13' Pedestrian Lane incl. Brick and Concrete Paving Pattern)	660	LF	\$160.00	\$105,600.00
17	17	Pedestrian/Bicycle Paseo - Retaining Walls (Water Tower Plaza to Railroad Underpass - Variable 0'-15' Tall in 280')	560	LF	\$485.00	\$271,600.00
18	18	Pedestrian/Bicycle Paseo - Retaining Walls (Verteran's Park to Railroad Underpass - Variable 0-15' Tall in 280')	560	LF	\$485.00	\$271,600.00
19	19	Pedestrian/Bicycle Paseo - Railroad Underpass 33' Wide by 12' Tall Opening (10' Bicycle Lane and 13' Pedestrian Lane with 2-4' Chases)	100	LF	\$70,000.00	\$7,000,000.00
20	20	Utility Infrastructure Improvements - Water	0	LF	\$0.00	\$0.00
21	21	Utility Infrastructure Improvements - Sewer	0	LF	\$0.00	\$0.00
22	22	Utility Infrastructure Improvements - Storm Drainage	0	LF	\$0.00	\$0.00
					SUBTOTAL	\$20,603,890.00
SOUTH ANCHOR REDEVELOPMENT AREA						
23	23	Paseo/Ash Street Imp. - 18' Section (9' Raised Bikeway w/ 12" Curb & 8' Sidewalk)	900	LF	\$85.00	\$76,500.00
24	24	Utility Infrastructure Improvements - Water	0	LF	\$0.00	\$0.00
25	25	Utility Infrastructure Improvements - Sewer	0	LF	\$0.00	\$0.00
26	26	Utility Infrastructure Improvements - Storm Drainage	0	LF	\$0.00	\$0.00
					SUBTOTAL	\$76,500.00
					GRAND TOTAL	\$20,996,090.00

C. FUNDING CASE STUDIES

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FUNDING CASE STUDIES

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

Flagstaff's Redevelopment Area Designation and Redevelopment Area Plan provides for a suite of guidelines and tools to improve the downtown area, originally established in 1991 as an 174-acre area. The designation and redevelopment plan were premised on Arizona law requiring findings related to blight and unsafe or unhealthful conditions. This designation allowed Flagstaff to exercise certain state-granted powers including the levying of particular taxes.

Specific measures taken in Flagstaff include efforts to remove unsightly uses such as billboards, and replacing with landscaping, as well larger projects such as removing buildings, constructing new sidewalks, landscaping, installing street furniture, and investing in public art. Flagstaff has noticed an increase in private investment adjacent to these beautification and improvements. Flagstaff plans to continue these initiatives by undergrounding utilities downtown and rolling out more pedestrian-scale amenities.

The primary financing tool used by Flagstaff in its redevelopment area is the so-called "Bed, Board, and Booze Tax" ("BBB Tax"). The BBB Tax is a two percent tax levied on lodging, restaurants, and bars, which funds can be diverted to economic development, beautification, and tourism. Each of these can be used to directly fund initiatives related to the redevelopment area. For example, beautification funds can be used for improvement of public parks, while economic development funds can be directly applied to development projects furthering the redevelopment of the area.

The City of El Paso, Texas, began to focus on redeveloping its downtown area and to this end promulgated Plan El Paso, which focuses on infill development in the downtown area and strict limits on peripheral development. The El Paso 2010 Downtown Plan area covers an area of over 300 acres, and is divided into two districts, the Redevelopment District and the Historic Incentive District. The plan emphasizes the historic buildings, walkable streets, and strategic location near El Paso's border crossings and University of Texas El Paso. Specific problems identified were high vacancy rates in downtown storefronts, a general lack of residential uses that might revitalize El Paso outside of the CBD's working hours, and the lack of use in the evening.

One of the core elements of Plan El Paso is transportation reform aiming to make El Paso the most walkable and least car-dependent city in the American southwest. Key elements are a Bus Rapid Transit (BRT) system called "Brio", a streetcar loop around the downtown, and rolling out a bike-sharing system. El Paso is closely studying comparable systems in Eugene, Oregon and Portland, Oregon in developing these improvements.

Funding for these improvements include several sources. The city created an incentive district and approved a downtown master plan. Design guidelines and zoning parameters specific to downtown have also been created. The incentive district provides assistance for improving, renovating, or reusing historic buildings. The incentive takes the form of relief from up to 100 percent of the city's property tax assessment for five to ten years for buildings within the plan area, relief from the city's share of sales tax levied on ground-floor retail within the plan area, and waiver of certain planning and permitting fees.

FLAGSTAFF ARIZONA

EL PASO TEXAS

ALBUQUERQUE
NEW MEXICO

In 1998 Albuquerque created its “2010 Downtown Master Plan” which is a policy and implementation document that aims to coordinate development of the downtown area with surrounding neighborhoods. The 2010 Downtown Master Plan covers an area of about five and half square miles within Albuquerque’s historic district, and is bounded by I-25, I-40, Avenida Cesar Chavez, and the Rio Grande.

Key aspects of the Master Plan, as updated, include encouraging pedestrian uses by prioritizing and calming the pedestrian environment, and installing bicycle racks and other car-alternative features. Parking has been changed by removing parking minimum requirements and imposing rules to prioritize on-street parking, prohibiting new surface parking lots, and encouraging ground-floor retail uses in parking structures to more closely integrate them into the pedestrian fabric. A significant number of the Master Plan goals and policies go to encouraging certain uses, densities, and clustering of like-uses in arts and entertainments districts.

As an adjunct to the Master Plan, Albuquerque implemented a Business Improvement District in the downtown where businesses pay a fee to the city, which is then distributed to the Downtown Action Team, which uses the funding to pay for its operations which include targeted maintenance, remediation, and graffiti abatement.

D. PUBLIC PROCESS RECORDS

- **Public Workshop Summaries**
- **Stakeholder Group Analyses**

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Meeting Summary

Heritage District Redevelopment Plan and Master Plan
Town of Gilbert, Arizona
November 30th and December 1st



Meetings & Public Workshop #1

The first of the Town of Gilbert (committee meetings, stakeholders meetings, and public workshop) were held on November 30th through December 1st of 2017. During that period, the consultants presided over a total of 14 meetings at 45 minutes each with various stakeholder groups including a Technical Committee of Town staff, the Redevelopment Commission, Town officials, business owners, developers, stakeholders, and residents. Additionally, a Public Workshop was held to engage the Town residents and community of Gilbert, Arizona.

The Public Workshop #1 was held on November 30th from 6:30-8:00pm at the 92 W Vaughn Ave, University Building, Assembly Room and was attended by approximately 40 community members.

The following pages include:

- Meetings and Workshop Summary
- Project Goals
- Response Sheet Tally- Issues, Concerns, & Opportunities
- Focus Group Summaries and Notes

Meetings and Workshop Summary

The purpose of the meetings and workshop was:

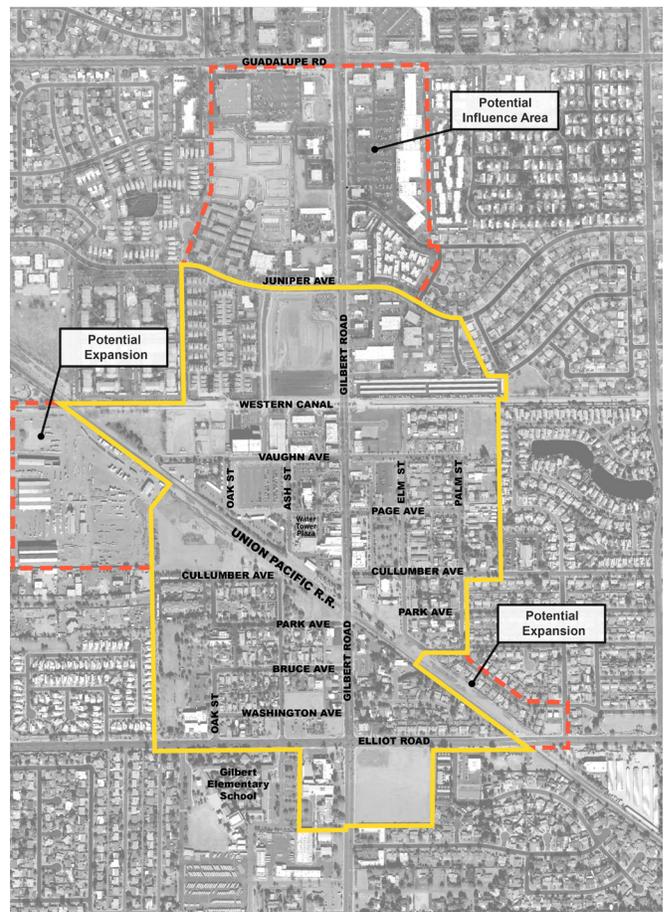
- Inform the committees, stakeholders, and citizens about the planning process
- Identify key issues, concerns, and desires of the town
- Answer questions

Stakeholder & Focus Group Meetings

Each meeting began with the consultant's presentation of the project overview, including schedule, study area, and a summary of background information. Following the presentation, attendees were given the opportunity to discuss issues, concerns, desires, and other feedback as well as ask questions. Written response sheets were provided to all with the purpose of documenting the top three issues and concerns and as well as areas presenting special design opportunities.

Public Workshop

The Public Workshop commenced with the same presentation given in the Stakeholder and Small Group Meetings, summarizing the process, schedule, study area, and background information. Following the presentation, attendees discussed their issues and concerns amongst their round-table group. Table maps and markers were provided to each of the eight tables to mark areas of concern as well as



Heritage District Study Area Graphic Presented to Town

write additional notes. The workshop portion concluded with table reports from each group summarizing the discussion and presenting their map. Main points of each summary were transcribed on a presentation-sized notepad and easel. Written response sheets were provided to all with the purpose of documenting the top three issues and concerns and as well as areas presenting special design opportunities.

Project Goals

A summary of the issues and concerns recorded on the Response Sheets form the basis for creating the project goals.

In all, twenty six response sheets were collected and fifteen project goals were identified and subdivided into three categories as indicated below.

These goals will guide the planning and development of the Heritage District Master Plan and updated Redevelopment Plan throughout the planning process.

	Goals	Times Mentioned
Land Use	Strengthen and Increase Downtown Retail	29
	Increase Public Space and Seating	17
	Encourage Office Development	5
	Provide Housing	4
	Provide Hotel and Convention Facilities	1
Transportation	Solve Parking & Transportation Flow/Congestion	22
	Increase Bike/ Pedestrian Network	15
	Provide Rail/Trolley Transit	2
Policy and Guidelines	Improve Maintenance Structure	19
	Provide Public Amenities (wifi, bike share, investment opportunity)	11
	Preserve Heritage District Uses and Character	10
	Address Utilities	8
	Expand the Study Area	8
	Address the Noise Pollution	7
	Address Community Safety Concerns	6

Response Sheet Tally - Issues, Concerns, and Opportunities

The comments below are a summary of the issues, concerns, and downtown opportunities mentioned in the response sheets collected from the committee meetings, stakeholder meetings, and Public Workshop #1. Individual comments are grouped under the over-arching project goal.

Land Use

Strengthen and Increase Downtown Retail

- No chain Restaurants
- Need retail – Shopping
- Need neighborhood market
- Small locally owned shops only a few more restaurants
- Lack of grocery store
- Lack of shopping/library
- Lack of grocery store in district
- Bakery
- Grocery store
- Grocery Store
- More Retail
- Would like some mom and pop shops, Especially specialty grocery such as a cheese shop, a meat shop, a bread shop, etc.
- Retail is lacking
- Business Improvement District would focus on Downtown issues
- Needs small grocery store/pharmacy
- Add 1-2 organic type of grocery store/ markets
- Add boutique retail for customers as they wait for restaurants
- Adding amenities to keep people, encouraged to shop – before or after eating.
- Small boutique shops – unique (to keep the unique feel of the eating places)
- Development area on Washington small shops – not one big merchant
- More retail
- Restrictions on how many restaurants
- Book Store Changing Hands
- It would also be nice for an art gallery or two.
- More than just restaurants. Mixed use (retail/ office/ tech/ residential/ lofts/ college lifestyle)
- Balanced mix of high quality development

- Retail Shopping
- Antique district
- Museum store

Increase Public Space and Seating

- Sitting areas
- More open space for events
- Needs to be at least one good open space permanently
- Entertainment, performing arts, concert venue.
- Dog Park
- Family park area – Not just the water tower park
- Need more open space with for gathering. Whiskey row noise is too loud.
- Open space! Parks Outdoor venue, amphitheater
- Community Gather space
- More places for art/ entertainment – we have Hale theatre but no real places for small concerts, either inside or outside
- Dog Park
- Public restrooms in veteran's park (locked after hours) and garbage receptacles (not a big black can)
- More trees, parks and especially benches and places for people to sit(also Consider it is extremely Hot 4-6 months out of the year – so shade is critical to get people outside)
- Performing arts area
- More activities ... Art walk, concerts
- Art stuff maybe with seating areas
- Public Theatre
- Great communities have a sense of place, often with open space. Sundance square is a great example. Our farmers market and Art walk is a huge draw and is only available to us because of the open space.

Encourage Office Development

- General Public Opportunities
- Employment in the District

Response Sheet Tally - Issues, Concerns, and Opportunities

- Attracting a couple of legitimate of employers to with 500 + high/mid income salaries (maybe Intel, Infusionsoft, or another software company, GE innovation Center)
- I would be careful not to develop a huge corporate office for a company that would create a huge vacancy if they went out of business or moved in the future
- Premium Office space

Provide Housing

- What happens to low-income housing as redevelopment moves in?
- High rise, luxury condos
- Add some but not a tremendous amount of luxury condos or small pockets of high-end SFRs, in addition to the gentrification that is already happening in the smaller homes nearby
- Provide for residential; redevelopment.

Provide Hotel and Convention Facilities

- Convention Hotel

Transportation

Solve Parking and Transportation Flow/ Congestion

- Parking. Street parking gets problematic when crowded.
- Parking
- Protection of on street parking
- Parking and traffic flow
- Traffic/ parking
- Traffic through down town
- Cullumber & Palm corner very busy (traffic, Speeding,)
- Need more access points for traffic flow.
- So hard to turn left on the Gilbert Rd. from neighbors
- The idea to expand ash street is a must do! It will free up Gilbert Road. When it gets backed up, It deters from people coming to the Heritage district.
- Rd traffic- divert
- What about some roundabouts in the (HD)?
- Convert some intersections to traffic circles

- Would be great to access HD from Neely
- Ventilation of traffic flow from Gilbert Rd -> Sec other side
- Regional Transportation
- Evaluation of Traffic circulation.
- Additional entrances to HD other than Gilbert RD.
- How is Gilbert/ HD Planning for autonomous vehicles, zero emissions vehicles, the ride sharing movement.
- Ride share for circulation
- Traffic
- Ride share
- Housing opportunities- not 'program' residents

Increase Bicycle/ Pedestrian Network

- Bike traffic
- Bike-ability should be available with bike lanes
- Lack of bike paths
- Better walking, biking, routes
- Biking/ walking paths
- Pedestrian Walkway
- Sidewalks repaired or replaced. (Many tripping and safety hazards)
- Beautification of biking/ walking paths
- Become pedestrian friendly
- Pedestrian Bridges
- Providing a destination, family friendly, good pedestrian circulation.
- Bikes & pedestrian walkways

Provide Rail/ Trolley Transit

- Yes to the passenger railway
- Automated Trolley

Response Sheet Tally - Issues, Concerns, and Opportunities

Policy and Guidelines

Maintenance

Cleanliness

- Power wash the sidewalks in front/ Behind Whiskey Row.
- Clean up neighborhood ... Funding for exterior Paint
- Maintenance district – (entertainment) -streets
- Public works – how do they plan to keep everything clean?
- Out to dump garbage before 6:00 AM
- Centralized trash collection

Cats

- Get rid of wild cats – law against feeding them? They are a health hazard and can be aggressive
- There are more than 50 feral cats alone roaming & Bruce Ave. please get them removed professionally!
- Feral cats (Bruce Ave)

Signage

- Lack of signage and awareness for heritage marketplace. Monument on Vaughn needed.
- Public awareness of free parking garage on Vaughn
- Arch way- designating “Heritage District” When north and south Boundaries are determined
- The business heritage market place behind the restaurants on Gilbert Rd. (between Barro/Zin and parking garage) have little to no awareness to the general public. Signage directing to free covered parking, monument sign for interior tenants is needed.
- People don't realize they can access Vaughn garage off Vaughn Ave. entrance from Gilbert Road.
- They drive by because no lighting/signage for entrance.
- Arch way- designating “Heritage District”
- Welcoming entrance to the Heritage District

Foliage

- Plant winter grass, maintain parks
- Money into keeping grass around the sidewalks green and always planting winter grass.
- Heritage district grass (winter grass)

- Keep what is existing – Trees + grass dying
- Remove dead trees and plant nicer ones.

Public Amenities

- Public Wifi
- Wifi connection
- Public Wifi
- Public Wifi
- Public Wifi
- Bike Share
- Bike Share
- Bike share Program
- Ride Share – Areas
- Gilbert should invest into a “Kindness” brick program
- Folks can donate/buy invest back into (HD)

Preserve and Heritage District Uses and Character

- Losing 3+ generation family homes to “update” image of town
- Gilbert feels like a “country”, quaint, area not a metropolitan, “entertainment” area. An atmosphere like mill Ave. in Tempe, young- part driven center isn't attractive for this area.
- Don't think homes should be bought up for improvements
- Retain Unique building design structures
- Preserve some sense of farming heritage.
- Protect the HD neighborhood – work with them
- Don't discount older business value as new shiny projects emerge.
- Keep what makes us unique while modernizing
- Historic preservation is economic development – let's keep it wisely and with thoughtful consideration of preserving portions on all the few historic buildings/ infrastructures we have.
- Would like architecture in downtown as well as the homes reminiscent of older architecture such as a wild west theme

Response Sheet Tally - Issues, Concerns, and Opportunities

Address Utilities

- Infrastructure needs Identified/prioritized/standardized
- Drainage – regional/district facilities
- Solid waste -> District wide
- Address the infrastructure
- Improve the alley system
- Water and sewer capacity needed for changes in use/density
- Good guiding document for future infrastructure needs
- Consolidated drainage/ garbage collection

Expanding the Study Area

- Expanding the Study Area
- Expanding boundary south and west
- Going and expand South to Warner to the town Square
- Yes, to expanding the heritage district to the west end to the east
- Tie in City Center to development plans
- Lumber yard could become a train station, underground train tracks would be good.
- Go North to Guadalupe and develop
- Need a plan to link with the municipal area
- Don't forget south of railroad before forging head on to include projects outside the current heritage district boundaries

Address the Noise Pollution

- Train is very open, make it a quiet zone
- Whiskey row Noise & put silent zone for train
- Whiskey row & the train is super loud and need to be silenced especially for everyone on the west side of gilbert rd.
- Noise
- Noise from whiskey row is terrible and train is loud.
- Dierks Bentley's does not fit Gilbert (Whiskey Row)
- Train

Address Community Safety

- Police Presence
- Parking garage safety - stop the kids racing
- People avoid parking garages due to large groups of kids gathering with loud cars, music and smoke
- Someone getting hurt in parking garage- unruly kids
- Parking garage- Hooligans
- Connectivity safe welcoming atmosphere

Focus Group Summaries & Notes

The following bullet points are a summary of the issues, concerns, and downtown opportunities discussed during the Stakeholder and Focus Group meetings which took place on November 30 and December 1. Comments are grouped by meeting in order of occurrence.

Technical Committee

- Careful to coordinate with existing standards & policies, cross-referencing is important
- Establish understanding of loads on infrastructure (e.g. storm water; will there be a regional management facility?)

Maintenance and cleaning issues in HD

- Trash facilities
- Think holistically - individual or system approach?

Top needs/Concerns

- Centralized Trash
- CIP, needs to be well established for infrastructure sizing and loads
- Bike parking & connectivity, connection to trail
- Diversity of uses (other than restaurants) – 1.5 hr wait for seating
- Public restrooms
- Long range planning for transportation – connections, “place”, pedestrian vision to form network
- Expectations and best practices for implementation and seamless maintenance integration
- Plan AV routes? Assume more ride share, etc.
- Traffic circulation – no expansion/widening of current roadways, must optimize
- Destination and sense of arrive - e.g. gateway with reduced speed
- Clear sense of vision in plan with ‘road map’ to guide process
- Intentional shift from suburban to urban
- Undergo a “Transportation Revolution”
- Don’t tie hands with over-prescriptive plan/standards, establish priorities to allow flexibility for some things and more specific guidelines/standards for others
- Avoid overestimating capabilities

Town 2 - Police & Fire

- Problem areas for Police: Public garage top floor (annoyance but not a crime)
- Need for designated Uber Pick-up locations
- Possibility of having future satellite station within HD with storefront
- Bollards and other protection for events
- Fire concerns: Easy and intuitive escape routes, especially outdoor events
- Need ability to add more cameras
- Historic buildings need upgrades in order to meet code

Town 3 - Parks & Rec, Digital Marketing, Branding

Parks & Recreation

- Aspire to host multi-day events
- Expand splash pad under water tower
- More trails and bike paths (requested for the two regional parks to south)
- Need special events supervisor

Digital Marketing

- Improve signage & add digital way finding (parking)
- Digitize HD experience (Kiosks?) - appeal to the young population
- Uber Pick Up location
- Encourage pop-up restaurants, pedicabs, bike share
- Interest for tech office – Class A (no space available currently)

Branding

- Tie in with Discover Gilbert tourism to start
- Lacking diverse hip vibe identity (LGBTQ, etc)

Focus Groups & In-Depth Feedback

Small Group - Town Manager, Chamber of Commerce, Economic Development

Town Manager

- Anticipate need for 3rd parking garage
- Town needs M-F support, cannot survive on weekend boom alone
- Maximize flexibility
- Keep parking free
- Mind barriers preventing visitors from coming to district
- Benefit from technology for car counting, etc. - can be linked to way-finding
- Parking could accommodate charging stations
- “Disney experience” - everything is designed, cohesive, and intentional
- Embrace disruptive change

President/CEO Gilbert Chamber of Commerce

- Make sure businesses are heard and valued
- #1 concern is safe streets
- Foster sense of pedestrian excitement - how do people see one space to the next
- No on-street parking on Gilbert Rd / removing travel lanes (D.O.A)
- Very important to have community feedback loop and explain why some ideas aren't integrated
- Affordability for office important
- Encourage development on light industrial zoned parcels e.g. Maker Space connecting to downtown

Railroad

- Tracks below grade possibility
- More crossings
- Less noise
- Less obstacle/divide

Civic

- Improve event space
- Embrace Farmer's market (needs more shade)

Housing

- 55+ population wants condos/flats; opportunity to buy. (3-4 stories)
- Pursue intergenerational housing and more diversity.
- Limit growth of nightlife to assure older population is not driven out.

Economic Development Director

- 3D visuals and usable materials for marketing
- Open space! - makes a great town/city
- Need other ways in/out and better connectivity (Look at Neely Rd and Cooper Rd)
- Landscaping & Beautification efforts to enhance experience and soften other inconveniences e.g. parking

Focus Groups & In-Depth Feedback

Resident Group - Homeowner, Byzantine Catholic Church

- Want to preserve memory of farm culture
- Shortage of parking at church
- Boys and girls club events take the residents street parking
- Kids walk from school to B & G club (unsafe, indirect route)
- Prefer boutiques and small shops over grocery & gas
- Interested in small market-type grocery idea
- Boutiques wanted = crafts, art shops, gift shops, “fun stuff”
- Gilbert Rd south of tracks is an unpleasant (avoided) walking route

Past Economic Development and Planning Director

- Area south of tracks needs attention
- Reach more of the public – need voices heard
- Need for drop offs/ staging area in front of Hale Theater
- Vaughn parking could be inset on each side to open up roadway and improve safety
- Consider underground power and all utilities (Paradise Valley as precedent)
- How to motivate storefront improvements?
- Financial incentives to encourage maintaining historic character

Merchant Group 1

- Desire for small affordable leasable space for independent owners and small business
- More specific retail requirements within HD (Diversity of type, percentage, \$/sq. ft.)
- Restaurants suffering behind garage
- Importance of tourism for retail (encourage visitors outside 20 mile radius)
- Way-finding for tourists
- Bus stop location concerns near self-storage parcels

Developer Group

- Need gathering space more substantial than Tower Plaza
- Future garage location with should have ability to grow to into Park and Ride for rail
- “Soft landing” into District - Address power lines coming from the north (all power lines underground?)
- What is BID philosophy?
 - Not ideal with so much government owned land
 - Downtown association beneficial
- Historical preservation
- Shared parking model is a positive quality (No short or long term decisions made about parking for next 5 years)
- Interest in additional height with possibility of roof decks
- Want flexibility within master plan
 - Vision but not hardline
 - What is hard line vs. negotiable?
- Want implementation timeline

Merchant Group 2

- Tempe entertainment serves younger crowd, Gilbert continue to serve slightly older population
- Gilbert Rd. auto activity is positive characteristic for business and atmosphere

Focus Groups & In-Depth Feedback

Council Group

- Skeptical of rail & possible connection to growth of homelessness
- Important ROI
- Need to move people through district better
- Placemaking
- Want recommendation for other parcels town should purchase
- No desire for multi-family
 - Walking to work is not AZ style
 - Prefer market rate over low-income
 - Concern about for-purchase units with noise from entertainment
- Opportunities for noise dampening? (building materials/construction methods; density)
- Want “Virtuous Cycle” (avoid Scottsdale trajectory)
- Support Churches to encourage virtuous cycle
- Riparian preserve to inform development of lumber/truss site
 - Solar array
 - Old fire station
 - Landscape elements
 - Water recharge
- Respect property rights
- Town backlash over all apartments proposed in past
- Provide more tools for residents to improve and maximize their property
- What are supply chain complements to existing businesses?
- Public/ Semi-Public needs
 - Need event space (park? already have regional park to south)
 - Tension with blocking off areas for events
 - Want town square

Stakeholders - Tourism, Events, Circulation

- Traffic Concern
- Want to attract “Name-brand” signature events, annual festivals, causes/benefits

- Events to complement regional draws & other major events in surrounding area
- Diversity in target demographic that changes throughout the day/week/year (Day vs. night events)
- Athletics/sporting events (tie to spring training)
- Important to make sure to address strategies for today’s concerns

Redevelopment Commission

- Keep “Heritage” word in mind
- ROI - Maximize return for entire district over the individual parcel
- How to stay relevant as a town - live/work/play must be self-sustaining
- Cast wider net to attract more of a diversity of uses
- Promote more small local business retail, not national + create policy to discourage the national chains
- Younger entertainment needs?
 - Theatre
 - Dutch bros preferred over Bergie’s (but needs to be expanded and have more seating)
 - Teens want to be “separated but included”
- Want creative space, maker, incubator
- Resident concerns - homelessness, commuter rail, safety concerns
- What are complementary use preferences? (to achieve self-sustaining district and live/work/play balance)
- Should there be design guidelines for alleys?

Councilmember

- Important to keep creating and building culture and community
- Focus on families and networking to create self-sustaining district
- Desired uses: Multifamily to drive retail; boutique hotel
- Doubtful of transit & commuter rail success
- Parking meters are bad idea

Response Sheet

Gilbert Master Plan & Redevelopment Plan Update Workshop #1

November 30th, 2017



Proposed Project Area: Heritage District



Special Areas:

On the map above, please note areas you believe:

- Present special design opportunities
- Are areas of concern

Gilbert Master Plan & Redevelopment Plan Update

Stakeholder Meeting #1 – Itinerary & Stakeholder Invitees

** Indicates confirmed attendance*

Thursday (11/30/17)

Gilbert Civic Center – 90 E. Civic Center Drive
Conf Room 100

2:00 – 2:45 pm (Town 1/Technical Committee)

Jacob Ellis, Deputy Town Manager
Catherine Lorbeer, Principal Planner
Susanna Struble, Assistant Town Engineer/CIP Manager
Kristin Meyer, Transportation Planning Manager
Raj Gupta, Traffic Engineering
Jessica Marlow, Public Works or Designee
Curtis Yardley, Streets

2:45 – 3:15 pm (Town 2)

Chief Soelberg (Police)
Chief Jobusch (Fire)

3:30 – 4:15 pm (Town 3)

Dana Berchman, Chief Digital Officer
~~Red Buchanan~~

4:15 – 5:00 pm (Small Group)

Dan Henderson, Economic Development Director
Patrick Banger, Town Manager
Jacob Ellis, Deputy Town Manager
Kathy Tilque, President/CEO Gilbert Chamber of Commerce

University Building – 92 W Vaughn Ave
Learning Studio 151

5:30 – 6:00 pm (Residents)

Judy Beasley
Sandra Reynolds
Melanie Stern
Father Michael
Tim Rinesmith
Doralise

University Building – 92 W Vaughn Ave
Assembly Room

6:30 – 8:00 pm – Public Workshop

Friday (12/01/17)

University Building Learning Studio 151

7:00 – 7:30 AM

Greg Tilque, Past Economic Development and Planning Director, Gilbert Resident*

8:00 – 8:45 AM (Merchant 1)

Tad Peelen, Joes Real BBQ
Brian & Linda Bergeson, Bergies*
Mary Ellen Fresquez / Sherrie Spitz, Flashback Antiques
Claire Jones, C&J Antiques*
Alan Fitzgerald, Art Intersection
Sheila Hogue, Gilbert Self Storage
~~Todd Brundett, Norwood~~
Kayla Kolar, Gilbert Museum*
Kevin McKiernan, Gilbert Now

8:45 – 9:30 AM (Developers)

Colin Brown, Whiteboard Inc
David Sellers, LGE
David Beckham, Beckham Gumbin Ventures*
Joe Johnston
Craig DeMarco, Upward Projects
Brad Bigelow*
Brian Frakes, Common Bond*
Curtis, Brian & Ben, Pillar Companies *
Niels Kreipke, Desert Viking
Mike Bennan, Oakmark Developers

9:30 – 10:15 AM (Merchant 2)

David Beckham Designee, OHSO/Creamistry/DogSpaw
Craig DeMarco Designee, Postino/Joyride
Bret Anderson, Heritage Marketplace
Michael Troyan, Whiskey Row*
Colton Grubb, GrubStak
Nicholas Campasino, Clever Koi
Lynne King Smith, Ticketforce*
Romeo, Euro Café
Millie, Farmhouse
Jeremy, FunkFit
Alex, Pomo Pizzeria
SushiBrokers
Becky Cholewka, Cholewka Law
Brian, BMA Architecture
Oreganos

10:15 – 11:00 AM (Council Working Group)

Councilmember Bridgette Peterson*

Councilmember Jared Taylor*

11:00 – 11:45 (Merchant 3/Events/Arts Stakeholders)

Elaine Kessler, Elaine Kessler Photography

Jessa Koppenhoffer, Gilbert Farmers Market

Braealynn Smith, Art Stakeholder

Christina Rosepapa, Art Stakeholder

Cherie Scott, Former Chair of Arts & Culture Board

11:45 – 12:30 PM (Stakeholders)

Amanda Aviles*

Bradley LaFave

Judy Beasley*

John Williams*

Cathryn Creaser

Ron Floyd

Julie Griffith

Jerry Regier

12:30 – 1:00 PM (Redevelopment Commission)

Tyler Hudgins, Redevelopment Commission Chair*

Ryan Hamilton, Redevelopment Commission Vice Chair*

Scott Anderson, Council Liaison

Tyler Jones*

~~Marc Barlow~~

Peter Sciacca*

1:30 PM

Councilmember Cook*

Meeting Summary

Heritage District Redevelopment Plan and Master Plan
 Town of Gilbert, Arizona
 January 30th - 31st



Meetings & Public Workshop #2

The meetings held in the Town of Gilbert across January 30th and 31st consisted of one Public Workshop and four meetings, in which the consultant met with the Stakeholder Committee, Technical Committee, as well as individual members of Town Council and the Chamber of Commerce.

The Public Workshop #2 was held on January 30th from 6:30-8:00pm in the University Building Assembly Room at 92 W Vaughn Avenue, and was attended by approximately 70 community members.

The following pages include:

- Meetings and Workshop Summary
- Response Sheet Results
- Public Response
- Committee Response

Meetings and Workshop Summary

The purpose of the meetings and workshop was:

- Present Project Goals as determined by Public Workshop 1
- Present Master Plan Concepts
- Collect feedback on the proposed fundamental concept, key redevelopment areas, and public amenities
- Answer questions

Public Workshop

The Public Workshop commenced with a 45-minute slideshow presentation including a summary of Public Workshop 1, background analysis, proposed master plan concepts, and preliminary design details. Presenters included principals from Crandall Arambula, Land Econ Group, and Floor Associates.

Following the presentation, the community discussed the presented concepts amongst their round-table group. Each table was provided a packet of reference slides to facilitate discussion and the completion of the Response Sheet. The workshop concluded with discussion summaries orally presented by a representative of each table. A total of 44 Response Sheets were collected at the end of the meeting.

Response Sheet

Gilbert Master Plan & Redevelopment Plan Update
 Public Workshop #2
 January 30th, 2017

Master Plan: Fundamental Concept

2

Please provide feedback by checking the appropriate boxes below. Use back of sheet for additional comments.

Key Redevelopment Areas			Essential Public Amenities				
	YES	NO	OTHER		YES	NO	OTHER
North Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	"Commons"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
District Core	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Vaughn "Ventilator"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Neighborhood Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				"Living Room" Plaza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
				Ped & Bike "Paseo"	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Response Sheet provided at all meetings

Committee and Small Group Meetings

The committee and small group meetings were intended to provide an overview of the Fundamental Concept and summary of proposed projects, as well as present the results of the Public Workshop Response Sheet. Each meeting began with a 10-minute presentation before opening the floor for discussion and questions for the remaining 35 minutes. Response Sheets were collected at the end of each meeting.

Total Response Sheet Results

A summary of the comments and feedback recorded on the Response Sheets identify successful elements of the proposed Master Plan as well as opportunity for Master Plan refinement.

In all, 176 responses were received between January 31st and March 5th through the following methods of outreach:

Public Workshop:	45 Response Sheets
.....	
Two Committee Meetings (Stakeholder & Technical):	13 Response Sheets
.....	
Online Survey (via www.gilbertaz.gov/hdupdate):	118 Responses
.....	
176 Responses Received	

The results from each session have been recorded and are expressed in total in the figure below.

Key Redevelopment Areas				Essential Public Amenities			
	YES	NO	OTHER		YES	NO	OTHER
North Anchor	127	28	3	"Commons"	131	19	5
District Core	124	30	5	Vaughn "Ventilator"	121	22	13
South Anchor	101	38	22	Neighborhood Park	112	35	9
				"Living Room" Plaza	128	22	7
				Ped & Bike "Paseo"	136	18	5

Public Response

The figure below shows the results recorded from the Public Workshop, at which 45 response sheets were collected.

Key Redevelopment Areas			
	YES	NO	OTHER
North Anchor	31	4	2
District Core	29	6	2
South Anchor	19	8	8

Essential Public Amenities			
	YES	NO	OTHER
“Commons”	30	1	2
Vaughn “Ventilator”	33	0	2
Neighborhood Park	28	3	4
“Living Room” Plaza	30	1	4
Ped & Bike “Paseo”	31	2	2

Additional Written Comments - Public Workshop

The summary below reflects the written feedback provided in the comment section on the back side of the Response Sheet. Topics mentioned more than once are indicated with the number of times mentioned, following the comment. The comments help determine areas of the plan that may require further investigation or refinement. Additionally the comments offer clarity regarding ‘NO’ and ‘OTHER’ votes.

Key Redevelopment Areas

North Anchor

- Can Burger King go?
- North Anchor and Commons area are the most important to add more options to the Heritage District, but it's important to manage the traffic it will create.
- Yes on Hotel and Convention center as necessity (2)
- No more multifamily unless higher
- Office would create unnecessary congestion
- Limit bars / More entertainment aside from Bars
- Less office development

Urban Core

- Making the district core happen is key with office space, hotel and more community that is “walkable” at all times of day.
- Nothing higher than water tower (except on perimeter of District) (6)
- Maybe a hotel in lumber yard area or park and ride would not take away view
- Move park & ride out of the core (4)
- Please extend “Veterans Park”
- Put small grocery store by farmers market

- Rendering of arcade looks very modern – complete departure from the character of the downtown area
- What kind of retail? What are incentives to attract retail? (3)
- Hotels needed
- Event center connecting to hotel
- No hotels

South Anchor

- Like the idea of a market grocery on Elliot and Gilbert (5)
- No on regional retail/CVS at Elliot & Gilbert (6)
- No large retail on NW corner of Gilbert & Elliott (2)
- Least impressed with plan for South Anchor
- Too far from core. Preferably closer to veteran’s park to allow more convenient access for walking for seniors, (many do not have cars) (2)
- RESIDENTIAL area - Not so aggressive– open area, improve access for residents. (2)
- Amount of traffic on Ash (north of Elliot)
- Desire shorter buildings
- I'd rather see another theatre or something similar at this corner.

- Development on West Washington Ave. will increase traffic on Gilbert Rd. and North Elliot making it especially hard to leave E Linda Ln.
- Need more traffic lanes in HD or different land use plan for South anchor as E Linda Lane will become significantly more congested with development.

Essential Public Amenities

“Commons”

- Additional parking in commons electric and hybrid spaces in commons
- Gilbert needs upscale nightlife

Vaughn “Ventilator”

- Vaughn ventilator and bike pathways are excellent and more important to me
- Yes on Vaughn Ventilator
- Will existing retail on Gilbert move?

Neighborhood Park

- Park Lighting
- Luke warm on neighborhood park
- Disagree with park across the church that homeless will be living in
- Welcome more parks with amenities or paid activities. Sports, etc
- Like the park on the east side

“Living Room” Plaza

- Nice place for people to sit after eating, drinking, shopping downtown
- Eliminate palm trees
- Liked living room concept / open space as focus of the core (3)
- More green, less concrete
- Public restrooms for kids who use splash pad and want to change
- Should have Amphitheater

Ped. & Bike “Paseo”

- Increased areas for biking and walking for people and families is a great idea.
- Ped/Bike only on Ash St.
- Really like the Paseo concept. This is a great addition (5)

- Need the north anchor/ commons and the district core to flush people through Paseo
- Revise an area for seniors outside tricycle area for seniors only – no children
- Yes on ash street Paseo underpass
- Safe routes for children walking to school. Need crossing light along Gilbert Rd (2)
- Underpass requires more investigation

Other Comments

Overall comments: I really like the concepts presented and growth in store! (9)

Aesthetics & Values

- HD should be about heritage and tradition - don't modernize (4)
- Maintain authenticity and “local” spirit (3)
- New design should keep the small town feel. (2)
- Prefer “Agritopia” or similar farm feel (6)
- More buildings should be renovated in the front to look more aesthetically pleasing.
- Architectural guidelines to have teeth

Other Open Space

- Downtown area should have designated area for holidays
- Plant more trees and maybe relocate some
- Fix up veterans park
- Trail extension down the railroad. Between Gilbert Rd + Elliot down to Val Vista Rd.
- Yellow rent-a-bikes

Circulation & Parking

- Pedestrian overpasses to solve RR/Gilbert Rd problems (3)
- Concern about traffic flow with all the growth (2)
- Slower traffic zone, more pedestrians
- No traffic in residential areas for privacy
- Add more/improve turn lanes (2)
- Improve parking & flow (2)
- Direct uber, Lyft + taxi cabs around the corner at Whiskey Row
- Can Dutch Bros Traffic be fixed?

Police & Safety

- Concern for adequate police/safety personnel (4)
- Access for emergency vehicles (3)
- Would like Police Chief to come discuss police plans

New amenities/destinations

- Focus on Entertainment + Family Friendly
- Please add more bars and nightlife in general
- Performing arts center / events center (3)
- Need to consider the schools in the area. More places for kids (Arcade, skate park, go carts, mini golf, Movie theatre, Horse shoe pits) (6)
- Want to see more retail and entertainment

Other

- Proposal shows no residential concepts of mitigating problems for existing residents (2)
- No displacement of families or property acquisition (6)
- Trolleys (4)
- Trash/litter (2)
- Can current university be connected to boutique hotel?
- What is happening with the new building next to the liquor store?
- I am glad the focus is on more bike pathways, gathering space, and additional land uses (office/retail)
- Restrooms (8)
- Gilbert is kid friendly, but needs to be attractive to young adults to keep them here.
- In a bond adverse town government – how will this be paid for?
- Office space leased out of vacated university building?
- We love the railroad
- Have respect for churches

Committee Response

The Stakeholder and Technical Committees were provided the same Response Sheet following Committee Meetings held on January 31st. A total of 13 Response Sheets were collected from the committees. The ballot results have been recorded and are expressed in the figure below.

Key Redevelopment Areas			
	YES	NO	OTHER
North Anchor	13	0	0
District Core	13	0	0
South Anchor	9	1	3

Essential Public Amenities			
	YES	NO	OTHER
“Commons”	13	0	0
Vaughn “Ventilator”	9	1	3
Neighborhood Park	11	0	2
“Living Room” Plaza	12	0	1
Ped & Bike “Paseo”	13	0	0

Additional Written Comments - Committee Meetings

The summary below reflects the additional written feedback provided by the Stakeholder and Technical Committees. Topics mentioned more than once are indicated with the number of times mentioned, following the comment.

Stakeholder Committee

General

- Overall, excellent vision, ideas, and planning efforts! (3)
- North-south regional traffic on Gilbert Rd. Would be good to divert on Neely or Burke
- Reduction of parking on Ash will further blighted conditions in Lacy neighborhood due too the recent development of dense housing (District Lofts Apartments)
- Glad pedestrian friendly walkways considered
- Pedestrians lose when competing with cyclists
- HD should not be “taken over” by large structures.

Technical Committee

Vaughn “Ventilator”

- Yes. At least to explore the option
- Look at Economic Development Ash Realignment proposal

Neighborhood Park

- Not sure about the zoning

Urban Core

- Park & Ride underground to protect sight-line of water tower

Other

- Loop system (Queen Creek/Scottsdale, Tempe)
- Police/Fire substation in the District to improve public safety

Online Response

A narrated slideshow was posted to the Heritage District website (www.gilbertaz.gov/hdupdate) following the Public Workshop. As a part of this video recap, a digital interactive Response Sheet was provided. A total of 118 responses were received through the online platform which was active from February 19th to March 5th. A summary of the results is displayed in the figure below.

Key Redevelopment Areas			
	YES	NO	OTHER
North Anchor	83	24	1
District Core	82	24	3
South Anchor	73	29	11

Essential Public Amenities			
	YES	NO	OTHER
“Commons”	88	18	3
Vaughn “Ventilator”	79	21	8
Neighborhood Park	73	32	3
“Living Room” Plaza	86	21	2
Ped & Bike “Paseo”	92	16	3

Additional Written Comments - Online Survey

The summary below reflects the additional written feedback provided by the community through the online survey. Topics mentioned more than once are indicated with the number of times mentioned, following the comment.

Key Redevelopment Areas & Land Use

- Agree with proposal for new small retail shops--Need diversity of independent and specialty shops (4)
- Agree with small-scale grocery or convenient market at south anchor
- Small boutique hotel is a great idea if it is off the beaten path as shown and fits the character of the district (2)
- Not all restaurants and bars – encourage diverse business growth (4)
- Worry that new areas will be noisy for residential areas (2)
- Too many high rise structures will feel closed in and overwhelming, not small town comfortable (2)
- Not sure about convention center (2)
- Concern about daily traffic increase with new office space (2)
- Keep office space on upper levels and retail/ community spaces on the ground of all buildings (2)
- North anchor development is a great idea
- Location of park & ride is inconvenient
- No more multifamily housing
- Large hotel or chain hotel does not belong
- Encourage arts and strengthen presence of history museum at the south

- Need a nice place for teens to keep them in our community
- Movie theater as attraction to district
- Need more family-style and diverse types of restaurants
- Performing arts center or children’s museum at south anchor would be better than a market
- What about eyesore SE corner of Gilbert & Elliot (deed restricted property)?
- Should discuss Higley & Ray – area with large group of homeowners that wants retail and shops now

Essential Public Amenities & Open Space

- Living Room Plaza and community spaces look great (3)
- Recreational activities like mini golf or lawn games for rent, as well as rental bikes at green areas. (2)
- Bathrooms and filtered drinking water stations (3)
- Love open spaces with water, grass, cover
- Love high & wide sitting/walking areas (arcades)
- Love ideas for water tower area
- Community center instead of neighborhood park
- Prioritize public amenities over restaurants

Vaughn Ventilator

- Vaughn Ventilator is critical and should be highest priority (3)
- Should be no on-street parking on Vaughn – prioritize ped/bike

Pedestrian/Bicycle Access & the Paseo

- Bike paths and other ped/bike options are the most essential – must be family/pedestrian oriented (5)
- Ash street pedestrian underpass is great idea only if open and airy as proposed (2)
- Paseo needs to connect to local and regional bikeway network and include smaller streets within the district (3)
- Canal needs improvements for ped/bike access, cleanliness, and safety (2)
- Love ped/bike Paseo
- Does nothing for people who can't walk or for senior community
- Protected bike lanes on Vaughn ventilator to connect to Guadalupe
- Need loop or trail (2+ miles) for walking dogs, cruiser bikes, strollers, etc
- Need ped/bike/trolley connections to downtown from south of Elliot
- Need secure bike parking

Ash Street Bikeway (south of RR tracks)

- Overkill for low volume roadway
- Too many conflicting driveways
- Directional separated off street facilities preferred
- On street bike lanes would work with traffic calming (raised intersections and speed table pedestrian crossings)

Other Comments

General

- Very exciting concepts. Well thought out. Excellent work! (10)
- Love downtown Gilbert
- Keep it coming, Gilbert!
- Proud of Gilbert for forward thinking and never content to sit still
- This will be cultural center of the East Valley
- Glad to see potential for rail transit
- Focus on small business not big box stores

- Want balance within the district
- Concern about growing crime in the district and along canal – need to ensure adequate funding for public safety officers to patrol, etc
- The key is town-owned land gives freedom to recreating spaces
- Don't do it
- Do not get public wifi – expensive and redundant

Traffic and Parking

- Building parking garages and drive-around roads before building retail
- Street parking on Gilbert Road, north of canal
- Need closer parking to retail
- Discourage gilbert as through-street
- Garages should be underground so valuable space can be utilized for gathering
- Vehicles should park on north and south ends of district and walk through downtown
- Eliminate surface parking central to retail spaces (i.e. grubstake/sushi brokers area)
- Gilbert Road improvements
 - Improve ped/bike access
 - Reduce drive lanes to one lane each way – other lanes for ped/bike
 - Add tree-lined median

Aesthetics & Values

- Need height restriction—nothing above 3 stories in the district
- Leave western storefronts alone
- No modernization—should reflect heritage (i.e. cultural traditions and historic buildings)
- Get rid of car-centric design that gives strip-mall feel
- Do not replace or minimize American Legion or other historic buildings with new development
- Do not take the St. Anne Friends of the Needy
- Feels too much like Kierland in Scottsdale
- Keep charm of farm town heritage
- Keep Gilbert family focused
- “Gilbert has changed from a nice town into a fake trendy yuppie mecca”

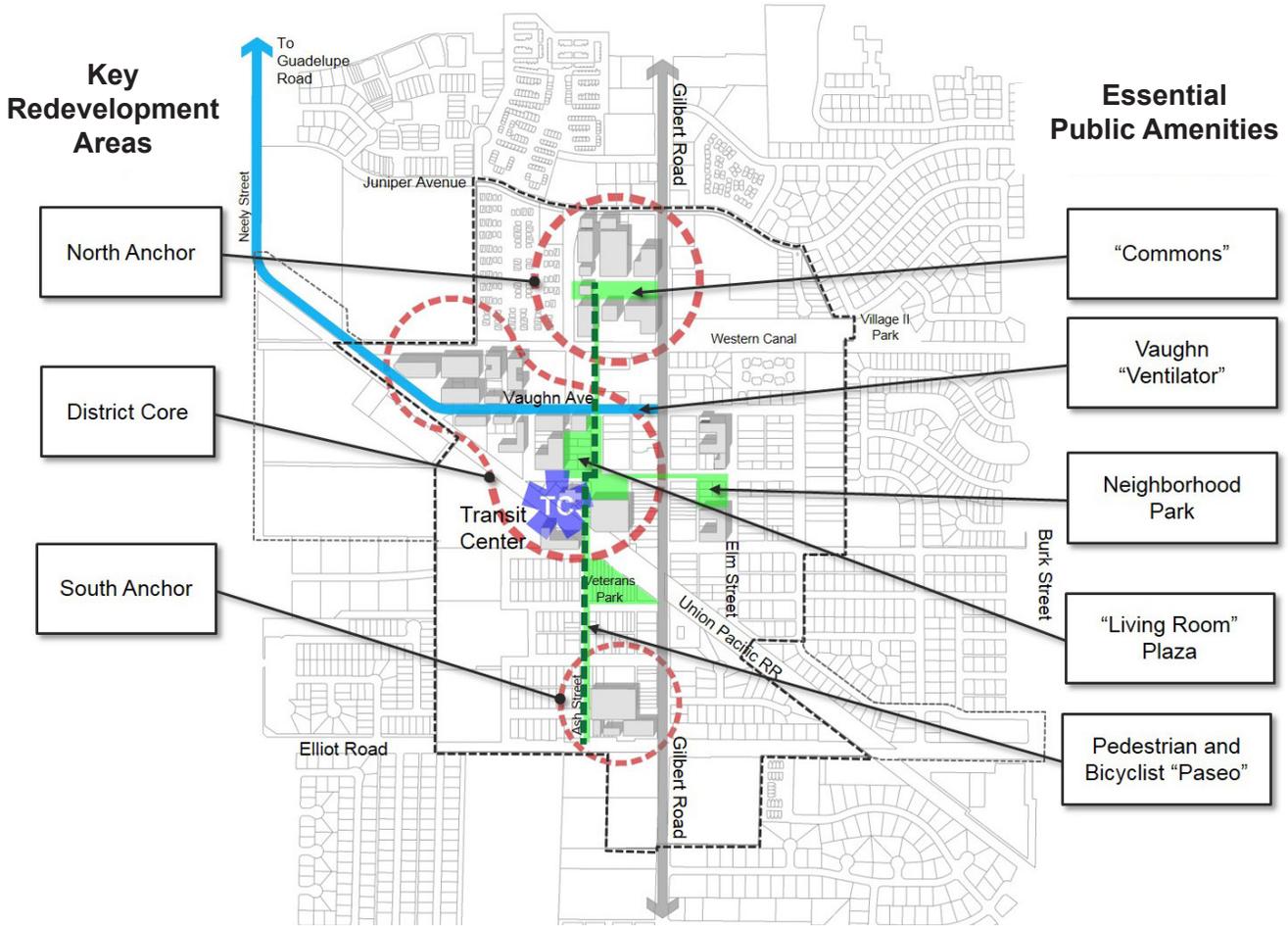
Response Sheet

Gilbert Master Plan & Redevelopment Plan Update Public Workshop #2

January 30th, 2017



Master Plan: Fundamental Concept



Please provide feedback by checking the appropriate boxes below. Use back of sheet for additional comments.

Key Redevelopment Areas

Essential Public Amenities

	YES	NO	OTHER
North Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
District Core	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
South Anchor	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	YES	NO	OTHER
“Commons”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Vaughn “Ventilator”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Neighborhood Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
“Living Room” Plaza	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ped & Bike “Paseo”	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Meeting Summary

Heritage District Redevelopment Plan and Master Plan
 Town of Gilbert, Arizona
 April 3–4



Meetings & Public Workshop #3

Three meetings were held in the Town of Gilbert across April 3rd and 4th including a Public Workshop, Stakeholder Committee Meeting, and Technical Committee Meeting. The Public Workshop #3 was held on April 3rd, from 6:30-8:00pm in the University Building Assembly Room at 92 W Vaughn Avenue, and was attended by approximately 50 community members. Stakeholder and Technical Committee meetings proceeded on April 4th.

The following pages include:

- Meetings and Workshop Summary
- Response Sheet Results

Meetings and Workshop Summary

The purpose of the meetings and workshop was:

- Present the Refined Fundamental Concept
- Present Draft Implementation Strategy
- Collect feedback on the Fundamental Concept and Implementation Strategy
- Answer questions

Public Workshop

The Public Workshop commenced with a slide show presentation including an introduction presented by Amanda Elliott, the Heritage District Liaison and Redevelopment Administrator, including background information and summary of the public outreach process. The consult then presented a summary of the previous two Public Workshops, public feedback received, the refined Fundamental Concept and master plan additions, and the draft implementation strategy.

Following the presentation, the community discussed the presented concepts amongst their round-table group. The workshop concluded with discussion summaries orally presented by a representative of each table. A total of 36 Response Sheets were collected at the end of the meeting.

Below: Response Sheet (two-sided) provided at all meetings

Response Sheet

Gilbert Master Plan & Redevelopment Plan Update
 Public Workshop #3
 April 3, 2018

Master Plan: Fundamental Concept (Refinement)

3

Response:

Please respond by checking the appropriate box. Additional comments may be written in the lined space below.

Do you agree with Fundamental Concept refinements illustrated above? YES NO OTHER

Please provide additional comments below:

Implementation Strategy: Catalyst Projects

Response:

Please respond by checking the appropriate box. Additional comments may be written in the lined space below.

Do you agree with the Implementation Strategy (Catalyst Projects 1&2) illustrated in the diagram above? YES NO OTHER

Please provide additional comments below:

If you need additional time to respond, please return your comments to:
 Crandall Arambula 620 SW Yamhill, Roof Suite 4 Portland, Oregon 97204 | (503) 417-7879
 Cindy Trivisonno: ctrivisonno@ca-city.com

Meetings & Workshop Summary (continued)

Committee Meetings

The committee meetings were intended to provide an overview of the Fundamental Concept and summary of proposed projects, as well as present the results of the Public Workshop Response Sheet. Each meeting began with a 10-minute presentation before opening the floor for discussion and questions for the remaining 35 minutes. Response Sheets were collected at the end of each meeting.

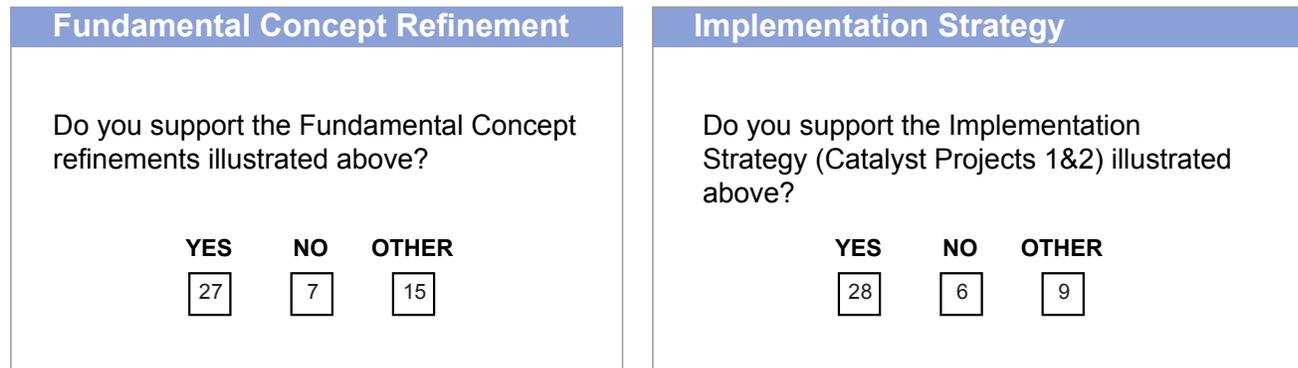
Total Response Sheet Results

A summary of the comments and feedback recorded on the Response Sheets identify successful elements of the proposed Master Plan as well as opportunity for Master Plan refinement.

In all, 51 responses were received between April 3rd and May 23rd through the following methods of outreach:

Public Workshop:	36 Response Sheets
.....	
Two Committee Meetings (Stakeholder & Technical):	2 Response Sheets
.....	
Online Survey (via www.gilbertaz.gov/hdupdate):	13 Responses
.....	
51 Responses Received	

The results from each session have been recorded and are expressed in total in the figure below.



Additional Written Comments

The following summary reflects the written feedback provided in the comment section on the back side of the Response Sheet. Topics mentioned more than once are indicated with the number of times mentioned, following the comment. The comments help determine areas of the plan that may require further investigation or refinement. Additionally the comments offer clarity regarding 'NO' and 'OTHER' votes.

Question #1: Fundamental Concept

GENERAL

- Disappointed there are no 10-year plans for south or east parts of the District, while too much development is being planned in a concentrated area (3)
- Fundamental concepts and plans are great. Let's get it done before 10 years. (3)
- Master plan has been needed for a very long time.
- How do you sell consumers on seeing Heritage as business district that will provide better revenue for relocating businesses, also there are larger malls 15 minutes away.
- How are we adding to law enforcement to keep district safe? Any more info on police substation?
- Consultant does not understand the culture and way of life in Gilbert nor the weather. I do not appreciate the socialist utopia ideas such as forcing people out of vehicles but increasing bike/pedestrian as if it is the role of the government to make personal choices for the people.
- As in the past, an inordinate amount of impact is given to some merchants. For example, a temporary building with a short-term lease (from the TOG) derailed the planned transit center. This has occurred in previous projects.
- I'm not very pleased with the "yes-no-other" question on your feedback page. This is so much more complicated than those options. I'm sure that the feedback statistics will be used by the Town to do as they wish pointing to the responses.

CHARACTER

- Don't forget about Hispanic/Latino/Spanish culture that helped make Gilbert what it is. Keep that heritage. Suggestions: a Mercado in the Festival park area; designated Hispanic/Latino shopping district; integrate culture in design aspects. (2)
- All pictures shown have a large commercial urban look, and don't seem to set Gilbert apart from other cities. The HD is supposed to look and feel of small town. What makes people want to come here when it's so hard to get in and out of?

TRAFFIC & CIRCULATION (GENERAL)

- Not enough focus on current traffic problems and car/bike access on Gilbert Road that are likely to worsen. (6)
- Concern with additional vehicle traffic not being addressed. Only pedestrians and bikes addressed. (4)

- Too much traffic in small area. Need ways to keep traffic out of the downtown core as much as possible. (2)
- Traffic on Gilbert Road should be addressed. Even if the Town of Gilbert did not prioritize this, it's obviously important to the public and to stakeholders. An increase from 22,000 to 39,000 trips between now and 2025 is significant.
- Traffic calming devices on the streets adjacent to Neely Academy is a good idea to address the safety of students. But if the intent is to have a separate access to the district, the calming devices could kill this idea. I am not in favor of a 30 mph street, I just know the intense discussions we had in our HOA regarding calming devices. It's an emotional issue.
- Good to see traffic load decreased on Gilbert Road.
- Neely under the tracks could reduce Gilbert traffic.
- How does this much development benefit Gilbert when this area is difficult to access?
- Need signs that direct traffic to alternate routes to downtown.
- Rideshare pickup issues
- No emphasis on east and south access to District. Need options for those too.
- Connect east with west Gilbert Road (similar to Paseo efforts on west side)
- Need to discuss development of offramp with Mesa @ Lindsay PHWY60.
- Need traffic studies based speed reductions and new roadways.

PED/BIKE/PASEO

- Make Elliot bike path narrower, keep street same size. (2)
- Not sure need bike loop section on Elliot, could cause more traffic issues in congested area.
- Do not support closing bike loop, especially with a shareway. This does not appease safety concerns.
- Don't like the idea of bike/car sharing lane along Ash on the south.
- Like shared bike/car paseo with parking on street.
- Need good lighting for bike routes.
- Canal is an established route, needs improvements at least to Burk, extremely dark at night.
- Like the bike/pedestrian underpass connecting the district with the neighborhoods south of the track.
- There should be pedestrian/bike corridor from the

western canal, similar to the north/south bike/ped corridor on west side of Gilbert.

VAUGHN

- The Vaughn Avenue Extension pose a risk to students and pedestrians in the Heritage District. Traffic alleviation would be the local access road underground that is further from school, but provides east-west access through the district.
- Vaughn ventilator will give relief to the west, there is no relief to the east. Will traffic find relief through neighborhood?
- Concerned about Vaughn ventilator, and where traffic will flow.
- Ventilators should be planned to take pressure off Gilbert Road.
- Vaughn extension and Ash St realignment not significant enough to solve traffic problems.
- Vaughn Avenue better replaced by local access road. Would avoid significant additional taxpayer funding and acquisition of private property.

ASH EXTENSION

- Cullumber Ave to Ash- concerns with a light on Gilbert, train to south could cause back ups.
- Ash extension should continue along railroad tracks from Cullumber all the way to Vaughn Ventilator

OVERPASS & UNDERPASS

- Pedestrian overpass is unnecessary expense that will be obsolete within a short time. Just build the underpass (2)
- Consider a vehicular underpass on Ash Street to remove some traffic from Gilbert. (2)
- Don't waste money on a ped-only underpass. Make it for cars too. (2)
- Consider underpass on Gilbert under railroad.

PARKING

- Parking garages should be planned for the outskirts of the district to further decrease traffic within the main section. (2)
- Want adequate parking throughout with full build out.

OPEN SPACE (GENERAL)

- Do not plant palm trees – attract scorpions.
- Too many park additions!

PLAZA

- Too large an area, don't expand so far from the water tower. Think small and keep costs down. Can't say

what I want when no costs associated with each item.

NORTH ANCHOR & COMMONS

- Commons is too separated from downtown with proposed tall office buildings.(2)
- Would like to see use break down of north anchor.
- Important that North Anchor office space is smaller and affordable.

SOUTH ANCHOR

- Take out grocery/drug store – not enough access.
- South Anchor – concerned it's too far from the core. Will be hard to get private development interest if it's too far from the action.

TRANSIT CENTER

- Transit center – where do buses park?
- Support the plan, but concerned that pushing the transit center to non-town owned land could impede development.
- Purchase lumber store for transit center on Neely, makes more sense.

NEIGHBORHOOD PARK

- Move park on the east side of Gilbert south to the intersection of Elm and Bruce.

LAND USE (GENERAL)

- How do more office buildings reduce blight when most are empty? (2)
- In support of retail on the first floor and office on the 2nd floor (especially in North Anchor). (2)
- Offices in HD are not located ideally for access.
- I like the idea of retail, but with decline of retail vs online, worry about empty storefronts. (2)
- Concerned with emphasis on office space. Is there enough demand to meet planned supply? What percentage of office will the Heritage District hold out of the total office 10-year build-out for Gilbert? (2)
- For retail that is shown on graphics (Vaughn, west of Gilbert Rd.), differentiate between retail, services, and restaurants.
- Retail: Are you aware of any (non-monetary) recruiting ideas that have worked?
- Multifamily should be cottages, not apartments (like new ones across Gilbert – not gated, gated doesn't have small town feel.)
- Most people rent because they can't afford buying, or don't plan to be there long. Multifamily should be owner occupied

- We don't need any more retail.
- Event and retail space should be prioritized. The only entertainment in the district is Hale theater which is limited use. Need to add to dining scene to make it more of a destination.

FUNDING

- Funding must be part of public disclosure before moving forward.
- Stop spending my money.
- No more public/private partnerships
- Is the change worth the expense and addition to taxes?
- Wary of how this will be received without feasibility studies

Question #2: Implementation Strategy & Catalyst Projects

GENERAL IMPLEMENTATION

- Please solve traffic problems (especially on Gilbert Road) FIRST before adding more buildings/people. (5)
- Priority should be given to traffic flow. Additional businesses will make traffic worse.
- Address traffic issue and do all road estimates first.
- Biggest concern is traffic needs. Must be dealt with first.
- Other ways to access district that circumvent Gilbert Road should be a priority.
- Want funding to be part of the public conversation.
- Don't believe that the impact will outweigh the costs
- Projected costs are needed before one can vote yes or no.
- Streets need to be added before the other development.
- Your plan doesn't seem to prioritize anything east of Gilbert Rd. Can the projected cost of the community park be a part of the next update to aid in prioritizing?

OVERPASS & UNDERPASS IMPLEMENTATION:

- Pedestrian overpass—prefer not to spend money on overpass if it will be abandoned in the future. If possible, build the underpass now. Better to spend a bit more now to prevent waste later (3)
- Lose the overpass.
- Why not eliminate redundant bike over/underpass by

making underpass just vehicles. Better separation and lower cost for underpass.

CATALYST PROJECT 1 - Commons

- Commons won't be a large public draw unless very thoughtfully connected via the Paseo.
- Commons: Recommend this is planned together with the selected developer so that the plan is cohesive.
- Commons: Agree that there is a need for strong public amenity to spark activity, gathering, and entertainment.
- Not convinced that office should be the main use for the block. Just one of the uses.
- Like the Commons proposed.
- I don't love the large retail area, but I do like the grassy area.
- The TOG has gone out with an RFQ for the Commons. Apparently, it doesn't resemble what has been presented by Crandall Arambula. What??? The public and stakeholders need to have input to RFQ's, RFP's, and responses.

CATALYST PROJECT 2 – Vaughn, Plaza, Ash

- Recommend Catalyst Project 2 accelerated, would have much more significant impact on district.
- I support doing the Vaughn Ventilator first to handle traffic before inviting additional businesses to the area.

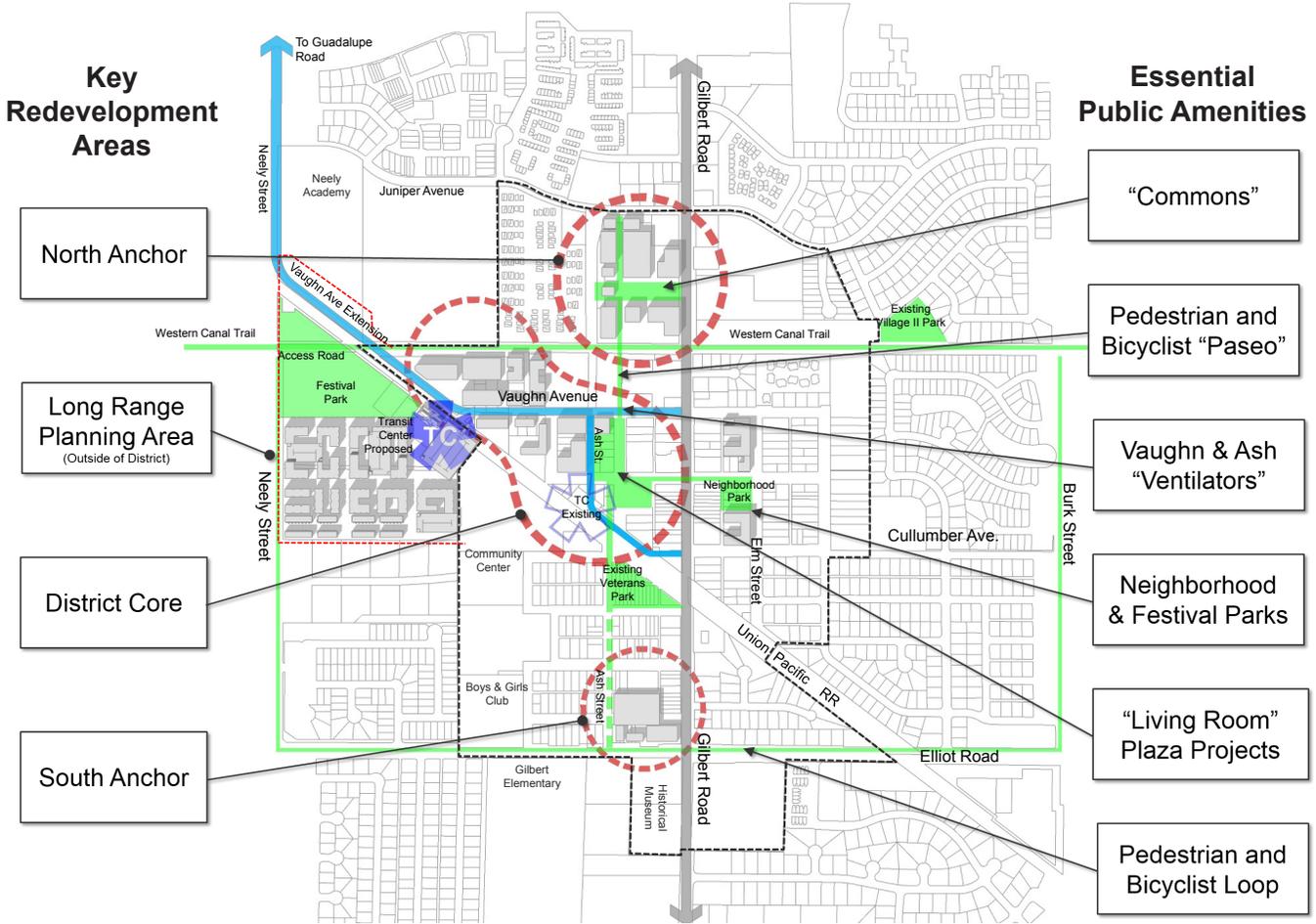
Response Sheet

Gilbert Master Plan & Redevelopment Plan Update Public Workshop #3

April 3, 2018



Master Plan: Fundamental Concept (Refinement)



Response:

Please respond by checking the appropriate box. Additional comments may be written in the lined space below.

Do you support the Fundamental Concept refinements illustrated above? YES NO OTHER

Please provide additional comments below:

Summary of Feedback & Review Process

Comments and feedback were collected through various methods including, Response Sheets, Online Survey, and additional coordination between the Heritage District Liaison and the consultant. The feedback received identified successful elements of the Draft Redevelopment Plan as well as areas in need of refinement. The following summarizes the feedback and review process conducted for the Draft Redevelopment Plan document.

Public Review Feedback

In total, Two Response Sheets were received at the conclusion of the Public and Committee Meetings on June 5–6. The majority of feedback was received through the online survey and other delivery methods.

Internal Technical Review Feedback

Town administrators, engineering and planning staff, and the Redevelopment Commission also participated in an internal technical review of the Draft Redevelopment Plan. This review board was comprised of over 35 individuals, aimed to represent each of the key departments and parties responsible for implementing the Redevelopment Plan.

The figure below summarizes public and technical staff participation through the Draft Redevelopment Plan review process from May 22 to June 30:

Public & Committee Meetings:	2 Response Sheets
.....	
Online Survey (via www.gilbertaz.gov/hdupdate):	15 Responses
.....	
Internal & Technical Review (Continual correspondence and coordination):	35+ Reviewers
.....	
50+ Document Reviews	

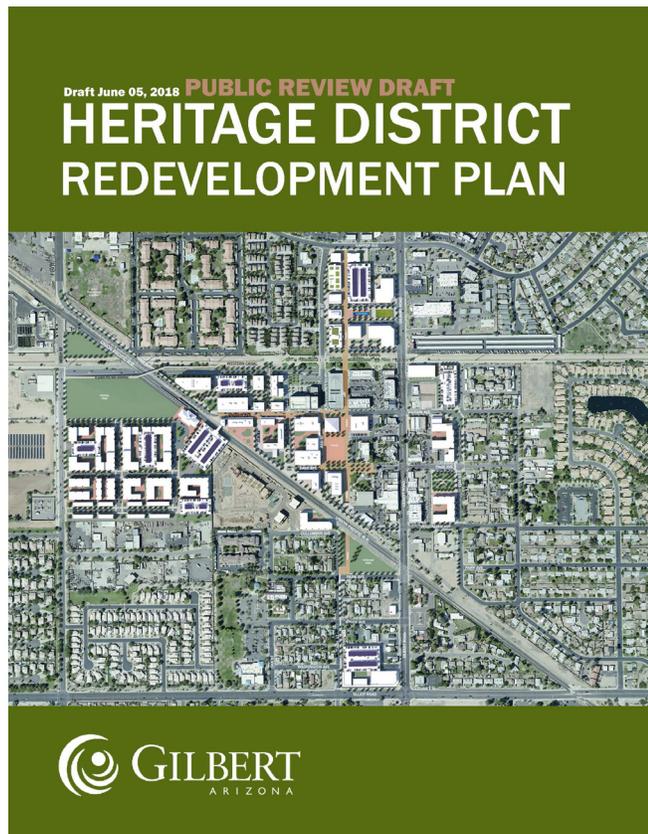
Response Sheet

Gilbert Master Plan & Redevelopment Plan Update Public Presentation #4

June 5, 2018



Draft Redevelopment Plan 2018: Public Review Draft



PLAN CONTENTS	
INTRODUCTION	1
Statement of Boundary	4
Demographics & Density	10
VISION	11
Goals and Objectives	14
Development Opportunity	16
Circulation Opportunity	17
Strategic Steps	18
CHARACTER	19
Placemaking Strategy	22
Regulatory Updates	24
MASTER PLAN	35
Fundamental Concept	38
District Build-out	40
Essential Public Amenities	43
Key Redevelopment Areas	57
Other projects	65
IMPLEMENTATION	77
Catalyst Projects	82
Key Projects	84
Other Projects	88
Business Case	90
FUNDING	91
Infrastructure Funding	93
Financing Strategies	94
Draft	97
ROLES & RESPONSIBILITIES	97
Redevelopment Commission	99
REQUIREMENTS	101
Public Parking	104
Circulation	106
District Branding	107
Wayfinding	109
Tourism	111
Public Art	112
Special Events	113
District Management	116
Public Safety	119
Flood Control	120
Budget & Resource Considerations	121

Response:

Please provide comments in the space below and on the back of this sheet.

If you need additional time to respond, please return your comments to:
Crandall Arambula | 520 SW Yamhill, Roof Suite 4 Portland, Oregon 97204 | (503) 417-7879
Cindy Trivisonno: ctrivisonno@ca-city.com

E.

TECHNICAL ANALYSES

- **Traffic Analysis**
- **Public Utilities Analysis**
- **Business Case Analysis**
- **Market & Demographics Study**
- **Tourism Strategic Plan Assessment**
- **Economic Development Plan Assessment**

TO Don Arambula
520 SW Yamhill St, Roof Suite 4
Portland, Oregon 97204

DATE June 29, 2018 **JOB NO.** 17-1710

RE **Gilbert Heritage District / Preliminary Traffic Assessment**

CC File



EXPIRES 2019-09-30

This memo is written to summarize the improvement concept currently being proposed for the Town of Gilbert and the transportation effects that correspond to the potential changes. The Gilbert Heritage District is an area generally described as the downtown area of Gilbert.

Arterial access to the district includes Gilbert Road and Warner Road. The western canal, which traverses east-west through the district facilitates considerable pedestrian/bicycle traffic. The Union Pacific Railroad traverses northwest-southeast through the district.

Gilbert Road within the study area provides two (2) lanes in each direction, separated by a two-way left-turn lane or, between Cullumber Avenue and the Western Canal, landscaped medians. Both sides of Gilbert Road include curb/gutter, sidewalks and decorative lighting. Gilbert Road has a posted speed limit of 25 mph within the study area.

Warner Road within the study area provides two (2) lanes in each direction, separated by a two-way left-turn lane; west of Gilbert Road, Warner Road also provides a bike lane in each direction. Both sides of Warner Road include curb/gutter, sidewalks and a mix of decorative and standard lighting and overhead power lines on the south side of the road. Warner Road has a posted speed limit of 35 mph within the study area.

The Western Canal begins at the Consolidated Canal and travels generally westward through Gilbert, Chandler, Tempe and Phoenix. Within the Heritage District, a multi-use path travels parallel on the south side of the canal. The path is enhanced with green landscaping between Gilbert Road and Oak Circle. The path does not cross the Union Pacific Railroad, but terminates south of Heritage Pointe Apartment Homes where a pedestrian crossing over the canal is provided. No paved path exists beyond/connecting to the canal crossing.

The Union Pacific Railroad crosses northwest-southeast through the district. At-grade crossings are provided at Gilbert Road and at Elliot Road. A 2016 report from the United States Department of Transportation website indicates the Gilbert Road railroad crossing facilitated an average of four (4) scheduled trains per day. The Town of Queen Creek states on their website that Union Pacific operates as many as eight (8) trains per day on the rail line in February 2015, and that the rail line may have up to fifteen (15) trains per day. This rail line is part of the currently preferred route of a planned passenger rail line between Phoenix and Tucson. Downtown Gilbert has been designated as a potential stop location for the passenger rail route.

The top two (2) transportation related patron responses at the initial public workshop for the project were “solving parking and transportation flow/congestion” and “increase bike/pedestrian

network.” Town officials presented that traffic issues present within the Heritage District are influenced from the limited access to/from the area. The combination of the Western Canal, the Union Pacific Railroad and residential neighborhoods in the area limit ease of access.

The Town’s current focus is on the west side of Gilbert Road. Further investigation is required for the east side of Gilbert Road to determine plausible circulation improvements.

The “Vaughn Ventilator” or “Vaughn Extension” concept includes extending Vaughn Avenue northwest, paralleling the Union Pacific Railroad until intersecting Neely Street (north of railroad). This concept provides an additional access to/from high density land uses within the Heritage District via collector roads and is expected to alleviate traffic conditions on Gilbert Road. The “Neely Access Road” concept is a related access improvement that involves the construction of a new east-west roadway south of the western canal between Ash Street and Neely Street (south of railroad). The Neely Access Road will traverse under the railroad, which will provide a multi-use path. The multi-use path passing beneath the railroad to the downtown area will complement a planned pedestrian overpass over the railroad that connects to the Western Canal Path. The extension of the Western Canal Path will complete the path to provide a contiguous, paved route from the start of the Consolidated Canal to near the Gilbert-Chandler boundary, approximately ½-mile west of McQueen Road where another Union Pacific Railroad traverses north-south. While both the Vaughn Ventilator and the Neely Access Road intersect Ash Street, a secondary roadway connector option is considered on the east side of the Vaughn Detention Basin. A variety of other improvements are being considered including changes to sidewalks, bike lanes, and paths.

An extension of Cullumber Avenue is also being considered. Cullumber Avenue currently terminates at Gilbert Road and is proposed to be extended to the west, turn to parallel the railroad and then connect to Ash Street. This roadway extension will allow greater access to the areas to the west of Gilbert Road by improving a street that already intersects Gilbert Road.

The Town is also considering locations for potential redevelopment within the Heritage District pursuant to patron responses requesting to “strengthen and increase downtown retail” and “increase public space and seating.” The proposed high yield redevelopment option includes the potential construction of up approximately 1,800 residential dwelling units, nearly ¾-million square feet of office, 300,000 square feet of retail and a hotel. A low yield option decreases the number of residential dwelling units to under 1,000 and decreases the office space to under 200,000 square feet.

The Town desires a new parking lot near or replacing the existing park-and-ride lot near water tower plaza. The potential passenger rail stop would be located in the vicinity. CivTech recommends that the Town conduct a study for a parking policy for Heritage District. This study should consider the amount of parking, proximity to trip generators, and potential strategies to facilitate ride sharing.

Several parks and public areas are proposed within the current plan. Options including a pedestrian green belt, multi-use paths, and providing bike treatments along roadways are being considered. Improving the pedestrian and bicycle facilities fosters non-vehicular modes and improves multi-use downtown activity. Parks and pedestrian and bicycle facilities adjoining Ash Street south of the railroad is proposed, continuing on the Ash Street alignment north of the

railroad traversing the railroad via underpass connecting public areas north and south of the railroad.

The portion of Ash Street between Vaughn Avenue and the railroad will be shifted to the west to align with Ash Street north of Vaughn Avenue. This will occur with the redevelopment of the existing land uses in the area and may include other roadway changes to best facilitate access conditions for the new land uses and transit facilities.

Gilbert Road is considered by Town officials to be approaching maximum capacity. Average daily traffic (ADT) volumes published by the Town indicate that the 2015 ADT on Gilbert Road, between Guadalupe Road and Elliot Road is approximately 36,700. Elliot Road was evaluated to have 19,300 ADT west of Gilbert Road and 20,800 east of Gilbert Road in 2015. An ADT for Gilbert Road, south of Elliot Road, is not listed.

A high yield option is projected to generate approximately 13,622 vehicles. These trips will be to/from the different parking areas and expect to arrive/depart the Heritage District via Gilbert Road, Elliot Road and Vaughn Avenue/Neely Street. Possibilities for a collector connection on the east side will be evaluated in the future. In consideration of the accompanying access improvements, the proposed land uses are anticipated to generate ADTs of approximately 5,200 vehicles on Gilbert Road, north of Juniper Avenue, 3,100 vehicles on Gilbert Road, south of Palo Verde Street, 2,300 vehicles on Elliot Road, east of the Cottonwood Drive, 5,400 vehicles on Elliot Road, west of Neely Street, 1,700 vehicles on Neely Street, north of the railroad and 3,300 vehicles on an assumed future east-west collector. Note that these volumes are projections for proposed land uses and do not subtract existing traffic volumes generated by land uses that will be removed. Also, some existing traffic volumes going to/from other land uses within the Heritage District will reroute with the added access provided by the Vaughn Ventilator improvements and potential other improvements to be considered in the future. An attachment depicts projected 2020 total traffic volumes should the improvements be made.

CivTech Inc.



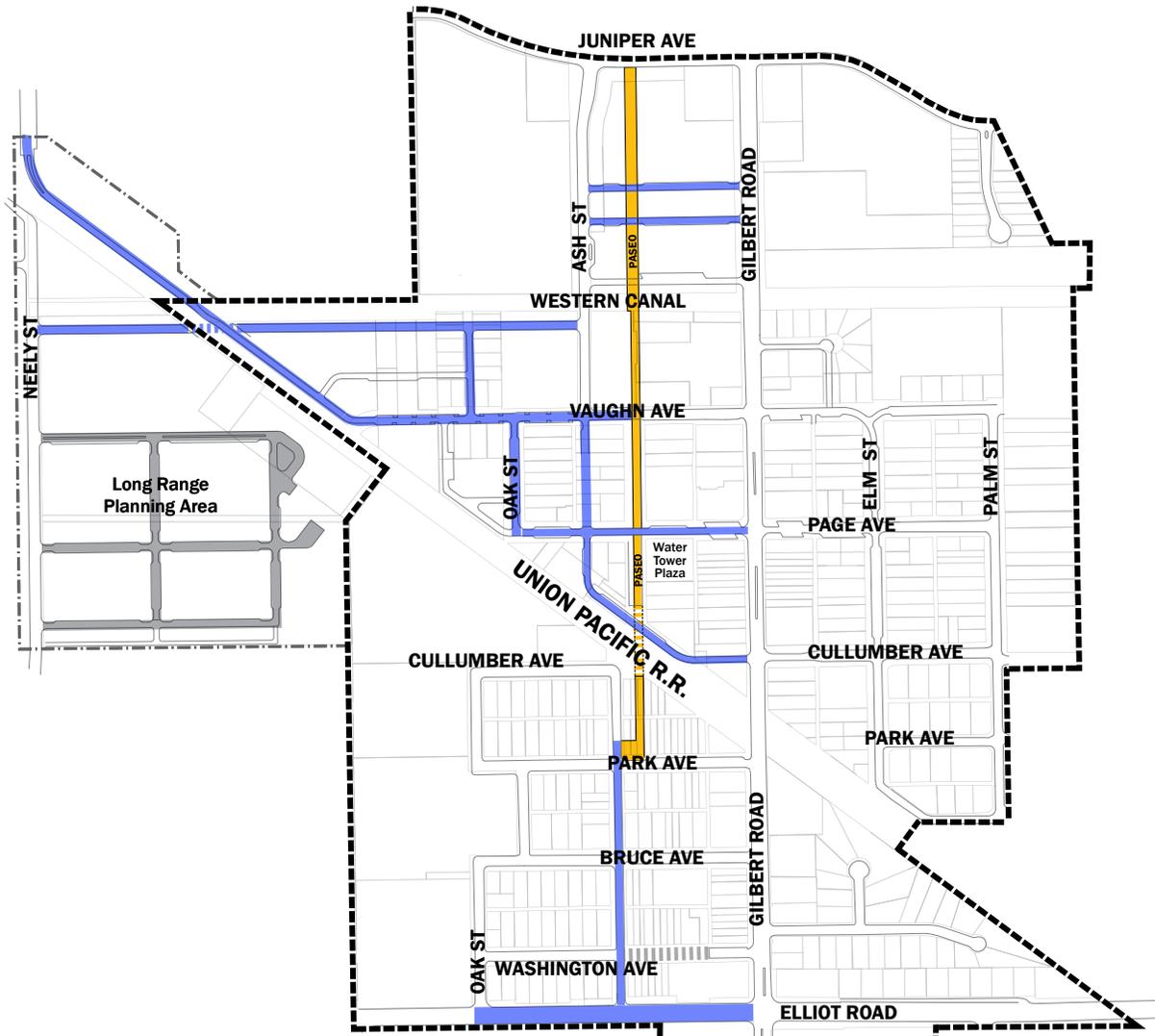
Douglas Ostler, P.E.
Project Engineer

Attachments:

Heritage District Development Plan
2020 Projected Average Daily Traffic
Trip Generation Calculations

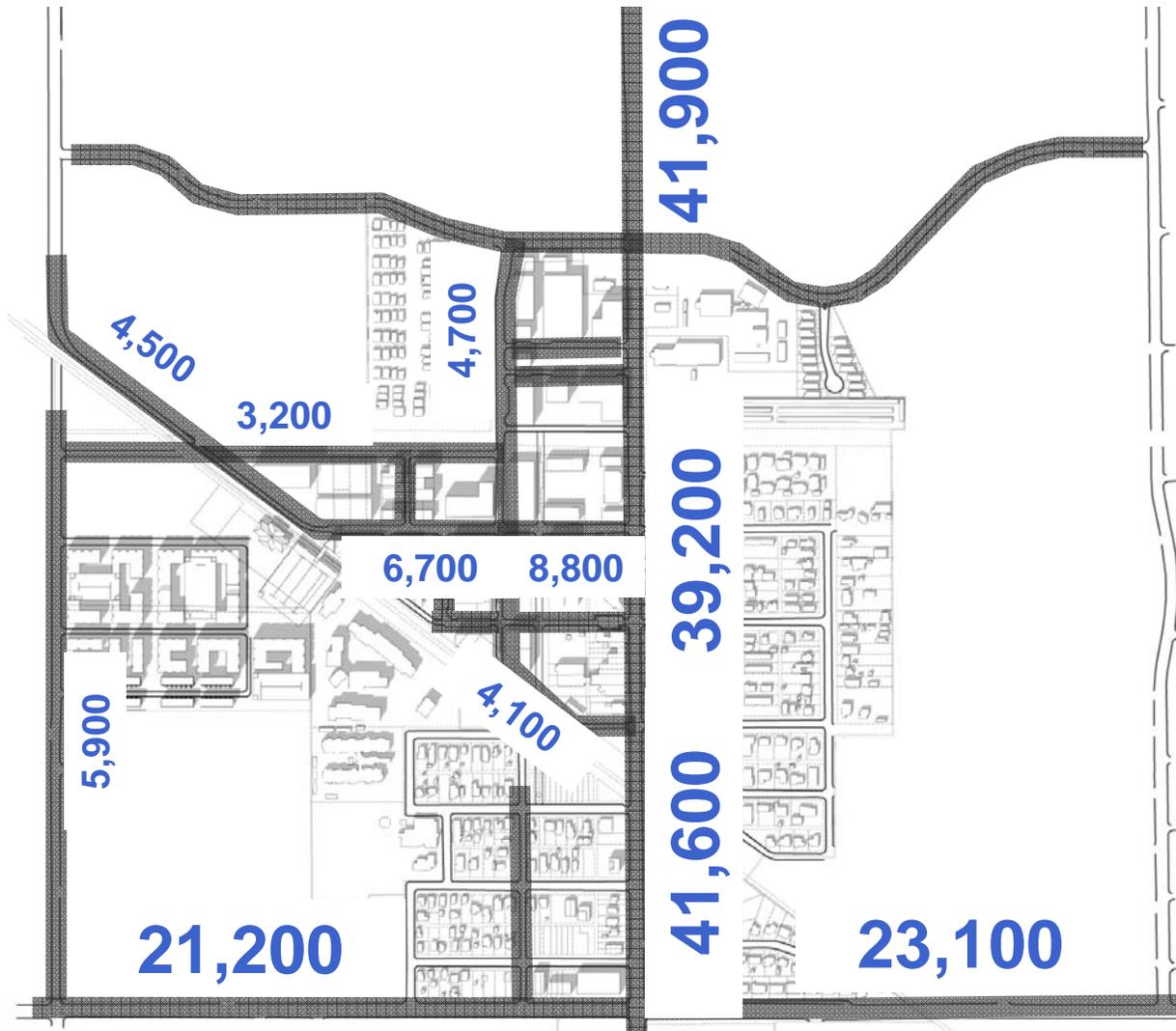
References:

2015- *Traffic Counts*, Town of Gilbert, 2015, <https://www.gilbertaz.gov/home/showdocument?id=9802>
Gilbert Infrastructure Improvements_3.2.18, Town of Gilbert, March 2, 2018.
Gilbert_RDP_CirculationFramework_DRAFT_6.26.pdf, Town of Gilbert, 2018.
Heritage District Redevelopment Plan, 2015 Consultant Update, Kimley-Horn, Town of Gilbert, 2015,
<http://www.gilbertaz.gov/home/showdocument?id=10508>.



DISTRICT CIRCULATION IMPROVEMENTS

- New or Renovated Street
- New Underpass
- New Pedestrian & Bicycle Street (The Paseo)
- New Pedestrian & Bicycle Underpass (The Paseo)
- Potential New Street (outside District boundary)
- Vacated/Removed Street



2020 Projected Average Daily Traffic

Land Use Types and Size				
Parcel	Proposed Use	Amount Units	ITE LUC	ITE Land Use Name
	Multifamily	2,010 Dwelling Units	220	Multifamily Housing (Low-Rise)
	Office	322.000 KSF	710	General Office Building
	Commercial	151.500 KSF	820	Shopping Center
	Hotel	320 Rooms	310	Hotel

-Abbreviations: ITE = Institute of Transportation Engineers, LUC = land use code, SF = square feet, KSF = 1,000 square feet, DU = Dwelling Units, Keys = keyed guest units.

Weighted Average Rate or Fitted Curve Equation Used in Analysis?													
Parcel	Proposed Use	ADT	Rate	Trips	AM	Rate	Trips	PM	Rate	Trips	(not used)	Rate	Trips
	Multifamily	T=7.56*X-40.86		15,154	0.51		825	0.02		853			
	Office	T=0.97(X)+2.50		314	T=0.94(X)+26.94		330	36		346			
	Commercial	LN(T)=0.68*LN(X)+5.57		7,974	T=0.5(X)+151.78		228	89		739			
	Hotel	T=11.29(X)-426.97		3,186	T=0.50(X)-5.34		155	T=0.75(X)-26.02		214			

Base Trips														
Parcel	Proposed Use	ADT				AM				PM				(not used)
		% In	In	Out	Total	% In	In	Out	Total	% In	In	Out	Total	
	Multifamily	50%	7,577	7,577	15,154	23%	190	635	825	63%	537	316	853	
	Office	50%	157	157	314	86%	284	46	330	16%	55	291	346	
	Commercial	50%	3,987	3,987	7,974	57%	130	98	228	52%	384	355	739	
	Hotel	50%	1,593	1,593	3,186	59%	91	64	155	51%	109	105	214	
	Totals		13,314	13,314	26,628		695	843	1,538		1,085	1,067	2,152	

Notes: -Per ITE's *Trip Generation Handbook, 3rd edition*, the rates in the *Trip Generation Manual* represent base trip generation rates for "low-density, single-use, suburban developments with little or no transit service, limited bicycle access, and little or no convenient pedestrian access" and that the "analyst needs to adjust the baseline vehicle trip generation" if the subject development is an infill site, mixed-use development, transit-friendly development, is located within an urban core area or near a school, and/or other conditions.

-The base trips projected for the site are displayed in the table above. The following pages, if any, present appropriate adjustments to the base volumes and/or separate trip types.

Gilbert Heritage District
High Yield

Trip Generation
January 2018
Appendix D

Adjustments for Alternate Mode Trips

Parcel	Proposed Use	ADT			AM			PM			(not used)			
		In	Out	Total	In	Out	Total	In	Out	Total				
	Multifamily	5%	379	379	758	5%	10	31	41	5%	27	16	43	
	Office	5%	8	8	16	5%	14	3	17	5%	3	14	17	
	Commercial	5%	199	199	398	5%	7	4	11	5%	19	18	37	
	Hotel	5%	80	80	160	5%	5	3	8	5%	5	6	11	
	Totals	5%	666	666	1,332	5%	36	41	77	5%	54	54	108	

Notes: -Reductions for alternate mode trips include all types of non-vehicular modes and/or reduction for non-driver vehicle trips. The reduction represents the amount of trips that would not be expected to use alternate modes of travel under base assumptions - it does not include any amount of alternate mode trips that would be expected under base assumptions.

Adjustments for Internal Trips

Parcel	Proposed Use	ADT			AM			PM			(not used)			
		In	Out	Total	In	Out	Total	In	Out	Total				
	Multifamily	15%	1,137	1,137	2,274	15%	29	95	124	15%	81	47	128	
	Office	15%	24	24	48	15%	43	7	50	15%	8	44	52	
	Commercial	15%	598	598	1,196	15%	20	14	34	15%	58	53	111	
	Hotel	15%	239	239	478	15%	14	9	23	15%	16	16	32	
	Totals	15%	1,998	1,998	3,996	15%	106	125	231	15%	163	160	323	

External Vehicular Trips

Parcel	Proposed Use	ADT			AM			PM			(not used)			
		In	Out	Total	In	Out	Total	In	Out	Total				
	Multifamily		6,061	6,061	12,122		151	509	660		429	253	682	
	Office		125	125	250		227	36	263		44	233	277	
	Commercial		3,190	3,190	6,380		103	80	183		307	284	591	
	Hotel		1,274	1,274	2,548		72	52	124		88	83	171	
	Totals		10,650	10,650	21,300		553	677	1,230		868	853	1,721	

Memorandum

To: Cindy Trivisonno, Crandall Arambula **Date:** June 26, 2018
Copy: _____
From: Jake Hoban **Project No:** 1017117
Subject: Gilbert Redevelopment Plan – Utility Improvements

Cindy,

During our research and coordination with the Town of Gilbert, we were informed by Town Engineer David Fabiano that Jacobs is currently in the process of preparing a Utility Master Plan for water, wastewater, and reclaimed water. With Crandall Arambula’s permission, Dibble shared an exhibit showing the Draft Heritage District Master Plan – 10 Year Build Out and our preliminary utility demand calculations with Jacobs.

As part of the Utility Master Plan, Jacobs is revising the criteria used to estimate water and wastewater demand; Jacobs used these criteria to evaluate the proposed Redevelopment Plans in the Heritage District and found that even with an increased demand (compared with our estimates using current Gilbert criteria), they are still comfortable that the existing and proposed infrastructure will provide adequate supply.

The Town verified that their models agreed with the Jacobs models for water and wastewater demands.

Table

FACTORS AND ASSUMPTIONS

Cost Assumptions

Land Use	Cost	
Office	\$225 per SF	
Retail	\$200 per SF	
Residential	\$120,000 per unit	
Hotel / Conference	\$200,000 per room	National average \$22.2M/115 rooms
Boutique Hotel	\$200,000 per room	
Parking - Above Grade	\$18,000 per space	
Parking - Below Grade	\$32,000 per space	

Market Assumptions

Land Use	Cost	
Office	\$21 per SF	21.4/SF (Costar)
Retail	\$15 per SF	\$15.10/SF (Costar)
Residential - Condominium	170 per SF	\$170/SF, Avg unit size 970SF (Gilbert condos sold in the last 3 months, Redfin)
Residential - Rental Apartments	\$1,150 per unit/mo	
Hotel / Conference	\$17,100	7 year average room revenue (Gilbert TPT Tax, 2016 CAFR)
Boutique Hotel	\$17,100	
Office Vacancy Rate	19.3%	10 year average (Costar)
Retail Vacancy Rate	14.2%	10 year average (Costar)
Residential Apartment Vacancy F	8.2%	10 year average (Costar)
Residential Parking Revenue	\$ 600.00	\$50 revenue per month
Commercial Parking Revenue	\$ 960.00	\$80 revenue per month
Cap Rate	6.0%	https://azbigmedia.com/multifamily-rental-rates-rise-greater-phoenix/

Municipal Property Tax Rates

Residential Property Tax	1.0281%	https://www.maricopa.gov/DocumentCenter/View/34207/Tax-Rate-2017-PDF
Non Residential Property Tax		

<http://assets.rlb.com/production/2017/06/28233117/Q2-QCR-2017.pdf>

from Gilbert Brewers Stadium and Mixed-Use Village Economic Impact Study (Aug 2017)

Project Site Plan Assumptions Gilbert/Brewers Stadium & Mixed-Use Village (2017 Dollars)				
Land Use	Units	Square Feet	Construction Cost	FF&E
Stadium			\$75,000,000	
Mixed-Use Village				
Hotels	220	132,000	\$45,000,000	\$5,500,000
Retail		25,000	\$2,778,000	\$1,250,000
Restaurant		25,000	\$6,482,000	\$1,875,000
Office		85,000	\$15,741,000	\$3,400,000
Sub-total	220	267,000	\$70,001,000	\$12,025,000
Total	220	267,000	\$145,001,000	\$12,025,000

Note: Total may not equal the sum of the impacts due to rounding.
Source: LGE Design Group; Elliott D. Pollack & Company; ULI; SIOR; Marshall & Swift

Table

ESTIMATED ANNUAL MARKET ABSORPTION FOR BUSINESS CASE

Alternative with North Anchor-Hotel & Office

<i>Year</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>
Cumulative New Development	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Office SF	0	0	100,000	100,000	150,000	150,000	200,000	200,000	200,000	322,000	322,000
Retail SF	0	0	40,000	40,000	80,000	80,000	120,000	120,000	120,000	151,500	151,500
Residential (units)	0	0	200	400	600	800	1,000	1,200	1,500	1,800	2,010
Residential - Condominium				300	500	550	750	950	1,140	1,440	1,650
Residential - Rental Apartment			100	100	100	250	250	250	360	360	360
Hotel (rooms)	0	0	0	120	120	120	120	320	320	320	320
Parking (spaces)	0	0	1,200	1,200	3,000	3,000	3,000	4,000	4,000	5,400	5,400
Parking - Residential	0	0	300	600	900	1,200	1,500	1,800	2,250	2,700	3,015
Parking - Commercial	0	0	900	600	2,100	1,800	1,500	2,200	1,750	2,700	2,385

Source: Land Econ Group

Table

ESTIMATED ANNUAL MARKET ABSORPTION FOR BUSINESS CASE

Alternative with North Anchor-Office Only

<i>Year</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>
Cumulative New Development	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Office SF	0	0	100,000	100,000	200,000	200,000	300,000	300,000	300,000	462,000	462,000
Retail SF	0	0	40,000	40,000	80,000	80,000	120,000	120,000	120,000	151,500	151,500
Residential (units)	0	0	200	400	600	800	1,000	1,200	1,500	1,800	2,010
Residential - Condominium				300	500	550	750	950	1,140	1,440	1,650
Residential - Rental Apartment			100	100	100	250	250	250	360	360	360
Hotel (rooms)	0	0	0	0	0	120	120	120	120	120	120
Parking (spaces)	0	0	1,000	1,000	2,500	2,500	4,000	4,000	5,600	5,600	5,600
Parking - Residential	0	0	300	600	900	1,200	1,500	1,800	2,250	2,700	3,015
Parking - Commercial	0	0	700	400	1,600	1,300	2,500	2,200	3,350	2,900	2,585

Source: Land Econ Group

Table

DEVELOPMENT SUMMARY, MARKET VALUE AND TAX ASSESSMENT

Alternative with North Anchor-Hotel & Office

Land Use	Building		Parking spaces	Cost	Market Value	Annual Tax Assessment at Build-Out
	units / rooms	square feet				(in 2018 dollars)
Office		322,000		\$ 72,450,000	\$ 92,681,260	\$ 952,856
Retail		151,500		\$ 30,300,000	\$ 32,713,395	\$ 336,326
Residential - Condominium	1,650			\$ 198,000,000	\$ 4,162,900,500	\$ 42,798,780
Residential - Rental Apartme	360			\$ 43,200,000	\$ 6,334,200	\$ 65,122
Hotel / Conference	200			\$ 40,000,000	\$ 57,000,000	\$ 586,017
Boutique Hotel	120			\$ 24,000,000	\$ 34,200,000	\$ 351,610
Parking - Residential			3,015	\$ 54,270,000	\$ 30,150,000	\$ 309,972
Parking - Commercial			2,385	\$ 42,930,000	\$ 38,160,000	\$ 392,323

Table
ANNUAL TAX ASSESSMENTS BY YEAR
Alternative with North Anchor-Hotel & Office

Year	1	2	3	4	5	6	7	8	9	10	11
Annual Tax Assessment	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Office			\$295,918	\$295,918	\$443,877	\$443,877	\$591,836	\$591,836	\$591,836	\$952,856	\$952,856
Retail			\$88,799	\$88,799	\$177,598	\$177,598	\$266,397	\$266,397	\$266,397	\$336,326	\$336,326
Residential											
Residential - Condominium			\$0	\$7,781,596	\$12,969,327	\$14,266,260	\$19,453,991	\$24,641,722	\$29,570,066	\$37,351,663	\$42,798,780
Residential - Rental Apartment			\$18,089	\$18,089	\$18,089	\$45,224	\$45,224	\$45,224	\$65,122	\$65,122	\$65,122
Hotel			\$0	\$351,610	\$351,610	\$351,610	\$351,610	\$937,627	\$937,627	\$937,627	\$937,627
Parking											
Parking - Residential			\$30,843	\$61,686	\$92,529	\$123,372	\$154,215	\$185,058	\$231,323	\$277,587	\$309,972
Parking - Commercial			\$148,046	\$98,698	\$345,442	\$296,093	\$246,744	\$361,891	\$287,868	\$444,139	\$392,323
Total Tax Assessment by Year (in 2018 dollars)	\$0	\$0	\$581,696	\$8,696,397	\$14,398,473	\$15,704,034	\$21,110,017	\$27,029,755	\$31,950,239	\$40,365,320	\$45,793,007
adjusted for 3.0% inflation	\$0	\$0	\$635,635	\$9,787,871	\$16,691,776	\$18,751,438	\$25,962,658	\$34,240,485	\$41,687,815	\$54,247,615	\$63,388,231
Cumulative Tax Assessed @ 3.0%			\$635,635	\$10,423,506	\$27,115,282	\$45,866,719	\$71,829,377	\$106,069,862	\$147,757,678	\$202,005,293	\$265,393,524
adjusted for 5.0% inflation	\$0	\$0	\$673,386	\$10,570,525	\$18,376,505	\$21,044,907	\$29,703,914	\$39,935,259	\$49,565,307	\$65,750,853	\$78,321,582
Cumulative Tax Assessed @ 5.0%			\$673,386	\$11,243,910	\$29,620,415	\$50,665,322	\$80,369,236	\$120,304,495	\$169,869,802	\$235,620,656	\$313,942,237

Table

DEVELOPMENT SUMMARY, MARKET VALUE AND TAX ASSESSMENT

Alternative with North Anchor-Office Only

Land Use	Building		Parking spaces	Cost	Market Value	Annual Tax Assessment at Build-Out
	units / rooms	square feet				(in 2018 dollars)
Office		462,000		\$ 103,950,000	\$ 132,977,460	\$ 1,367,141
Retail		151,500		\$ 30,300,000	\$ 32,713,395	\$ 336,326
Residential - Condominium	1,650			\$ 198,000,000	\$ 4,162,900,500	\$ 42,798,780
Residential - Rental Apartme	360			\$ 43,200,000	\$ 6,334,200	\$ 65,122
Boutique Hotel	120			\$ 24,000,000	\$ 34,200,000	\$ 351,610
Parking - Residential			3,015	\$ 54,270,000	\$ 30,150,000	\$ 309,972
Parking - Commercial			2,585	\$ 46,530,000	\$ 41,360,000	\$ 425,222

Table
ANNUAL TAX ASSESSMENTS BY YEAR
Alternative with North Anchor-Office Only

<i>Year</i>	<i>1</i>	<i>2</i>	<i>3</i>	<i>4</i>	<i>5</i>	<i>6</i>	<i>7</i>	<i>8</i>	<i>9</i>	<i>10</i>	<i>11</i>
Annual Tax Assessment	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028
Office			\$295,918	\$295,918	\$591,836	\$591,836	\$887,754	\$887,754	\$887,754	\$1,367,141	\$1,367,141
Retail			\$88,799	\$88,799	\$177,598	\$177,598	\$266,397	\$266,397	\$266,397	\$336,326	\$336,326
Residential											
Residential - Condominium			\$0	\$7,781,596	\$12,969,327	\$14,266,260	\$19,453,991	\$24,641,722	\$29,570,066	\$37,351,663	\$42,798,780
Residential - Rental Apartment			\$18,089	\$18,089	\$18,089	\$45,224	\$45,224	\$45,224	\$65,122	\$65,122	\$65,122
Hotel			\$0	\$0	\$0	\$351,610	\$351,610	\$351,610	\$351,610	\$351,610	\$351,610
Parking											
Parking - Residential			\$30,843	\$61,686	\$92,529	\$123,372	\$154,215	\$185,058	\$231,323	\$277,587	\$309,972
Parking - Commercial			\$115,147	\$65,798	\$263,194	\$213,845	\$411,240	\$361,891	\$551,062	\$477,038	\$425,222
Total Tax Assessment by Year (in 2018 dollars)	\$0	\$0	\$548,797	\$8,311,887	\$14,112,573	\$15,769,745	\$21,570,431	\$26,739,656	\$31,923,334	\$40,226,488	\$45,654,174
adjusted for 3.0% inflation	\$0	\$0	\$599,685	\$9,355,102	\$16,360,341	\$18,829,900	\$26,528,909	\$33,872,996	\$41,652,710	\$54,061,036	\$63,196,054
Cumulative Tax Assessed @ 3.0%			\$599,685	\$9,954,787	\$26,315,128	\$45,145,028	\$71,673,937	\$105,546,933	\$147,199,643	\$201,260,679	\$264,456,733
adjusted for 5.0% inflation	\$0	\$0	\$635,301	\$10,103,151	\$18,011,617	\$21,132,966	\$30,351,762	\$39,506,650	\$49,523,568	\$65,524,710	\$78,084,131
Cumulative Tax Assessed @ 5.0%			\$635,301	\$10,738,452	\$28,750,069	\$49,883,035	\$80,234,798	\$119,741,448	\$169,265,016	\$234,789,726	\$312,873,857

MEMORANDUM

To: Cindy Trivisonno; Crandall Arambula
From: Tanya Chiranakhon; Land Econ Group
Date: January 6, 2018

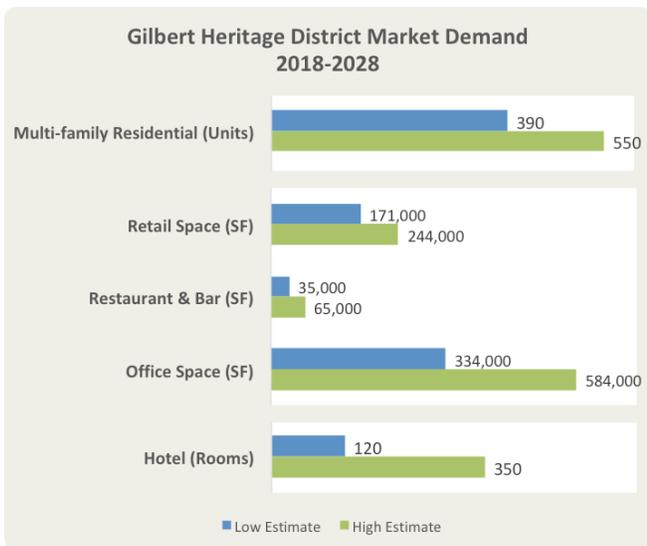
Town of Gilbert Heritage District Market Study

The Town of Gilbert is located southeast of Phoenix within the East Valley region of the Phoenix Metropolitan Area. Over the past 30 years the town has grown rapidly, transforming from an agricultural community to a vibrant, suburban center. The driving force for economic development and the redevelopment of the Heritage District is the town's young and well-educated population.

In recent years the Heritage District, which is also considered Gilbert's downtown, has attracted a concentration of restaurants and entertainment venues with a focus on local businesses. The District has turned Gilbert into a regional destination. There is momentum within the community for the Heritage District to continue to develop as a multi-use downtown with more residential units, retail, hotel and office space. The planned commuter rail with a station located in the district will make the area even more attractive to employers and for a more compact, urban concentration of development.

Summary of Market Analysis

The conclusions of the market analysis that follows, presented as net new units or square footage, are summarized in the graph below.



Source: Land Econ Group

TABLE 1
 SUMMARY OF MARKET DEMAND IN GILBERT HERITAGE DISTRICT 2018-2028

	2018-2028	
	Low Estimate	High Estimate
Multi-family Residential (Units)	390	550
Retail Space (SF)	171,000	244,000
Restaurant & Bar (SF)	35,000	65,000
Office Space (SF)	334,000	584,000
Hotel (Rooms)	120	350

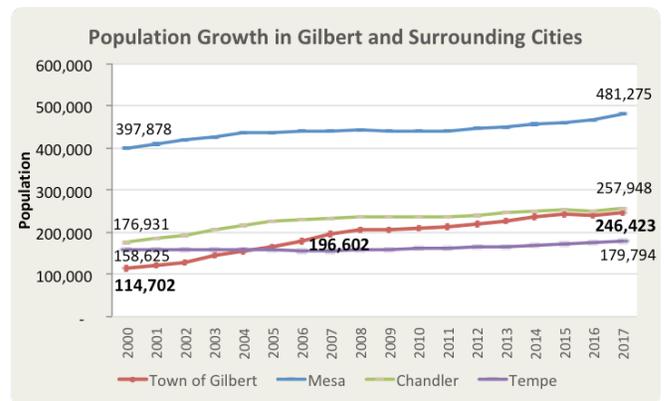
Source: Land Econ Group

Demographic and Economic Context

Tremendous Population Growth

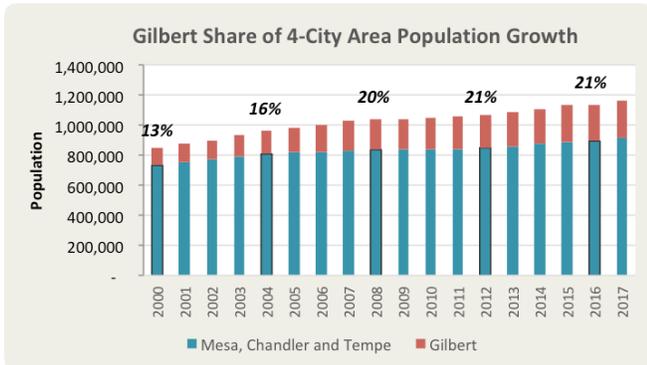
Gilbert's population has grown rapidly since the 1980s. According to the U.S. Census, Gilbert's population was just over 5,700 in 1980. The population had grown to 29,200 by 1990 and 114,700 by 2000. This is an average annual growth rate of over 16 percent per year during that 20-year period.

Over the past ten years, the Town of Gilbert has continued to be one of the fastest-growing municipalities in the region. Between 2007 and 2017 the town's population grew at an average annual rate of 2.3 percent, nearly twice the rate of Maricopa County as a whole. In 2017 the Gilbert's population was estimated at 246,423, an increase of over 49,800 residents since 2007. Gilbert is currently the fifth largest city in Arizona. Compared to surrounding cities, Gilbert added more new residents than Mesa and over twice the number of new residents of Chandler and Tempe over the same period.



Source: Office of Employment and Population Statistics, Arizona Dept of Admin

As a percentage of the four major municipalities that make up the East Valley sub region of Greater Phoenix (comprised of Gilbert, Mesa, Chandler and Tempe), Gilbert's share of the population has grown from 13 percent in 2000 to 21 percent in 2017.



Source: Office of Employment and Population Statistics, Arizona Dept of Admin

The Town of Gilbert has a young, family-oriented community with high household incomes. In 2017 Gilbert's median household income was \$83,900, 48 percent higher than that of the county.

Demographic and Economic Characteristics of the Heritage District

Compared to the Town of Gilbert as a whole, the residents within the Heritage District had lower incomes and educational attainment. The district was also more ethnically diverse, based on data from 2017.

According to estimates from Esri's Business Analyst, the leading source for geographic information system data, the Heritage District covers approximately 0.35 square miles and was home to 1,325 residents and 445 households in 2017. The district had 505 housing units, of which almost 12 percent were vacant. Of the occupied housing units, 54 percent were owner-occupied and 46 percent were renter-occupied. In comparison to the town as a whole, the Heritage District had a significantly higher vacancy rate and smaller percentage of owner-occupied housing units. The town-wide vacancy rate for housing units was 5.4 percent and 72 percent of occupied units were owner-occupied.

The median household income in the Heritage District was almost 30 percent lower than the median for the Town of Gilbert. In 2017, the median household income was \$48,900

within the district and \$83,900 in Gilbert. The income disparity was also reflected in median home values. The median home value in the Heritage District was \$193,000, and the median in Gilbert was nearly 20 percent higher, at \$277,900.

Educational attainment within the Heritage District was lower than the town as a whole. For the population over the age of 25, over 15 percent in the district had not completed high school or GED, compared to about four percent for the town. The population with a bachelor's degree or higher was 23 percent within the district and over 41 percent for the town.

While the median age of residents was about the same, 33.7 for the district and 33.3 for the town, the district had a greater proportion of seniors. In the Heritage District about 15 percent of the residents were 65 and older, while in the town it was under ten percent.

The Heritage District's population is more diverse than the town as a whole. In terms of race, like the rest of Gilbert, the Heritage District was predominantly white in 2017. The percentage of population that reported their race as "White Alone" was 71 percent in the Heritage District and just under 79 percent in the town as a whole. In terms of ethnicity, over 42 percent of Heritage District residents were of Hispanic Origin, compared to just 16.5 percent for the town. The diversity index measures the probability that two people from the same area will be from different racial/ethnic groups. Based on Esri reports, the diversity index was 75.9 for the Heritage District and 58.7 for the Town of Gilbert.

Regional Employment Growth

Total non-farm employment in Maricopa County increased by 67,600 jobs between 2006 and 2016, despite having lost a significant number of jobs during the Great Recession. In 2006, the county had 1.84 million jobs and by 2016 the number had reached 1.91 million. During the Great Recession, the number of jobs fell 225,700 from 2007 to 2010. Although the total number of jobs has recovered nicely, employment in mining and construction and manufacturing are still below 2006 levels. The industry sectors that enjoyed the fastest job growth over the ten years and added the most jobs were education and health services (increase of 90,800 jobs), leisure and hospitality (33,000 jobs), financial activities (18,900 jobs) and professional and business services (16,600 jobs).

TABLE 2
TOWN OF GILBERT AREA POPULATION TRENDS

	2000	2007	2012	2017	2007-2017	
					Abs Growth	CAGR
Town of Gilbert	114,702	196,602	219,666	246,423	49,821	2.3%
Maricopa County	3,072,415	3,753,413	3,884,705	4,221,684	468,271	1.2%
Gilbert as Percent of County	3.7%	5.2%	5.7%	5.8%		
<i>Surrounding Cities</i>						
	43.0%	38.5%	37.7%			
Phoenix	1,322,438	1,446,686	1,464,727	1,579,253	132,567	0.9%
Mesa	397,878	440,670	444,856	481,275	40,605	0.9%
Chandler	176,931	234,607	241,214	257,948	23,341	1.0%
Tempe	158,625	156,522	164,659	179,794	23,272	1.4%
Phoenix-Mesa-Scottsdale MSA	3,251,884	4,087,390	4,273,897	4,649,287	561,897	1.3%
Arizona State	5,130,247	6,274,981	6,498,569	6,965,897	690,916	1.1%

Source: Office of Employment and Population Statistics, Arizona Department of Administration

TABLE 3
GILBERT HERITAGE DISTRICT AND SURROUNDING AREA DEMOGRAPHIC PROFILE

		Town of Gilbert	Within 5-Miles of	
			Heritage District	Heritage District*
Population	2000	115,997	1,342	330,846
	2010	208,293	1,235	360,687
	2017	254,859	1,325	395,606
Households	2000	37,223	399	113,051
	2010	69,333	416	127,232
	2017	83,863	445	138,806
Average Household Size	2000	3.11	3.36	2.91
	2010	3.00	2.97	2.82
	2017	3.03	2.98	2.84
Median Household Income	2017	\$83,857	\$48,938	\$58,512
Median Age	2010	31.9	32.2	32.0
	2017	33.3	33.7	33.3

* Within a 5-mile radius from the intersection of Vaughn Avenue and N. Gilbert Road

Source: Esri Business Analyst 2017

**TABLE 4
GILBERT HERITAGE DISTRICT POPULATION BY AGE, RACE/ETHNICITY 2017**

	Town of Gilbert	Heritage District
Population by Age		
0-4	8.1%	7.9%
5-9	8.5%	7.9%
10-14	8.5%	7.8%
15-24	12.7%	13.3%
25-34	14.8%	15.1%
35-44	15.9%	13.1%
45-54	13.2%	11.2%
55-64	9.9%	10.3%
65-74	5.9%	8.1%
75-84	1.9%	4.1%
85+	0.6%	1.3%
Population by Race/Ethnicity		
White Alone	78.6%	70.9%
Black Alone	3.9%	5.7%
Asian Alone	7.1%	2.2%
Some Other Race Alone	6.1%	6.5%
Two or More Races	4.2%	4.1%
Hispanic Origin	16.5%	42.2%
Diversity Index	54.70	74.0

Source: Esri Business Analyst 2017

**TABLE 5
MARICOPA COUNTY NON-FARM EMPLOYMENT GROWTH**

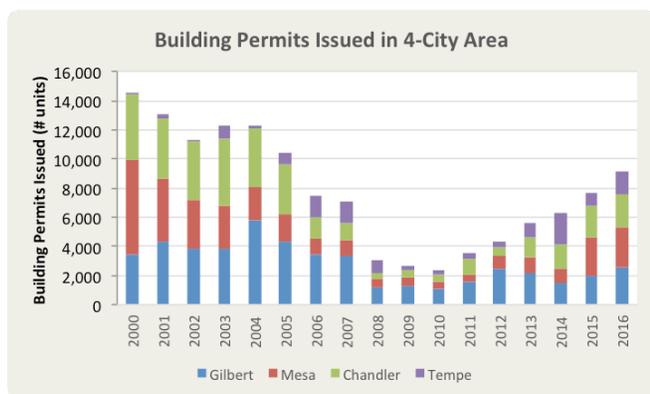
	2006	2016	Abs Change	CAGR
Total Nonfarm	1,838,200	1,905,800	67,600	0.4%
Annual Change	147,300	54,400		
Annual Percentage Change	8.7%	2.9%		
Mining and Construction	179,000	104,600	-74,400	-5.2%
Manufacturing	136,100	116,500	-19,600	-1.5%
Trade, Transportation, and Utilities	370,400	375,100	4,700	0.1%
Information	31,900	35,500	3,600	1.1%
Financial Activities	154,100	173,000	18,900	1.2%
Professional and Business Services	315,200	331,800	16,600	0.5%
Educational and Health Services	194,500	285,300	90,800	3.9%
Leisure and Hospitality	176,100	209,100	33,000	1.7%
Other Services	69,200	61,600	-7,600	-1.2%
Government	211,600	213,300	1,700	0.1%

Source: Arizona Office of Economic Opportunity

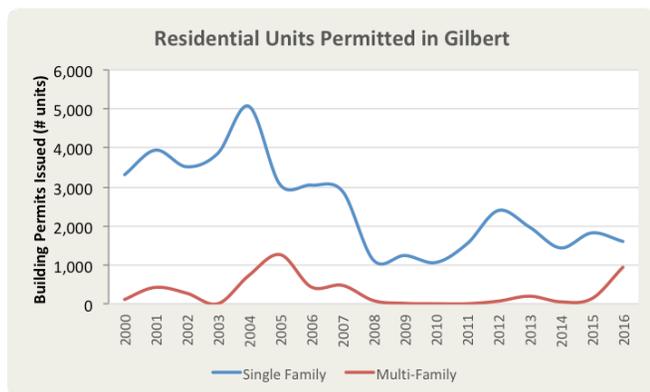
Multi-Family Housing Demand

Housing Market Trends

After years of consecutive decline in new housing construction, the number of building permits issued for new, privately owned residential units in Gilbert and surrounding cities of Mesa, Chandler and Tempe, have increased since 2011. In 2000 over 14,500 housing units were permitted between these cities. The number of units dropped during the recession to a low of 2,350 in 2010. Since then, housing construction has increased and in 2016, 9,150 units were permitted, of which over 45 percent were multi-family units.

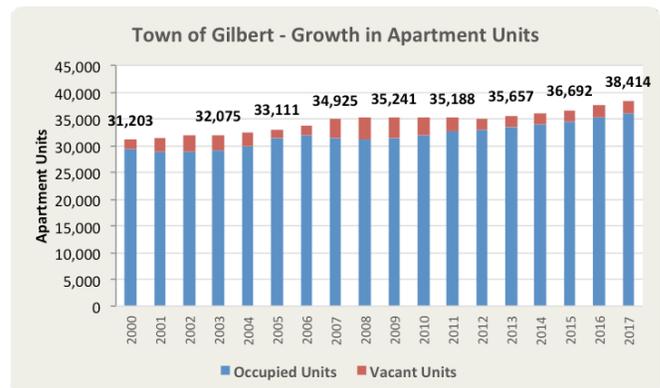


Source: U.S. Census

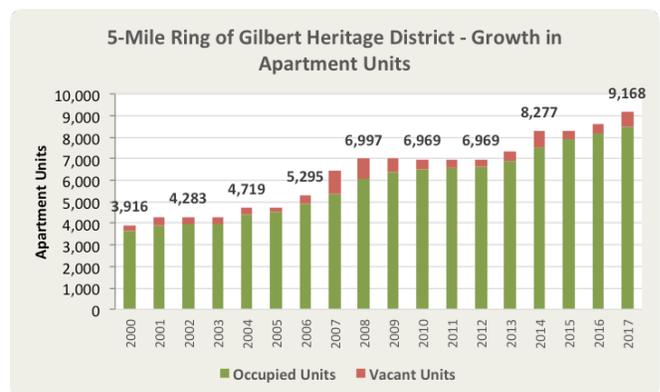


Source: U.S. Census

Gilbert has seen more housing construction compared to the surrounding cities, but a greater proportion of the units have been single family. While the number of units permitted in Gilbert averaged 2,040 between 2006 and 2016, the average was 1,200 for Chandler, 1,160 for Mesa and 980 for Tempe. The share of multi-family to total units permitted in Gilbert over the ten-year period was 11 percent, the smallest share of the surrounding cities. The share of multi-family



Source: CoStar



Source: CoStar

units permitted in Chandler, Mesa and Tempe between 2006 and 2016 were 38 percent, 14 percent and 94 percent, respectively. The construction of multi-family units in Gilbert may be ramping up. In 2016, 940 multi-family units were permitted in Gilbert, accounting for 37 percent of total units.

At the end of 2017 Gilbert had 38,400 multi-family units, according to Costar, a national commercial property database. Within five miles of the Heritage District, which includes parts of Chandler to the southwest and Mesa to the north, there were 9,170 multi-family units. The vacancy rate in Gilbert was 6.5 percent, and slightly higher, at 7.7 percent in the five-mile area. Multi-family units closer in to the Heritage District are larger in size and demand higher rents compared to the town wide average. Both average unit size and effective rent per square foot were higher in the five-mile area compared to the Town of Gilbert as a whole. The average unit size within the five-mile area was 960 square feet and effective rent per square foot was \$1.17, compared to an average unit size of 880 square feet and effective rent of \$1.10 per square foot for Gilbert.

Forecast of Future Heritage District Housing Demand

As the town continues to grow and urbanize, demand for multi-family units in Gilbert will climb. There is great opportunity for mixed-use development in the Heritage District, particularly in light of the coming commuter rail with a station planned within the district. Multi-family housing demand in the Heritage District is a function of the following considerations:

- Population will grow in the town largely in response to regional job growth. LEG's forecast for the Town of Gilbert's population in 2028 is 298,300, an increase of 51,900 over the 2017 estimate.
- LEG expects average household size in the town to decrease slightly from 3.03 to 2.82 over the next ten years, moving in the direction of the county as a whole.
- A vacancy allowance is needed to facilitate proper functioning of the housing market place. An eight percent vacancy rate is assumed.
- A small part of future demand will be the need to replace units removed for redevelopment or other reasons. This rate is estimated to be about one percent per decade of the housing inventory at the beginning of that decade.
- The percentage of Gilbert housing demand that is expected to be multi-family units is estimated at 28 percent over the next decade. This is higher than the town has achieved over the past decade, however as Gilbert urbanizes the demand for multi-family units will increase and move in the direction of the surrounding cities.
- The Heritage District is estimated to be able to capture ten to 14 percent of the town wide multi-family demand.

LEG's multi-family housing demand forecast for the Heritage District for the ten-year period from 2018 to 2028, ranges from a low of 390 units to a high of 550 units.

**TABLE 6
NEW, PRIVATELY-OWNED RESIDENTIAL BUILDING PERMITS**

Average Annual Units	Single Family Units	Multi Family Units	Total Units
Town of Gilbert			
2002-2006	3,712	539	4,251
2007-2011	1,569	112	1,682
2012-2016	1,844	275	2,119
Annual Average	2,375	309	2,684
Percentage	88%	12%	100%
Phoenix			
2002-2006	10,075	2,764	12,839
2007-2011	2,427	1,893	4,320
2012-2016	1,935	2,922	4,857
Annual Average	4,812	2,526	7,339
Percentage	66%	34%	100%
Mesa			
2002-2006	1,919	375	2,294
2007-2011	643	0	643
2012-2016	1,365	337	1,702
Annual Average	1,309	237	1,546
Percentage	85%	15%	100%
Chandler			
2002-2006	2,809	743	3,552
2007-2011	609	127	736
2012-2016	831	758	1,589
Annual Average	1,416	542	1,959
Percentage	72%	28%	100%
Tempe			
2002-2006	87	569	656
2007-2011	55	615	671
2012-2016	83	1,119	1,202
Annual Average	75	768	843
Percentage	9%	91%	100%
Maricopa County			
2002-2006	38,862	7,702	46,564
2007-2011	9,636	4,040	13,676
2012-2016	12,257	6,829	19,086
Annual Average	20,252	6,190	26,442
Percentage	77%	23%	100%

Source: U.S. Census

TABLE 7
MULTI-FAMILY RESIDENTIAL TRENDS IN MARICOPA COUNTY

Year	Inventory Bldgs	Inventory Units	Inventory Avg SF	Effective Rent Per Unit	Effective Rent Per SF	Vacancy %	Occupancy Units	Net Absorp Units
YTD	5,022	415,443	850	\$941	\$1.13	6.8	389,678	5,511
2016	4,988	409,148	848	\$902	\$1.08	6.9	383,770	4,445
2015	4,953	403,605	845	\$854	\$1.03	6.7	378,965	6,650
2014	4,925	396,280	843	\$801	\$0.96	6.9	371,589	7,644
2013	4,905	390,425	839	\$757	\$0.91	7.5	364,023	6,138
2012	4,884	385,463	837	\$720	\$0.87	8.1	357,213	5,304
2011	4,879	384,796	836	\$700	\$0.85	9.5	351,914	3,982
2010	4,879	384,453	835	\$686	\$0.84	10.5	347,922	6,556
2009	4,879	384,362	835	\$662	\$0.81	12.4	341,340	4,491
2008	4,848	375,998	833	\$732	\$0.89	11.6	336,484	3,514
2007	4,803	365,484	826	\$754	\$0.92	10.0	332,445	-5,866
2006	4,759	359,918	823	\$736	\$0.90	7.0	337,035	3,799
2005	4,727	353,468	820	\$688	\$0.85	6.7	332,053	10,729
2004	4,703	350,282	818	\$663	\$0.82	9.3	320,841	7,985
2003	4,669	344,077	815	\$657	\$0.82	10.3	311,910	4,262
2002	4,647	340,481	814	\$660	\$0.82	10.7	307,633	1,232
2001	4,618	334,038	810	\$665	\$0.83	9.4	305,671	423
2000	4,578	325,108	804	\$650	\$0.82	6.9	304,892	5,465
<i>Average annual net absorp 2007-2017 (units)</i>				4,397				
<i>Average vacancy %</i>				8.8				

Source: Costar

TABLE 8
MULTI-FAMILY RESIDENTIAL TRENDS WITHIN A 5-MILE RING OF GILBERT HERITAGE DISTRICT

Year	Inventory Bldgs	Inventory Units	Inventory Avg SF	Effective Rent Per Unit	Effective Rent Per SF	Vacancy %	Occupancy Units	Net Absorp Units
YTD	45	9,168	957	\$1,123	\$1.17	7.7	8,490	316
2016	40	8,643	955	\$1,041	\$1.08	5.7	8,173	237
2015	39	8,277	954	\$983	\$1.02	4.3	7,936	391
2014	39	8,277	954	\$893	\$0.93	9.3	7,546	669
2013	36	7,351	938	\$858	\$0.90	6.8	6,877	254
2012	35	6,969	934	\$824	\$0.87	5.2	6,624	36
2011	35	6,969	934	\$783	\$0.84	5.8	6,588	55
2010	35	6,969	934	\$759	\$0.81	6.6	6,533	158
2009	36	6,997	934	\$726	\$0.78	9.4	6,374	331
2008	36	6,997	934	\$805	\$0.86	14.4	6,043	656
2007	34	6,485	929	\$804	\$0.86	18.0	5,387	434
2006	30	5,295	914	\$796	\$0.85	7.0	4,953	435
2005	28	4,719	904	\$749	\$0.81	4.6	4,519	112
2004	27	4,719	904	\$725	\$0.79	7.2	4,407	415
2003	25	4,283	905	\$691	\$0.76	7.5	3,992	28
2002	25	4,283	905	\$694	\$0.76	8.2	3,964	34
2001	25	4,283	905	\$671	\$0.74	9.0	3,931	256
2000	23	3,916	890	\$658	\$0.73	6.8	3,675	137
<i>Average annual net absorp 2007-2017 (units)</i>				322				
<i>Average vacancy %</i>				8.5				

Source: Costar

TABLE 9
MULTI-FAMILY RESIDENTIAL TRENDS IN TOWN OF GILBERT

Year	Inventory Bldgs	Inventory Units	Inventory Avg SF	Effective Rent Per Unit	Effective Rent Per SF	Vacancy %	Occupancy Units	Net Absorp Units
YTD	450	38,414	878	\$960	\$1.10	6.5	36,083	717
2016	443	37,650	875	\$901	\$1.03	6.5	35,364	802
2015	439	36,692	873	\$851	\$0.97	6.2	34,564	463
2014	436	35,953	869	\$766	\$0.88	5.5	34,101	685
2013	435	35,657	865	\$725	\$0.84	6.7	33,417	515
2012	432	35,042	862	\$708	\$0.82	6.5	32,902	265
2011	433	35,188	862	\$682	\$0.79	7.8	32,636	695
2010	434	35,205	862	\$668	\$0.78	9.9	31,941	575
2009	436	35,241	862	\$640	\$0.75	11.8	31,366	50
2008	436	35,241	862	\$723	\$0.84	11.9	31,316	-141
2007	435	34,925	860	\$734	\$0.86	10.6	31,456	-473
2006	431	33,687	852	\$723	\$0.84	5.6	31,929	447
2005	429	33,111	849	\$678	\$0.79	5.3	31,484	1,313
2004	426	32,511	847	\$654	\$0.77	8.6	29,885	693
2003	423	32,075	843	\$642	\$0.76	9.6	29,193	257
2002	422	31,963	842	\$652	\$0.77	10.1	28,938	-240
2001	419	31,476	838	\$647	\$0.77	8.3	29,003	-433
2000	417	31,203	837	\$637	\$0.76	6.4	29,309	1,155

Average annual net absorp 2007-2017 (units)

378

Average vacancy %

8.2

Source: Costar

TABLE 10
TOWN OF GILBERT AREA POPULATION PROJECTIONS

	2017	2018	2023	2028	2018-2028	
					Abs Growth	CAGR
Town of Gilbert	246,423	252,052	276,925	298,326	46,274	1.7%
Maricopa County	4,221,684	4,271,611	4,534,133	4,789,057	517,446	1.1%
Gilbert as Percent of County	5.8%	5.9%	6.1%	6.2%		

Source: Arizona Department of Administration; Land Econ Group

**TABLE 11
TOWN OF GILBERT AND HERITAGE DISTRICT HOUSING DEMAND FORECAST**

	2013	2018	2028	Change 2018-2028
Population	227,603	252,052	298,326	46,274
Five Year Gain			21,402	
Five Year Percentage Gain			7.7%	
Average Household Size	3.00	3.03	2.82	
Households	75,868	83,186	105,789	22,604
Increase in Households			12,549	12,549
Housing Units Needed with Vacancy Rate @ 8%			13,640	13,640
Replacement Demand				400
Total Construction Needed in Town of Gilbert				14,040
Multi-family share				28%
Multi-family demand				3,931
Heritage District Share of Gilbert Demand				
Low Share @ 10%				393
High Share @ 14%				550

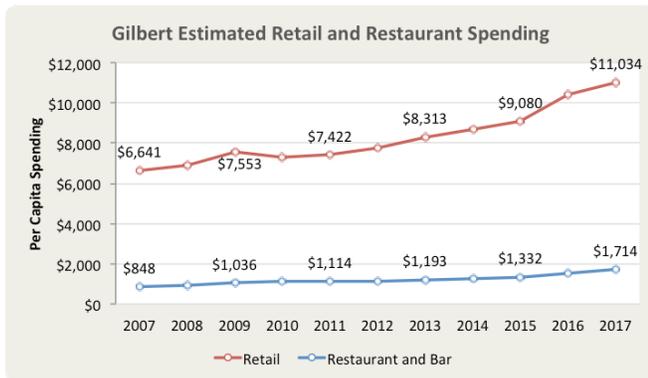
Source: Land Econ Group

Retail and Restaurant Demand

The Heritage District has a concentration of local and regional restaurants, bars and entertainment venues and is already a dining and entertainment destination in the Greater Phoenix area.

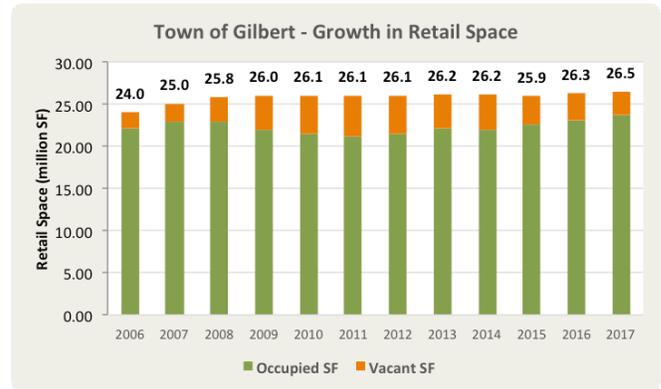
The Town of Gilbert's retail and restaurant sales have grown steadily over the past ten years. Taxable retail sales, estimated from Transaction Privilege Tax (TPT) collections, were barely affected by the recession. In 2010, at the bottom of the recession, retail sales dipped under three percent and then continued increase the following year. This reflects the growing population's high incomes and robust retail and restaurant offerings.

Per capita spending at retail stores in Gilbert has grown from \$6,640 in 2007 to \$11,030 in 2017, an increase of over 66 percent. Over the same period, per capita restaurant and bar sales have grown by 102 percent, from \$850 to \$1,710.

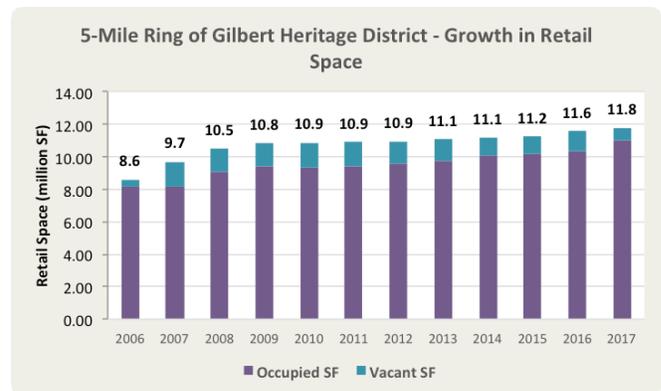


Source: Gilbert 2016 Comprehensive Annual Financial Report; LEG

Gilbert had approximately 26.5 million square feet of retail space with an occupancy rate of 89.6 percent at the end of 2017, according to data compiled by Costar. Within a five miles of the Heritage District, there were 11.8 millions square feet of retail space with an occupancy rate of 93.4 percent. In addition to the higher occupancy rate, retail space rents surrounding the Heritage District demand a 40 percent premium over the Town of Gilbert average. Direct rent for retail space within the five-mile area was \$21.13 (NNN), compared to \$15.10 for Gilbert.



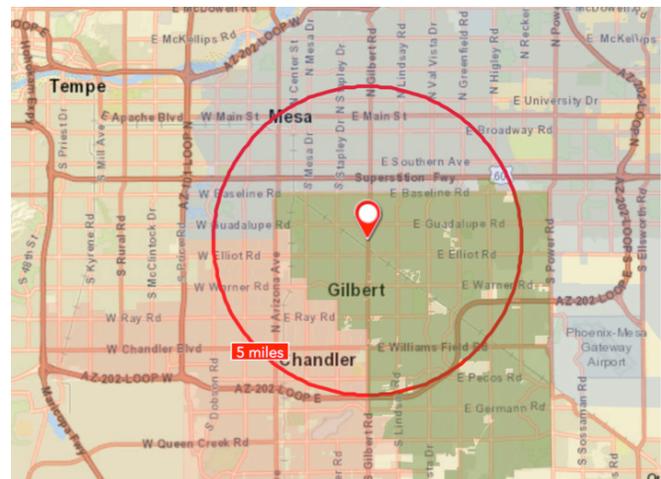
Source: CoStar



Source: CoStar

Retail Market Area Demand Growth

Because the district serves both the local community and a sub regional market, LEG defined the market area to be residents located within a five-mile radius of the district, from the intersection of Vaughn Avenue and North Gilbert Road, shown in the map below. According to ESRI estimates, this area had a population of 330,800 in 2017.



Source: CoStar

The retail demand analysis includes the following steps and conclusions detailed below.

- The market area population is estimated to grow at 1.45 percent per year for the next decade to reach 463,500 by 2028.
- Countywide occupied retail square footage per person is 48.82, calculated using Costar data. This ratio is projected to decrease between 0.1 to 0.4 percent per year due to the continued impact of online shopping on bricks and mortar shops.
- Retail space demand is calculated by multiplying the retail square footage per person by projected population. A vacancy allowance of ten percent is assumed.
- Restaurant and bar square footage is calculated at 11 percent of the total retail space demand. This percentage is estimated from countywide per capita spending in each category based on TPT revenues and annual sales per square foot assumptions of \$300 for retail and \$500 for restaurant and bar.
- The total amount of supportable retail space within five miles of the Heritage District is 2.75 million square feet; of which 2.44 million is retail space and 300,000 is restaurant and bar space.

- To verify this estimate, LEG used a second method to project retail demand within the five-mile area, using population growth and per capita retail spending, based on TPT collections. The resulting retail demand calculated using this method is within ten percent of the other method.
- LEG estimates the Heritage District will be able to capture between seven to ten percent of the retail space. Due to the growing dining scene, LEG estimates the district can capture 20 to 30 percent of the restaurant and bar space demand.
- There is currently 25,510 square feet of restaurant and bar space under construction or in the development pipeline within the Heritage District.

LEG's retail demand forecast for the Gilbert Heritage District for the ten-year period from 2018 to 2028, ranges from a low of 170,000 square feet to a high of 240,000 square feet. The demand forecast for restaurant and bar space, net of the space already in the pipeline, ranges from a low of 35,000 square feet to a high of 65,000 square feet.

TABLE 12
TOWN OF GILBERT ESTIMATED TAXABLE RETAIL SALES

	FY 2007	FY 2009	FY 2011	FY 2013	FY 2015	FY 2017
Estimated Taxable Sales (\$ millions)						
Retail	\$1,306	\$1,569	\$1,585	\$1,892	\$2,205	\$2,719
Restaurant and Bar	\$167	\$215	\$238	\$271	\$324	\$422
Gilbert Population	196,602	207,783	213,519	227,603	242,857	246,423
 Per Capita Spending						
Retail	\$6,641	\$7,553	\$7,422	\$8,313	\$9,080	\$11,034
Restaurant and Bar	\$848	\$1,036	\$1,114	\$1,193	\$1,332	\$1,714

Source: Town of Gilbert 2016 Comprehensive Annual Financial Report; Land Econ Group

TABLE 13
RETAIL SPACE TRENDS IN MARICOPA COUNTY

Year	Inventory Bldgs	Inventory SF	Occupancy SF	Occupancy %	Net Absorp SF Direct	NNN Rent Direct
YTD	13,480	217,123,220	200,100,990	92.2	3,057,785	\$15.39
2016	13,344	215,578,314	196,845,888	91.3	2,305,746	\$14.61
2015	13,260	214,190,570	194,521,639	90.8	1,821,100	\$14.41
2014	13,199	213,657,946	192,750,915	90.2	1,628,803	\$14.02
2013	13,171	213,740,081	191,044,011	89.4	2,534,475	\$14.03
2012	13,127	212,774,128	188,334,379	88.5	2,529,583	\$14.45
2011	13,109	212,439,023	185,897,282	87.5	514,599	\$14.92
2010	13,129	212,703,177	185,655,005	87.3	-1,205,024	\$16.32
2009	13,112	212,213,568	186,813,983	88.0	-3,093,544	\$17.51
2008	12,950	209,331,603	189,720,199	90.6	2,424,291	\$19.69
2007	12,537	201,097,328	187,801,776	93.4	8,797,356	\$20.34
2006	11,990	190,610,276	178,877,136	93.8	6,317,115	\$19.36

Source: Costar

TABLE 14
RETAIL SPACE TRENDS WITHIN A 5-MILE RING OF GILBERT HERITAGE DISTRICT

Year	Inventory Bldgs	Inventory SF	Occupancy SF	Occupancy %	Net Absorp SF Direct	NNN Rent Direct
YTD	631	11,769,013	10,991,823	93.4	264,926	\$21.13
2016	615	11,569,149	10,728,191	92.7	406,649	\$18.18
2015	600	11,226,534	10,307,744	91.8	113,238	\$16.22
2014	591	11,144,603	10,195,120	91.5	149,091	\$16.08
2013	584	11,068,817	10,065,183	90.9	313,003	\$14.91
2012	578	10,908,969	9,720,835	89.1	171,244	\$14.60
2011	575	10,891,844	9,569,406	87.9	175,201	\$14.62
2010	572	10,869,873	9,394,205	86.4	75,047	\$16.23
2009	568	10,825,184	9,336,342	86.2	-98,460	\$19.27
2008	554	10,487,977	9,379,113	89.4	363,560	\$23.57
2007	512	9,711,752	9,074,154	93.4	826,111	\$27.14
2006	454	8,581,806	8,193,323	95.5	1,040,057	\$22.05

Source: Costar

TABLE 15
RETAIL SPACE TRENDS IN TOWN OF GILBERT

Year	Inventory Bldgs	Inventory SF	Occupancy SF	Occupancy %	Net Absorp SF Direct	NNN Rent Direct
YTD	1,625	26,477,070	23,726,297	89.6	540,642	\$15.10
2016	1,608	26,294,435	23,138,173	88	590,583	\$14.18
2015	1,598	25,934,362	22,564,335	87	504,881	\$13.37
2014	1,591	26,164,358	22,003,032	84.1	-170,604	\$12.52
2013	1,589	26,165,912	22,171,492	84.7	680,577	\$12.93
2012	1,588	26,077,477	21,434,291	82.2	288,677	\$13.34
2011	1,587	26,064,026	21,208,309	81.4	-253,587	\$13.49
2010	1,588	26,053,834	21,496,601	82.5	-425,172	\$14.63
2009	1,592	26,036,252	21,926,525	84.2	-994,048	\$15.57
2008	1,582	25,793,128	22,873,571	88.7	-894	\$18.66
2007	1,535	25,049,565	22,935,007	91.6	679,198	\$19.16
2006	1,478	24,045,963	22,201,326	92.3	1,035,947	\$16.04

Source: Costar

TABLE 16
GILBERT HERITAGE DISTRICT RETAIL AND RESTAURANT DEMAND FORECAST

	2018	2028	Increase in Trade Area Demand (SF) 2018-2028
Population Within 5 Miles of Heritage District	401,342	463,485	
Occupied Retail SF per person	48.77	47.57	
Annual % Growth in Total Retail SF Per Person	-0.1%	-0.4%	
Occupied Retail Space Demand	19,574,461	22,046,369	2,471,908
Add Vacancy Allowance	10.0%	2,174,940	2,449,597
Retail Space Demand Within 5 Miles of Heritage District (SF)			
	21,749,401	24,495,966	2,746,565
Retail ¹	89.0%		2,444,443
Restaurant and Bar ¹	11.0%		302,122

¹ Retail / Restaurant and Bar split estimated from countywide per capita spending in each category based on Transaction Privilege Tax (TPT) revenues and annual sales per square foot of \$300 for Retail and \$500 for Restaurant and Bar.

Estimated Retail and Restaurant Demand 2018-2028	Retail	Restaurant and Bar
Heritage District Share of 5-Mile Radius Demand (SF)		
Low Share @	7.0%	171,111
High Share @	10.0%	244,444
<i>Currently Under Construction or in Planning Application</i>		-25,510
Heritage District Retail and Restaurant Space Demand (SF)		
Low Demand Estimate	171,111	34,914
High Demand Estimate	244,444	65,127

Source: Land Econ Group

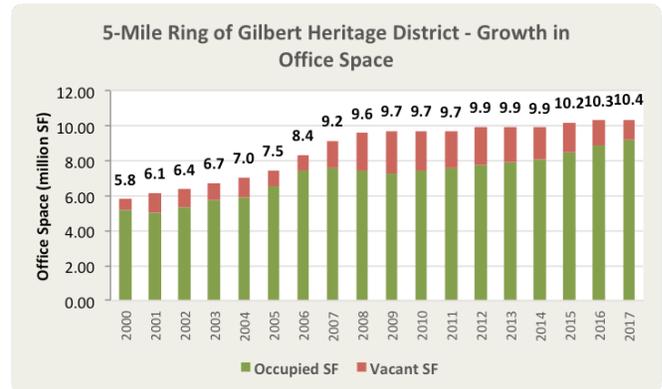
Office Demand

The demand for office space is a function of business expansion by local firms leading to the need to hire additional employees and relocations by firms seeking access to skill labor. The 2016 Arizona Labor Statistics Employment Forecasts, projects employment in the Phoenix-Mesa-Glendale Metropolitan Area to add over 590,000 new jobs between 2018 and 2028. The two fastest-growing industries are projected to be finance and insurance, and professional, scientific and technical services. Employers in these industries will surely demand office space.

Gilbert's young and well-educated population will be attractive to employers. The planned commuter rail line between Queen's Creek and Surprise has a station located in the Heritage District. This will strengthen access to labor and make the district location even more attractive to future employers.

The best measure of long-term office space demand is the historic growth in occupied space. The Town of Gilbert had 4.6 million square feet of office space at the end of 2017 with an occupancy rate of 84.9 percent. The occupied office space has increased from 900,000 square feet in 2000 to 3.9 million at the end of 2017. Within five miles of the Heritage District there was 10.4 million square feet of office space in 2017 with an occupancy rate of 88.4 percent. The occupied square footage grew from 5.2 million in 2000 to 9.2 million in 2017, reflecting an average annual absorption of 235,800 square feet.

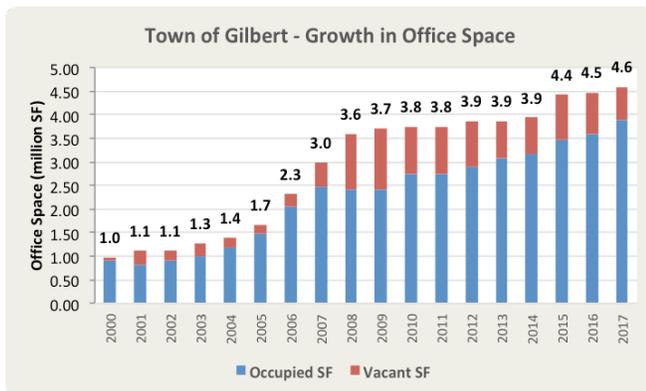
Whereas retail space closer in to the Heritage District demanded higher rents, office space within five miles of the district had slightly lower gross direct rent compared to the town average. In 2017 the gross direct rent within the five-mile area was \$21.40 and for the Town of Gilbert was \$24.06.



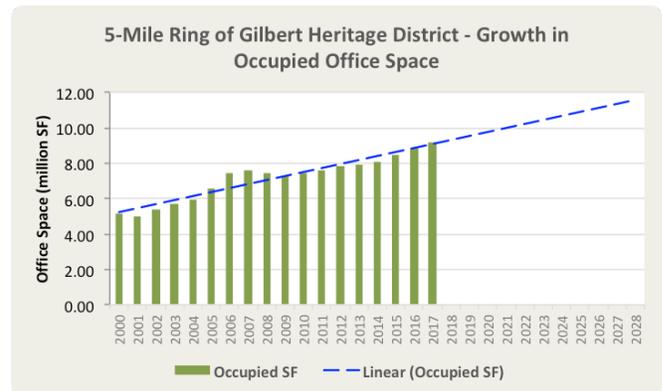
Source: CoStar

Office Demand Growth

- Costar's historic office space data was used to determine average annual growth in occupied office space within a five-mile radius of the Heritage District over the 17-year period, between 2000 through 2017.
- LEG then adjusted this average annual square footage growth down by ten percent, since the market has matured since the early 2000s, over the next ten years, growth in office space demand is expected to slow. The adjusted growth in office space demand is approximately 212,200 square feet per year.
- This annual growth in square footage was used to project occupied office space within the five-mile area in 2018 and 2028.
- A vacancy rate of 15 percent is applied to estimate a total demand for 2.5 million square feet of office space between 2018 and 2028.
- To check the reasonableness of this estimate, LEG graphed the historic trend in occupied office space and created a trend line to forecast demand through 2018. The resulting estimate is within ten percent of the calculated demand for office space.



Source: CoStar



Source: CoStar; LEG

- LEG estimates the Heritage District can capture between 15 to 25 percent of the demand within five miles.
- Gilbert currently has a new, four-story office building currently under construction or in planning application located within in Heritage District.

The office space demand forecast for the Gilbert Heritage District ranges from a low of 334,000 square feet to a high of 580,000 square feet for the ten-year period from 2018 to 2028. This demand estimate is net of the space already in the pipeline.

TABLE 17
OFFICE SPACE TRENDS IN MARICOPA COUNTY - See Demand Forecast at Bottom

Year	Inventory		Vacant SF		Occupancy	Net Absorp	Office Gross
	Bldgs	Inventory SF	Direct	Occupancy SF	%	SF Direct	Rent Direct
YTD	8,300	173,740,137	24,629,318	147,797,221	85.1	1,609,609	\$24.83
2016	8,287	172,399,785	24,896,760	146,241,657	84.8	3,844,396	\$23.24
2015	8,270	170,245,480	26,586,851	142,855,858	83.9	3,691,751	\$22.03
2014	8,254	167,219,380	27,252,502	139,168,306	83.2	2,857,025	\$21.05
2013	8,260	166,526,882	29,417,029	136,298,210	81.8	1,440,516	\$20.16
2012	8,274	166,667,987	30,998,650	134,639,777	80.8	2,962,171	\$19.86
2011	8,278	165,394,608	32,683,090	131,590,489	79.6	1,122,995	\$20.36
2010	8,287	164,826,310	33,237,787	130,401,595	79.1	115,764	\$21.37
2009	8,281	163,509,768	32,037,009	130,182,843	79.6	-2,018,878	\$22.90
2008	8,237	160,912,542	27,420,905	131,864,007	81.9	73,933	\$25.37
2007	7,971	153,305,508	19,887,804	132,308,304	86.3	3,025,658	\$25.71
2006	7,542	144,678,192	14,286,146	129,457,862	89.5	7,477,519	\$24.22
2005	7,064	138,179,438	15,270,665	121,951,629	88.3	7,517,767	\$21.89
2004	6,657	133,781,426	18,390,237	114,233,120	85.4	4,201,882	\$19.91
2003	6,333	128,207,910	17,096,603	109,749,316	85.6	4,635,605	\$19.59
2002	6,108	124,056,482	17,582,983	104,654,642	84.4	1,407,149	\$20.00
2001	5,951	120,103,624	15,043,476	103,251,148	86.0	3,613,600	\$20.76
2000	5,728	112,591,641	11,165,093	100,458,524	89.2	3,512,851	\$20.45
1999	5,545	106,993,740	9,089,493	97,111,149	90.8	3,814,604	\$20.18
<i>Average Annual Growth Occupied SF 2000-2017</i>				<i>2,784,629</i>			

Source: Costar

TABLE 18
OFFICE SPACE TRENDS WITHIN A 5-MILE RING OF GILBERT HERITAGE DISTRICT

Year	Inventory Bldgs	Inventory SF	Vacant SF Direct	Occupancy SF	Occupancy %	Net Absorp SF Direct	Office Gross Rent Direct
YTD	866	10,408,406	1,163,127	9,195,847	88.4	328,619	\$21.40
2016	863	10,331,792	1,415,132	8,892,651	86.1	380,525	\$20.07
2015	856	10,217,760	1,681,625	8,483,396	83.0	404,909	\$19.82
2014	850	9,917,413	1,786,187	8,115,225	81.8	199,569	\$18.94
2013	848	9,931,874	2,000,217	7,910,748	79.7	114,612	\$17.83
2012	848	9,931,874	2,114,829	7,804,933	78.6	216,711	\$17.81
2011	844	9,704,168	2,103,834	7,593,307	78.2	101,190	\$18.52
2010	845	9,711,421	2,212,277	7,457,105	76.8	201,913	\$19.89
2009	848	9,718,043	2,420,812	7,260,880	74.7	-229,670	\$20.91
2008	848	9,604,601	2,077,700	7,483,393	77.9	-117,579	\$23.87
2007	812	9,171,318	1,526,838	7,596,510	82.8	198,415	\$24.33
2006	755	8,360,604	914,539	7,423,812	88.8	848,061	\$22.97
2005	664	7,480,750	882,746	6,585,954	88.0	612,661	\$20.17
2004	607	7,046,774	1,061,431	5,934,353	84.2	242,435	\$19.13
2003	578	6,738,464	995,556	5,727,681	85.0	359,720	\$18.58
2002	534	6,392,821	1,009,633	5,356,343	83.8	319,510	\$19.54
2001	501	6,141,592	1,077,914	5,026,207	81.8	-130,212	\$18.76
2000	475	5,815,155	621,265	5,186,772	89.2	351,850	\$17.91
1999	448	5,228,224	386,184	4,830,401	92.4	146,652	\$18.17
<i>Average Annual Growth Occupied SF 2000-2017</i>				235,828			

Source: Costar

TABLE 19
OFFICE SPACE TRENDS IN TOWN OF GILBERT

Year	Inventory Bldgs	Inventory SF	Vacant SF Direct	Occupancy SF	Occupancy %	Net Absorp SF Direct	Office Gross Rent Direct
YTD	360	4,595,765	685,607	3,901,942	84.9	311,328	\$24.06
2016	355	4,471,420	872,590	3,596,376	80.4	138,309	\$23.10
2015	348	4,419,891	959,370	3,458,422	78.2	278,099	\$22.92
2014	339	3,937,255	754,833	3,180,263	80.8	109,697	\$21.58
2013	338	3,865,996	793,271	3,070,566	79.4	185,187	\$19.72
2012	338	3,865,996	978,458	2,885,480	74.6	132,697	\$20.32
2011	335	3,753,341	998,500	2,752,783	73.3	14,878	\$20.53
2010	335	3,753,341	1,013,378	2,739,963	73.0	322,437	\$22.94
2009	333	3,703,929	1,286,403	2,407,476	65.0	-4,096	\$23.31
2008	331	3,588,629	1,167,007	2,415,429	67.3	-58,387	\$26.89
2007	295	2,990,442	510,433	2,463,198	82.4	421,402	\$27.03
2006	237	2,312,164	253,557	2,051,757	88.7	564,925	\$25.91
2005	146	1,667,557	173,875	1,493,682	89.6	314,031	\$22.19
2004	104	1,389,066	209,415	1,169,571	84.2	165,826	\$19.15
2003	90	1,274,923	261,098	1,013,825	79.5	111,086	\$14.69
2002	72	1,120,767	218,028	897,326	80.1	88,249	\$18.45
2001	68	1,106,976	292,486	814,490	73.6	-91,065	\$16.64
2000	54	976,796	71,241	905,555	92.7	111,412	\$14.89
1999	51	906,444	112,301	794,143	87.6	106,928	\$15.79
<i>Average Annual Growth Occupied SF 2000-2017</i>				176,258			

Source: Costar

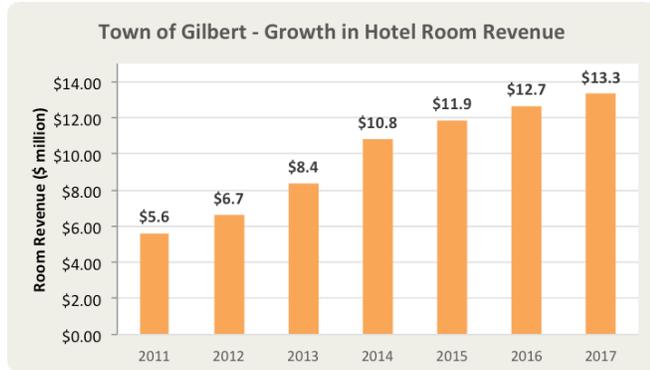
TABLE 20
TOWN OF GILBERT AND HERITAGE DISTRICT OFFICE DEMAND FORECAST

	Average	Adj	Projected Growth at		Change
	Annual		Factor @	Adjusted Pace (SF)	
	Growth (SF)		2018	2028	2018-2028
Within 5 Miles of Gilbert Heritage District	235,825	212,243	9,408,043	11,530,469	2,122,427
Add Vacancy Allowance @ 15.0%			11,068,285	13,565,258	2,496,972
Heritage District Share of 5-Mile Radius Demand (SF)					
Low Share @ 15.0%					374,546
High Share @ 25.0%					624,243
<i>Currently Under Construction or in Planning Application</i>					-40,423
Heritage District Office Space Demand					
Low Demand Estimate					334,123
High Demand Estimate					583,820

Source: Land Econ Group

Hotel Demand

Over the past six years, Gilbert’s hotel market has grown steadily, as indicated by the town’s hotel/motel TPT collection. In 2011, total room revenue was \$5.6 million. Room revenue more than doubled four years later, to \$11.9 million in 2015. By 2017 total room revenue had grown to \$13.3 million.



Source: Gilbert 2016 Comprehensive Annual Financial Report

The town’s hotel inventory has 6 hotels and 684 rooms. The average hotel property size is 114 rooms. There are two new hotels planned in Gilbert, Home2 Suites and Candlewood Suites, both of which are just over 100 rooms each. Currently, there are no hotels in the Heritage District nor any hotels planned for the district.

Over the next ten years, LEG estimates that the Heritage District could reasonably support between 120 to 350 additional hotel rooms. The high estimate of additional rooms could be accommodated in two hotel properties, one of which should be a full service hotel, with function rooms and event space. A conference center with a direct connection to the hotel can be considered, given a suitable location and site planning.

TABLE 21
TOWN OF GILBERT HOTEL/MOTEL ROOM REVENUE TREND

Fiscal Year	TPT Collection for Hotel/Motel	Gilbert TPT Rate	Room Revenue	Percentage Change
2011	\$252,974	4.5%	5,621,654	
2012	\$299,270	4.5%	6,650,453	18.3%
2013	\$377,228	4.5%	8,382,853	26.0%
2014	\$487,680	4.5%	10,837,342	29.3%
2015	\$533,870	4.5%	11,863,783	9.5%
2016	\$569,390	4.5%	12,653,106	6.7%
2017	\$599,950	4.5%	13,332,211	5.4%

Source: Town of Gilbert 2016 Comprehensive Annual Financial Report

TABLE 22
TOWN OF GILBERT HOTEL INVENTORY

Hotel Name	Year Built	Hotel Rooms
Hampton Inn & Suites	2015	101
Residence Inn by Marriott	2013	100
Double Tree Hilton	2010	121
Hyatt Place	2009	127
Hampton Inn & Suites	2008	96
Intown Suites		139
Total		684

Currently Under Construction or in Planning Application

Home 2 Suites	107
Candlewood Suites	103

MEMORANDUM

To: Cindy Trivisonno; Crandall Arambula
From: Bill Lee; Land Econ Group
Date: February 9, 2018

Tourism Strategic Plan and Downtown Gilbert Redevelopment

The Town of Gilbert has prepared three tourism documents that have some bearing on the Downtown Redevelopment Plan. These include the Tourism Needs Assessment, completed in September of 2014, and Marketing and Tourism Strategic Plan, completed in August 19, 2016. In addition, the Town had HVS prepared a Market Analysis and Feasibility Study for a Proposed Conference Center Hotel in July of 2016.

The three documents highlight several needs, opportunities or strategies are relevant to the downtown. These are discussed individually below:

- **A tourism campaign designed with tangential goal of enhancing business recruitment would better blend within Gilbert's economic development efforts.**

Clearly, a more attractive and functional downtown would enhance business recruitment and be an important asset in the Town's economic development strategy. The proposed parks, commons green, a "living room," and the development of small pedestrian scale retail/restaurant streets would all enhance the town's business recruitment appeal. The downtown work environment becomes more interesting and comfortable for employees.

Circulation and regional access improvements, such as the Vaughn "Ventilator" and the commuter rail station would be very important to employers because access to a large employment pool during the commute hours is critically important to business location.

- **Encourage hotel development has tax benefits.**

Any true great downtown has interesting hotels. Depending upon the alternative selected in the final plan, at least one and possibly three hotel sites will be introduced.

- **Potential for wedding facilities and wedding business.**

A wedding pavilion can certainly be integrated into one of the downtown parks. The proposed Festival Park certainly has the land area to develop a wedding pavilion and garden complex. Some of the larger restaurants in the Heritage District can then host the wedding banquet.

- **Shortage of convention and medium convention center space in the East Valley.**

The HVS study compared three sites for the development of a 200-room hotel and a 40,000 square feet conference center. Two suburban freeway oriented sites were compared to a Heritage District site; the sites are:

- A. Corridor 2 at North Higley just above East Baseline Road in the I-60 corridor.
- B. Corridor 4 in the 250-acre Rivulon Development site near Gilbert Road and SR-202.
- C. Heritage District on the south side of Vaughn just west of Gilbert Road.

The two suburban freeway sites were ranked above the Heritage District site. HVS cited four weaknesses in siting the conference downtown: 1) Low proximity to demand generators, 2) Low proximity to existing/planned lodging, 3) Limited potential for additional hotel development, and 4) Displacement of existing uses.

As discussed in the Redevelopment Strategy memo submitted on February 5th, a group of office employers with a few thousand office employees needs to be attracted into or around the downtown before the Heritage District becomes an appealing location for hotel and conference center development. Since during peak days, the number of conference attendees and their room requirements exceed the capacity of the conference hotel (200 rooms in the HVS case), having other hotels in the

vicinity to accommodate the overflow is important to attracting the conference center.

Displacement of existing uses is not a true constraint for the Heritage District site. It is currently a Town owned parking lot and replacement parking could be easily constructed.

- **Develop arts & culture assets to pair with “ agri - culinary” offerings.**

The Redevelopment Plan will encourage and facilitate the expansion of the Town’s arts & cultural offerings. In addition to allowing for the expansion of existing cultural facilities like the Gilbert Historical Society, the scale of many of the planned retail spaces are well suited to smaller specialty stores and art galleries. These would include the retail and restaurant spaces around the commons and the first two of blocks of the Vaughn “Ventilator” leading west from Gilbert Road. A concentration of art galleries would enhance the Heritage District’s cultural appeal.

- **Investigate and develop a signature event.**

Clearly, the “Living Room,” commons and Festival Park can all be designed to accommodate special signature events of different sizes.

- **Communicate new assets as Gilbert evolves.**

While the Marketing and Tourism Strategic Plan is largely about marketing, the Redevelopment Plan is about the strategic development of downtown assets that will also be tourism assets in the future. It is about “placemaking” which makes the town more appealing to residents, workers and visitors alike. The Plan, when adopted, protects and enhances long-term real estate value by informing new developers what they can expect on nearby properties. It will also reflect the Town’s policies, so property owners and developers do not need to spend time and resources determining what can and cannot be developed on any parcel. Finally, for those interested in investing in Downtown Gilbert, it will serve as a powerful and comprehensive marketing document.

MEMORANDUM

To: Cindy Trivisonno; Crandall Arambula
From: Bill Lee; Land Econ Group
Date: February 27, 2018

The Role of the Heritage District in Long Term Economic Development

Objectives

In the Town's *Economic Development Plan Summary* released in September of 2017, Gilbert identified seven economic development objectives. Several focused on business attraction and retention, and the Town has performed well in meeting these objectives. Four of the objectives provide direction for the future development of the Heritage District. They are as follows:

- 1) Encourage and actively identify developments that are well attuned to user preferences and enhance the built environment of Gilbert.
- 2) Bring investment to the Heritage District to fulfill the overall vision of creating a popular place to work, gather, dine, relax, shop and live.
- 3) Position the Heritage District to attract a distinct mix of retail, restaurant, office, service, and entertainment businesses that are a regional draw.
- 4) Build awareness of, and capacity for, Gilbert as a tourism destination in identified market areas.

In shaping a Heritage District Master Plan that will contribute to Gilbert's long-term economic development, a review of Gilbert's current demographic composition and the opportunities and risks represented by that composition would be most helpful. We know the town has grown very rapidly over the past three decades, has a very high median household income and a well-educated population. An additional characteristic that could be ascribed to the town would be its very "suburban" character.

Demographic Characteristics by Tapestry Segment

In the Tapestry Segmentation Area Profile prepared by the Gilbert Economic Development staff based upon 2015 ESRI data, the top three tapestry segments of Gilbert households are as follows:

- Up and Coming Families – 30.9 percent
- Soccer Moms – 20.8 percent
- Boomburbs – 20.7 percent

These three top ranking tapestry segments describe over 72 percent of Gilbert households. The characteristics of each segment is summarized below.

Up and Coming Families

"Up and Coming Families is a market in transition—residents are younger and more mobile and ethnically diverse than the previous generation. They are ambitious, working hard to get ahead, and willing to take some risks to achieve their goals. The recession has impacted their financial well-being, but they are optimistic. Their homes are new; their families are young. And this is one of the fastest-growing markets in the country." Their market profile as described by ESRI is as follows:

- Rely on the Internet for entertainment, information, shopping, and banking.
- Prefer imported SUVs or compact cars, late models.
- Carry debt from credit card balances to student loans and mortgages, but also maintain retirement plans and make charitable contributions.
- Busy with work and family; use home and landscaping services to save time.
- Find leisure in family activities, movies at home, trips to theme parks or the zoo, and sports, from backpacking and baseball to weight lifting and yoga.

The home ownership percentage is 75 percent, and their median household income is \$64,000.

Soccer Moms

"Soccer Moms is an affluent, family-oriented market with a country flavor. Residents are partial to

new housing away from the bustle of the city but close enough to commute to professional job centers. Life in this suburban wilderness offsets the hectic pace of two working parents with growing children. They favor time-saving devices, like banking online or housekeeping services, and family-oriented pursuits.” Their market profile is as follows:

- Most households own at least 2 vehicles; the most popular types are minivans and SUVs.
- Family-oriented purchases and activities dominate, like 4+ televisions, movie purchases or rentals, children’s apparel and toys, and visits to theme parks or zoos.
- Home maintenance services are frequently contracted, but these families also like their gardens and own the tools for minor upkeep, like riding mowers and tillers.
- Outdoor activities and sports are characteristic of life in the suburban periphery, like bicycling, jogging, golfing, boating, and target shooting.

The home ownership percentage is 86 percent, and their median household income is \$84,000.

Boomburbs

This is an affluent market but with a higher proportion of mortgages. Rapid growth still distinguishes the *Boomburbs* neighborhoods, although the boom is more subdued now than it was 10 years ago. So is the housing market. Residents are well-educated professionals with a running start on prosperity.

- *Boomburbs* residents prefer late model imports, primarily SUVs, and also luxury cars and minivans.
- This is one of the top markets for the latest in technology, from smartphones to tablets to Internet connectable televisions.
- Style matters in the *Boomburbs*, from personal appearance to their homes. These consumers are still furnishing their new homes and already remodeling.
- They like to garden but more often contract for home services.

- Physical fitness is a priority, including club memberships and home equipment.
- Leisure includes a range of activities from sports (hiking, bicycling, swimming, golf) to visits to theme parks or water parks.
- Residents are generous supporters of charitable organizations.

Their home ownership percentage is 85 percent, and their median household income is \$105,000.

Unique and Kool

These three tapestry segments indicate that young families with good education background and living in newly built single-family homes dominate Gilbert. The implications for near term economic development are an abundance of young, well-educated and energetic workers likely to remain in the community for some time. The quality of local schools will be a major concern of this population. For many families seeking a suburban lifestyle, Gilbert represents the “American Dream.”

The challenges for Gilbert are in the more distant future. As the population and housing stock ages for the next two or three decades, this suburban American Dream could easily be viewed as “boring” by the next generation of college graduates seeking employment and an interesting community in which to live. The role of the Heritage District is to ensure that Gilbert does not simply become viewed as a series of suburbs but provides both a unique sense of place and a “kool” factor that attracts the next generation who wish to live and work here. Without a master plan that guides the development of the Heritage District that into a place that is both unique and kool, Gilbert risks being defined by residential subdivisions and suburban shopping centers as “any town USA.” The future of the downtown needs to incorporate a touch of Austin, Texas or Portland, Oregon integrated with its own history. The foundation being laid by this Heritage District Master Plan needs to serve not only the current generation of Gilbert residents, workers and visitors but the next generation and the one after that as well.

