

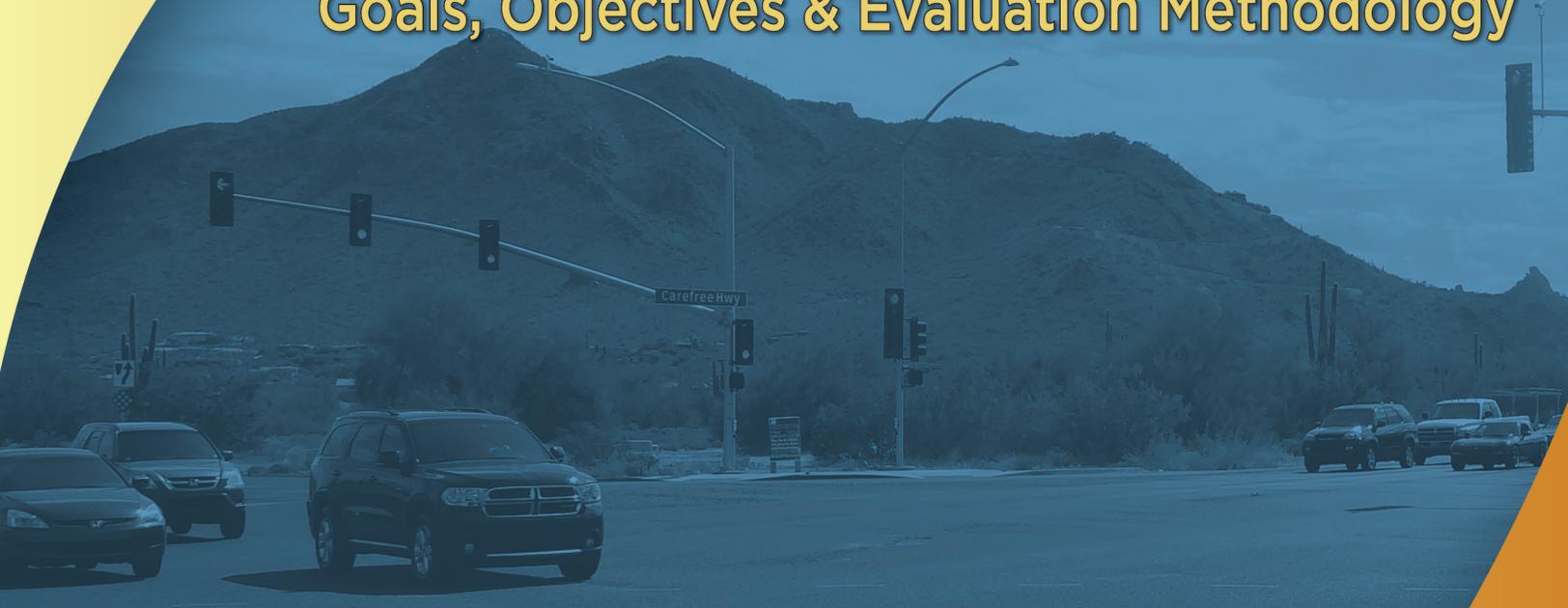


Cave Creek | Carefree

# Transportation Framework Study

Working Paper No. 3

Goals, Objectives & Evaluation Methodology





# Working Paper No. 3

## GOALS, OBJECTIVES & EVALUATION METHODOLOGY

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*Along with the following Project Partners:*



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*August 2014*



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## I. INTRODUCTION

### A. Purpose of the Study

The purpose of the Cave Creek/Carefree Transportation Framework Study (TFS) is to develop a comprehensive master plan that will guide transportation development in the communities of Cave Creek and Carefree. As a framework document, this study is intended to serve as a coordinated reference for addressing existing and anticipated transportation issues within and amongst each community, with a particular emphasis placed on local and regional bicycle/pedestrian linkages and special event traffic and parking management.

### B. Purpose of this Working Paper

During the course of the Study the Study Team determined that the requirements of the Study Partners and stakeholders were well defined. The selection process would be most effective by assessing how well alternative features addressed those requirements. This Working Paper has been prepared to document goals and a planning checklist to be used to develop and evaluate recommendations.

### C. Study Goals and Objectives

This section presents the preliminary goals and objectives that have been established for the TFS. Thoughtful goals ensure a long-range, needs based perspective that will assist in effectively identifying and implementing transportation initiatives in the study area. Furthermore, realistic and insightful goals provide guidance to the overall study process, and also afford a means of evaluating progress in implementing final recommendations of the plan.

The following set of preliminary goals was formed to help guide the initial development of this Transportation Framework Study.

- Continue development of the regional bike network on Cave Creek Road, Tom Darlington Drive and Pima Road, develop a community bike loop around Black Mountain, and enhance associated economic activity;
- Develop bicycle and pedestrian linkages between the Town Centers; and
- Develop strategies to improve access, parking and safety for the multiple special events in both Towns throughout the year.

This Working Paper refines these initial goals based on data and public input collected during the completion of an extensive public outreach process as well as the completion of Working Paper 2 – Existing and Future Conditions.

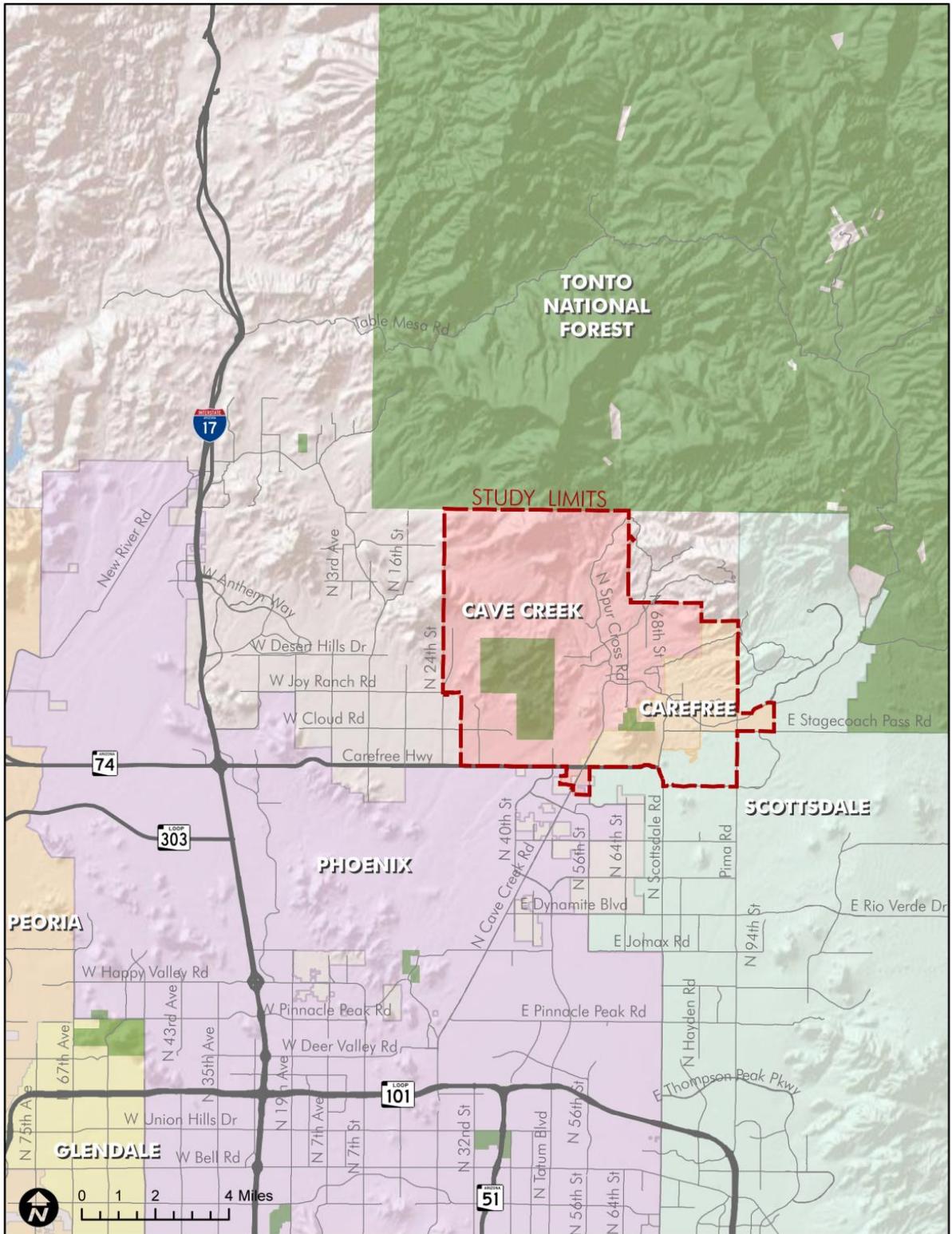
### D. Study Area Overview

The study area for the Cave Creek/Carefree Transportation Framework Study predominantly includes the Municipal Planning Areas (which also align with the Town Limits) for the communities of Cave Creek and Carefree. The study area is generally bounded by the Tonto National Forest boundary on the north, Pima Road on the east, Carefree Highway on the south and 24th Street on the west, but also includes a portion of Scottsdale lying east of Scottsdale Road and north of Westland Road and west of Pima Road. The Study Area is depicted in *Figure 1* below.





Figure 1: Study Area



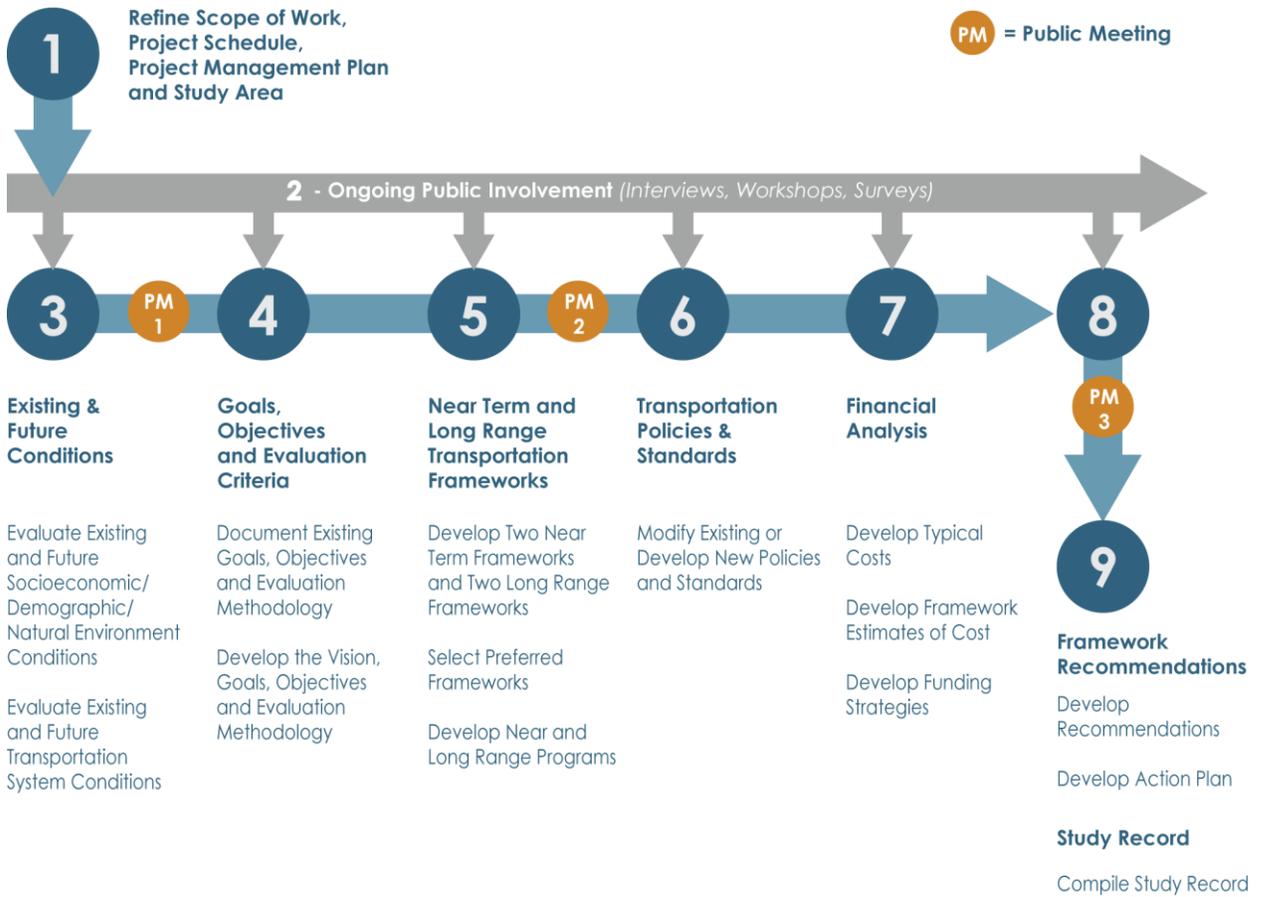
Source: ASLD





## E. Study Process

A simplified view of the TFS study process is shown by the following diagram. The overall process is comprised of nine (9) distinct phases or tasks, which sequentially build upon each other to develop the final study record. A key component of the overall process is the ongoing public involvement effort that utilizes various public outreach activities to influence each phase of the study. Additionally, Public Meetings are scheduled at key milestones to present findings and obtain feedback.





## II. ISSUE IDENTIFICATION

Issues set the context for alternatives development, analysis and evaluation, and selection. They help to transition the TFS effort from the impartial exercise of raw data collection and analysis to the more subjective establishment of project specific goals and objectives. This chapter focuses on identifying issues within the study area as defined by the jurisdictions' staff and residents.

### A. Existing Goals and Objectives Cross-Evaluation

Both communities have been prudent and aggressive in their planning activities in the first decade of the 21st Century. Each community has a General Plan that includes a Circulation Element. Each Community has supplemented their General Plan with transportation specific plans. This section highlights some of the more applicable goals and objectives that are included within the existing plans that are most pertinent to the study area. Select sections of those plans are included as appendices:

- Appendix A: Town of Cave Creek 2005 General Plan Circulation Element
- Appendix B: Town of Cave Creek 2012 Town Core Plan
- Appendix C: Town of Carefree General Plan 2030 Circulation Element
- Appendix D: Town of Carefree 2008 Transportation Plan
- Appendix E: Town of Carefree 2013 Economic Development Strategic Plan

There is remarkable consistency in the goals and objectives of the two communities. They can generally be grouped into eight issues or categories:

- Area Character
- Local Circulation
- Non-motorized Travel
- Recreation Connectivity
- Parking
- External Traffic Impacts
- Funding
- Economic Development

Table 1 groups similar goals and objectives from the various plans into the eight categories.





**Table 1: Goals and Objectives Cross-Evaluation**

Issue Categories	Cave Creek General Plan 2005	Carefree General Plan 2030 / Economic Development Plan 2011-2012	Carefree Transportation Plan 2008	Cave Creek Town Core Plan 2012
<p><b>Area Character</b></p>	<p><i>Goal:</i> Keep roadways consistent with the rural land use patterns of Cave Creek</p> <p><i>Objective:</i> Encourage roadway alignments that conserve the Town's natural appearance.</p> <p><i>Objective:</i> Encourage roadway design that is rural in character.</p>	<p><i>Goal:</i> Preserve Carefree's vision of a quality, tranquil place in which to live and is sensitive to the natural environment.</p>	<p><i>Goal:</i> To preserve the vision of a quiet, tranquil place in which to live.</p> <p><i>Objective:</i> Prevent significant increases of traffic on the Town roadways.</p> <p><i>Objective:</i> Protect the Town from the impacts of traffic created by development located within adjacent communities.</p> <p><i>Goal:</i> Develop a plan that builds on the character of the Town, is sensitive to the environmental and enhances the quality of life today and in the future.</p> <p><i>Objective:</i> Establish guidelines and standards to enhance the land use/transportation connection.</p> <p><i>Objective:</i> Develop transportation facilities that are compatible with the natural desert landscape and open space.</p> <p><i>Objective:</i> Utilize the Transportation Plan as the foundation for decision making in transportation issues.</p>	<p><i>Goal:</i> Enhance the Town's quality of life by providing an efficient safe, convenient and aesthetically pleasing transportation system for the movement of people, goods and services.</p>
<p><b>Local Circulation</b></p>	<p><i>Goal:</i> Provide safe and appropriate access to Town resources and services and regional transportation connections.</p> <p><i>Objective:</i> Provide access to recreation opportunities in keeping with the surrounding land uses.</p>	<p><i>Goal:</i> Maintain a circulation plan that services the transportation needs of local residents.</p>		





Issue Categories	Cave Creek General Plan 2005	Carefree General Plan 2030 / Economic Development Plan 2011-2012	Carefree Transportation Plan 2008	Cave Creek Town Core Plan 2012
<p><b>Non-motorized Travel</b></p>	<p><i>Goal:</i> Provide transportation facilities for non-motorized travel</p> <p><i>Objective:</i> Provide facilities for bicycles, horses and pedestrians and persons with disabilities</p>	<p><i>Goal:</i> Promote alternative modes of transportation, such as pedestrian and bicycle travel.</p>	<p><i>Goal:</i> Promote pedestrian and bicycle travel.</p> <p><i>Objective:</i> Create an efficient, inviting environment for pedestrians.</p> <p><i>Objective:</i> Create a comprehensive system of bicycle facilities, programs and services.</p> <p><i>Objective:</i> Create a transportation system that is accessible to all users.</p>	<p><i>Goal:</i> Provide for a balanced transportation system that gives mobility to all segments of the community.</p> <p><i>Goal:</i> Develop a pedestrian/bicycle/equestrian pathway system within the Core that serves as an amenity for current and future Town residents and visitors.</p> <p><i>Goal:</i> Ensure that the safety of pedestrians, bicyclists and equestrians utilizing the pathways system within the Core is the number one priority.</p> <p><i>Goal:</i> Identify and provide for pathways and trails in all future transportation projects.</p> <p><i>Goal:</i> Provide for adequate pedestrian access and connectivity within and between commercial areas and adjoining residential neighborhoods.</p> <p><i>Objective:</i> Encourage pedestrian movement through good designs, safe crossings, and identifiable connections.</p>
<p><b>Recreation Connectivity</b></p>	<p><i>Goal:</i> Provide accessible, non-motorized trail connections to recreational open spaces throughout the Town that do not affect the overall quality or integrity of the natural environment.</p> <p><i>Objective:</i> Connect open spaces within and adjacent to the Town with non-motorized, shared use trails.</p> <p><i>Objective:</i> Design trails to minimize impacts to riparian habitats and wildlife habitat and movement corridors.</p> <p><i>Objective:</i> Design trails to complement and enhance trail users' understanding of cultural resources, vegetation and views.</p> <p><i>Objective:</i> Provide adequate facilities for equestrians, pedestrians, bicyclists and persons with disabilities</p>			





Issue Categories	Cave Creek General Plan 2005	Carefree General Plan 2030 / Economic Development Plan 2011-2012	Carefree Transportation Plan 2008	Cave Creek Town Core Plan 2012
<b>Parking</b>	Objective: Provide for parking facilities within the Town of Cave Creek which are safe and minimize the visual impact upon the community.			<p>Goal: Create greater flexibility in Core parking.</p> <p>Goal: Provide for adequate parking with the Core area.</p> <p>Goal: Minimize the visual impacts of parking lots on the Core area.</p>
<b>External Traffic Impacts</b>		Goal: Protect the Town from the effects of traffic created by development located within adjacent communities.		
<b>Funding</b>	<i>Objective:</i> Identify and/or develop funding sources and mechanisms for trail development and maintenance.		<p>Goal: Develop a plan that can be funded and that reflects responsible use of public funds.</p> <p>Objective: Develop innovative and sound funding policies to implement the plan.</p> <p>Objective: Establish funding priorities to guide the timing and sequence of transportation improvements.</p>	
<b>Economic Development</b>		<p>GP: Obtain Information to broaden the understanding of the economic conditions, thus leading to more informed economic development strategies.</p> <p>GP: Support economic development policies and projects that make the Town Center am more attractive place to live, work and visit.</p> <p>GP: Increase access and visibility of the Town Center.</p> <p>GP: Support programs and policies to market the Town.</p> <p>EDP: Continue to market the Town.</p> <p>EDP: Maintain and strengthen Carefree's fiscal vitality</p> <p>EDP: Invest in and enhance Carefree's Town Center</p>	<p>Goal: Provide a transportation system to support planned economic development and vitality.</p> <p>Objective: Support desired economic development and tourism</p>	<p>Goal: Maintain a vibrant local business environment that contributes to the unique character and economic diversity of the Core.</p> <p>Goal: Encourage neighborhood-oriented businesses . . . that assures the availability of goods and services for area residents in close proximity to homes and workplaces.</p> <p>Goal: Develop . . . amenities and attractions that draw visitors to the community.</p> <p>Goal: Enhance the character of the Core so as to retain its historic attraction as a tourist destination . . .</p> <p>Goal: Position the Town as a regional tourist destination center.</p> <p>Goal: Encourage retail development in the Core that is largely tourism oriented . . .</p>



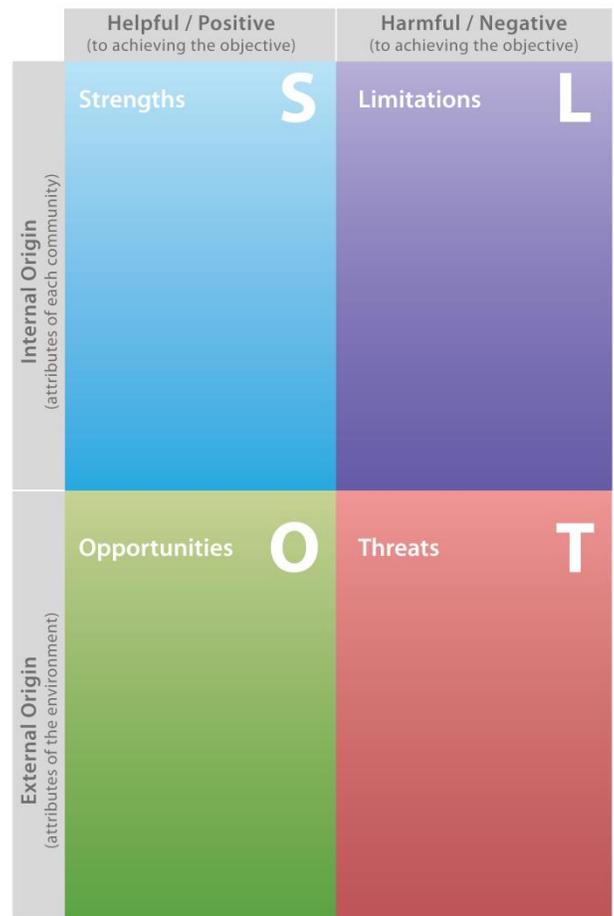


Issue Categories	Cave Creek General Plan 2005	Carefree General Plan 2030 / Economic Development Plan 2011-2012	Carefree Transportation Plan 2008	Cave Creek Town Core Plan 2012
Economic Development (cont.)		EDP: Partner with commercial building and land owners. EDP: Initiate key planning with developers. EDP: Implement key planning and target marketing.		Goal: Utilize mixed use planning . . . to add to the activity and vitality of the Core. Goal: Preserve the historic assets of the Core and promote the arts and cultural amenities so as to increase the economic capacity of the Core. Goal: Promote a positive image of the commercial area that encourages consumers and investors to live, work, shop and play and invest in the Core.

## B. Strengths, Limitations, Opportunities and Threats Analysis

A common strategic planning exercise is a Strengths, Limitations, Opportunities and Threats evaluation also referred to as a SLOT Analysis. The exercise is also frequently referred to as a SWOT Analysis where Weaknesses are examined in lieu of Limitations. Strengths and limitations are internally focused and represent characteristics of the agencies that enhance or inhibit their ability to implement actions or programs. Opportunities and threats are influences from outside of the agencies that also enhance or inhibit their ability to implement actions or programs.

The SLOT analysis exercise is most frequently conducted as a brainstorm exercise. Participants describe their perceptions either vocally or in writing. The assessments are made without criticism or critique. It is fully expected that several participants will make the same or similar assessments in some or all of the categories. The facilitator collects or records the assessments placing them in the proper category and then categorizes similar perceptions. Clear patterns quickly become obvious as dozens of perceptions can often be categorized into a manageable listing of assessments.





The Project Management Team comprised of the consultant team and Town Staff from each Town worked through the SLOT Analysis exercise at the Project Management Team Meeting of October 25, 2013. The detailed responses are presented in Appendix F while the categorized results are presented as follows.

	Helpful / Positive (to achieving the objective)	Harmful / Negative (to achieving the objective)
Internal Origin (attributes of each community)	<b>Strengths S</b> <ul style="list-style-type: none"> <li>• Cooperation/consensus</li> <li>• Comparable community form</li> <li>• Passionate constituency</li> <li>• Cycling destination</li> <li>• Bike/Ped awareness</li> <li>• Sufficient R.O.W. for complete streets</li> <li>• Successful special events</li> <li>• Active/engaged community</li> <li>• Sense of place</li> </ul>	<b>Limitations L</b> <ul style="list-style-type: none"> <li>• Steep grades</li> <li>• Marketing resources</li> <li>• Roadway cross section constraints</li> <li>• Status quo tendency</li> <li>• Lack of parking/bike/ped facilities</li> <li>• Carefree Hwy in Scottsdale</li> <li>• Lacks Town Core/Center sense of entry</li> <li>• Low density development pattern</li> <li>• Lack of funding</li> </ul>
External Origin (attributes of the environment)	<b>Opportunities O</b> <ul style="list-style-type: none"> <li>• Context sensitive solutions</li> <li>• Outside funding</li> <li>• Efficient local management</li> <li>• Local cooperation</li> <li>• Ideal location in metro area</li> <li>• Media resources</li> <li>• Shuttle opportunities</li> <li>• Wayfinding opportunities</li> <li>• Public/private parking</li> <li>• Repeat tourism</li> </ul>	<b>Threats T</b> <ul style="list-style-type: none"> <li>• Resistance to modern street concepts</li> <li>• Competing goals of various interests</li> <li>• Staff resources</li> <li>• Only three links to metro area</li> <li>• Resistance to alternative financing</li> <li>• Competition for regional funds</li> <li>• Constraints of federal funding</li> </ul>





## C. Dual Choice Analysis

The Project Team conducted a Scoping Public Meeting on October 30, 2013 to introduce the study, present existing and future condition findings and solicit input to help guide goals and objectives. The Public Meeting was reasonably well attended by more than 40 people representing a good cross section of residents, business owners, and others. The attendees were actively engaged in a dual-choice voting exercise. The purpose was to establish a ranking of candidate issues derived from other relevant studies, the SLOT analysis and previous study related surveys.

The participants were provided hand-held remote units that recorded individual votes in preference of one issue compared to another. Participants compared ten issues to each other in all possible paired combinations; a total of 45 comparisons. The computerized system displayed the voting results in real time. The output provided a rank order of the ten issues based on the participant voting.

### Exercise Results - Order of Issue Importance

1. Build sidewalks or multi-use paths
2. Maintain existing streets
3. Improve vehicle access and parking for special events
4. Build bicycle facilities to enhance recreation & tourism
5. Add more “safe” crosswalks
6. Redesign streets to reduce traffic speed
7. Enhance sense of entry in Town Centers
8. Provide local circulator or shuttle service
9. Build new streets for better access
10. Add vehicle lanes to existing streets

Most Important



Least Important

## D. Resident/Business, Bicycle and Special Event Surveys

The Project Team conducted electronic, on-line surveys for residents/business owners in Cave Creek and Carefree and for bicycle users between mid-September and mid-November 2013. The Team also conducted in-person, intercept surveys at three special events; the Taste of Cave Creek on October 16 and 17, Wild West Days and the Carefree Fine Arts and Wine Tasting Festival from November 1 – 3, and the Carefree Christmas Festival from December 13 – 15.





## Key Issues/Findings

- Attendees are most likely to attend 2-4 events per year
- They are most likely to carpool
- They are most likely to be in a group of 2-3 people
- About 30% are from the Towns and about 60% are from other Valley Cities equally divided between Phoenix, Scottsdale and other Valley Cities
- Most arrived via Cave Creek Road, Carefree Highway or Scottsdale Road
- 75% parked in a business lot adjacent to a business
- Only 3% parked in a shuttle parking lot
- 2/3 walked 1 – 3 blocks from where they parked
- 85% felt very safe walking to and from their vehicles and an additional 10% felt safe
- 85% found it very easy to drive the local streets to the event while the greatest negative response was 20% who found it difficult to find convenient parking
- Attendees generally won't change their behavior but, if they did, they would either ride a free shuttle from central parking or carpool to take advantage of free parking
- Attendees generally are not likely to pay for parking or choose a mode other than driving
- Virtually all respondents have returned in the past for a non-event purpose or will do so in the future
- Open-ended comment responses were almost equally likely to address lack of parking; need for better signage and mapping; need for sidewalks, multi-use paths and/or bike lanes; and traffic congestion.
- Open-ended question responses as to why respondents return to events were twice as likely to mention people, town or atmosphere as they were to mention food, drink or crafts.

## E. Community Stakeholder Workshops

The Project Team conducted three special interest workshops on September 17, 2013 for: Special Event Organizers, Business and Community Organizations, and Recreational Users.

The workshops were designed to provide an opportunity for high-quality, focused identification of issues, needs, desires and potential opportunities and were facilitated in a small group setting.

### Key Issues/Findings – Special Events Workshop

- Cave Creek and Carefree are primarily tourist destinations; the special events give people a reason to visit and are used to showcase the Towns.
- Events attract visitors locally, from the Valley, from around the State and even internationally.
- A multi-use facility with an amphitheater is desired in Cave Creek and would help provide a sense of place to the Town Core.





- Pedestrian safety due to the lack of sidewalks and safe pedestrian crossings is a major concern.
- Parking is haphazard in both Towns and existing parking is underutilized however event parking is not viewed as a major issue by event planners.
- Private lots used for some event parking will be developed in the future necessitating development of new parking choices.
- There is a strong desire for a shuttle for event parking and between resorts and events.
- General event parking should be free.
- Traffic congestion is not viewed as an issue by event organizers.
- Most traffic and parking complaints come from local residents who are weary of special events.
- Wayfinding signage to events and parking could be improved.
- Trail and path connections for pedestrians and cyclists are welcomed.
- Reducing or eliminating medians in Cave Creek is preferred over reducing business parking.
- Reducing lanes on major arterials will exacerbate congestion during special events.

### **Key Issues/Findings – Business and Community Organizations Workshop**

- The Towns have unique identities, desires and issues.
- Both Towns desire to enhance economic development through increased tourism.
- A shuttle service between the Town Centers and the resorts is a high priority for businesses.
- Improving pedestrian safety and connections between businesses is a high priority.
- Pedestrian connections are logical within activity nodes/clusters of businesses.
- Bike lanes and paths between the nodes are acceptable but people will probably drive between the nodes.
- It is more important to make pedestrian activity safe within the nodes.
- Safe pedestrian crossings are important.
- Multi-use paths are an option but there needs to be a separation of uses based on speed.
- Medians in Cave Creek are an issue for maneuverability and pedestrian safety.
- Lack of available parking is an issue in the Carefree Town Center.
- There are mixed views about the potential economic benefits of attracting more cyclists to the Towns.
  - They drink the free water and use the restrooms but do not spend money,
  - They spend their money and businesses need to provide amenities to attract more.





## Key Issues/Findings – Recreational Users Workshop

- The area is a destination for recreational users from the Valley, the State and internationally.
- Designated, striped bike lanes are desired on major arterials.
- There are several unsafe sections of roadways:
  - Carefree Highway between Cave Creek Road and Tom Darlington Drive
  - Cave Creek Road/Carefree Highway intersection
  - Cave Creek Road between School House Road and Tom Darlington Drive
- Cycling clubs attract hundreds of riders riding as a group.
- More amenities like bike lanes, rest areas and parking at trailheads are needed to attract more cyclists.
- Cyclists want to be encouraged to stop.
- Pedestrian safety and walkability is a serious issue and particularly so in Cave Creek.
- Multi-use paths are acceptable but there needs to be separation of uses based on speed.
- More parking is needed at trailheads.
- Centralized parking is desired in Cave Creek to allow people to park and walk around.
- Connecting equestrian and mountain biking trails in Cave Creek is difficult because the Town needs easements donated by private property owners.
- More places are needed to hitch horses in Cave Creek.





### III. GOALS

As previously detailed, the Project Team completed public and stakeholder outreach with key stakeholders, a public survey (conducted with local business and residents, online survey, and in-person special event surveys), and an Open House Public Meeting. These efforts and coordination with the Town staffs provided input for key desired improvements and actions as they relate to transportation in the project area.

The Project Team developed the following key Goals from the extensive outreach:

**Goal: Provide transportation improvements that will enhance or preserve and not detract from the natural and social character of the area.**

**Goal: Promote a balanced transportation system that provides adequate capacity for and convenient access to vehicle, transit, bicycle/pedestrian, and equestrian travel modes within the study area.**

**Goal: Support the development of transportation related projects that encourage tourism and promote economic prosperity in the study area**

**Goal: Support transportation projects that are fiscally responsible and preserve existing infrastructure**

**Goal: Improve the safety of the transportation system for all travel modes in the study area.**





## IV. PLANNING CHECKLIST

In consideration of the study goals and objectives and the input from the public, stakeholders and Town staffs, the Project Team determined that:

- The focus of the study will be on Cave Creek Road, Tom Darlington Drive, Carefree Highway, Pima Road and Westland Road,
- The study recommendations will be based upon a **Nodes and Corridors** concept
  - **Nodes** identify pedestrian and bicycle friendly areas of more intense urban activity,
  - **Corridors** identify linkages and connectors to nodes, destinations, and traffic decision locations, and
- The Towns' circulation elements or transportation plans would be referenced as part of the planning approach and in conjunction with the Nodes and Corridors concept are mutually supportive of each other.

The following summary checklist ensures the study recommendations are responsive to the public and stakeholder outreach. The planning alternatives produce options to identify future projects and a master plan of these ideas as part of the Transportation Framework Study

### Workshop Summary:

- **Key Item 1:** Preserve the unique identities and characters of Cave Creek and Carefree in any potential solution. (*Context sensitivity*)
- **Key Item 2:** Safe pedestrian connections are needed.
- **Key Item 3:** Bicycling lanes/paths are important for recreation, not economic development.
- **Key Item 4:** More equestrian connections are needed in Cave Creek.
- **Key Item 5:** More Parking Options are needed.
- **Key Item 6:** Merchants want a seasonal shuttle.
- **Key Item 7:** Fix roadway elements that cause issues.

### Public Survey:

- **Key Item 8:** Provide pedestrian and bicycle safety and access. Develop new connections.
- **Key Item 9:** Special event traffic and limited parking are issues. Provide additional event parking.
- **Key Item 10:** Unsafe driving environment needs improvement. Traffic enforcement and improvements in road design to slow traffic or provide traffic calming is needed.
- **Key Item 11:** Provide sidewalks and dedicated bike lanes or multi-use paths.
- **Key Item 12:** Maintain existing streets and landscaping (maintenance).
- **Key Item 13:** Pave unpaved streets in residential areas.
- **Key Item 14:** Redesign sections or roadways to address existing elements that cause driver confusion and safety issues (traffic circles, median restricted access, dangerous crosswalks)





- **Key Item 15:** Provide improvements to better serve senior and disabled non-driver circulation.
- **Key Item 16:** Maintain and improve recreational and competitive cycling environment attractions (scenery and views, low traffic volumes, access to off-road trail networks, on-road safety, bike friendly facilities, and connections to other routes / networks).
- **Key Item 17:** Establish a special events parking solution. Solution options may include free shuttle from central parking site, priority parking areas for carpooling, premium paid parking areas.
- **Key Item 18:** Improve pedestrian comfort in each community. Add connectivity for pedestrians. Comfort includes shade, wayfinding elements, seating, facilities, and aesthetics.
- **Key Item 19:** Traffic safety improvements. Concerns of speed, reckless driving, egress from businesses, motorcycle activity are a focus.
- **Key Item 20:** Provide a connection between local resorts and business core areas.
- **Key Item 21:** Preserve non-urban character of existing Towns for any improvement or solution. Retain small town feel and image.
- **Key Item 22:** Provide crosswalk improvements for pedestrians.
- **Key Item 23:** Improve parking area near local businesses with shared lots or reconfigured lots (behind or adjacent to business, not in front parking).
- **Key Item 24:** Non-motorized improvements for multi-modal circulation connectivity.
- **Key Item 25:** Do nothing.
- **Key Item 26:** Provide a sense of entry to Town areas.
- **Key Item 27:** Provide pedestrian lighting for safety.

**Open House:**

- **Key Item 28:** Provide new streets for better access.
- **Key Item 29:** Develop bicycle friendly environment and facilities to enhance recreation and tourism.
- **Key Item 30:** Redesign streets to reduce traffic speeds.





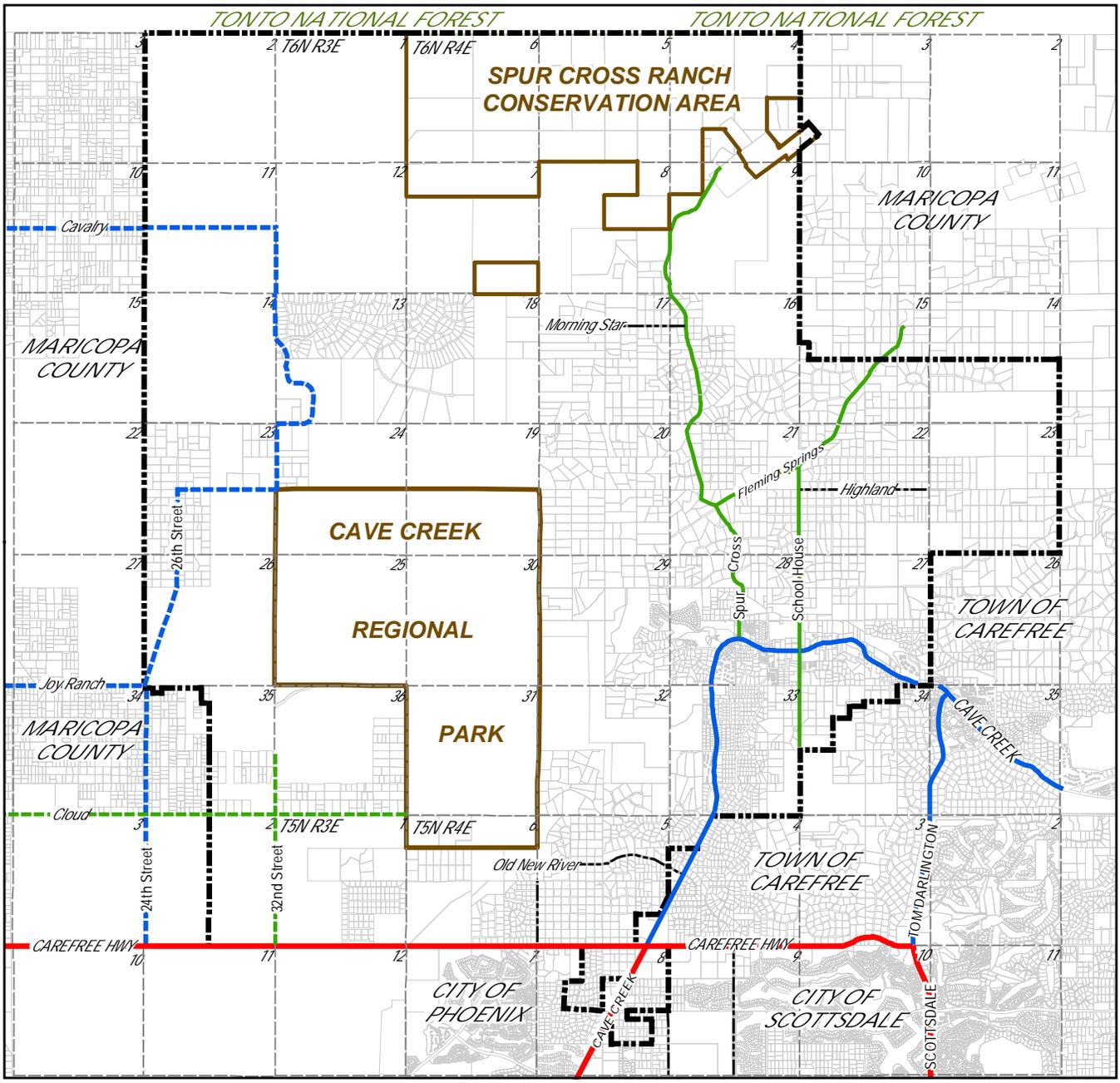
## V. APPENDIX





## A. Town of Cave Creek 2005 General Plan Circulation Element





  JURISDICTIONAL BOUNDARY    
   SECTION LINES    
   PARK BOUNDARY

PRINCIPAL ARTERIAL    
  MAJOR COLLECTOR    
  MINOR COLLECTOR    
  PROPOSED

Printing Date: Aug. 12, 2009  
 File: CIRCULATION - A - 81109.mxd  
 Prepared By: L. SAHR  
 "SEABEE'S CAN DO!"



INCORPORATED 1986

# TOWN OF CAVE CREEK

## GENERAL PLAN - CIRCULATION

# N



## B. Town of Cave Creek 2012 Town Core Plan



# TOWN OF CAVE CREEK



SETTLED 1870 · INCORPORATED 1986

## TOWN CORE PLAN

Adopted by Resolution of the Town Council on  
April 2, 2012 (Res. No. R2012-03)

**RESOLUTION NO. R2012-03**

**A RESOLUTION OF THE MAYOR AND TOWN COUNCIL  
OF THE TOWN OF CAVE CREEK, MARICOPA COUNTY,  
ARIZONA, FINDING CERTAIN FACTS AND ADOPTING  
THE PROPOSED GENERAL PLAN AMENDMENT OF  
THE ADOPTED GENERAL PLAN OF TOWN OF CAVE  
CREEK, ARIZONA.**

**WHEREAS**, A.R.S. §9-461.06 provides for the adoption of amendments to the General Plan by resolution of the Town Council after appropriate notice. The Town Council desires to adopt and endorse the following amendments to the General Plan described herein; and

**WHEREAS**, the Town has consulted with, advised and provided an opportunity for official comment by public officials and agencies, the county, appropriate school districts, associations of governments, public land management agencies, other appropriate government jurisdictions, public service corporations, civic, educational, professional and other organizations, together with property owners and citizens; and

**WHEREAS**, the Planning Commission of the Town having held a public hearing and provided notice of such hearing by publication of Notice in the Sonoran News at least fifteen (15) days and not more than thirty (30) days prior to the hearing; and

**WHEREAS**, the Mayor and Town Council held a public hearing on the proposed amendment to the General Plan and notice of such hearing was published in the Sonoran News at least fifteen (15) days and not more than thirty (30) days prior to the hearing; and

**WHEREAS**, the proposed amendment would have the effect of replacing the existing Town Core Plan – adopted in the year 2000 – with a new Town Core Plan (Exhibit 1).

**NOW THEREFORE BE IT RESOLVED BY THE MAYOR AND TOWN  
COUNCIL OF THE TOWN OF CAVE CREEK, ARIZONA AS FOLLOWS:**

**Section 1. Required Notice and Hearings Given and Held**

The Mayor and Council of the Town of Cave Creek, Arizona find and determine that Notice has been given in the manner required by A.R.S. § 9-461.06 of the proposal of the Town to adopt an amendment to the General Plan of the Town of Cave Creek and that each of the required publications have been made in the Sonoran News, a newspaper of general circulation in the Town.

**Section 2. Date of Adoption**

The proposed amendment to the General Plan of the Town of Cave Creek, Arizona shall be deemed to have been adopted as of the date of this Resolution.

**Section 3. Approval Process**

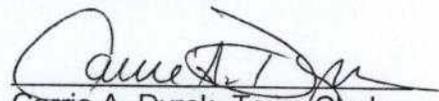
The proposed amendment to the General Plan of the Town of Cave Creek, Arizona, as depicted in Exhibit 1, and as adopted by this Council is hereby approved and adopted as required by the General Plan Amendment Process as outlined in A.R.S. §9-461.06 and the Town of Cave Creek General Plan.

**PASSED AND ADOPTED BY** the Mayor and Town Council of the Town of Cave Creek, Arizona, this 2nd day of April, 2012.

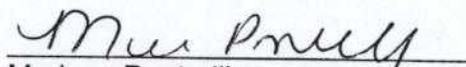
FOR THE TOWN OF CAVE CREEK:

  
\_\_\_\_\_  
Vincent Francia, Mayor

ATTESTED TO:

  
\_\_\_\_\_  
Carrie A. Dyrek, Town Clerk

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Marlene Pontrelli  
Town Attorney



# Town Core Plan

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# Town Core Plan

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## Acknowledgements

The creation of the Town of Cave Creek Town Core Plan was accomplished through the hard work and dedication of elected and appointed Town officials, town staff and the residents who make the town their home.

### **Cave Creek Town Council**

Vincent Francia, Mayor  
Shelley V. Anderson, Councilwoman  
Dick Esser, Councilman  
Tom McGuire, Councilman

Ernie Bunch, Vice Mayor  
Jim Bruce, Councilman  
Steven LaMar, Councilman

### **Cave Creek Planning Commission**

Dan Baxley, Chairman  
John Abram, Commissioner  
Ray Fontaine, Commissioner  
Rae Iverson, Commissioner

Reg Monachino, Vice Chairman  
Ted Bryda, Commissioner  
John Ford, Commissioner  
Peter Omundson, Commissioner

### **Cave Creek Town Staff**

Usama Abujbarah, Town Manager  
Luke Kautzman, Planner  
Marie Carsia, Assistant Planner

Ian Cordwell, Planning Director  
Bambi Muller, Trails Planner  
Larry Sahr, Contract Planner

### **Additional Support**

Patrick Grady, Moderator



# Town Core Plan

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## Vision

*The Cave Creek Town Core exemplifies a sense of place and authenticity incorporating an eclectic and diverse mix of thriving and creative businesses, housing opportunities and life styles, while honoring the beautiful Sonoran desert that surrounds it.*

## Introduction

The Town of Cave Creek Town Core Plan ("the Plan") presents a major opportunity to promote the character, attraction and western culture of the Town Core ("the Core"). The Plan outlines the components that will make such a vision a reality. It builds upon existing assets, capitalizes upon significant uses and features of the natural environment. The Plan addresses the development of privately and publicly owned parcels of land within the Core. With the formal adoption by the Town Council ("the Council"), this document will serve as a guide in making decisions that effect the future development of the Core.

## Guiding Principles

The range of actions presented and identified in the Plan were selected based on a foundation of guiding principles which, while general in nature, were consistent with the issues identified during this planning process by the citizens of the Town of Cave Creek ("the Town"). Those guiding principles are identified as follows:

- The Town Core is the center of the community's history and is the key to its identity.
- The Town values its downtown and desires to give preference to the development and use of the Core.
- Growth areas within the Core should focus on sites where desired types of development are likely to be most successful while achieving economies of scale; support existing service systems; and maintain land use compatibility with other property in the vicinity.
- The Core should provide attractive public spaces and facilities and be an exciting place to live, work and play.

## Location

Beginning at the intersection of East Cave Creek Road and North Scopa Trail and extending parallel to Cave Creek Road north to the East LaSalle Road alignment and south to the East Skyline Drive alignment; thence west along East Cave Creek Road to its intersection with North Spur Cross Road then extending parallel to North Cave Creek Road west to the North Conestoga Trail alignment and East to the North Basin Road alignment; thence south along North Cave Creek Road to a point 275 feet (+/-) south of East Carriage Drive to its terminus, an area of approximately one and a quarter (+/-) square mile



# Town Core Plan

**Town Core Area Map:** See Appendix A, Map 1 - Town Core Area Map for details.

## **Existing Attributes**

### ***Introduction:***

Cave Creek's Town Core is rich with historic resources, different architectural styles, archeological treasures and a unique natural setting. With its eclectic character, the Core remains the single most significant tourist draw for the community.

### ***Existing Attributes that constitute and define the Core are characterized by:***

- Historic buildings;
- Specialty shops and general retailing;
- Eateries, fine restaurants, bars, lounges;
- Galleries, museums, parks, and trails;
- Studios and professional offices;
- Mixed residential forms;
- An amalgam of styles, shapes, materials and details;
- Traffic calmed streets, shared with pedestrians and bicyclists;
- Desert vistas.

## **Challenges / Opportunities**

- Support the development of a coordinated marketing theme that celebrates the local flavor;
- Strengthening of the community's existing economic assets while expanding and diversifying its economic base;
- Positioning the Town Core for new development in the future;
- Advance regional partnerships with the other governmental entities in the area;
- Marketing the Town Core as a regional tourist destination;
- Facilitating the hosting of large groups of people;
- Alleviating conflicts between business development and environmental protection efforts;
- Getting multiple interests working toward common goals;
- Regional population growth;
- Balancing the mix of land uses;
- Choices and tradeoffs the community must make when values conflict;
- Working relationships with surrounding jurisdictions despite differing goals;
- Coordination of regional traffic and water management issues;
- Identifying the necessary infrastructure improvements needed in the Town Core, prioritizing those upgrades & allocating funding to complete them.



# Town Core Plan

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## Land Use

### ***Introduction:***

In the past, downtown retail main streets served as the historic centers of communities. Today, they are being supplanted by shopping malls, power centers and most recently, lifestyle centers. With this in mind, historic downtown retail is often one of the most complex and difficult land uses to preserve.

It is essential to strengthen the Town Core through thoughtful land use planning that accommodates new growth in a manner which creates new business opportunities, builds upon the historic and cultural past, maximizes existing infrastructure use and encourages multi-modal transportation opportunities.

### ***Land Use:***

1. GOAL: Promote a balance of land uses and facility development that reflects and enhances the Core's character (e.g., visitor attractions, specialty shopping, & museums).
  - a. ACTION: Adopt the Town Core Land Use Plan as contained herein.
2. GOAL: Respect the physical, social, functional, historical and cultural attributes when approving development plans within the Core.
3. GOAL: Strengthen the identity and image of the Core as an historic center by expanding cultural and leisure facilities and activities.
4. GOAL: Create and maintain safe multi-use open space areas within the Core.
5. GOAL: Invigorate the Core by the establishment of active pedestrian-scaled mixed use districts for shopping, restaurant, entertainment, office and compatible residential uses.
  - a. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning designation so as to allow for mix uses as identified above.
6. GOAL: Restrict residential development within certain areas of the Core where live music would be most desirable.
  - a. ACTION: Create priority areas for live music within the Core.
  - b. ACTION: Consider the acoustical impact on existing and future Core residential development at the time of use approval.



# Town Core Plan

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## ***Mixed Uses:***

1. GOAL: Promote a vibrant mix of retail shops, restaurants, art galleries and professional services such as architects and attorneys.
  - a. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning designation to allow for mix uses as identified above.
2. GOAL: Encourage a wide mix of uses that offer retail and commercial services along street level; and business/office and residential on upper floors.
  - a. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning designation to allow for mix uses as identified above.
3. GOAL: Assure appropriate buffering and screening between dissimilar uses, particularly between residential and commercial uses.
  - a. ACTION: Re-evaluate the buffering and screening regulations for the Town Core Commercial (TCC) zoning designation.

## ***Districts:***

The Plan offers the opportunity to establish activity districts in the Core that promote similar synergies.

1. GOAL: Enable each individual district within the Core to maintain or develop a distinct identity while together creating a coherent Core.
  - a. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning designation so as to allow for the creation of distinct use districts within the zone.
2. GOAL: Recognize and celebrate the geographic distinctions and the architectural character of the various areas that make up the Historic Town Core.
3. GOAL: Position each district so as to capture and maximize market niches without creating polarized or competing districts.

***Land Use Plan:*** See Appendix A, Map 2 - Town Core Land Use Plan for details.

## **Circulation**

### ***Introduction:***

Citizen and visitor convenience and enjoyment are critical for the vitality of the Town Core area. Special emphasis should be placed upon:

- Helping to create a sense of community;



# Town Core Plan

- Creating a memorable experience for visitors and residents alike;
- Effectively separating pedestrians and autos.

## ***Circulation:***

1. GOAL: Enhance the Town's quality of life by providing an efficient, safe, convenient and aesthetically pleasing transportation system for the movement of people, goods and services.
  - a. ACTION: Contract with the Town's consulting Traffic Engineer for the development of a Town of Cave Creek Master Transportation Plan that incorporates a specific Town Core Area element.
  - b. ACTION: Create an interconnected Town Core Street Plan that links land use and transportation and that supports existing and future Core land uses.
  - c. ACTION: Within the Master Transportation Plan identify prospective transportation corridors within the Core that can provide alternative access options necessary to meet both existing and future traffic demands.
  - d. ACTION: Analyze the potential impact of all new development, within the Core, on the existing transportation system and for conformity to the Town adopted Transportation Plan.
  - e. ACTION: Identify within the Master Transportation Plan potential cross-town collector linkages used to relieve bottle-necks and to provide for emergency access.
2. GOAL: Provide for a balanced transportation system that gives mobility to all segments of the community.

***Circulation Plan Map:*** See Appendix A, Map 3 - Town Core Circulation Plan for details.

## **Streetscape**

### ***Introduction:***

Streetscape, as defined in this document, means the appearance or view of the Cave Creek Road corridor as located within the Town Core

### ***Streetscape:***

1. GOAL: Develop a comprehensive Town Core Streetscape Plan with a focus on local themes.
  - a. ACTION: Create a Master Town Core Streetscape Plan that identifies transition areas, edges and gateways, and that recommends strategies for their preservation and enhancement.



# Town Core Plan

2. GOAL: Develop common streetscape design elements that serve to create a unified and coherent streetscape expression. Include room for unique elements that reflect the character, history and development objectives of the Core.
  - a. ACTION: Create a Master Town Core Streetscape Plan that identifies approved common design elements.
  - b. ACTION: Utilize informational kiosks throughout the Core that include displays on the history of the Town, meeting notices, local information and a public bulletin board.
3. GOAL: Utilize traffic improvements and supplemental landscaping to abate negative vehicle impacts on the Core's desired pedestrian orientation while creating new frontage exposure for other properties.
4. GOAL: Incorporate the use of public and private outdoor social gathering and circulation spaces (e.g., monument square, plazas, shade walks, porches) within the Core's streetscape.
5. GOAL: Expand and improve the Core's streetscape so that people will want to visit and spend time in the community.
  - a. ACTION: Create a partnership between the Town and APS with the purpose of planning for and undergrounding of the overhead utilities along Cave Creek road between Carriage Drive and Scopa Trail.
6. GOAL: Enhance the pedestrian environment within the Core by utilizing treatments from a Town adopted streetscape palette.
  - a. ACTION: Adopt a Master Town Core Streetscape Plan that identifies the accepted streetscape design pallet.

## ***Streetscape Design Palette to include but not limited to:***

- Plazas, squares, courtyards & extra-wide sidewalks;
- Planters or hanging baskets;
- Sitting space;
- Public art;
- Special paving;
- Benches and historic light fixtures;
- Drinking fountains & horse troughs;
- Shade structures and trees;
- Entry signage;
- Landscaping;
- Short-term bicycle storage and bike racks.

## ***Plaza:***



# Town Core Plan

1. GOAL: Develop a multi-use plaza located in the heart of the Town Core.
  - a. ACTION: Create a Master Town Core Streetscape Plan that identifies the potential location of a plaza within the Core. Included within the plan would be the proposed mechanisms for the funding of the acquisition of the site and the construction of the plaza.

## ***Recommended Plaza Functions/Purpose:***

- Designated civic assembly space in the Core;
- Accommodation for a variety of public gathering and seasonal events year-around;
- Safe and inviting setting for public events and other gathering;
- Durable, long-lasting design that requires low maintenance.

## **Pathways**

### ***Introduction:***

Pathways, as defined in this document, mean the paths and trails including on-street bicycle lanes; off-street bicycle trails; pedestrian and equestrian paths and trails; multiple use easements; trailheads; and staging areas that encompass the Town Core area.

### ***Pathways:***

1. GOAL: Develop a pedestrian/bicycle/equestrian pathway system within the Core that serves as an amenity for current and future Town residents and visitors.
  - a. ACTION: Create within the Master Trails Plan a Core specific pathway element to address pathway issues unique to the Town Core.
2. GOAL: Ensure that the safety of pedestrians, bicyclists and equestrians utilizing the pathways system within the Core is the number one priority.
3. GOAL: Identify and provide for pathways and trails in all future transportation projects.
  - a. ACTION: Within the Town's Master Transportation Plan identify prospective pathway corridors specific to the Town Core area. Respect and mitigate the impact on said corridors when planning future transportation projects.
4. GOAL: Provide for adequate pedestrian access and connectivity within and between commercial areas and adjoining residential neighborhoods.
5. GOAL: Encourage pedestrian movement through good designs, safe crossings, and identifiable connections.
  - a. ACTION: Periodically review and update the Town's Technical Design Guideline No. 5 – Trails.



# Town Core Plan

**Pathways Plan Map:** See Appendix A, Map 4 - Town Core Pathways Plan for details.

## Site Design

### ***Introduction:***

Site Design governs how buildings relate to one another, their location and to the surrounding natural environment.

### ***Site Design:***

1. GOAL: Identify the Core area's essential qualities, its distinctive characteristics and its vision for its physical development.
  - a. ACTION: Protect the Core's character through dedicated open space buffers and protected view corridors.
2. GOAL: Develop Site Design Guidelines that contribute to the Town remaining a community where the constructed environment complements its natural physical and cultural setting.
  - a. ACTION: Institute flexible design guidelines that achieve creative, varied, context-sensitive building designs and site planning solutions.
  - b. ACTION: Develop opportunities/incentives for incorporating sustainable design and construction practices within the Core.
  - c. ACTION: Develop design and buffering techniques to reduce and control light and noise pollution.
  - d. ACTION: Utilize energy efficient design and site planning techniques (e.g., solar orientation, thermal mass, increased insulation, xeriscape landscaping).
  - e. ACTION: Encourage equestrian access.

### ***Building Orientation:***

1. GOAL: Create streetscapes that are attractive to pedestrians, create a sense of enclosure and provide activity and interest along the street edge of the building.
  - a. ACTION: Create a Master Town Core Streetscape Plan along with Architectural Design Guidelines that achieve the goals as outlined above.
2. GOAL: Design and implement innovated, context-sensitive solutions to protect developed areas and unique natural features from localized flood damage;



# Town Core Plan

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## Parking

### ***Introduction:***

Citizen and visitor convenience and enjoyment are critical for the vitality of the Town Core area. Special emphasis should be placed upon:

- Creating a memorable experience for visitors and residents alike;
- Effectively separating pedestrians and autos;
- Shopper friendly parking.

### ***Parking:***

1. GOAL: Create greater flexibility in Core parking.
  - a. ACTION: Identify public/private parking areas suitable for use as shared parking facilities.
  - b. ACTION: Within the Master Transportation Plan investigate the potential for the implementation of on-street parking within the Core.
  - c. ACTION: Create incentives for developments which offer additional parking areas for the public.
2. GOAL: Provide for adequate parking within the Core area.
  - a. ACTION: Prepare a long-term Town Core Parking Plan that maximizes the use of shared parking facilities.
  - b. ACTION: Integrate subsidiary parking spaces (e.g., garages, potential shared parking areas) in all site plan designs.
  - c. ACTION: Feature designated bicycle and horse parking areas within the Core.
3. GOAL: Minimize the visual impacts of parking lots on the Core area.
  - a. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning regulations so as to provide for the location of off-street parking to the rear or side of the building.
  - b. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning regulations so as to incorporate landscaping and shade islands within all parking areas.



# Town Core Plan

- c. ACTION: Amend the Zoning Ordinance - Town Core Commercial (TCC) zoning regulations so as to require the design of parking areas that achieve the desired buffering effect while not obstructing view when entering and exiting to the street.

## **Signage**

### ***Introduction:***

Signage in the Town Core should contribute to the overall visual quality of the Core and enhance the pedestrian experience of the area.

### ***Signage:***

1. GOAL: Reduce signage lighting impacts on night skies.
2. GOAL: Emphasize simple and bold sign graphics in keeping with the historic theme of the Core.
3. GOAL: Develop a public signage palette with varying sizes, poles and ornamentation, colors, fonts and logos.
  - a. ACTION: Create and adopt a technical design guideline specific to signage including signage in the Town Core.

### ***Sign Design Guidelines to include but not limited to:***

- Signs to be constructed of wood or metal;
- Signs to be wall mounted;
- Sign graphics to be carved, applied, painted or stained;

## **Economics & Growth**

### ***Introduction:***

Throughout its history the Town Core has been a major economic asset to the community. Today, the Core continues to be the major visitor attraction for the Town supporting a vibrant commercial and residential area, arts and entertainment venues, hotels, restaurants, coffee shops, bookstores, and museums, among other tourist and retain uses.

Within the Town there is an expressed concern that local Core retail businesses may be displaced by new development that can out-pay and out-perform these businesses. The community does not want the Core to end up with the same shops and restaurants that can be found in any regional shopping center.

### ***Economics:***

#### ***Strengths:***



# Town Core Plan

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- Location;
- Local architecture;
- Pedestrian scale;
- Natural environment.

## **Weaknesses:**

- Seasonality of activities;
- Location at the edge of the region.

## **Requirements:**

- The Town Core must be market responsive;
- Infrastructure must be protected and retained;
- Public policy must support Town Core development;
- Public-private partnerships are encouraged;
- The Town Core must enhance our western cultural heritage.

## **Growth:**

1. GOAL: Maintain a vibrant local business environment that contributes to the unique character and economic diversity of the Core.
2. GOAL: Encourage neighborhood-oriented businesses that are generally of a smaller scale, but that also contribute to sales tax revenues and, equally important, assures the availability of goods and services for area residents in close proximity to homes and workplaces.
3. GOAL: Develop, invest in and maintain the amenities and attractions that draw visitors to the community.
4. GOAL: Enhance the character of the Core so as to retain its historic attraction as a tourist destination and encourage a mix of businesses needed to support that tourism as well as local citizen shopping and service needs.
  - a. ACTION: Adopt a Master Town Core Streetscape Plan.
5. GOAL: Position the Town as a regional tourist destination center.
6. GOAL: Encourage retail development in the Core that is largely tourism oriented businesses but that also includes the arts, cultural, entertainment and hospitality services.
7. GOAL: Utilize mixed use planning techniques, incorporating residential functions to add to the activity and vitality of the Core.
8. GOAL: Preserve the historic assets of the Core and promote the arts and cultural amenities so as to increase the economic capacity of the Core.



# Town Core Plan

9. GOAL: Promote a positive image of the commercial area that encourages consumers and investors to live, work, shop and play and invest in the Core.
  - a. ACTION: Adopt a Master Town Core Streetscape Plan.

## Historic Preservation

### *Introduction:*

The protection and preservation of the Town's historic and cultural resources in the form of commercial buildings, residences, neighborhoods, businesses and archeological sites is critical in maintaining and enhancing the Core's character as well as sustaining tourism.

Remain true to our past. History shapes the community's future. An appreciation of the community's roots, the terrain and scenic surroundings cannot be understated.

### *Historical Preservation:*

1. GOAL: Encourage Core businesses to preserve, renovate and maintain building facades that would enhance the historic character of the Core.
2. GOAL: The design of new buildings should be compatible with the scale and character of existing historic structures.
  - a. ACTION: Advance a façade improvement program to preserve the historic character of structures located within the Core.
3. GOAL: Recognize and respect the Core's historic character.
4. GOAL: Ensure that historic elements and the Core's unique character are evident in public improvement projects.

## Cultural Resources

### *Introduction:*

Today's Cave Creek continues to culturally enrich residents and visitors in the visual and performing arts. Located in an historic setting unmatched elsewhere in the state, these amenities along with libraries and museums afford residents and visitors alike a unique cultural experience.

### *Cultural Resources:*

1. GOAL: Provide for high-quality and distinctive public art elements in public improvements projects.



# Town Core Plan

- a. ACTION: Create a Public Arts Commission to consider, evaluate and recommend to the Town Council public art components for infrastructure improvements projects.
- b. ACTION: Establish an Artist Directory that lists the names, address, phone numbers and specialization of local Artists and Craftsman.
2. GOAL: Build upon the strong volunteer support for the various activities and organizations within the Town. Volunteerism in the Town is an asset of both monetary and qualitative importance.
3. GOAL: Continue the support for and the promotion of the expansion of cultural offerings, including theaters, museums and festivals within the Core.

## Natural Areas

### ***Introduction:***

The Town Core public realm is a collection of outdoor spaces that provides an open and inviting atmosphere for young and old alike. Cave Creek's character relies as much on its broad vistas and upper Sonoran Desert environment as its "old west" theme. The scenery and outdoor living attributes along with trails, parks and community programs exemplify the American West and the Cave Creek lifestyle.

Maintaining the integrity of the natural environment, preserving open space and protecting significant natural features, such as Black Mountain and other public and privately owned hillside areas surrounding the Town Core, from development continues to be an ongoing challenge.

The complexity of this environment demands careful planning to avoid serious degradation in the future and further serves to mitigate the potential for wildfire damage to the community.

### ***Natural Areas are:***

- For public use;
- Sited as a focus of activity and development, not leftover space;
- Adaptable for a variety of activities both active and passive;
- Incorporate sustainable practices.

### ***Natural Areas:***

1. GOAL: Promote and celebrate open space projects that capitalize on the Core's unique natural environment.
2. GOAL: Marshal scarce community resources so as to carefully target and manage public investments in open space or natural landmarks.
  - a. ACTION: Identify innovative public and private preservation mechanisms.



# Town Core Plan

3. GOAL: Promote a rate of growth that allows for the preservation and protection of critical areas of open space, environmental habitats and significant natural, prehistoric and historic resources.
  - a. ACTION: Seek out and identify the community's desired balance between preserving natural areas and environmental quality and the need for economic prosperity.
4. GOAL: Include sensitive areas, riparian resources, wildlife habitat/corridors, native vegetation and hillsides as preservation priorities.
  - a. ACTION: Allow for creativity in development configurations and densities so as to preserve natural space.
5. GOAL: Provide for green connections to major attractors within the Core.
  - a. ACTION: Create and adopt a Master Trails Plan that contains a Core specific pathway element that provides for connections to major attractions within the Core.
6. GOAL: Promote the Desert Awareness Park as a delightful Sonoran Desert experience for visitors and residents.
7. GOAL: Enhance and preserve the Desert Awareness Park and encourage its use by the community.

## Appendix A

**Map 1 – Town Core Area Map (page 17 of 20)**

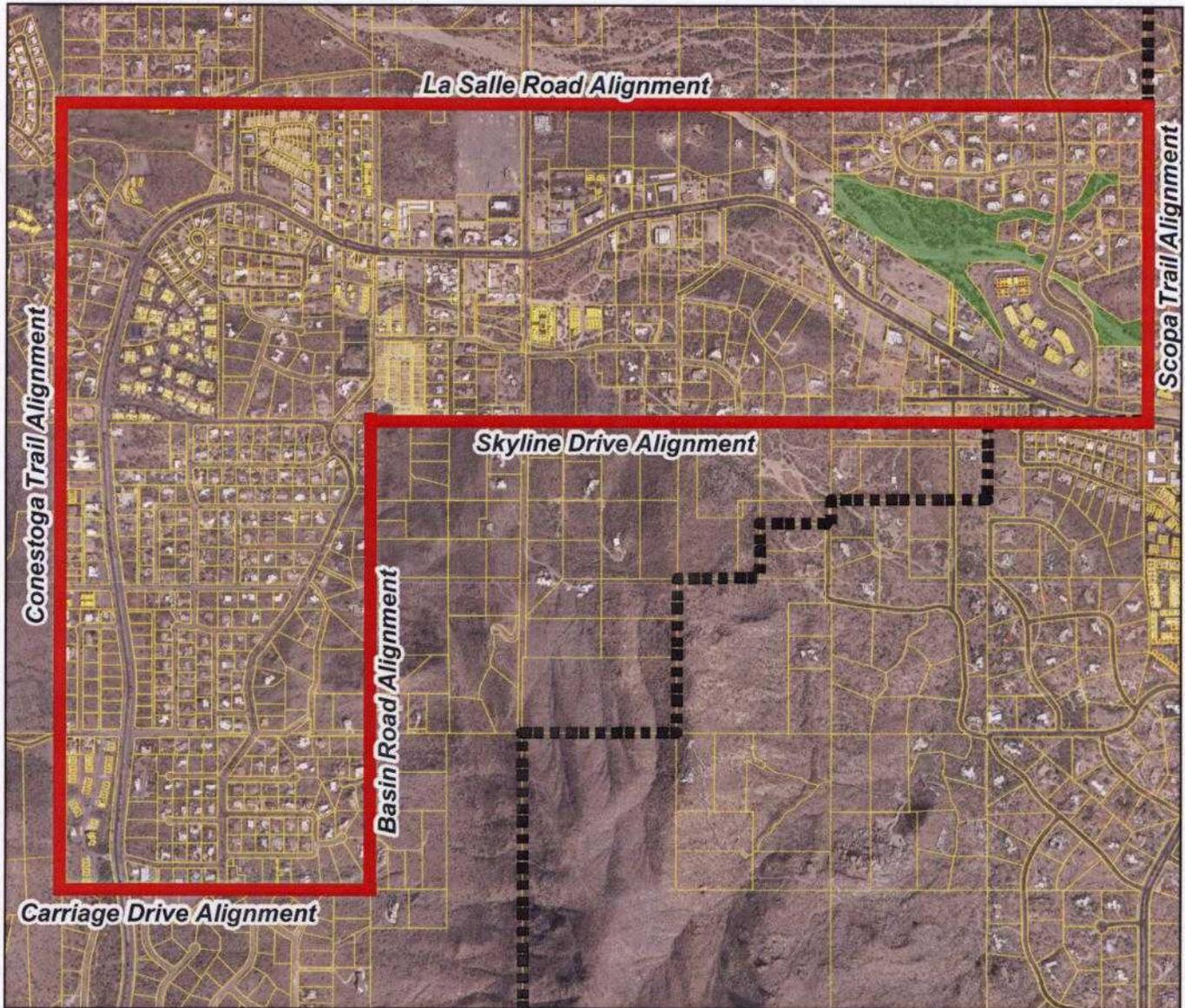
**Map 2 – Town Core Land Use Plan (page 18 of 20)**

**Map 3 – Town Core Circulation Plan (page 19 of 20)**

**Map 4 – Town Core Pathways Plan (page 20 of 20)**

# TOWN CORE PLAN TOWN OF CAVE CREEK

## Town Core Study Area



**Legend**

	Study Area Boundary
	Town Boundary
	Parcel Boundary

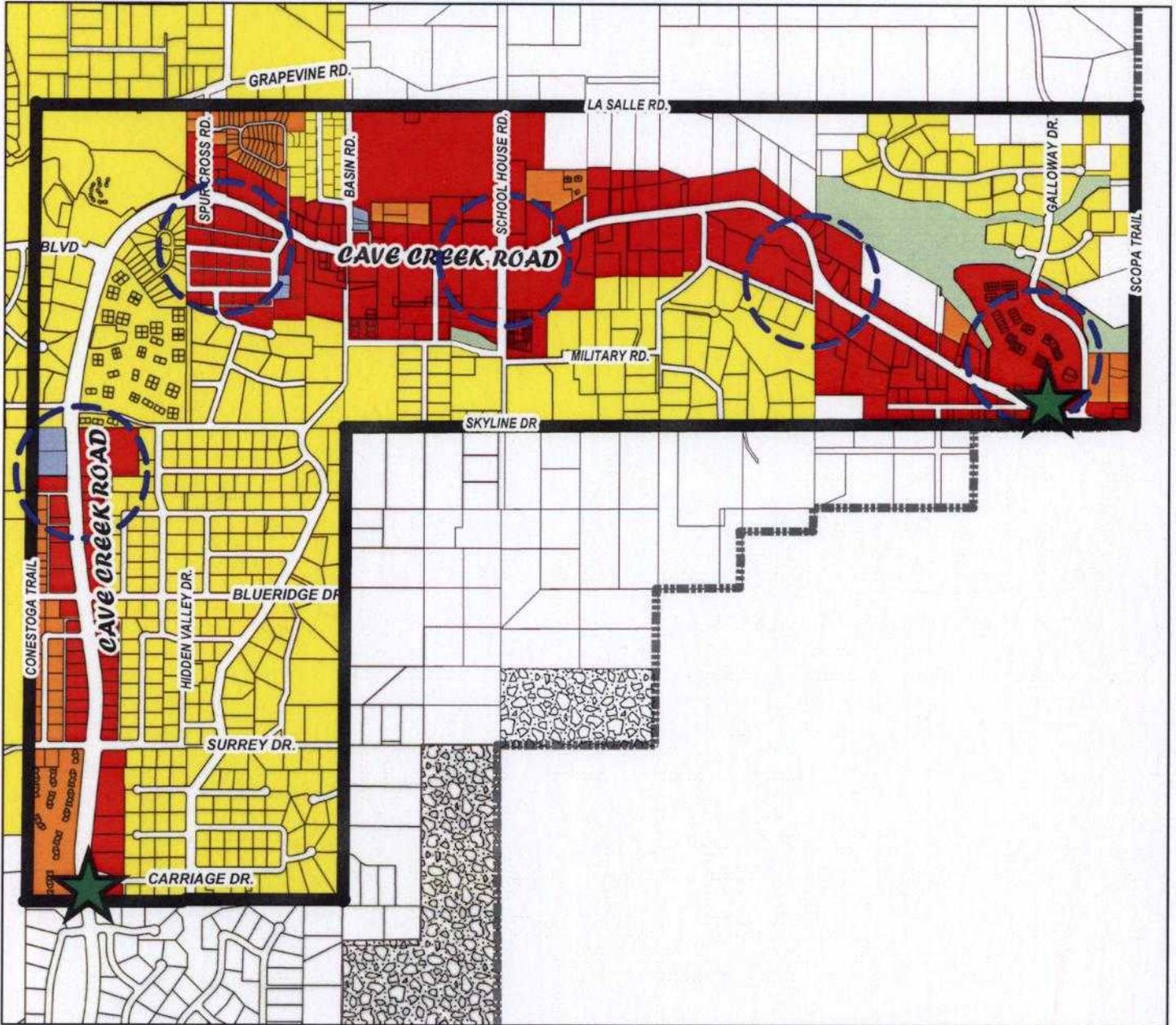


**Map 1**

Planning Study: 1/11/2011  
File: C:\GISMAPS\TOWN\_CORE\1002011\TOWN CORE PLAN - NEW STUDY AREA BOUNDARY 11-21111.dwg  
Prepared By: LINDA SAPP  
Titleblock: 13a.dwg

TOWN CORE PLAN  
TOWN OF CAVE CREEK

Land Use Plan



**Legend**

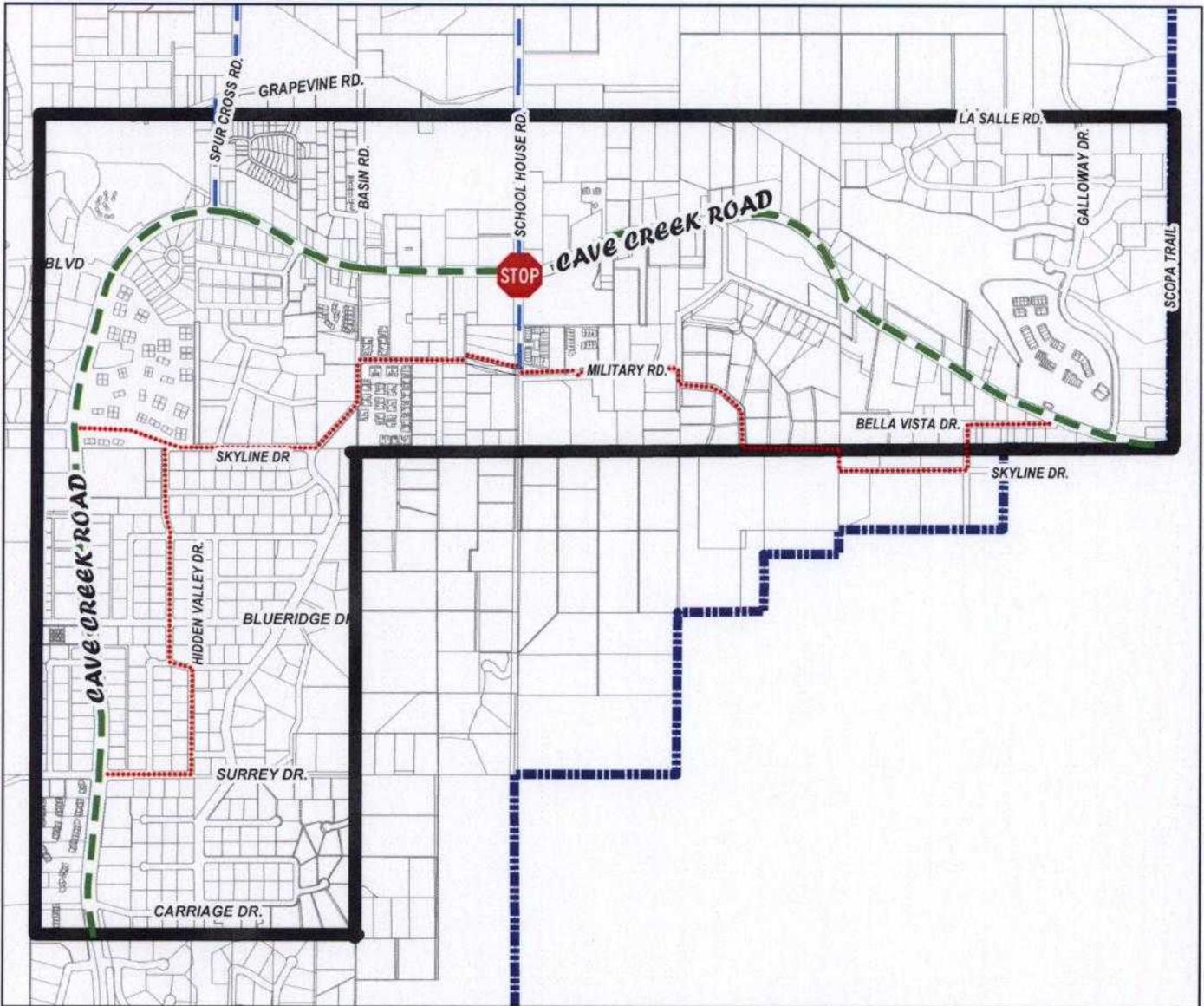
- |   |                            |   |                          |   |                         |
|---|----------------------------|---|--------------------------|---|-------------------------|
|  | Open Space                 |  | High Density Residential |  | Public Facilities       |
|  | Desert Rural               |  | Commercial Use           |  | Town Core Entry Feature |
|  | Medium Density Residential |  | Mixed Use                |   |                         |

**Symbols**

- |  |                             |
|--|-----------------------------|
|  | Town Core Boundary          |
|  | Town Boundary               |
|  | Potential District Boundary |



# TOWN CORE PLAN TOWN OF CAVE CREEK Circulation Plan

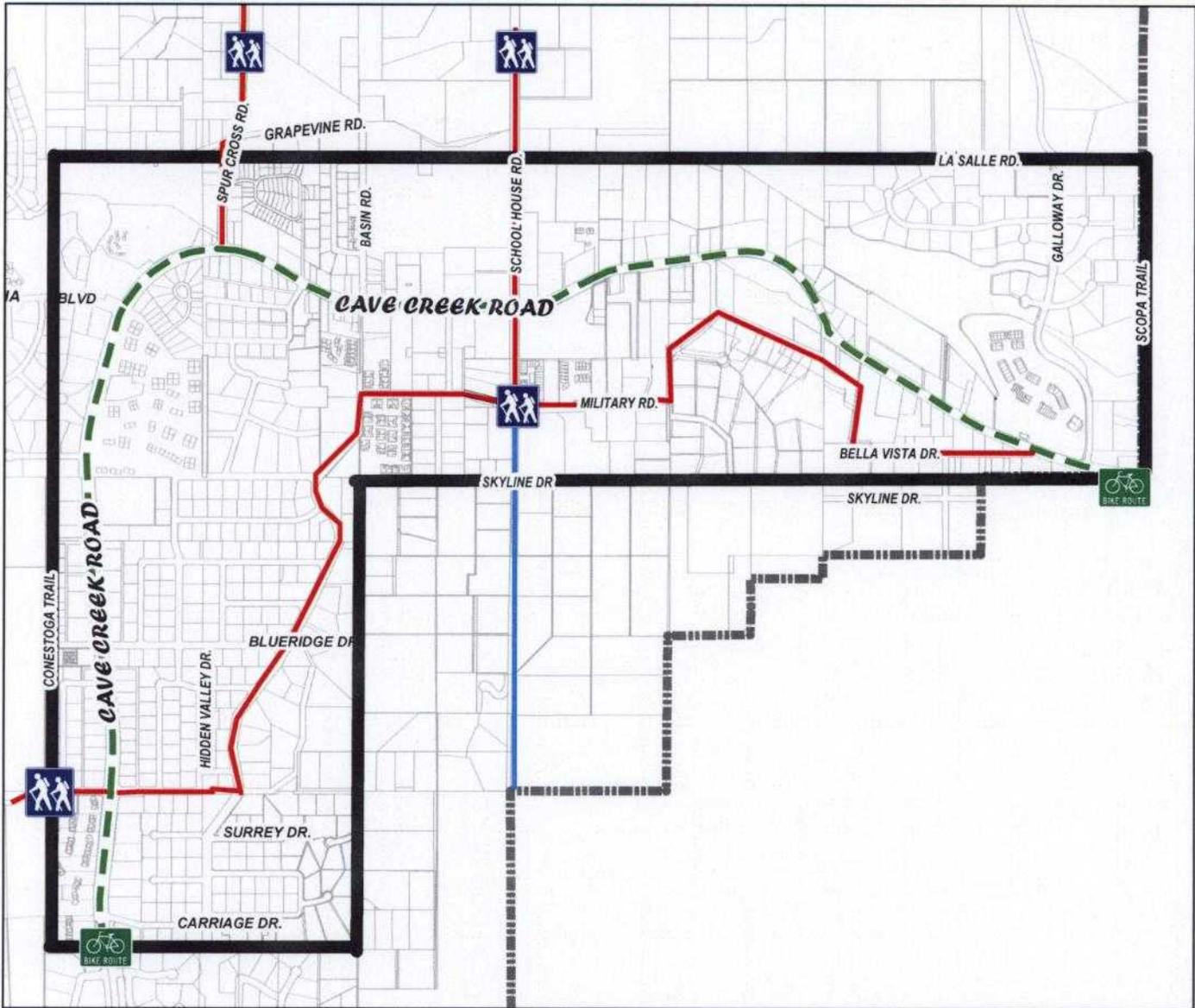


### Legend

-  Town Core Boundary
-  Town Boundary
-  Emergency By-pass Route
-  Arterial Road
-  Collector Road



# TOWN CORE PLAN TOWN OF CAVE CREEK Pathway Plan



### Symbols

-  Town Core Boundary
-  Town Boundary
-  Multi-use Trail
-  Bike Path
-  Primitive Trail



NORTH

Map 4



## C. Town of Carefree General Plan 2030 – Circulation Element



Figure 15.  
**STREET CLASSIFICATION**  
 Town of Carefree  
 General Plan



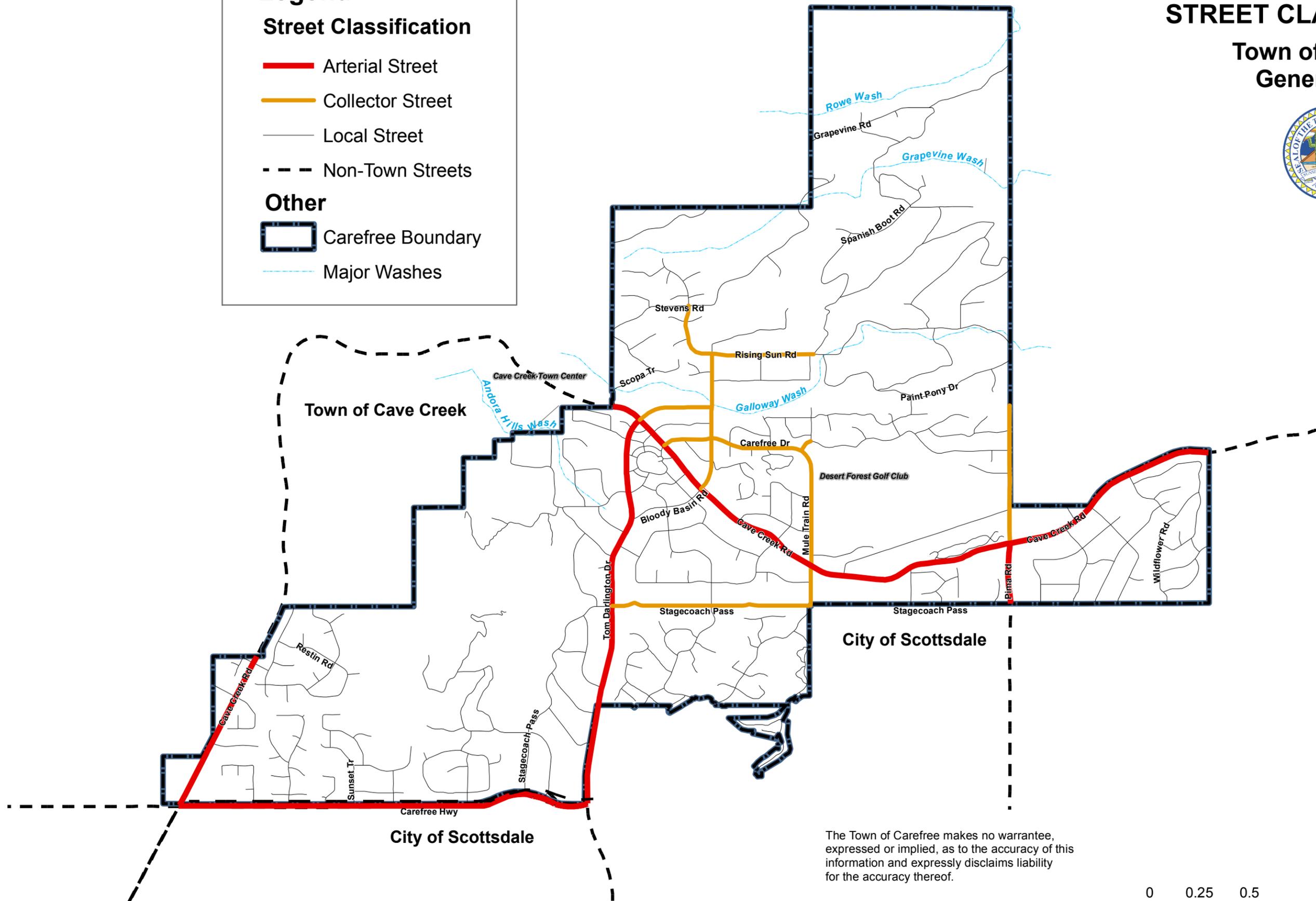
**Legend**

**Street Classification**

- Arterial Street
- Collector Street
- Local Street
- - - Non-Town Streets

**Other**

- Carefree Boundary
- Major Washes



The Town of Carefree makes no warrantee, expressed or implied, as to the accuracy of this information and expressly disclaims liability for the accuracy thereof.

Source: Town of Carefree (2012), MCDOT (2011)





## D. Town of Carefree 2008 Transportation Plan – Plan Goals, Objectives, & Policies



# Carefree Transportation Plan Carefree, Arizona

## Final Draft Report

2 June 2008

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**Prepared for:**

TOWN OF CAREFREE

**M-M Project Number:** 8561.008

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## Plan Goals, Objectives, & Policies

The purpose of goals, objectives, and policies is to outline the framework for developing and implementing the transportation plan in a manner that achieves the overall vision for transportation. Specifically, goals are statements concerning desirable long-range achievements. These goal statements are general in nature and describe the ideal future situation. Objectives are intermediate milestones that are essential to achieve the goals. They are expressed in terms that are measurable and achievable. Several objectives may apply to each goal. Policies are approved courses of action to be followed. These policies describe the actions that are needed to achieve the objectives.

The development of the goals, objectives, and policies objectives was an iterative process. An initial set of goals was developed based on the circulation element of the Carefree General Plan 2020 supplemented by goals from other transportation plans.

As Town Professionals and Town Council implement the policies, the objectives will be achieved, the goals will be met, and the vision for the transportation system will be realized.

The following goals, objectives, and policies are established to guide Carefree in maintaining its vision as a unique small town of well-designed homes and businesses which are carefully planned to harmonize with their desert setting.

<b>Goal 1:</b> <i>To preserve the vision of a quiet, tranquil place in which to live.</i>
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- |                            |  |
|----------------------------|--|
| <b>Objective 1.1:</b>      | <b>Prevent significant increases of traffic on the Town roadways.</b>  |
| <b><u>Policy 1.1a:</u></b> | Pursue appropriate traffic calming and other control measures to protect the quality of life, safety of motorists and other users, and the capacity of the Town streets. |
| <b><u>Policy 1.1b:</u></b> | Continue to monitor traffic on major streets.  |
| <b><u>Policy 1.1c:</u></b> | Encourage adjacent public agencies to construct regional bypass traffic routes to help alleviate existing and future traffic congestion on the Town streets.             |

**Objective 1.2:** Protect the Town from the impacts of traffic created by development located within adjacent communities.

**Policy 1.2a:** Continue to monitor the progress of proposed transportation projects located within adjacent communities and will develop a review procedure for those projects that can result in recommendations from the Carefree Planning and Zoning Commission and Town Council to governing bodies of adjacent communities.

**Policy 1.2b:** Encourage development of street and land development projects in adjacent communities that have a positive effect, and discourage those that have a negative effect on the Town of Carefree.

**Objective 1.3:** Provide the alternative modes of transportation of walking trails and bikeways to the Town's residents.

**Policy 1.3a:** Promote a system of walking, hiking, biking, and horseback trails throughout the Town that may also connect with trail systems in adjacent communities.

**Policy 1.3b:** Continue to work with the Desert Foothills Land Trust and other property owners to acquire the necessary public right-of-way for the development of walking, hiking, biking and horseback trails.

<b>Goal 2:</b> <i>Promote pedestrian and bicycle travel.</i>
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**Objective 2.1:** Create an efficient, inviting environment for pedestrians.

**Policy 2.1a:** Adopt design standards and codes that improve the pedestrian environment. In developing pedestrian standards, consider nationally recognized studies, Pedestrian Area Policies and Design Guidelines prepared by the Maricopa Association of Governments (MAG), and the RPTA Pedestrian-Oriented Development Guidelines.

**Policy 2.1b:** Encourage pedestrian use and safety by providing sidewalks that are detached from roadways, along with appropriate landscaping and shade. Require shelters, awnings, trees, and benches on sidewalks in designated pedestrian areas.

**Policy 2.1c:** Develop multi-use pathways in open spaces and parks to improve pedestrian circulation.

**Policy 2.1d:** Maintain easy and inviting pedestrian access from commercial and residential developments to the Town Center.

**Policy 2.1e:** Provide direct and convenient pedestrian connections. Meandering sidewalks shall be discouraged.

***Objective 2.2:*** **Create a comprehensive system of bicycle facilities, programs, and services.**

**Policy 2.2a:** Plan and develop of a balanced, multi-modal transportation system that provides equal convenience and accessibility for all modes of travel.

**Policy 2.2b:** Accommodate bicyclists on street rights-of-way consistent with the type of street, potential demand for cycling, safety, and the bicycle facility map contained in this Plan.

**Policy 2.2c:** Develop an interconnected network of shared-use paths to link open spaces, parks, recreational facilities, and schools throughout the Town and into adjacent jurisdictions.

**Policy 2.2d:** Encourage local businesses to provide bicycle parking.

**Policy 2.2e:** Use nationally and regionally recognized standards and guidelines for the planning, design, and construction of bicycle facilities.

***Objective 2.3:*** **Create a transportation system that is accessible to all users.**

**Policy 2.3a:** Consider the needs of the entire community and the special needs of the elderly and people with impaired mobility in the planning and design of the transportation system.

**Policy 2.3b:** Design transportation facilities to be in conformance with standards established in the Americans with Disabilities Act.

**Policy 2.3c:** Enhance inter-modal access for individuals with impaired mobility. Ensure that people with disabilities are provided equal access to work, home, and community destinations.

**Goal 3:** *Develop a plan that builds on the character of the Town, is sensitive to the environment, and enhances the quality of life today and in the future.*

**Objective 3.1:** **Establish guidelines and standards to enhance the land use / transportation connection.**

**Policy 3.1a:** Develop guidelines to encourage pedestrian oriented development and revitalization.

**Policy 3.1b:** Discourage or restrict cut-through vehicular traffic through residential neighborhoods while maintaining pedestrian and bicycle access.

**Policy 3.1c:** Encourage the location of higher density land uses in activity centers where a variety of transportation options can be provided.

**Policy 3.1d:** Encourage mixed-use developments for the creation of activity centers.

**Objective 3.2:** **Develop transportation facilities that are compatible with the natural desert landscape and open space.**

**Policy 3.2a:** Establish guidelines related to the visual appearance (aesthetics) of transportation facilities and to the incorporation of public art in transportation projects that give identity to neighborhoods.

**Objective 4.4:** **Utilize the Transportation Plan as the foundation for decision making in transportation related issues.**

**Policy 4.4a:** Provide policy direction for elected officials, advisory bodies, and staff in transportation issues.

**Policy 4.4b:** Develop and periodically update a Transportation Plan.

**Policy 4.4c:** The purpose of the Transportation Plan is to:

- ❖ Review and revise existing transportation design standards;
- ❖ Require new development to provide its fair share of transportation right-of-way and infrastructure;
- ❖ Identify measures and programs to enhance mobility for all travel modes;
- ❖ Prioritize projects in the Five-Year Capital Improvement Program; and
- ❖ Establish funding and project construction priorities.

**Goal 5:** *Develop a plan that can be funded and that reflects responsible use of public funds.*

**Objective 5.1:** **Develop innovative and sound funding policies to implement the Plan.**

**Policy 5.1a:** Pursue additional external funding sources.

**Policy 5.1b:** Ensure that the costs of planned improvements are commensurate with the benefits.

**Policy 5.1c:** Establish a dedicated funding source to plan, design, operate, and maintain the transportation system.

**Objective 5.2:** **Establish funding priorities to guide the timing and sequence of transportation improvements.**

**Policy 5.2a:** Continue to evaluate the transportation system in keeping with current needs and desires of the public.

**Policy 5.2b:** Conduct an annual review of transportation projects to validate priorities.

**Policy 5.2c:** Ensure that development projects provide their commensurate share of transportation infrastructure costs.

**Goal 6:** *Provide a transportation system to support planned economic development and vitality.*

**Objective 6.1:** **Support desired economic development and tourism.**

**Policy 6.1a:** Provide streets, sidewalks, and bicycle facilities that support the economic viability of the Town.

**Policy 6.1b:** Provide gateway treatments along transportation corridors at the Town boundaries to highlight the entrance to Carefree.

**Policy 6.1c:** Provide specialized signs in activity centers to direct tourists to sites and parking areas.



## E. Town of Carefree 2013 Economic Development Strategic Plan





*Life as it should be.*



**Carefree**  
ARIZONA

Relax, revive and renew in the foothills of the High Sonoran Desert. Find great dining, an eclectic retail experience and great desert vistas. Stop by the visitor center at 8 Sundial Circle, Carefree, AZ 85377. Or give us a call at (480) 488-3686.

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visitcarefree.com



**Town of Carefree, Arizona  
Economic Development Strategic Plan  
2011-2012**

**March 2013**

## Acknowledgements

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Vice Mayor Melissa Price  
Councilmember John Crane  
Councilmember Michael Farrar  
Councilmember Arthur Gimson  
Councilmember Glenn Miller  
Councilmember Martin Saltzman

### Economic Development Strategic Plan

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## INTRODUCTION

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### **Purpose of the Economic Development Strategic Plan (EDSP)**

The overall goal is to maintain and enhance Carefree's high quality of life. The EDSP is a living document that establishes direction for Carefree's short and long-term economic development. The Plan identifies goals, strategies, and implementation actions for the Town to pursue as it enacts business retention, expansion, and attraction efforts, supports a fiscally healthy government, realizes key development projects across the Town, and makes Carefree a better place to live and work. In addition, the EDSP is the primary tool for the implementation of the Economic Development element of the Town's General Plan and is referenced therein. This document should be continually reviewed, revised and updated, at least on an annual basis.

### **EDSP Overview**

The EDSP is organized into Goals, Strategies and Implementation Actions.

*Goals* are overarching broad statements regarding the Town's economic development priorities. These are as follows:

- Goal A: Continue to Market The Town
- Goal B: Maintain and Strengthen Carefree's Fiscal Vitality
- Goal C: Invest in and Enhance Carefree's Town Center
- Goal D: Partner with Commercial Building and Land Owners
- Goal E: Initiate Key Planning with Developers
- Goal F: Implement Key Planning and Target Marketing

*Strategies* are policies and methods for achieving the Goals.

*Implementation Actions* include specific initiatives that the Town is undertaking to enact the Strategies and achieve its Goals. The EDSP also includes an Implementation Plan, which identifies a timeline and responsible Committee for realizing the actions identified in the EDSP.

The Goals, Strategies, and Implementation Actions in the EDSP were based on input and data from the following:

Interviews with Town Councilmembers, 2011  
Interviews with Developers, Stakeholders, Business Owners, 2011  
Community and Council Workshops throughout 2011-2012  
Residents & Stakeholders Surveys, 2011  
Proposed Capital Improvement Projects, 2011-2012  
Carefree Economic Trends and Opportunities Report, 2013 (See Appendix A)  
Carefree Supportable Retail Space Analysis, 2013  
Economic Development, Town of Carefree General Plan 2030, Section 6  
Review and input from the Carefree Town Council, 2013

## GOAL A: CONTINUE TO MARKET THE TOWN

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Carefree benefits from being located in the foothills of the Sonoran Desert, and surrounded by 52 mountain summits and peaks, of which the closest are Black Mountain Summit, Continental Mountain Summit, Lone Mountain Summit, and New River Mesa Summit.

### Strategies

- 1. The Town Council chose to continue to Market the Town by hiring a Marketing firm with broad-based contacts with the publishing and broadcasting world.***

The Town should continue to partner with a Marketing Firm to develop a marketing plan to support existing Town businesses and events—expanding past marketing efforts with a company with broad contacts.

- 2. Determine key demographics – the best customer/visitor audience, and gear marketing efforts toward that demographic.***

Determine who the decision-makers are for residents in the Valley of the Sun. In addition, determine who makes the plans for trips, and once the visitor arrives, determine who makes the plans for the daily activities.

- 3. Continue to improve and expand upon showcasing the town's retail base, focusing on fine dining, cafes, wine bars, galleries and boutiques.***

The Town should continue to act as liaison with businesses, and lead communications with local restaurants, wine bars, galleries and boutiques to discuss ways in which the businesses can be showcased.

- 4. Provide ongoing updates to the [visitcarefree.com](http://visitcarefree.com) web site with new videos of Carefree and feature articles showcasing various businesses.***

The web site should be kept up-to-date with current information for visitors-- information deemed most relevant for visitors looking to the web site for additional information about the town.

- 5. *The Town has made every effort to increase the number of festivals and vary the type to entice the North East Valley resident, as well as the out-of-town visitor, which in turn assists our merchants with becoming 'known' and sales tax revenues. The Town must continue to coordinate and provide information to the Marketing Firm to market festivals.***

The Town should continue to involve the Marketing Firm as early as possible when a new event is scheduled, providing as much information as possible. Communication is the key – marketing is useless without it on every front.

## **Implementation Actions**

### ***TV spots, state, regional and local printed media, web site partnering and digital banner ads.***

- A. The town hired a well-known Phoenix marketing firm, Owens Harkey Advertising, in July of 2012 to assist the Town in enhancing awareness of the Town's businesses and increase the presence of local and out-of-town visitors.
- B. Two key demographics determined and targeted: Local women 35-54 and out-of-state travelers who are women 35-54. Both share duties as decision makers for the family in choosing shopping destinations, or planning trips and activities.
- C. The visitcarefree.org web site was updated with current events and a new fast-paced video featuring Carefree's activities, galleries, dining and shopping opportunities.
- D. Through a long-term relationship Owens Harkey has built over the years with the local, regional and national media (TV, print and online), their Public Relations Team has worked to garner media coverage for the Town --- spotlighting restaurants and destination spots.
- E. The Town should explore coordination with local REALTORS and the Marketing Firm on a marketing plan to help in Stakeholders/REALTOR's efforts to attract tenants.
- F. Continue to collaborate with festival promoters and provide media public relations as appropriate.

## GOAL B: MAINTAIN AND STRENGTHEN CAREFREE'S FISCAL VITALITY



Like many local Arizona jurisdictions, Carefree has experienced fiscal challenges. Carefree has no property tax, and therefore relies on sales tax revenues for approximately 50 percent of its operating budget.

Revisions in State sales tax allocations to municipalities, rising retirement and medical insurance rates, and the State's budgetary deficit have all affected the Carefree General Fund. However, thanks to a conservative fiscal policy and a relative stable local economy, the Town has managed to weather these concerns far better than most Arizona jurisdictions. The EDSP presents strategies to maintain and strengthen the Town's fiscal position, and allows continued provision of high quality municipal services.

### Strategies

**1. *Retain, expand and attract retail sales tax revenue-generating businesses to Carefree.***

The surrounding local demographics suggest strong potential for retail businesses in Carefree. The Town should pursue target marketing to fill the retail space available to generate more sales tax revenue, while maintaining its existing retail base.

**2. *Consider the fiscal impact of land-use decisions during planning initiatives, such as the northeast corner of Carefree Highway and Cave Creek Road, and the Town's General Plan.***

Land use planning decisions have fiscal impacts on the Town, affecting revenues from sales tax and other sources, as well as the demand on municipal services. The Town should conduct fiscal impact analyses of major land use plans to consider the effects of these programs on municipal finances, the affect to nearby residential areas, and the enhancement to sales tax revenue, thereby assisting to negate a future property tax.

**3. *Leverage the fact that Carefree has no development impact fees for new development.***

In most cities and towns, new residential and commercial development generates fees that allow the Town to continue providing high-quality services. Carefree has maintained a low development impact fee and recently determined that the low fees generated were best deleted altogether thus incentivizing development of the Town.

**4. Enhance the Town's Business-to-Business sales tax revenue.**

Given the dynamic nature of business-to-business (B2B) sales, the Town cannot rely on this business for consistent ongoing revenue. Nevertheless, it does play a role in the Town's finances. As such, steps should be taken to optimize local B2B sales by encouraging local businesses to report Carefree as the point-of-sale for their transactions. Communicating with local businesses and festival participants on this issue also helps the Town gain a better understanding of technology, business and regulatory trends that impact B2B sales.

**5. Maintain an operating reserve consistent with the Town's reserve policy.**

The Town's extremely conservative fiscal policies, including its operating reserve, have allowed Carefree to weather the economic downturn better than most Arizona jurisdictions. This performance has also allowed the Town to maintain a strong AAA bond rating, and if Citizens should determine, allow access to more affordable debt for capital projects. The Town should maintain its goal of a 50 percent reserve against General Fund expenditures.

## **Implementation Actions**

- A. Pursue additional retailers to Carefree, particularly those that generate high levels of taxable sales.
- B. Actively identify and implement opportunities to maximize sales tax generating uses on in-fill properties. The Town has worked with landowners to make more efficient use of sites and successfully create opportunities for more sales tax generating uses. The Town should continue to look for these opportunities as they arise.
- C. Identify and monitor major retail and B2B sales tax generators in the Town. The Town/staff should maintain ongoing communication with these companies to help maintain their presence in Carefree.
- D. Assure that new developments are aware of Town services and that no impact fees can be viewed as a great incentive for new projects.
- E. Continue to apply for State and Federal grants for capital improvements in Carefree.
- F. Strategies and Implementation Actions related to the retail sector under Goal C would also contribute to the Town's fiscal health by generating additional retail sales tax revenue. These include efforts to maintain existing retail businesses, such as Actions A, D, and F under Goal A.

## GOAL C: INVEST IN AND ENHANCE CAREFREE'S TOWN CENTER

Carefree currently enjoys a high quality of life. The Town is set in the Sonoran Desert, surrounded by mountain summits and carefully designed by its founders with a Spanish Colonial ambiance in its Town Center to attract locals and visitors alike.



The Carefree Desert Gardens, which are located in the center of the Town Center, benefited recently with the donation of hundreds of thousands of dollars worth of exotic cacti species--the largess of the owners of a local landscape company. The beautiful gardens now attract visitors from far and wide.

### Strategies

- 1. Continue to invest in Carefree's Town Center to provide and improve high-quality public services and facilities for the community, including recreational and cultural amenities.***



Investing in the Town Center infrastructure with capital improvement projects while maintaining the Town's Spanish Colonial/Contemporary blend of architecture is a major key goal in the Economic Development Strategy Plan of Carefree.

Engage and educate the Town residents in the worthwhile and lasting legacy of partnering with the

Town to enhance the Town Center for generations to come by helping to fund capital projects.

- 2. Encourage and facilitate a broad range of festivals throughout the year.***

Festivals bring thousands of visitors a year to Carefree. Festivals provide merchants the opportunity to become known. Festival booths are placed in the gardens or in the center of the street where feasible so that merchant retail shops are exposed to those passing by the festival booths so that both festival vendors and Carefree merchants benefit.

Local residents enjoy the variety of culture brought into the town Center by the festivals—from art-to-food-to-wine-to-chocolate-to-Indian cultural events-to music.

**3. Support community and business-led initiatives to improve the local quality of life.**

The Town should continue to assist the local organizations and businesses in their initiatives to make Carefree a better place to live, invest in, work, and visit. The Carefree Kiwanis Club, the Desert Foothills Land Trust, Foothills Caring Corp and Desert Foothills

Library all contribute to the high quality of life in Carefree. The EDSP supports all these factors, recognizing that a high quality of life is a key element of successful local economic development.



## **Implementation Actions**

- A. Implement the Town's Capital Improvement Projects designed to 'brand Carefree' and enhance community involvement and recreation, as well as support efforts to attract new visitors, repeat visitors, and new businesses to Carefree.

Currently three (3) Committees have been formed to investigate the feasibility of the following capital improvement projects. First and foremost these are three capital projects designed to attract new businesses, add to our residents' entertainment and cultural activities, and attract visitors of all ages—1) a children's splash pad to be located in the Carefree Desert Gardens; 2) amphitheater shade sails; and 3) entry gateways into the Town Center.

The Committees consist of Councilmembers, a Town architect, a Town business owner and Town citizens. These Committee have talked with vendors, reviewed designs, obtain quotes, compared bids, strategized on partnerships, and are preparing recommendations to the Town Council.

- B. Continue to provide technical assistance and marketing support to community-led events such as the Carefree Christmas Festival, Chocolate Festival, Thunderbird Art & Wine Festivals, Sonoran Arts League, Foothills Caring Corp, and Kiwanis activities.
- C. The Town should prepare educational materials, and publicly advertise the tax benefits and lasting family legacy brought about by partnering with the Town on capital projects. Councilmembers should be encouraged to network and define prospective donors and entities.

## GOAL D: PARTNER WITH COMMERCIAL BUILDING & LAND OWNERS

Carefree's well-maintained streets, modern community amphitheater and gardens, and well-managed Town government all contribute to the high quality of life in Carefree. These factors make Carefree an attractive place to live, work and invest. The Town should continue and broaden its commitment to the maintenance, improvement and expansion of community attractions, as well as the continued enhancement to landscaping, and seek support from commercial stakeholders in the Town to update and make improvements.



### Strategies

- 1. Strive for a sustainable Town by promoting a partnership with the commercial stakeholders to support Carefree's high quality of living.***

Promote a stronger neighborhood character, a sense of place. A mixed-use district will result in a walkable "downtown" area within community. Retailers have the assurance they will always have customers living around them, while residents have the benefit of being able to walk a short distance to buy groceries, enjoy family dining, listen to music, or walk the festivals.



- 2. Enhance shopping opportunities by working together to provide convenient parking.***

The Town has established additional public parking behind the Town Hall building. The aim of the Town is to adopt a strategy to make the signage appropriately placed so that the public knows where to find the public parking areas. A 'specific family of signs' graphically designed for this purpose could be implemented. As the business life continues to grow in the Town Center, other areas for public parking may be identified.

- 3. Town and current Commercial Stakeholders along Easy Street partner to review and revise Town codes to support multi-use living/retail buildings.***

Develop current Easy Street buildings into a combination of residential, commercial, cultural, institutional, or industrial--where those functions are physically and functionally integrated and provide pedestrian retail connection.

## Implementation Actions

- A. An essential part of the Economic Development Strategic Plan is to engage all Easy Street Town Center commercial building and land



owners in a one-to-one interview process that requests candid conversations about future plans and suggested resolutions to problems. The Council will share a report of findings with the public.

- B. The Town should identify a Consultant, or establish a Committee to develop a Town Parking Strategy that identifies a list of recommendations to guide the Town Council in providing a sustainable approach for car parking management.
- C. Engaging in candid conversations with Commercial Building and Land Owners (mentioned in 'A.' above), or establishing a Committee (as in 'B' above), Councilmembers and Stakeholders will investigate the approach of revising Town codes for Easy Street property owners to include mixed-use.

## **GOAL E: IMPLEMENT KEY PLANNING WITH DEVELOPERS**

Carefree offers a high quality of life, with clean and safe neighbors, an extensive series of nearby hiking trails and a range of housing options, all in an attractive natural Sonoran Desert setting. In the heart of Carefree is the Town Center gathering place teeming with vibrancy.

Carefree has a number of key areas available for planning and development. There are some fairly large areas on the outskirts of the Town, and some infill opportunities in the Town Center area. Key planning efforts with Developers will result in adding new businesses, retail, and entertainment options—all contributing to the community's overall vitality.



### **Strategies**

#### ***1. Complete the Town Center and market it as the "heart" of Carefree.***

The Carefree Desert Gardens in the Town Center are nearly complete. This provides a central gathering place. With mixed-use development around Easy Street this will become livelier with retail and entertainment options available for children (splash pad and playground), and adults—festivals and community events in the newly shaded amphitheater (See Goal C).

**2. *Continue to market key areas of the Town for development—shaping Carefree as a key destination for visitors and locals, and increasing sales tax revenues.***

Local and surrounding demographics suggest a strong potential for additional retail growth in Carefree, e.g., a 'branded' coffee shop or microbrewery to provide an anchor business for the Town Center. The Town should pursue key businesses to generate more sales tax revenue, while maintaining its existing retail base and the charm of the Town.

**3. *Work closely with the community when planning major new development projects.***

The Town should continue to engage the local community in planning initiatives such as the Town's General Plan. In addition, the Town should encourage developers to pro-actively involve the Carefree community in planning major projects. These efforts help address local needs and concerns at the early stages of the process, and can help build support for a project or plan.

## **Implementation Actions**

- A. The Town should provide technical assistance to developers on the permitting process and install the necessary supporting infrastructure to allow the development to proceed as quickly as possible, once plans are submitted.
- B. Urge developers to initiate public participation plans early in the development process. Assist with the outreach for these efforts via the Town's web site and local print and electronic publications.
- D. Continue to work with developers to plan for and construct business and retail services in conjunction with new housing, or assisted living development in Carefree.
- E. Continue to work with developers and key donors to promote a satellite Phoenix Art Museum or Heard Museum in the Town Center.

## GOAL F: IMPLEMENT KEY PLANNING AND TARGET MARKETING



Carefree has a number of spaces available for rent. The Town will continue to work with Stakeholders, Realtors and Developers to identify and define target businesses that will fit the expectations of visitors and locals, and maintain the charm of the Town.

### Strategies

#### 1. *Complete the Town Center and market it as the “heart” of Carefree.*

The Carefree Desert Gardens in the Town Center are nearly complete. This provides a central gathering place. With mixed-use development around Easy Street this will become livelier with retail and entertainment options available for children (splash pad and playground), and adults—festivals and community events in the newly shaded amphitheater (See Goal C).

#### 2. *Continue to target market those retail, restaurants, and galleries that will shape Carefree as a key destination for Arizonians and out-of-state visitors.*

Local and surrounding demographics suggest a strong potential for additional retail growth in Carefree. The Town should pursue key businesses to generate more sales tax revenue, while maintaining its existing retail base and the charm of the Town.



### **3. Broaden Carefree's dining and entertainment options.**

Stakeholders' represent a limited number of high-end dining options in Carefree, including high-end family oriented restaurants. High quality restaurants (independent operators) offer evening entertainment for young couples and adults, attractive dining options for travelers and meetings, and can generate foot traffic at existing shopping centers.

Given the right site, a well-targeted restaurant could flourish in Carefree, thanks to the Town and surrounding communities' high incomes (i.e., Desert Mountain, Mirabel, Legend Trails, Bellasera, Terravita and Winfield) , large baby-boomer population, and professional workforce.

## **Implementation Actions**

- A. Individual specific businesses will continue to be targeted by the Town with the help of individual commercial building owners.
- B. The Town should continue its discussions with individual Realtors to find new businesses, promote existing building sites, and assist new businesses when found.
- C. Future actions may include the establishment of a Committee to engage in the process of identifying businesses that fit our local residents and visitor demographic base, along with products most requested or expected, and an evaluation of barriers to a businesses' success.
- D. Mass marketing will be considered in future Town marketing campaigns to reach the largest number of people possible with the benefits of opening a business in Carefree, i.e., demographics of the Town and surrounding communities, the Town's current promotion efforts as a destination point, charm of the Town and beauty of the area.

# **APPENDIX 'A'**

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal A	Continue to Market the Town			
Goal A	Assemble & promote within Council a Town Marketing Package	Early 2011	Primary	Lead: Councilmember Gimson, Mayor and Town Administrator
Goal A	Create Advertising Marketing materials	Early 2011/Ongoing	Primary	Lead: Councilman Gimson, Mayor and Town Administrator
Goal A	Continue to provide technical assistance and marketing support to community-led events	Ongoing	Primary	Lead: Councilman Miller Councilman Gimson, Town Administrator
Goal A	Support local businesses and citizens with new arterial road median signage	2012	Primary	Lead: Councilmembers Farrar, Van Allen Lead: Vice Mayor Price, Councilmember Miller Town Council
Goal A	Promote “branding” of Carefree with metal, back-lit roundabout signage	2012	Primary	Lead: Councilmember Farrar Town Council
Goal A	Organize and implement a marketing campaign to ‘shop local’ – encouraging residents to shop in Carefree	2013	Secondary	Lead: Councilman Gimson
Goal A	Coordinate Town, Stakeholder/REALTOR and Marketing Firm involvement in advertising campaign aimed at attracting new businesses	2013	Secondary	Lead: Vice Mayor Town Administrator
Goal B	Maintain and Strengthen Carefree’s Fiscal	Ongoing	Primary	Lead: Mayor

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
	Vitality			Councilmembers
Goal B	Establish Committee to study & issue recommendations/report for a Long Range Financial Plan	Completed	Primary	Lead: Mayor Citizens Gardner, Hayward & Wetta
Goal B	Assign Staff & Consultant to study & issue recommendations/report for 10-Year Pavement Plan	Completed	Primary	Lead: Mayor P&Z Spec. Stapley Consultant Pat _____
Goal B	Pursue additional retailers to Carefree	Ongoing	Primary	Lead: Town Administrator Vice Mayor Councilmember Farrar
Goal B	Actively identify and implement opportunities to maximize sales tax generating uses on infill properties	Ongoing	Primary	Lead: Vice Mayor Town Administrator Councilmembers
Goal B	Identify major retail sales tax generators and monitor the total retail sales tax monthly	Ongoing	Primary	Lead: Mayor Town Administrator Councilmember Miller
Goal B	Continue to apply for state and federal grants for capital projects	Ongoing	Primary	Lead: Town Administrator
Goal B	Continue the 10-Year Pavement Plan	Ongoing	Primary	Lead: Town Administrator
Goal B	Monitor fire safety costs to sales tax revenue	Ongoing	Primary	Lead: Town Administrator

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal C	Invest In & Enhance Carefree’s Town Center	Ongoing	Primary	Lead: Vice Mayor Councilmembers
Goal C	Maintain and <b>Enhance</b> Carefree’s High Quality of Life to preclude a property tax	Ongoing	Primary	Lead: Mayor, Vice Mayor Councilmembers
Goal C	Continue to develop the Proposed Capital Improvement Projects identified in 2011	Ongoing	Primary	Lead: Vice Mayor Councilmembers
Goal C	Continue to encourage new and varied festivals in the Town Center	Ongoing	Primary	Lead: Mayor Town Administrator VM Price, Councilmember Miller
Goal C	Establish Committee to develop Splash Pad for Town Center Capital Improvement Project	Ongoing	Primary	Lead: Vice Mayor Price Councilmembers Farrar & Miller, Town Administrator Neiss Architect Hostert, Business Owner Tyrol Citizens Krahe & Peterson
Goal C	Establish Committee to develop Sails for Town Center Amphitheater Capital Improvement Project	Ongoing	Primary	Lead: Vice Mayor Price Councilmembers Crane & Miller, Town Administrator Neiss Business Owner & Architect Hostert, Citizen Burgett & Pipp

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal C	Establish Committee to develop gateway for Town Center Capital Improvement Project	Ongoing	Primary	Lead: Vice Mayor Price Councilmembers Miller & Saltzman Town Administrator Neiss Business Owner & Architect Citizens Gearhart & Smith-Lovejoy
Goal C	Participate in the MAG Carefree/Cave Creek Transportation Framework Study. This study will investigate bicycle paths, walking paths etc., to provide connectivity between the two towns.	Ongoing	Primary	Lead: Town Administrator Town Council
Goal C	Continue to support established Carefree festivals	Ongoing	Primary	Lead: Councilmember Miller Town Council
Goal C	Develop new plan for educating citizens regarding legacy donations	2Q13	Primary	Lead:
Goal C	Identify partners for Capital Improvement Projects	1Q13	Primary	Lead: Vice Mayor Price Councilmembers Miller & Crane Town Administrator Neiss Citizens Burgett, Krahe, Peterson & Pipp

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal C	Discuss marketing value of sponsorship of Capital Projects with Town Marketing Firm	1Q13	Primary	Lead: Vice Mayor Price Town Administrator Neiss Councilmember Gimson Citizen Burgett
Goal C	Strategize with Owens Harkey Advertising regarding approaching sponsors to partner on Capital Projects	1Q13	Primary	Lead: Vice Mayor Price
Goal C	Actively identify and implement opportunities to maximize sales tax generating uses on infill properties	Ongoing	Primary	Lead: Vice Mayor Town Administrator Councilmembers
Goal C	Continue to support non-profit organizations providing citizen services	Ongoing	Primary	Lead: Mayor
Goal C	Encourage non-profits’ use of the amphitheater for fund raising	4Q13	Secondary	Lead:
Goal C	Continue to educate citizens regarding legacy donations for capital projects	1Q12	Secondary	Lead: Vice Mayor Price
Goal C	Encourage and facilitate partnerships between universities and Town	Ongoing	Secondary	Lead: Town Administrator
Goal C	Collaborate with secondary education campuses to strategize workforce development efforts	Ongoing	Secondary	Lead: Mayor

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal D	Partner with Commercial Building & Land Owners	Ongoing	Primary	Lead: Vice Mayor, Mayor, Town Administrator,
Goal D	Continue to support private efforts to consolidate and/or develop under-used properties	Ongoing	Primary	Lead: Mayor, Vice Mayor Town Administrator Councilmembers
Goal D	Establish Stakeholders interview questions	2Q13	Primary	Lead: Vice Mayor Town Administrator Neiss
Goal D	Establish Committee or outside Consultant to study parking & report/make recommendations	3Q13	Primary	Lead: Vice Mayor Town Administrator Neiss
Goal D	Establish Stakeholder Committee to review Town Codes re mixed use	2Q13	Primary	Lead: Vice Mayor Town Administrator Neiss
Goal D	Establish General Plan and zoning designations that allow for a blend of complementary uses	Ongoing, General Plan 2030 adopted 2012	Primary	Lead: Town Administrator Vice Mayor
Goal D	Maintain ongoing communication with owners and operators of existing Carefree shopping plazas	Ongoing	Secondary	Lead: Vice Mayor and Town Administrator
Goal E	Initiate Key Planning With Developers			Lead: Town Administrator Mayor, Vice Mayor

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal E	Initiate ongoing communications with local venture capital groups, angel investor groups, entrepreneur assistance programs, and local banks	Beginning in 1Q 2013	Primary	Lead: Vice Mayor Price, Town Administrator
Goal E	Assist Developers With Key Projects	Ongoing	Primary	Lead: Mayor, Vice Mayor Town Administrator Neiss
Goal E	Continue to support the planning and construction of the Easy Street Project	Ongoing	Primary	Lead: Town Administrator, Vice Mayor and Mayor
Goal E	Urge developers to initiate public participation plans early in the development process			Lead: Mayor, Vice Mayor, Town Administrator
Goal E	Continue to support private efforts to consolidate/develop under-used properties	Ongoing	Primary	Lead: Mayor, Vice Mayor Town Administrator
Goal E	Maintain a streamlined, efficient and predictable Town permitting process	Ongoing	Primary	Lead: Town Administrator
Goal E	Promote a Town non-development fee package	Ongoing	Primary	Lead: Town Administrator
Goal F	Implement Key Planning & Target Marketing	Ongoing	Primary	Lead: Vice Mayor Price Town Administrator Councilman Farrar
Goal F	Encourage the development of under-used properties or older office/business facilities	Ongoing	Primary	Lead: Town Administrator, Vice Mayor Price Councilmember Farrar

## IMPLEMENTATION PLAN/SCHEDULE

This section details the timing, priority and responsible parties for implementation of each of the actions listed under Goals A through F. The Town of Carefree strives to maintain a ‘small’ Staff. Carefree’s Councilmembers are a “Managing Council”—a “working Council.” While all the implementation actions play a vital role in supporting the Town’s economic development, the “Primary” and “Secondary” priority designations help Councilmembers and Town Staff allocate time and resources efficiently. Staff will pro-actively implement “Primary” actions as immediate objectives with an approximate 6-month timeframe. Staff will address “Secondary” items pro-actively, but in a less immediate fashion, with an 7-18 month timeframe.

Goal	Implementation Action	Timeframe	Priority (Primary, Secondary)	Lead/Support
Goal F	Partner with commercial real estate brokers and property managers	Ongoing	Primary	Lead: Vice Mayor Price, Town Administrator
Goal F	Pursue the attraction of retail in the Carefree area	Ongoing	Primary	Lead: Town Administrator, Vice Mayor, Mayor Councilmember Farrar
Goal F	Encourage the development of underused properties	Ongoing	Primary	Lead: Mayor, Vice Mayor Town Administrator
Goal F	Continue to monitor leasing activity among retail and office users	Ongoing	Secondary	Lead: Town Administrator
Goal F	Continue to collaborate/network with the existing businesses	Ongoing	Secondary	Lead: Town Administrator, Councilmembers
Goal F	Establish ongoing communication with existing businesses	Beginning in 2Q2013	Secondary	Lead: Vice Mayor Price, Town Administrator
Goal F	Continue to collaborate with the existing Chamber network of businesses	Ongoing	Secondary	Lead: Town Administrator

# **APPENDIX 'B'**



## **ECONOMIC TRENDS & OPPORTUNITIES**

**Carefree Town Council  
ECONOMIC DEVELOPMENT STRATEGIC PLAN  
March 1, 2013P**

+

## **CONTENTS**

- **Population Trends**
- **Education & Business Development Resources**
- **Real Estate Market Overview**

## + 5-MILE MARKET AREA DATA

Category	Data
Population	53,311
Total Households (HH)	20,570
Average HH Size	2.59
Median Age	48
Median Income	\$96,018
Median Home Value	\$545,777
Educational Attainment	
Bachelors	36.5%
Graduate or Higher	18.7%
Bachelors or Higher	55.2%

- Census tracts within 5 miles of Carefree
- (Census 2010 & 2007-2011 ACS)

## + SURROUNDING COMMUNITIES DEMOGRAPHICS – 85331\*

<b>Est. Population:</b>	<b>27,358</b>
<b>Pop. Growth Since 2000:</b>	<b>21%</b>
<b>Median Age:</b>	<b>32</b>
<b>Households:</b>	<b>11,383</b>
<b>Households w/Children:</b>	<b>3,713</b>
<b>Avg. Household Income:</b>	<b>\$135,318</b>

**(Tatum Ranch, Cave Creek)**

- Multiple Listing Service, March 2013

**+ SURROUNDING COMMUNITIES  
DEMOGRAPHICS – 85266\***

<b>Est. Population:</b>	<b>11,408</b>
<b>Pop. Growth Since 2000:</b>	<b>60%</b>
<b>Median Age:</b>	<b>32</b>
<b>Households:</b>	<b>4,847</b>
<b>Households w/Children:</b>	<b>1,213</b>
<b>Avg. Household Income:</b>	<b>\$147,038</b>

**(Legend Trail, Bellasera, Whisper Rock, Winfield, Terravita)**

•Multiple Listing Service, March 2013

**+ SURROUNDING COMMUNITIES  
DEMOGRAPHICS – 85262\***

<b>Est. Population:</b>	<b>11,408</b>
<b>Pop. Growth Since 2000:</b>	<b>107%</b>
<b>Median Age:</b>	<b>30.8</b>
<b>Households:</b>	<b>5,335</b>
<b>Households w/Children:</b>	<b>815</b>
<b>Avg. Household Income:</b>	<b>\$175,637</b>

**(Desert Mountain, Mirabel)**

•Multiple Listing Service, March 2013

## **+ SMALL BUSINESS DEVELOPMENT RESOURCES**

- CAREFREE/CAVE CREEK CHAMBER OF COMMERCE
- MARICOPA COMMUNITY COLLEGES
  - SMALL BUSINESS DEVELOPMENT CENTER
- DESERT FOOTHILLS LIBRARY
- SCOTTSDALE PUBLIC LIBRARY
- SCORE – Service Corps for Retired Executives
- AAME – APS Academy for the Advancement of Small, Minority and Women-Owned Enterprises
- SBA – Small Business Administration

## **+ CAREFREE EDUCATIONAL RESOURCES**

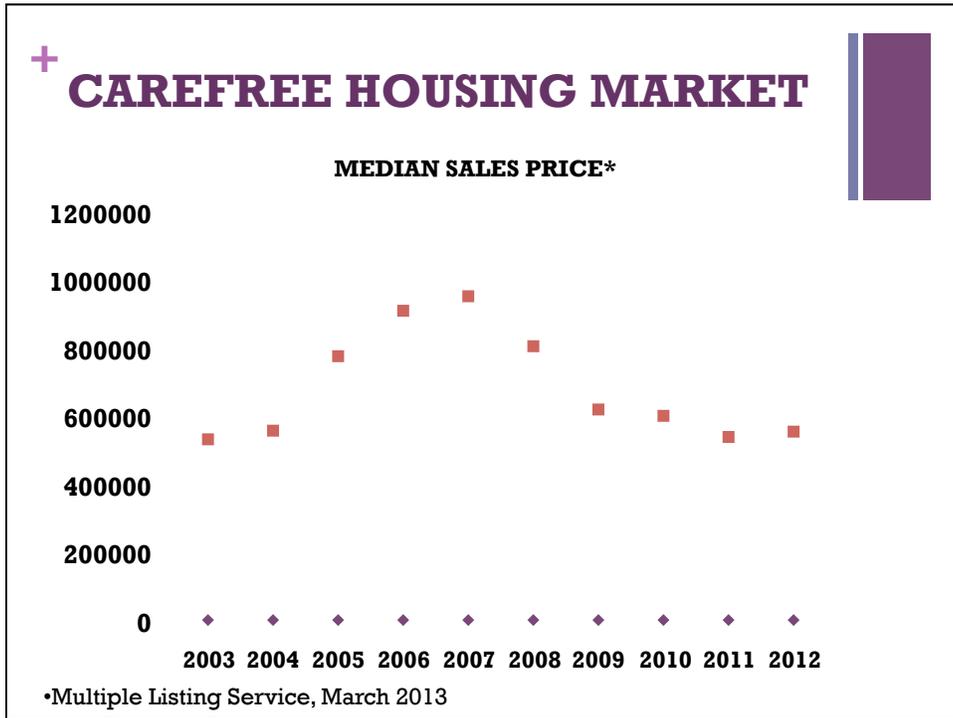
### **ARIZONA CHARTER SCHOOLS:**

- VENTANA ACADEMY CHARTER SCHOOL
- FOOTHILLS ACADEMY
- CAREER SUCCESS HIGH SCHOOL

### **CAVE CREEK UNIFIED SCHOOL DISTRICT**

- DESERT SUN ACADEMY
- LONE MOUNTAIN ELEMENTARY SCHOOL
- BLACK MOUNTAIN ELEMENTARY SCHOOL
- DESERT WILLOW ELEMENTARY SCHOOL
- CACTUS SHADOWS HIGH SCHOOL

### **PARADISE VALLEY COMMUNITY COLLEGE**



## + HOUSING MARKET

- **Median sales price is well above affordable sales price for many households throughout Arizona**
- **Based on income limits and conventional financing terms**
- **Assumes 30% of gross income spent on principal, interest, taxes and insurance**

•Multiple Listing Service, March 2013

## + RETAIL MARKET

- Approximately 640,500 SF of commercial retail space in Carefree
- Carefree lease rates
  - Mid-Year 2011 - \$18-25/SF
  - Mid-Year 2012 - \$18-25/SF\*
    - *\*Negotiable depending on location & type of tenant – (do they feed other tenants)*
    - 2012 shows slight decline in vacancies

•Town General Plan Records

## + RETAIL MARKET

- Brokers report that Carefree considered “an upscale” market
  - Retail market stature comparable to Scottsdale
- Excellent potential to quickly fill highly visible retail space at competitive rates.

• EDSP discussions with local Commercial REALTORS

## + OFFICE MARKET

- Carefree has 637,581 SF of Commercial Office Space
- \$12-25/SF\* in most Commercial Office Buildings
- *\*Negotiable depending on location*

•Discussions with local Commercial Building Owners

## + OFFICE MARKET

- Latest Carefree Lease Transactions in 2012:
  - Copper-Dome Building
  - Carefree MarketPlace
  - 500 Easy Street
  - 99 Easy Street

•Town Business Records

## **+ LOCAL PLANNING INITIATIVES**

- **General Plan 2030**
  - **Supported by Residents by a 3:1 margin**
- **Economic Development Strategic Plan 2013**
  - **Stakeholder Interviews Planned**
  - **Stakeholder & Focus Committee Meetings Planned**

## **+ VENTURE CAPITAL/ DEVELOPER INITIATIVE**

### **FUTURE PLANS - 2013:**

- **Economic Development Strategic Plan**
  - **Contact Venture Capital Groups**
  - **Continue to contact Developers**

# **APPENDIX 'C'**

**Demographics**

Based on ZIP Code: **85262**

Update Frequency: *Annually*

**Population**

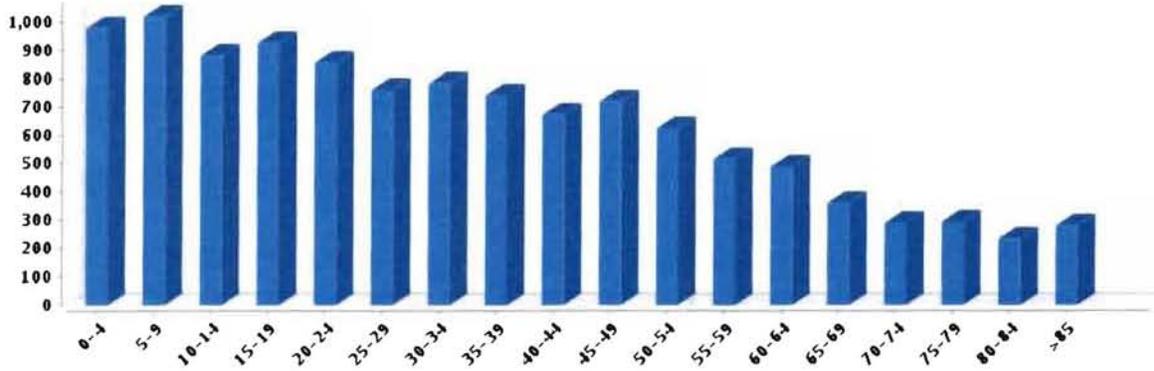
*Summary*

Estimated Population:	<b>11,408</b>
Population Growth (since 2000):	<b>107%</b>
Population Density (ppl / mile):	<b>27</b>
Median Age:	<b>30.84</b>

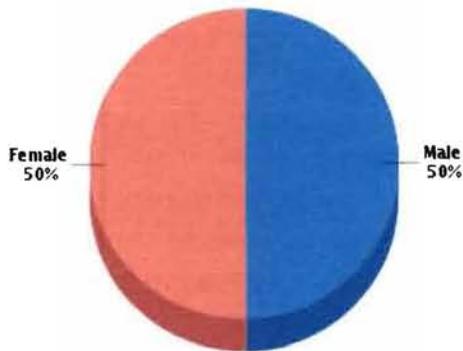
*Household*

Number of Households:	<b>5,335</b>
Household Size (ppl):	<b>2.14</b>
Households w/ Children:	<b>815</b>

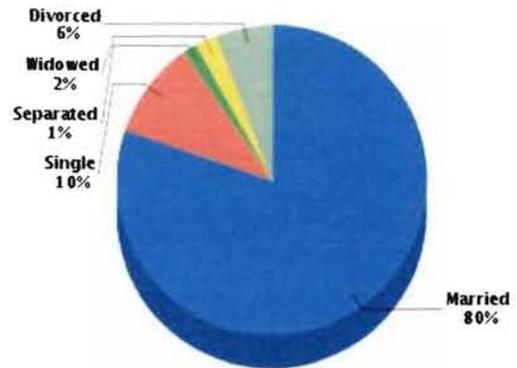
*Age*



*Gender*



*Marital Status*



**Housing**

*Summary*

Median Home Sale Price:	<b>\$535,000</b>
Median Dwelling Age:	<b>4 years</b>
Median Value of Home Equity:	<b>\$264,753</b>
Median Mortgage Debt:	<b>\$160,218</b>

*Stability*

Annual Residential Turnover:	<b>20.54%</b>
5+ Years in Residency:	<b>18.54%</b>
Median Years in Residency:	<b>2.66</b>

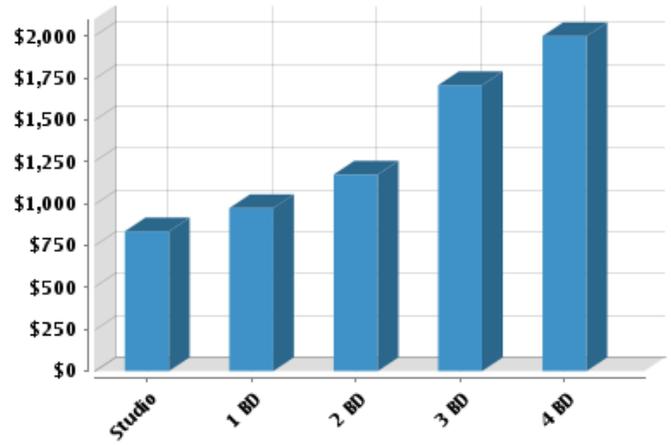
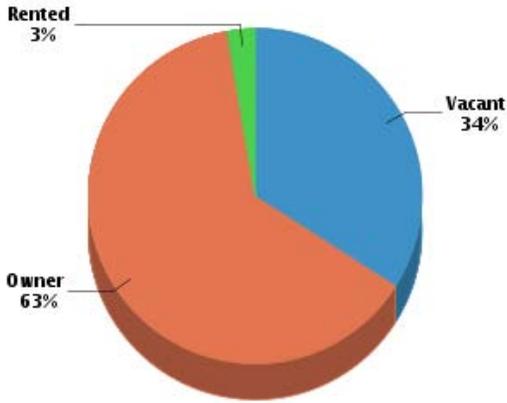
Courtesy of D. Melissa Price, Arizona Regional MLS

The data within this report is compiled by CoreLogic® from public and private sources. If desired, the accuracy of the data contained herein can be independently verified by the recipient of this report with the appropriate county or municipality.

**Neighborhood Profile**

**Occupancy**

**Fair Market Rents**

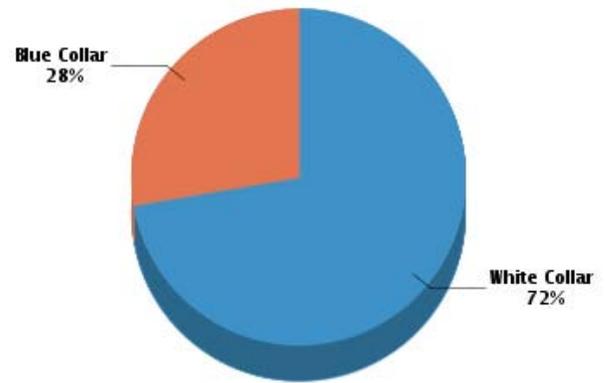


**Quality of Life**

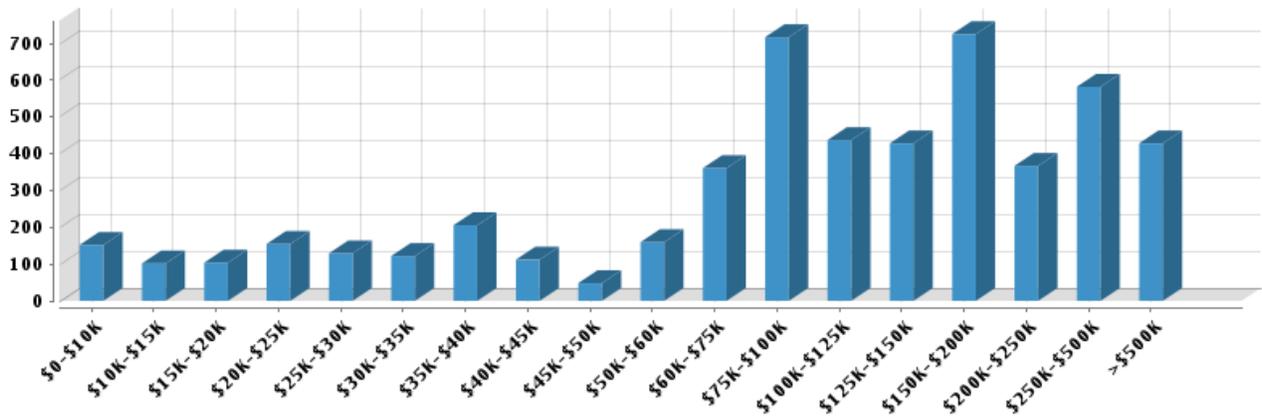
**Workers by Industry**

Agricultural, Forestry, Fishing:	101
Mining:	3
Construction:	151
Manufacturing:	8
Transportation and Communications:	46
Wholesale Trade:	60
Retail Trade:	979
Finance, Insurance and Real Estate:	793
Services:	2,210
Public Administration:	12
Unclassified:	74

**Workforce**



**Household Income**



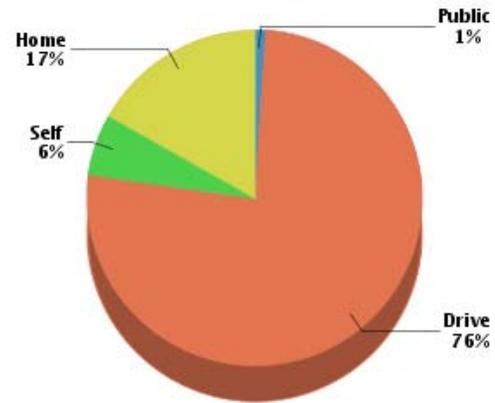
Average Household Income: \$175,637

Average Per Capita Income: \$82,273

Courtesy of D. Melissa Price, Arizona Regional MLS

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**Neighborhood Profile**

**Commute Method**Median Travel Time: **30.37 min****Education****Highest Level Attained**

Less than 9th grade:	<b>71</b>
Some High School:	<b>95</b>
High School Graduate:	<b>1,136</b>
Some College:	<b>1,417</b>
Associate Degree:	<b>361</b>
Bachelor's Degree:	<b>2,383</b>
Graduate Degree:	<b>1,287</b>

(2) Some neighborhood content provided by OBI Informatics, Copyright © 2012 OBI Informatics. Information is deemed reliable but not guaranteed.

**Local Businesses**Radius: **3 mile(s)****Eating - Drinking**

	Address	Phone #	Distance	Description
<b>Arrowhead</b>	10980 E Salero Dr	(480) 488-0989	0.51	Restaurants
<b>Terra Americana</b>	39325 N 107th Way	(480) 575-2793	1.36	Restaurants
<b>Constantino's</b>	10550 E Desert Hills Dr	(480) 595-4800	1.5	Restaurants

**Shopping**

	Address	Phone #	Distance	Description
<b>Renegade Golf Course</b>	10333 E Rockaway Hills Dr	(480) 488-1362	0.58	Golf Equipment And Supplies - Retail
<b>Barrier Wear</b>	41634 N 113th Pl	(480) 621-7699	0.85	Department Stores
<b>Life Style Rx</b>	42435 N Sombrero Rd	(480) 595-5015	1.04	Pharmacies
<b>Cadd Transportation Svc Inc</b>	41802 N Deer Trail Rd	(480) 437-9900	1.06	Computer Software
<b>Toy Tender Llc</b>	41802 N Deer Trail Rd	(480) 437-9950	1.06	Toys - Retail
<b>Bonhams &amp; Butterfields</b>	11120 E Carefree Way	(480) 994-5362	1.4	Antiques - Dealers

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**Neighborhood Profile**

## Demographics

Based on ZIP Code: **85266**Update Frequency: *Annually*

### Population

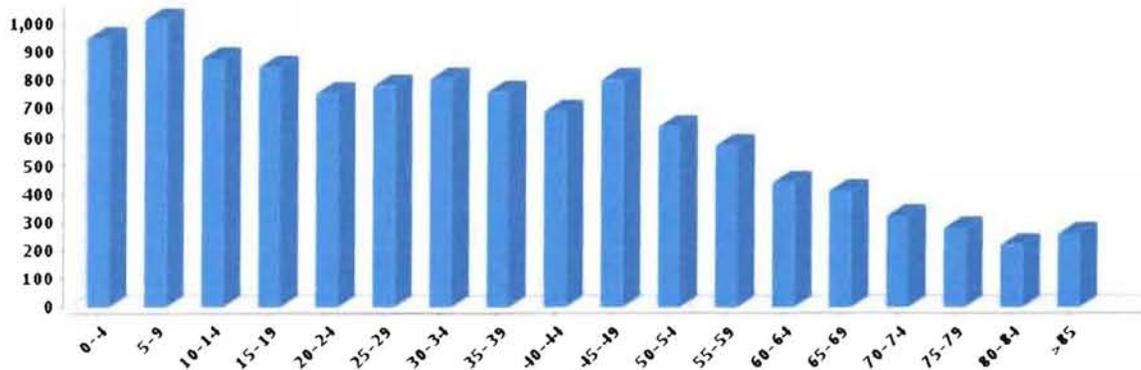
#### Summary

Estimated Population:	<b>11,408</b>
Population Growth (since 2000):	<b>60%</b>
Population Density (ppl / mile):	<b>670</b>
Median Age:	<b>32.04</b>

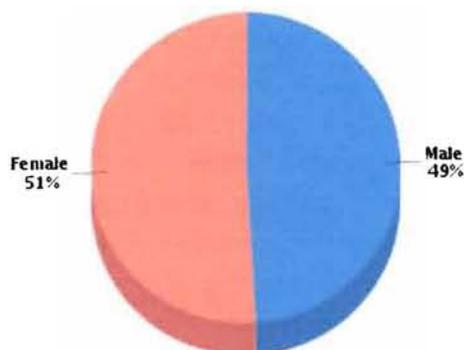
### Household

Number of Households:	<b>4,847</b>
Household Size (ppl):	<b>2.35</b>
Households w/ Children:	<b>1,213</b>

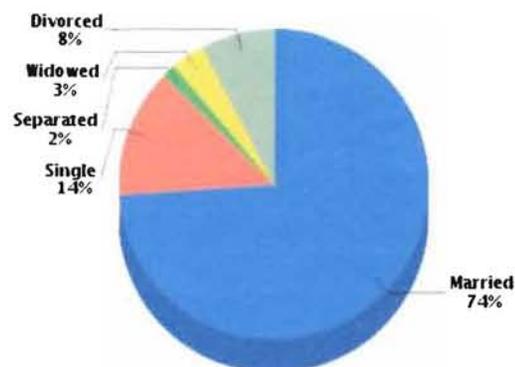
### Age



### Gender



### Marital Status



### Housing

#### Summary

Median Home Sale Price:	<b>\$490,000</b>
Median Dwelling Age:	<b>4 years</b>
Median Value of Home Equity:	<b>\$262,381</b>
Median Mortgage Debt:	<b>\$159,548</b>

### Stability

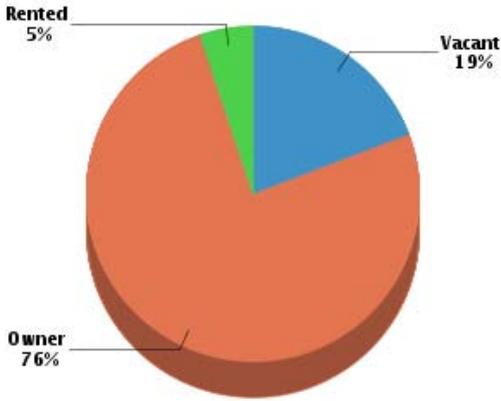
Annual Residential Turnover:	<b>23.19%</b>
5+ Years in Residency:	<b>13.62%</b>
Median Years in Residency:	<b>2.54</b>

Courtesy of D. Melissa Price, Arizona Regional MLS

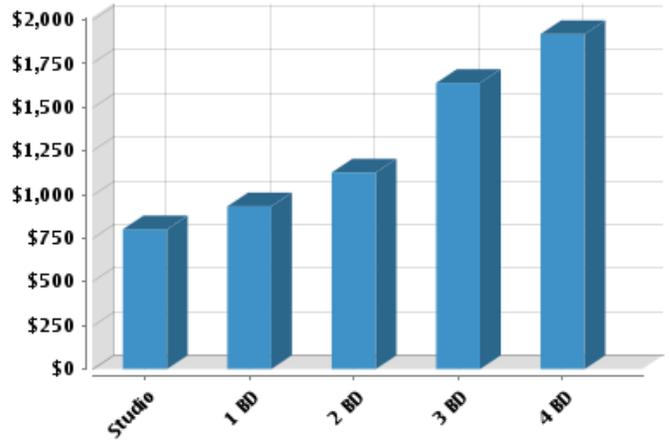
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## Neighborhood Profile

**Occupancy**



**Fair Market Rents**

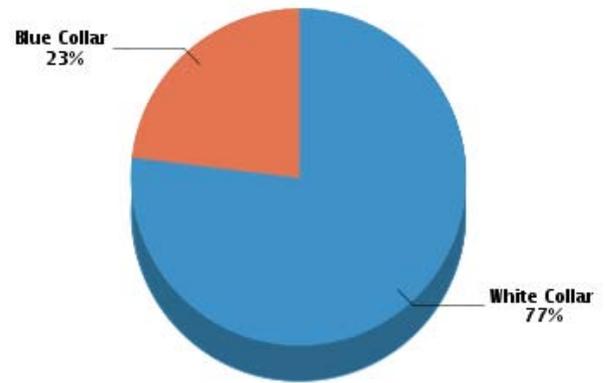


**Quality of Life**

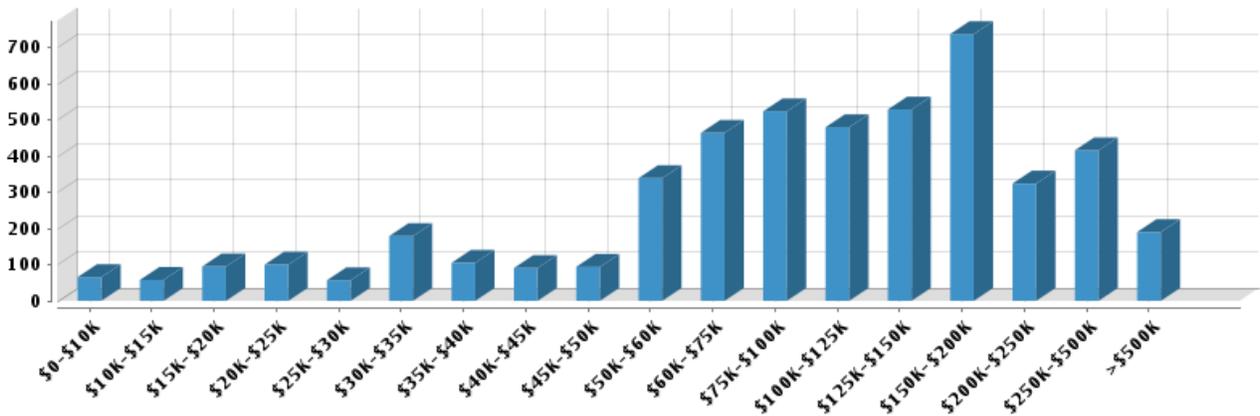
**Workers by Industry**

Agricultural, Forestry, Fishing:	8
Construction:	189
Manufacturing:	7
Transportation and Communications:	16
Wholesale Trade:	23
Retail Trade:	409
Finance, Insurance and Real Estate:	234
Services:	563
Unclassified:	13

**Workforce**



**Household Income**



Average Household Income:

\$147,038

Average Per Capita Income:

\$62,933

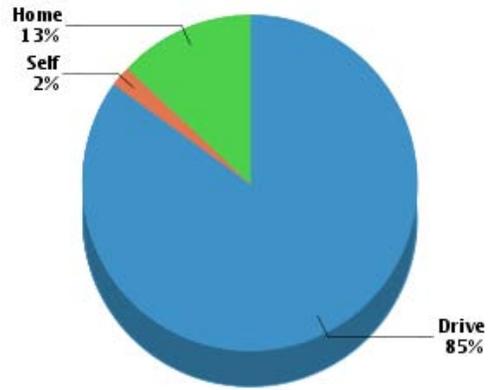
Courtesy of D. Melissa Price, Arizona Regional MLS

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**Neighborhood Profile**

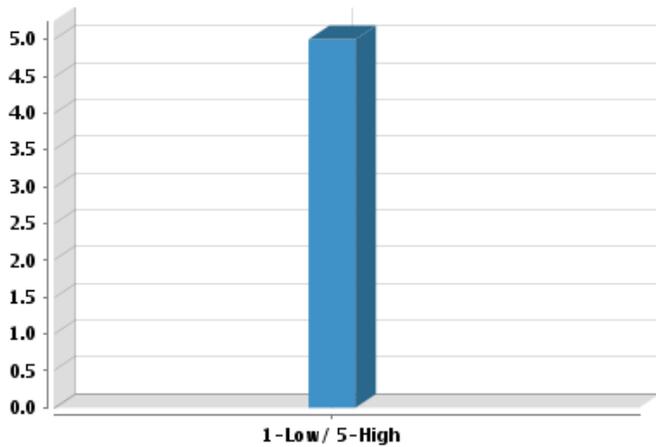
**Commute Method**

Median Travel Time: **31.34 min**



**Education**

**Educational Climate Index (1)**



**Highest Level Attained**

Less than 9th grade:	61
Some High School:	145
High School Graduate:	1,198
Some College:	1,452
Associate Degree:	425
Bachelor's Degree:	2,358
Graduate Degree:	1,336

(1) This measure of socioeconomic status helps identify ZIP codes with the best conditions for quality schools. It is based on the U.S. Census Bureau's Socioeconomic Status (SES) measure with weights adjusted to more strongly reflect the educational aspect of social status (education 2: 1 to income & occupation). Factors in this measure are income, educational achievement and occupation of persons within the ZIP code. Since this measure is based on the population of an entire ZIP code, it may not reflect the nature of an individual school.  
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**Schools**

Radius: **5 mile(s)**

**Public - Elementary**

Arizona State Charter School Board	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Ventana Academy Charter School 6424 E Cave Creek Rd	4.91	K-8th	130		6	★★★★☆
Cave Creek Unified School District 93	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Desert Sun Academy 27880 N 64th St	2.02	Pre-K-6th	612	20	9	★★★★☆
Lone Mountain Elementary School 5250 E Montgomery Rd	2.63	K-6th	663	19	9	★★★★☆
Black Mountain Elementary School 33606 N 60th St	2.7	K-6th	564	16	9	★★★★☆
Desert Willow Elementary School 4322 E Desert Willow Pky	3.99	K-6th	732	22	10	★★★★★
Paradise Valley Unified SD 69	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Pinnacle Peak Elementary School 7690 E Williams Dr	4.87	Pre-K-6th	743	17	10	★★★★☆

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**Neighborhood Profile**

**Public - Middle/High**

<b>Arizona State Charter School Board</b>	<b>Distance</b>	<b>Grades</b>	<b>Students</b>	<b>Students per Teacher</b>	<b>GreatSchools Rating (1)</b>	<b>Community Rating (2)</b>
Foothills Academy 7191 E Ashler Hill Dr	1.02	7th-12th	235		9	★★★★☆
Career Success High School - Cave Creek 6424 E Cave Creek Rd	4.91	9th-12th	175		5	
<b>Cave Creek Unified School District 93</b>	<b>Distance</b>	<b>Grades</b>	<b>Students</b>	<b>Students per Teacher</b>	<b>GreatSchools Rating (1)</b>	<b>Community Rating (2)</b>
Cactus Shadows High School 5802 E Dove Valley Rd	2.7	9th-12th	1,743	23	9	★★★★☆

**Private**

	<b>Distance</b>	<b>Grades</b>	<b>Students</b>	<b>Classrooms</b>	<b>Community Rating (2)</b>
Dynamite Montessori School 29210 N 59th St	2.21	Pre-K-6th	110		
Bella Vista Private School 6914 E Bella Vista Dr	4.55	K-8th	100	14	

(1) GreatSchools Ratings provide an overview of a school's test performance. The ratings are based strictly on test score performance for that state's standardized tests. Based on a scale of 1-10. (Public School Test Score Copyright © 2012 GreatSchools.net)

(2) The community rating is the overall rating that is submitted by either a Parent/Guardian, Teacher, Staff, Administrator, Student or Former Student. There will be only one rating per school. Based on a scale of 1-5.

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**Local Businesses**Radius: **3 mile(s)****Eating - Drinking**

	<b>Address</b>	<b>Phone #</b>	<b>Distance</b>	<b>Description</b>
<b>A J's Fine Foods</b>	31311 N Scottsdale Rd	(480) 575-6200	0.44	Grocers - Retail
<b>Uncle Louie's Restaurant</b>	31313 N Scottsdale Rd # 175	(480) 595-1122	0.44	Restaurants - American
<b>Images In Depth</b>	6925 E Windstone Trl	(602) 616-0655	0.77	Restaurants
<b>Blu Burger Grille</b>	32409 N Scottsdale Rd	(480) 575-8040	1.18	Restaurants - Burgers
<b>Rubio's Fresh Mexican Grill</b>	32415 N Scottsdale Rd # C	(480) 575-7260	1.18	Restaurants - Mexican
<b>Cherry On Top</b>	32421 N Scottsdale Rd	(480) 595-9798	1.18	Restaurants
<b>Summit Diner</b>	32531 N Scottsdale Rd	(480) 575-6562	1.21	Restaurants - Diner
<b>Haciendas Mexican Grill</b>	32527 N Scottsdale Rd	(480) 488-7439	1.22	Restaurants - Mexican
<b>Karen's Hallmark</b>	32531 N Scottsdale Rd # 115	(480) 595-9619	1.22	Restaurants - Deli
<b>Safeway</b>	32551 N Scottsdale Rd	(480) 595-9844	1.22	Grocers - Retail

**Shopping**

	<b>Address</b>	<b>Phone #</b>	<b>Distance</b>	<b>Description</b>
<b>Tyrone D Campbell Inc</b>	30547 N 75th St	(480) 502-8899	0.14	Art Galleries And Dealers
<b>Digizoid Inc</b>	7681 E Pontebella Dr	(480) 488-5252	0.17	Audio - Visual Equipment - Dealers
<b>Casa Redonda</b>	30825 N 66th St	(480) 488-9235	0.2	Satellite Equipment And Systems - Retail
<b>Glendale Auto &amp; Consignment</b>	7743 E Pasaro Dr	(480) 488-5656	0.34	Consignment Shops
<b>Horsecraft Products</b>	7070 E Lowden Dr	(480) 391-2118	0.5	Leather Goods - Dealers
<b>Advanced Hygiene Solutions Inc</b>	29965 N 78th Pl	(480) 451-7166	0.62	General Merchandise - Retail
<b>Wholesale Warehouse Supply</b>	29965 N 78th Pl	(480) 451-7166	0.62	General Merchandise - Retail
<b>Magic Bird Festivals</b>	6732 E Lone Mountain Rd	(480) 488-2014	1.08	Art Galleries And Dealers
<b>Cvs Pharmacy</b>	32331 N Scottsdale Rd	(480) 575-0220	1.15	Pharmacies
<b>Summit At Scottsdale</b>	32331 N Scottsdale Rd	(480) 000-1111	1.15	Shopping Centers And Malls

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Courtesy of D. Melissa Price, Arizona Regional MLS

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**Neighborhood Profile**

**Demographics**

Based on ZIP Code: **85331**

Update Frequency: *Annually*

**Population**

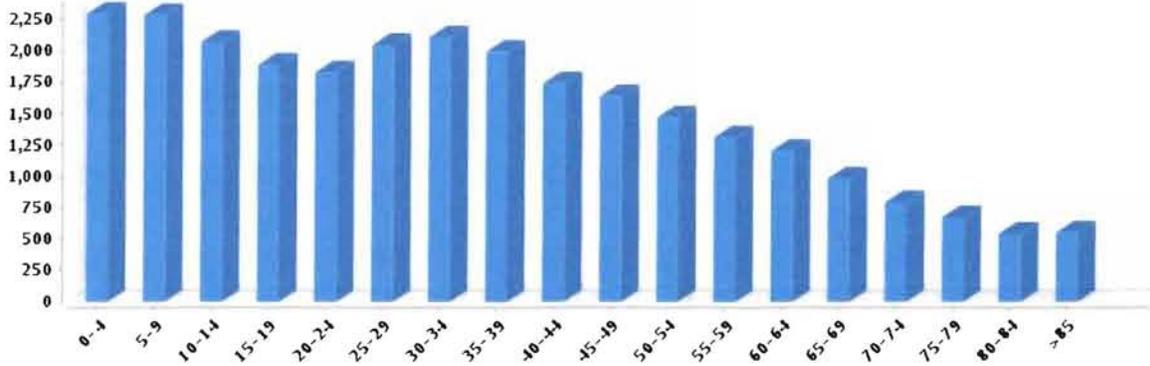
*Summary*

Estimated Population:	<b>27,358</b>
Population Growth (since 2000):	<b>21%</b>
Population Density (ppl / mile):	<b>328</b>
Median Age:	<b>32.06</b>

*Household*

Number of Households:	<b>11,383</b>
Household Size (ppl):	<b>2.4</b>
Households w/ Children:	<b>3,713</b>

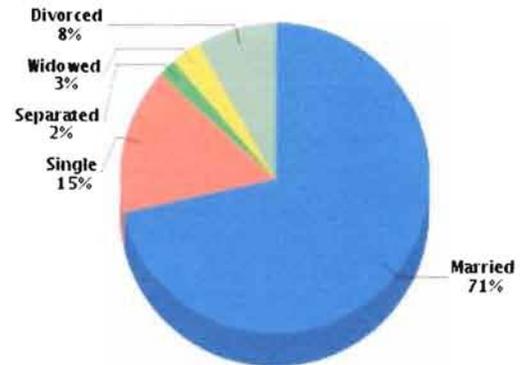
*Age*



*Gender*



*Marital Status*



**Housing**

*Summary*

Median Home Sale Price:	<b>\$285,000</b>
Median Dwelling Age:	<b>4 years</b>
Median Value of Home Equity:	<b>\$244,675</b>
Median Mortgage Debt:	<b>\$152,852</b>

*Stability*

Annual Residential Turnover:	<b>21.78%</b>
5+ Years in Residency:	<b>13.68%</b>
Median Years in Residency:	<b>2.48</b>

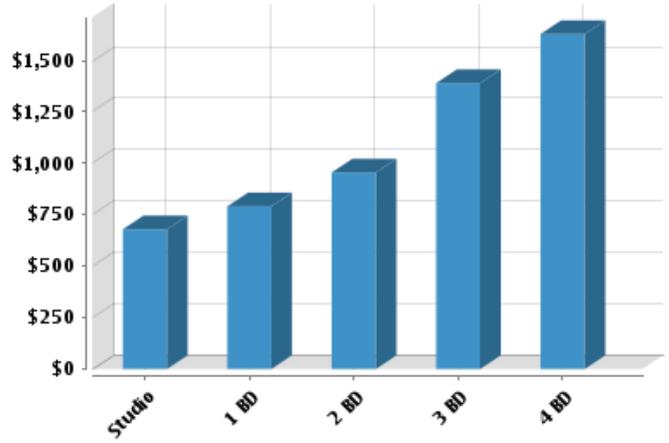
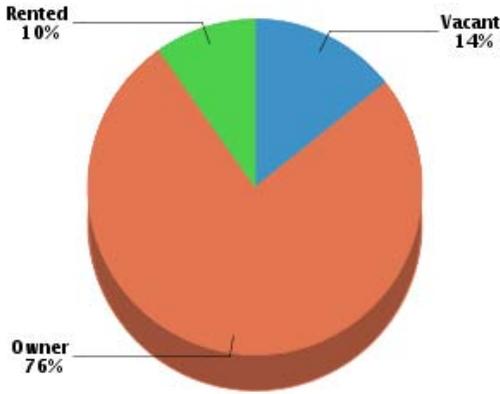
Courtesy of D. Melissa Price, Arizona Regional MLS

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**Neighborhood Profile**

Occupancy

Fair Market Rents

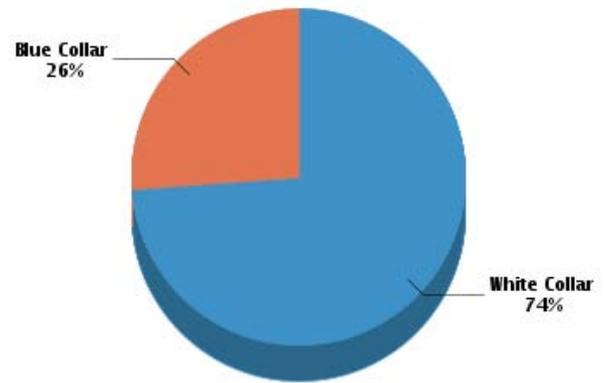


Quality of Life

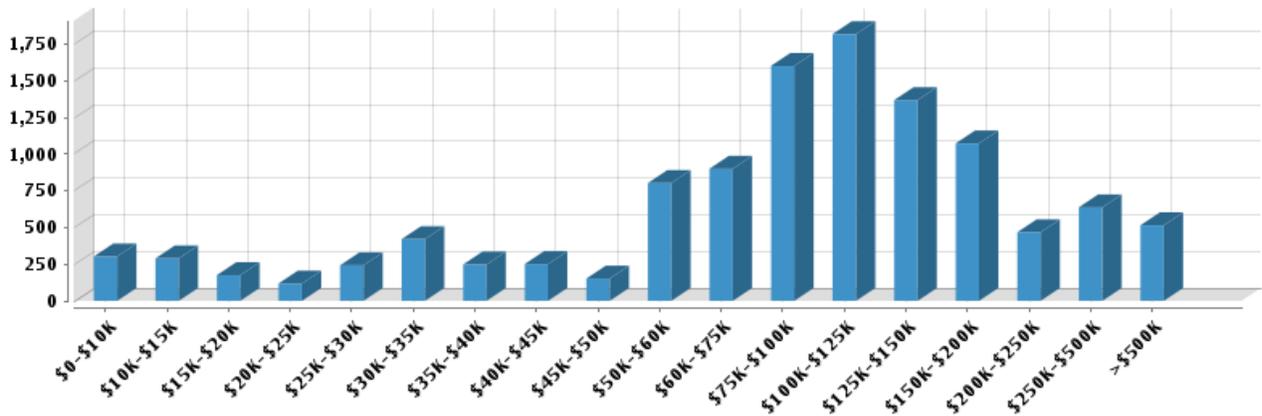
Workers by Industry

Agricultural, Forestry, Fishing:	335
Mining:	5
Construction:	550
Manufacturing:	87
Transportation and Communications:	160
Wholesale Trade:	188
Retail Trade:	2,607
Finance, Insurance and Real Estate:	554
Services:	3,052
Public Administration:	157
Unclassified:	90

Workforce



Household Income



Average Household Income:

\$135,318

Average Per Capita Income:

\$56,517

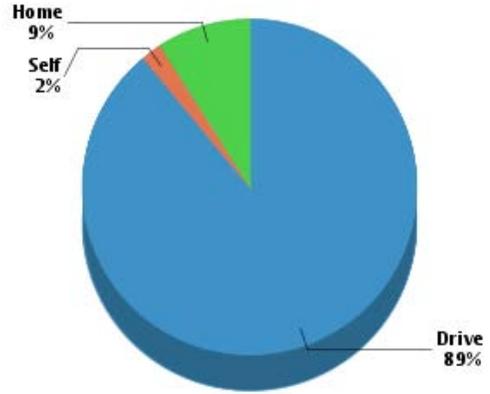
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Neighborhood Profile

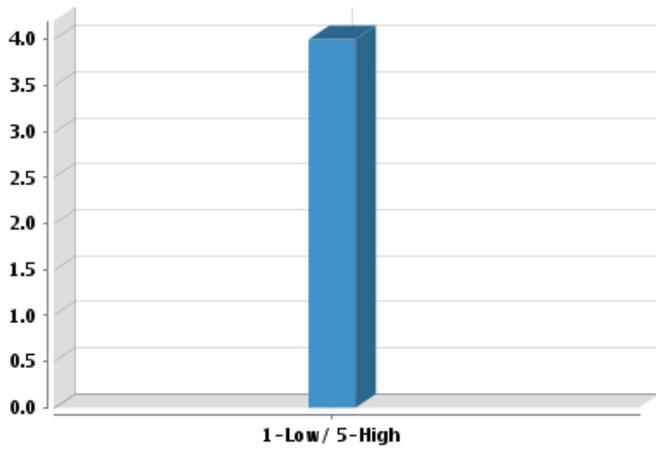
**Commute Method**

Median Travel Time: **30.97 min**



**Education**

**Educational Climate Index (1)**



**Highest Level Attained**

Less than 9th grade:	<b>250</b>
Some High School:	<b>415</b>
High School Graduate:	<b>3,089</b>
Some College:	<b>3,785</b>
Associate Degree:	<b>1,366</b>
Bachelor's Degree:	<b>5,349</b>
Graduate Degree:	<b>2,757</b>

(1) This measure of socioeconomic status helps identify ZIP codes with the best conditions for quality schools. It is based on the U.S. Census Bureau's Socioeconomic Status (SES) measure with weights adjusted to more strongly reflect the educational aspect of social status (education 2:1 to income & occupation). Factors in this measure are income, educational achievement and occupation of persons within the ZIP code. Since this measure is based on the population of an entire ZIP code, it may not reflect the nature of an individual school.  
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**Schools**

Radius: **5 mile(s)**

**Public - Elementary**

<i>Cave Creek Unified School District 93</i>	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Desert Willow Elementary School 4322 E Desert Willow Pky	0.32	K-6th	732	22	10	★★★★★
Lone Mountain Elementary School 5250 E Montgomery Rd	1.7	K-6th	663	19	9	★★★★☆
Black Mountain Elementary School 33606 N 60th St	2.89	K-6th	564	16	9	★★★★☆
Desert Sun Academy 27880 N 64th St	3.36	Pre-K-6th	612	20	9	★★★★☆

**Public - Middle/High**

<i>Arizona State Charter School Board</i>	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Foothills Academy 7191 E Ashler Hill Dr	3.93	7th-12th	235		9	★★★★☆

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**Neighborhood Profile**

<i>Cave Creek Unified School District 93</i>	Distance	Grades	Students	Students per Teacher	GreatSchools Rating (1)	Community Rating (2)
Cactus Shadows High School 5802 E Dove Valley Rd	2.3	9th-12th	1,743	23		

### Private

	Distance	Grades	Students	Classrooms	Community Rating (2)
Dynamite Montessori School 29210 N 59th St	2.53	Pre-K-6th	110		

(1) GreatSchools Ratings provide an overview of a school's test performance. The ratings are based strictly on test score performance for that state's standardized tests. Based on a scale of 1-10. (Public School Test Score Copyright © 2012 GreatSchools.net)

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### Local Businesses

Radius: **3 mile(s)**

#### Eating - Drinking

	Address	Phone #	Distance	Description
<b>Mystery Mansion Dinner Theatre</b>	4016 E Wildcat Dr	(480) 994-1520	0.1	Restaurants
<b>Shaw Brokerage Co</b>	30623 N 41st Way	(480) 585-6200	0.34	Fruits And Vegetables And Produce - Retail
<b>Jsm Jupiter Sports Market</b>	31023 N 44th Pl	(602) 206-1377	0.44	Grocers - Retail
<b>Electric Eel</b>	30815 N Cave Creek Rd	(480) 595-9000	0.55	Restaurants - Japanese
<b>Number 1 Brothers Pizza</b>	30845 N Cave Creek Rd # 107	(480) 513-9399	0.56	Pizza
<b>Roots Coffeehouse</b>	30855 N Cave Creek Rd # 142	(480) 502-1166	0.56	Coffee Shops
<b>Total Sports Therapy</b>	4532 E Lone Mountain Rd # 203	(480) 272-7140	0.59	Grocery Stores And Markets
<b>Bill's Ghost &amp; Spirits</b>	31414 N Cave Creek Rd	(480) 488-9242	0.7	Convenience Stores
<b>Carl's Jr</b>	31414 N Cave Creek Rd	(480) 488-0483	0.7	Restaurants - Burgers
<b>Cave Creek Market</b>	31414 N Cave Creek Rd	(480) 575-6733	0.7	Food Markets

#### Shopping

	Address	Phone #	Distance	Description
<b>Superior Outdoor Furniture</b>	4302 E Lone Mountain Rd	(480) 595-8733	0.31	Furniture - Dealers - Retail
<b>Tomorrows Hope</b>	4013 E Montgomery Rd	(480) 596-7417	0.39	Art Galleries And Dealers
<b>Gift Horse</b>	4120 E Forest Pleasant Pl	(928) 685-4720	0.41	Gift Shops
<b>Vino 100</b>	30835 N Cave Creek Rd # 125	(480) 502-8466	0.56	Wines - Retail
<b>Flair Gifts &amp; Boutique</b>	30855 N Cave Creek Rd # 140	(480) 515-3883	0.56	Gift Shops
<b>Cave Creek Market</b>	31414 N Cave Creek Rd	(480) 575-6733	0.7	Flea Markets
<b>Just 4 Kids</b>	30012 N Cave Creek Rd # 101	(480) 419-4049	0.7	Childrens And Infants Wear - Retail
<b>Nationwide Vision Ctr</b>	29834 N Cave Creek Rd # 112	(480) 515-9321	0.78	Optical Goods - Retail
<b>Safeway</b>	29834 N Cave Creek Rd	(480) 563-9335	0.78	Florists - Retail
<b>Safeway Pharmacy</b>	29834 N Cave Creek Rd	(480) 563-9395	0.78	Pharmacies

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## Neighborhood Profile



## F. SLOT Analysis



## Strengths

Cooperation between towns and business community

(Mostly) Consensus on issues among TOCC/TOC businesses and residents

Some of the biggest issues already programmed to address (eg Carefree Highway, bike lanes)

Low density development

Scale of communities

Passionate equestrian group

Destination for cycling

Active bicycling community

Passionate bike user group

Supportive bicycle community

Looped community ideal for cycling

Regional recreation destinations

Carefree desert gardens, amenities, and shops offer a significant attraction

Bike lanes to be constructed

Awareness of need for accessibility (bikes and peds)

Walkability

On-street parking throughout Town Center reduces distance to destinations

Streets are wide enough and striping/markings designed to handle peak traffic

Street Capacity

Existing pedestrian crossings and sidewalks internal to Town Center

Right-of-way is wide enough to add to current design

Well attended special events

Destination special events

Willingness of community to help address issues

Active and engaged business community

Huge volunteer base for special events

Sense of cooperation and community

Open to new ideas (lighting, street widths)

Scenic beauty to attract people

Natural environment

Community Character

Setting: Unique natural environment draws cyclers and event-goers

Great "Place" (both TOCC and TOC)

## Threats

Drainage Issues

Utility conflicts

Drainage issues with future improvements

The "Hill" on Cave Creek Rd

Grading challenges

Lack of a critical mass of savvy business owners with sound marketing approaches

Limited ability to market the local resources

ROW width and medians

ROW limits

Unique considerations for trailers (regarding lane widths and geometry)

Business culture against change (parking)

Communication/Education

Possible negative public perception of likely solutions

Keeping the rural feel

Parking awareness and capacity

Public perception of what a roundabout is

Local anti-tax sentiment

Insufficient private parking spaces for centrally located businesses

Lack of bicycle lanes and detached multi use paths create safety issues for cyclists and pedestrians

Lack of bike/pedestrian facilities

Scottsdale controls Carefree Highway

Lack of defined entry at Town Center access point

Too many small streets penetrating Town Center limits flexibility

Design of Town Center faces inward-difficult for drivers and visitors to see what is there

Long distance from households in a fairly low density area

Budget funding

Likely expensive infrastructure fixes

Funding

Lack of funding for public capital improvement projects

## Opportunities

Wide right of ways

Traffic calming

Context sensitive solutions

Improved safety

Infill or disconnected linkages

Bike-economics

Tourism tax

Good candidate for future funding of projects

Increased tax dollars from tourists

Scottsdale to use ALCP funds for Carefree Hwy paved shoulders

Small size of local government means more efficient access to information and quicker processing of decisions

Good administration of special events in terms of public safety, traffic management

Inter community cooperation

Chance to build relationships with other communities

Walkability vs. short commute

Close to big city but far away as well

Geographic features, backdrop attracts various users

Existing online and physical locations for issuing and distributing media

Shuttle

Possible merchant funding for shuttle

Share vehicles with foothills caring corps

Extensive cycling

Better wayfinding to parking

Improved wayfinding

Joint development of Bob Kite property for multi-use facility/parking

Multi-use event facility in CC

Off-site parking

Mixed use facility developer (parking, open space, trailhead, ped node)

Increased visitors to communities (brand/image)

Leveraging event attendees to comeback...spread the word

## Threats

Lack of understanding of how to use the new facilities (transportation)

Fear of change in the appearance and designs of streets

Public negative support

Some businesses do not support cycling investments

Competing goals between stakeholders and businesses

Independent development between TOCC and TOC (timing of linked projects)

Completing goals of businesses and residents and visitors/special events and residents

Small town staff

Limited in/out of Towns

Politically untouchable topics of bonds and other funding strategies

Political negative support

Development of private parcels removes parking

Competitive nature for external funding

Other communities competition for MAG funding or construction funding

Implementation costs/funding

Consistency of public priorities with General Plan

Inconsistent standards between communities

Extremely costly and rigid federal standards might not work for our rural community