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## Executive Summary

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*The West Sierra Vista Master Plan* summarizes a six-month planning process aimed at defining a vision for West Sierra Vista. The planning process included public participation procedures described in the Data and Analysis portion of this document. In addition, the planning process included review of existing zoning regulations, development criteria, traffic studies, housing studies, and market data, as well as an on site character analysis of West Sierra Vista.

The *West Sierra Vista Master Plan* seeks to:

- Identify community goals for West Sierra Vista;
- Evaluate the history, character and existing conditions of the area;
- Analyze market and traffic conditions;
- Articulate a vision, plan and strategy for the future of West Sierra Vista based on community goals;
- Integrate the vision and improvement objectives into an illustrative *Master Plan*;
- Identify specific implementation action items;
- Establish a Downtown Business District;
- Acquire Arizona Main Street Status;
- Acquire a 2 acre parcel for the development of a civic center; and
- Develop design guidelines.

The Downtown Neighborhood Commission revised goals resulting from the strategic planning process include:

- a) Annexation of County enclaves. Continue aggressive annexation of Fry Townsite and Sulger areas and include participation of Downtown Neighborhood Commission members.
- b) West Side Tax Recapture. Seek to have City allocate a percentage of tax dollars collected on the West Side to specific West Side projects and improvements.
- c) West Side/Main Street Coordinator. Pursue having the City hire a full-time dedicated west side coordinator who could also function as the Main Street coordinator when the City enters that program.
- d) Storefront Improvement Program. Seek funding to initiate a storefront improvement program and continue supporting existing efforts currently under way.
- e) Streetlight/Cleanup/Parking. Continue on-going efforts to obtain grant or other funding for the installation of streetlights where needed, for cleanup of dilapidated mobile homes and junk vehicles and for the creation of parking where required.
- f) Multiple-Use Trails. Livable communities, bike and pedestrian
- g) Specific Plan
- h) West Side Annex – City Hall and other governmental offices
- i) Grant writer – Full-time City employee to seek and pursue grants for City improvements.

## Executive Summary

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The primary goal for West Sierra Vista is to redefine and preserve a sense of community by promoting West Sierra Vista's heritage, focusing civic functions in the West Sierra Vista Downtown and enhancing pedestrian amenities. The first priority is to establish a Downtown Business District and apply to the Arizona Main Street Program.

The current zoning allows a multitude of uses and includes no specific design standards beyond the City's existing generic Development Review Criteria. New development under the current standards could dilute and weaken West Sierra Vista's already vulnerable character and stability.

This new district designation establishes a more restrictive approach to land use intended to enhance the existing quality and character of the downtown area.

One of the primary goals of the *Plan* is to integrate the three distinct commercial areas currently coexisting in the Downtown through the creation of a Commercial Corridor. Another goal is for the *Plan* to identify a place, which can serve as the symbolic heart, and establish a traditional civic identity for West Sierra Vista. In addition the *Plan* attempts to encourage the formation of neighborhood organizations.

Three distinct planning areas were identified within West Sierra Vista: the North Planning Area, the South Planning Area and the Commercial Corridor. The North planning area includes primarily residential, institutional, open space, some industrial and commercial uses, and encompasses the area north of the railroad right-of-way. The South Planning Area, located south of Myer Street and extending to Golf Links Road, includes primarily residential uses and some commercial and institutional uses.

The Commercial Corridor Planning Area extends from Fort Huachuca Main Gate to Seventh Street. This planning area includes lands immediately north of the railroad right-of-way, and includes all lands located north and south of Fry Boulevard, Wilcox Drive, and Myer Drive. This corridor extends northwest along North Garden Avenue. Land uses within the commercial corridor include primarily commercial, office professional, service and institutional. Specific needs that should be addressed within each of these planning areas were identified during the planning process.

Improvements of these planning areas will not only foster economic development within West Sierra Vista, but will also better serve the Fort Huachuca Military Base by providing housing, shops, services and entertainment to military base employees.

The following two action items are essential in making the *Plan* a success. First it is recommended that public funding be used to acquire a 2±-acre parcel of land within the Commercial Corridor planning area for the development of a multi-purpose center.

Actions need to be directed with the formulation of clear and precise goals, policies and objectives. The Implementation Strategies section of this *Master Plan* contains goals, policies and objectives designed to guide future development within West Sierra Vista in accordance with the vision shared by residents and businesses of West Side.

## *Executive Summary*

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The Implementation Strategies section encompasses seven major areas: Growth Management, Economic Development, Commercial Corridor, Community Services, Neighborhoods, Natural Resources and Open Space, and Urban Design.

The intent of the Implementation Strategies section is to outline key strategies and management accountability necessary to implement the *West Sierra Vista Master Plan*. These key strategies include:

1. Establish an annexation process to acquire those properties located outside of corporate boundaries.
2. Once annexed to the City, rezone the portion of Fry Townsite within the Commercial Corridor boundaries to include mix-used land uses.
3. Acquire Arizona "Main Street" status for Fry Boulevard.
4. Adopt design guidelines for West Sierra Vista.
5. Establish an informal design review process to ensure that new development or expansion of old development is conducted in conformance with design guidelines.
6. Make funding for and implementation of a multi-modal transportation system that includes pedestrian and bicycle friendly pathways for the Commercial Corridor a priority.
7. Choose and put in place economic incentives for business growth inside the Commercial Corridor. The program should emphasize provisions for existing business expansion.
8. Acquire a 2+/- acre parcel inside the Commercial Corridor for development of a multi-purpose center, to include a park and festival site. This park is intended to become the symbolic Downtown Center and should be designed using a public participation process.
9. Acquire land within West Sierra Vista for the expansion of the City government offices and facilities.
10. Develop a funding plan to finance streetscaping improvements within the Commercial Corridor.
11. Encourage the formation of neighborhood organizations.

Finally, specific design guidelines should be written to better define, codify and regulate the character guidelines adopted as part of this *Plan*, for future development on Fry Boulevard and the identified Commercial Corridor. More specific guidelines would place less interpretive burden on the Planning Commission and provide more definitive direction for developers.

This *Plan* establishes a vision for West Sierra Vista's downtown and adjacent neighborhoods. It is adopted as an appendix of Sierra Vista's General Plan. An additional document was prepared as part of the *West Sierra Vista Master Plan* process, the Neighborhood Association Manual, included as a separate document.

# Introduction

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## Purpose of this Master Plan

The purpose of the *West Sierra Vista Master Plan* is to enhance the character of West Sierra Vista, and to ensure that future growth proceeds in a manner consistent with the vision of the community. The *Plan* will provide direction for future development, public improvements and private investments.

The primary objectives of this Master Plan are to:

- Coordinate public and private investment.
- Minimize conflict between land uses.
- Influence and manage the development of the community.
- Increase both the benefits and cost-effectiveness of public investment.
- Predict infrastructure and service needs in advance of demand.
- Ensure that community facilities are located to best serve the community.
- Identify specific implementation action items.

The enactment of the *West Sierra Vista Master Plan* does not constitute a substantive change in existing ordinances of the City of Sierra Vista, nor does it supercede or replace the City's General Plan, the City's Development Code or any regulatory ordinances adopted prior to the adoption of the *West Sierra Vista Master Plan* document. In applying such ordinances, consideration should be given to the goals and policies of the *West Sierra Vista Master Plan* in an attempt to harmonize the two provisions.

The *West Sierra Vista Master Plan* policies are intended to provide guidance in the evaluation of future decisions related to land use, infrastructure improvements, transportation, and other issues. Ordinances that are proposed and considered after the adoption of the *West Sierra Vista Master Plan* should be consistent with the relevant goals and policies contained in this Plan. If any ordinance instituting or modifying rules or regulations is being considered which is contrary to the goals and policies set forth in the *West Sierra Vista Master Plan*, this *Plan* should be reviewed and amended prior to the adoption of the said ordinance.

# Introduction

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## History



The history of Sierra Vista began with the establishment of Camp Huachuca in 1877. This military outpost, home of the "Buffalo Soldier" of the famed 9th and 10th Cavalry, was established to secure the southern borders of the expanding United States and to protect settlers.

By 1956, the community to the east of the post was incorporated as Sierra Vista. Several major commands, including the U.S. Army Information Systems Command, the Army Intelligence Center and School and the Electronic Proving Grounds, currently operate on Fort Huachuca.

West Sierra Vista, defined as the area extending west of Seventh Street to its Fort Huachuca boundary, Buffalo Soldier's Trail, and north of Golf Links Road to State Highway 90, is the oldest area of the City. This area grew up around the Main Gate of Fort Huachuca, and comprises most of the original area that made up Sierra Vista when first incorporated in 1956. Exhibit 1 shows West Sierra Vista's boundaries.

Since its incorporation in 1956, Sierra Vista has grown into a city with boundaries encompassing 130 square miles, including Fort Huachuca, and a population of over 37,000.

# *Introduction*

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Exhibit 1: West Sierra Vista Boundaries



# Overview

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## Background of the General Plan

In 1964, the City commissioned its first General Plan. The City's first General Plan consisted of a set of standards and maps addressing parks, streets, land uses and utilities. Produced by an outside consultant, the document also contained goals and objectives, fostering quality of life and the business environment, still relevant today.

"Sierra Vista has but a single community goal - to become a pleasant, attractive and satisfying place to live, and a profitable place to do business. The most immediate step toward this all-encompassing goal is the development of a more progressive and dynamic community image." (1965 Sierra Vista General Plan)

In 1985, a revised general plan, VISTA 2000, was adopted by the City Council, following a planning process involving the public and city officials. VISTA 2000 was intended to guide development of the City through the century's end. The update, VISTA 2010, refines and expands the goals, policies, and objectives of VISTA 2000, to guide development through the year 2010.

In addition to VISTA 2010, the City Council has adopted specific plans on issues requiring detailed analysis. These plans implement VISTA 2010's goals and policies and are included as appendices within the General Plan.

### ***The Planning Process: Foundations for the Future***

The Planning and Zoning Commission reviewed each goal, policy and objective in VISTA 2010. The Parks and Recreation Commission participated in the review of the Parks and the Open Space elements. City planners attended meetings of local businesses and service organizations, presenting information on the process of updating the General Plan. A series of public meetings were held to discuss the plan and receive public input.

A major focus of the revision effort was to create a more useable planning document. VISTA 2000 contained approximately 500 pages, which made it difficult to quickly locate and focus on community objectives. During many of the community meetings, comments were received suggesting the need for a more concise, readable General Plan.

While the update included various deletions, changes and additions of policies and objectives, the basic intent of the original goal statements remained unchanged. Several policies and objectives were derived from a broad-based Town Hall meeting in 1993. The overall vision statement for VISTA 2010 comes from that Town Hall meeting.

# Overview

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As new development within the City of Sierra Vista expanded eastward, the City Council recognized the need to redirect attention to West Sierra Vista enhancement efforts. In the summer of 1997, the City Council created a seven-member "Sierra Vista Downtown Neighborhood Commission" to assist in coordinating enhancement efforts of the two square-mile area west of Seventh Street, and east of the Main Gate of Fort Huachuca.

From January through April of 1998, the Commission and staff from the City and the Cochise College Center of Economic Research conducted a strategic planning process for West Sierra Vista. This effort was funded by a grant from the Arizona Department of Commerce.

Projects accomplished as a result of the strategic planning include:

- a) Fry Townsite Sewer Project. Approximately \$500,000 (CDBG Grant) was spent running sewer lines into the southwest portion of the area (complete).
- b) Len Roberts Park. Approximately \$170,000 was spent acquiring and improving the old theatre site (under construction)
- c) Housing Rehabilitation. Approximately \$750,000 will be spent in the upcoming year to rehabilitate existing residences and to build new residences (beginning January, 2000)
- d) Gateway Park Project. Approximately \$445,000 budgeted, including grant match funds. The park acreage has been purchased and the sound buffer was completed.
- e) Soldiers Creek Park. Approximately \$50,000 spent on play and exercise equipment, parking and wash improvements.
- f) Buffalo Soldier Trail Landscaping. On-going native plant effort has added landscaping to portions of Buffalo Soldier Trail
- g) Streetscape Design Project. Contracted with University of Arizona student on plan outlining possibilities for future streetscape improvements.

A set of revised goals resulting from the strategic planning process include:

- j) Annexation of County enclaves. Continue aggressive annexation of Fry Townsite and Sulger areas and include participation of Downtown Neighborhood Commission members.
- k) West Side Tax Recapture. Seek to have City allocate a percentage of tax dollars collected on the West Side to specific West Side projects and improvements.
- l) West Side/Main Street Coordinator. Pursue having the City hire a full-time dedicated west side coordinator who could also function as the Main Street coordinator when the City enters that program.
- m) Storefront Improvement Program. Seek funding to initiate a storefront improvement program and continue supporting existing efforts currently under way.

## Overview

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- n) Streetlight/Cleanup/Parking. Continue on-going efforts to obtain grant or other funding for the installation of streetlights where needed, for cleanup of dilapidated mobile homes and junk vehicles and for the creation of parking where required.
- o) Multiple-Use Trails. Livable communities, bike and pedestrian
- p) Specific Plan
- q) West Side Annex – City Hall and other governmental offices
- r) Grant writer – Full-time City employee to seek and pursue grants for City improvements.

The *West Sierra Vista Master Plan* takes the 1998 initiative one step further by increasing the public participation throughout the planning process and providing a long-range blue print to guide orderly growth.

### West Sierra Vista Today

In recent years, the City of Sierra Vista has experienced rapid growth fueled by the expanding economy and the nationwide trend of urban flight. Although expanding residential development has stirred retail and commercial development within the City, West Sierra Vista is in need of revitalization.

In previous and recent surveys, residents overwhelmingly express frustration regarding West Sierra Vista's image, the shortage of open space, recreational facilities, and the lack of visually appealing signage and public uses. Such characteristics also negatively influence a visitor's first impression of this area of the City.

Fry Boulevard is the most serious concern and most obvious prospect for redevelopment and improvement in West Sierra Vista. Fry Boulevard's appearance resembles the typical 1950s linear "strip" development, void of articulated facades and pedestrian amenities. This area currently supports primarily retail, services and professional office uses and some light industrial uses as well.

Residents expressed concern regarding the lack of pedestrian amenities and safe crosswalks within commercial and some residential areas. Additional appropriate retail activity and the need for a central gathering place have been suggested as ways to improve the area.

At the time of the 1990 Census, approximately 16 percent of the City's population lived in West Sierra Vista. Data available from the 1980 and the 1990 Censuses reveal trends that indicate reinvestment is becoming increasingly important. Current concerns with the impacts of growth highlight the need to establish a vision that will direct future growth in a manner consistent with community objectives.

# West Sierra Vista Master Plan Process

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As the oldest community within the City of Sierra Vista, West Sierra Vista provides unique historical qualities for the community, but also presents redevelopment challenges as it continues to age. The development of a Master Plan for West Sierra Vista will provide the necessary guidance for future growth, development, and redevelopment. Utilizing existing resources and community support, the primary thrust of the *Master Plan* will be the development of a sound document from which the City can establish strategies to guide growth and redevelopment in West Sierra Vista. Through the utilization of existing community support and a strong public participation component, a direction acceptable to community businesses and residents will be achieved. The development of a *Plan* "owned" by the community will lead to its success and strengthen its overall implementation. Historically, the concerns of the West Side have been dealt with using joint private/public partnerships. Maintaining and strengthening these partnerships will be a critical component in the development of the *Master Plan*. The overall mission of this *Master Plan* will be to identify private and public actions that will stimulate revitalization of the West Side.

## West Sierra Vista Master Plan Implementation

Tracking West Sierra Vista's progress toward reaching the *Master Plan's* goals and implementing its policies is critical to the success of the *Plan*. To facilitate this process, the Downtown Neighborhood Commission should work closely with the West Side Coordinator. The process should include representatives of the diverse interests of various groups such as community, neighborhood, business, real estate/industry organizations, and the community at large.

This informal review process should result in a recommended annual Master Plan Policies Implementation Progress Report for the following year and should occur so that it can be included as part of the City's annual budget process for funding consideration. This Progress Report shall be maintained separately from the Master Plan Policies, shall be updated annually, and approved by the Planning Commission and City Council. This report should identify accomplishments and assess the West Sierra Vista's progress toward achieving the Master Plan's goals and policies.

## Review of the Master Plan Policies

The Downtown Neighborhood Commission should perform a comprehensive review of the Master Plan Policies every five years and forward the Committee's recommendations to the Planning Commission. In addition, the Downtown Neighborhood Commission should prepare an annual Progress Report on development and planning activities.

## *Vision Statement*

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Based on citizens' comments and concerns, the West Sierra Vista Master Plan will provide a functional framework to guide in the development and implementation of policies that promote:

1. Safe, clean dynamic and sustainable neighborhoods, which offer safe pedestrian and bicycle-friendly walkways and path systems, adequate and affordable shelter, open space and recreational amenities.
2. A vibrant economic climate, which will attract and support a wide diversity of business opportunities and community services to provide benefits within the West Sierra Vista area.
3. An aesthetically pleasing atmosphere that will foster economic development.
4. Balanced and responsible urban design, planning and development, and responsible protection of the area's historical, cultural, and natural resources.
5. An open, accessible, responsive, and fiscally responsible government whose structure creates the functional framework to reach the Master Plan goals.

The community's vision for West Sierra Vista requires clear, attainable goals, which address central issues facing West Sierra Vista. Policies for achieving the goals must direct the area's planning and implementation strategies. The challenge is to create goals and policies by which West Sierra Vista can measure its progress in fulfilling this vision for the future.

The goals and policies in the Master Plan are based on the information provided by concerned citizens and organizations throughout West Sierra Vista, in collaboration with the City of Sierra Vista Department of Community Development and the City of Sierra Vista Downtown Neighborhood Commission.

These goals and policies are dynamic, and it is important that citizens and organizations continue to share their concerns regarding West Sierra Vista's future.

Documents reviewed include:

- West Sierra Vista Strategic Plan and Survey Document
- Streetscape Plan
- 1960 General Plan
- Vista 2010: City of Sierra Vista General Development Plan
- West Sierra Vista Master Plan Outline
- Sierra Vista Housing Needs Study
- City of Sierra Vista Housing Goals and Strategies.

## *The Action Zone*

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The Action Zone boundary is depicted on Exhibit 2, West Sierra Vista Action Zone. The Action Zone includes only those neighborhoods that meet the U.S. Department of Housing and Urban Development low-to-moderate income guidelines, as well as all businesses within these neighborhoods. The City designated this area an Action Zone because it qualifies for Community Development Block Grants funds, made available through the U.S. Housing and Urban Development.

The Action Zone area in 1990 differed from West Sierra Vista, the City, the County and the State. In the Action Zone, approximately 24 percent of the persons were below the poverty line at the time of the 1990 Census, compared to 18 percent of West Sierra Vista residents and 11 percent of residents in Sierra Vista. The poverty rate has increased significantly in the Action Zone from 1980 to 1990, as shown in Table 1. At the time of the 1980 Census, only 6 percent of the Action Zone population was below the poverty line, compared to 6 percent of West Sierra Vista residents and 7 percent of Sierra Vista residents.

Median family income in the Action Zone was just 65 percent of the City's median family income at the time of the 1990 Census. At the time of the 1980 Census, median family income in the Action Zone was 77 percent of the citywide income.

The proportion of minorities in the Action Zone grew 7 percent from 1980 to 1990. In 1980, very few lacked high school diplomas, and only a small number were unemployed. In 1990, nearly one-third of Action Zone residents lacked high school diplomas, and a significant proportion of these residents were unemployed. Approximately 13 percent of all Action Zone households lacked automobile at the time of the 1990 Census, compared to only 8 percent in 1980. These numbers show a disconcerting trend in poverty, unemployment, and a lack of high school education and training in West Sierra Vista.

Housing needs in the Action Zone area are significant. The 1990 Census indicates that 22 percent of the housing stock was unoccupied, up 7 percent from 1980. Absentee landlords own many vacant units in the Action Zone. A vacancy study conducted by the Cochise College Center for Economic Research in the summer of 1996 indicates that approximately 24 percent of apartments were vacant, compared to a citywide vacancy rate of 9 percent. Housing values in the Action Zone in 1990 were only 63 percent of the citywide average.

Demographic data show the Action Zone lost 34 percent of its population from 1980 to 1990, while Sierra Vista grew 32 percent. During the same period, the Action Zone lost 24 percent of its housing units, while the City gained an additional 57 percent. This area needs greater attention, resources and assistance to reverse the pattern of decline.

Residents and businesses in the Action Zone area provide a self-assessment of needs in the "Survey Results" section included in the Appendix. The self-assessment confirms these trends and indicates that improvements in infrastructure and community services are necessary for the viability of West Sierra Vista.

# *The Action Zone*

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Exhibit 2: West Sierra Vista Action Zone

## *The Action Zone*

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# Physical Inventory

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## Circulation, Open Space and Land Use

A primary step of the planning process is the identification of traffic circulation networks, open space linkages, land uses, and planning areas. The following sections describe the transportation network, show open space linkages, and identify existing land uses and major planning areas within West Sierra Vista.

### **CIRCULATION**

#### **Traffic Circulation Network**

Exhibit 3, West Sierra Vista Traffic Circulation Map, included in this section, shows principal arterials, minor arterials, collectors and local streets serving the area. Table 1 lists functionally classified roadway segments and provides their functional classification.

TABLE 1

FUNCTIONALLY CLASSIFIED ROADWAY SEGMENTS  
ARIZONA DEPARTMENT OF TRANSPORTATION

ROADWAY NAME	ROADWAY CLASSIFICATION	GENERAL LOCATION
State Route 90	Principal Arterial	North boundary
Buffalo Soldier Trail	Principal Arterial	West boundary
Seventh Street	Minor Arterial	East boundary
Fry Boulevard	Minor Arterial	Primary east-west roadway
Wilcox Drive	Minor Arterial	Secondary east-west roadway located south of Fry Boulevard
Carmichael Avenue	Collector	From intersection with Fry Boulevard to intersection with Myers Drive
North Garden Avenue	Collector	From Intersection with Buffalo Soldier Trail to intersection with Fry Boulevard

Source: General Development Plan Vista 2010, City of Sierra Vista, March 1995.

State Route 90 is functionally classified as a Principal Arterial and serves as West Sierra Vista northern boundary. This State Route by passes the residential areas located on the northern side of West Sierra Vista. However it provides access to West Side through Seventh Avenue and Buffalo Soldier Trail.

# Physical Inventory

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Buffalo Soldier Trail is functionally classified as a Principal Arterial and serves as West Side's western boundary, providing access to Fort Huachuca's Main Gate.

Seventh Street is functionally classified as a Minor Arterial and serves as West Sierra Vista's eastern boundary.

Fry Boulevard, functionally classified as a Minor Arterial, is the main east-west corridor, serving primarily the commercial area.

Wilcox Drive, functionally classified as a Minor Arterial, serves primarily commercial land uses located.

Carmichael Avenue is the main north-south corridor crossing West Sierra Vista from State Route 90 bypass to its end at Timothy Lane Park. Carmichael Avenue links Timothy Lane Park, Ciaramitaro Park and Carmichael Park. This open space corridor runs from the northern to the southern portions of West Sierra Vista. The Open Space section further describes this corridor.

## ***Projected Traffic Circulation Improvements***

A signal removal study is anticipated to occur during the year 2000. This study, being conducted by the City, will reevaluate the traffic signal located at the intersection of Fry Boulevard and North Garden Avenue. Results of this study will determine the status of the traffic signal located at this intersection, and identify additional improvements needed at this intersection.

### ***Fry Boulevard/7th Street Intersection Improvements (PW-9016)***

At this intersection, the traffic signalization will be improved by removing the small signal poles that are in the medians and installing larger "Q poles" on the corners with longer mast arms and lighted street name signs. A budget figure of \$250,000 has been assigned to this project, and construction is scheduled to begin in summer of 2000.

### ***Buffalo Soldier Trail Widening Project: Phase II***

Phase I widening was completed in 1995 and widened the existing roadway to four lanes from SR 92 to Seventh Street. Phase II is in final design with an anticipated start date of July 2000, and will widen the remainder of Buffalo Soldier Trail from Seventh Street to the SR 90 bypass to four lanes. Construction cost: is \$4.2 million.

## **OPEN SPACE**

This section identifies existing parks and open space. The West Sierra Vista Existing Parks and Open Space Map included in this section, shows existing parks and open space.

# *Physical Inventory*

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Exhibit 3: West Sierra Vista Traffic Circulation Map.

# *Physical Inventory*

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# Physical Inventory

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Figure 1: View of the old railroad right-of-way.

## ***Major Open Space Corridors***

As shown on Exhibit 4, West Sierra Vista Existing Parks and Open Space Map, an abandoned railroad runs from Seventh Avenue to Buffalo Soldier's Trail. This east-west greenway serves primarily as a transition zone between the Commercial Corridor and residential land uses located north of it. Figure 1 shows a view of the abandoned railroad.

Carmichael Avenue serves as the main north-south corridor, linking several existing parks: Len Roberts Park Project (Carmichael Park), Ciaramitaro Park and Timothy Lane Park

Portions of North Carmichael Avenue contain landscaped medians. As shown of Figure 2, some road segments of South Carmichael also contained landscaped medians.

# Physical Inventory

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Figure 2: South Carmichael Avenue's landscaped medians.

## Parks

Several parks have been identified within the project's boundary. Some of these parks serve only their immediate neighborhoods. Others serve as regional parks.

### ***Len Roberts Park Project***

The park is located on a portion of vacant land at the northeast corner of Carmichael Avenue and Theater Drive. Included in the project is the construction of curb and gutter on portions of First Street and Theater Drive and the construction of a multi-use path within the park. Tasks necessary for construction include the removal of existing improvements, and the placement of new asphalt, concrete, curb gutter, handicap ramps, sidewalk, sewer, striping, signs, and lighting. Phase II of this project will include landscaping and the construction of ramadas and restrooms. Playground equipment will also be installed. Design of Phase II began in January 2000. The estimated budget for this project is \$261,000.00.

# *Physical Inventory*

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Exhibit 4 Existing Parks and Open Space

# *Physical Inventory*

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## *Physical Inventory*

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*Soldier's Creek Park* - Located on the North Planning Area, at the northeastern portion of West Sierra Vista, is Soldier's Creek Park. Currently, this park is undergoing improvements. *The West Sierra Vista Strategic Plan*, dated July 1998, provides a conceptual plan for Soldier's Creek Park improvements. Figure 3 shows a view of Soldier's Creek Park.



Figure 3: Soldier's Creek Park.

In addition, the Gateway-Natureway Project is under construction, providing an open space linkage with Soldier's Creek Park. Gateway-Natureway's site plan includes a nature trail and the Soldier's Creek Wash.

## *Physical Inventory*

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*Ciaramitaro Park* – Located on the South Planning Area, at the intersection of Carmichael Avenue and Busby Drive, this small neighborhood park is adjacent to residential neighborhoods and provides a playground area. Ciaramitaro Park is located along Carmichael Avenue, the north-south open space corridor linking most parks within West Sierra Vista. Figure 4 shows Ciaramitaro Park.



Figure 4: Ciaramitaro Park, Carmichael Avenue.

## *Physical Inventory*

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Timothy Lane Park – Located on the South Planning Area, at the intersection of Carmichael Avenue and Timothy Drive, Timothy Lane Park serves the surrounding residential areas. This park located close to Golf Links Road at the southern most portion of West Sierra Vista serves as a major open space node along Carmichael Avenue. Figure 5 shows a view of Timothy Lane Park.



Figure 5: Timothy Lane Park.

# *Physical Inventory*

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## Existing Land Uses

Exhibit 5, West Sierra Vista Existing Land Use Map, identifies existing land uses within the West Sierra Vista portion of the City. In addition, this exhibit includes Cochise County existing land uses for those County enclaves located within the City. Exhibit 6, West Sierra Vista Zoning Map, delineates the existing zoning districts regulating the area.

## County Enclaves

As shown on Exhibit 5, West Sierra Vista Land Use Map, there are four County enclaves located within West Sierra Vista.

Between the old railroad right-of-way and Fry Boulevard and adjacent to Seventh Street is Fry Townsite. This County enclave primarily consists of residential uses with some commercial uses along Fry Boulevard. As documented in the West Sierra Vista Strategic Plan, the City of Sierra Vista obtained \$342,000 in Community Block Grant funds to install City sewer lines and provide sewer hookups to properties in Southwest Townsite. Southwest Fry Townsite was annexed in the summer of 1997. The County contributed an additional \$100,000 in CDBG funds toward this project, bringing the project investment to \$442,000. The City intends to pursue CDBG funding to pave and sewer the remaining areas once these are annexed.

The second County enclave is located in the northwestern portion of West Sierra Vista, north of the old railroad right-of-way, between Carmichael Avenue and Seventh Street. Land uses within this enclave are primarily residential with some commercial uses along Seventh Street, Fry Boulevard and along Canyon Drive.

The third County enclave is located south of Fry Boulevard, which constitutes one single commercial use. Located between Danny Lane and Timothy Lane in the southern portion of West Sierra Vista, is the fourth County enclave with primarily residential uses and a small commercial land use at the corner of Sulger Street and Timothy Lane.

Further description of existing land uses within West Sierra Vista is provided in the following sections.

## Identified Planning Areas

Three distinct planning areas have been identified within West Sierra Vista: the North Planning Area, the South Planning Area and the Commercial Corridor. These areas are depicted in Exhibit 7, West Sierra Vista Planning Areas. In addition, Exhibit 8 delineates Detailed Planning Areas.

# *Physical Inventory*

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Exhibit 5, West Sierra Vista Existing Land Use Map

# *Physical Inventory*

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# *Physical Inventory*

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Exhibit 6: West Sierra Vista Zoning Map

# *Physical Inventory*

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# Physical Inventory

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## The North Planning Area

The North planning area includes primarily residential, institutional, open space, some industrial and commercial uses, and encompasses the area north of the railroad right-of-way.

The North Planning Area can be divided into five different areas:

- Area 1 – Located east of Fort Avenue, on the northwestern portion of West Sierra Vista, and inside the Action Zone, this area corresponds to the Air Space Overlay District.
- Area 2 - Located north of Kayetan Drive, on the northwestern portion of West Sierra Vista, and inside the Action Zone, this area includes primarily industrial uses.
- Area 3 – Located south of Kayetan Drive, on the northwestern portion of West Sierra Vista, inside the Action Zone and west of the northern portion of Taylor Drive, this area includes primarily residential, institutional and open space uses. Soldier's Creek Park and the proposed Gateway-Natureway project, which includes a link to Soldier's Creek Park, Soldier's Creek Wash and nature trails, are located within this area.
- Area 4 – Located north of Tacoma Street between Taylor Drive and Seventh Street, on the northeastern portion of West Side, this area includes primarily residential land uses. In addition, Carmichael Elementary School and Carmichael Park are located within this area.
- Area 5 – Located south of Tacoma Street between Carmichael Avenue and Seventh Street, on the northeastern portion of West Sierra Vista and inside the action zone, this area includes primarily residential and some commercial land uses. Carmichael Park is located within this area. In addition, most land uses within this portion of the North Planning Area are outside of corporate boundaries.

# Physical Inventory

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## The South Planning Area

The South Planning Area, located south of Myer Street and extending to Golf Links Road includes primarily residential uses and some commercial and institutional uses.

The South Planning Area can be divided into three areas:

- Area 6 - Located on the southeastern portion of West Sierra Vista, east of Carmichael Avenue, west of Seventh Street and north of Busby Drive with its northern boundary being Myer Drive, this area includes primarily single family, multi-family and mobile home residential uses, a commercial strip along the southern side of Myer Drive, some institutional uses and open space. There is an existing drainageway within this area. This drainageway has not been maintained and it is being used as a dumpster. In addition, Ciaramitaro Park is located within this area.
- Area 7 - Located on the southwestern portion of West Sierra Vista and west of Carmichael Avenue, then extending from Buffalo Soldier Trail to Seventh Street, south of Busby Drive and north of Timothy Drive, this area is within the Action Zone boundary. Land uses within this area include primarily single family, multi-family and mobile home residential uses. A portion of this area includes lands outside of the corporate boundary.
- Area 8 - Located on the southern portion of West Sierra Vista, west of Seventh Street between Timothy Drive and Golf Links Road, land uses within this area include single-family residential and parks.

# *Physical Inventory*

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Exhibit 7: West Sierra Vista Planning Areas

# *Physical Inventory*

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# *Physical Inventory*

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Exhibit 8: Detailed Planning Areas.

# *Physical Inventory*

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# Physical Inventory

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## Commercial Corridor Planning Area

For the purpose of this physical inventory, the Commercial Corridor Planning Area is depicted on Exhibit 7, West Sierra Vista Planning Areas and Exhibit 8 West Sierra Vista Detailed Planning Areas. This corridor extends from Fort Huachuca Main Gate to Seventh Street. The planning area includes lands immediately north of the railroad right-of-way, and includes all lands located north and south of Fry Boulevard, Wilcox Drive, and Myer Drive. This corridor extends northwest along North Garden Avenue. Land uses within the commercial corridor include primarily commercial, office professional, service and institutional. As shown on Exhibit 5, West Sierra Vista Land Use Map, portions of land within the Commercial Corridor are outside corporate boundaries.

The architecture in West Sierra Vista varies only slightly in styles and materials. For the most part, architectural styles and features of commercial buildings in West Sierra Vista are characteristic of the 1950s flat roof structures and strip malls. Most of the buildings are constructed out of brick or block and contain frame windows. Figure 6 shows a typical block along Fry Boulevard. The heart of the corridor is a seven-block stretch of primarily one-story buildings with some two-story buildings along Fry Boulevard.



Figure 6: Commercial Strip along Fry Boulevard.

## *Physical Inventory*

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A major node has been identified at the intersection of Fry Boulevard and Buffalo Soldier Trail, or the Main Gate to Fort Huachuca. Figure 7 shows this major node at the intersection of Fry Boulevard and North Garden Avenue looking at Fort Huachuca's Main Gate.



Figure 7: Major Node at the Intersection of Fry and North Garden, looking at Fort Huachuca's Main Gate.

A main greenway has been identified within this planning area along the railroad right-of-way, which serves as a transition zone between the commercial corridor and the residential uses located to the north of it.

At the intersection of Fry Boulevard and Carmichael Avenue there is an open space, which has not been maintained properly. This area is primarily used by pedestrians who reside in the North Planning Area and provides pedestrian access to residential areas north of Fry Boulevard and to nearby convenience store and other retail and service businesses. Figure 8 shows this area in greater detail.



# Physical Inventory

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Figure 8: Intersection of Carmichael and Fry Boulevard.

In terms of existing economic patterns, mixed retail, service-oriented businesses and professional offices define the Commercial Corridor. Exhibit 8, West Sierra Vista Commercial Corridor shows existing land uses within this corridor and provides an inventory of existing businesses and services within this corridor.

Land uses on Fry Boulevard consist primarily of retail stores, restaurants, service-oriented businesses, professional offices and motels. There are no civic uses currently located along Fry Boulevard.

The following section includes the data and analysis portion of this document.

# *Physical Inventory*

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## *Data and Analysis*

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This section describes the different forms of public participation providing the foundation for the preparation of the *West Sierra Vista Master Plan*. This portion of the *Plan* includes results from the residents and businesses' needs survey, and residents and businesses comments gathered during two Open Houses. Results from the 1997 needs assessment survey, prepared by the Cochise College Center for Economic Research, were also considered throughout the preparation of this *Master Plan*. In addition, this section includes the results of the Commercial Corridor field survey.

### Previous Studies

Previous surveys provided the foundation for the West Sierra Vista Strategic Plan, dated July 1998. This document was prepared by the City of Sierra Vista Department of Community Development and the Downtown Neighborhood Commission with assistance from Cochise College Center for Economic Research, and funded through a Community Development Block Grant from the Arizona Department of Commerce. In December 1997, residents of West Sierra Vista were given the opportunity to evaluate their homes and neighborhoods and suggest improvements that could be made by the City of Sierra Vista. Approximately 1,800 surveys were distributed to residents of West Sierra Vista.

In addition to the general survey distributed to each residence, 200 residents received a supplemental survey. That supplemental survey asked for more detailed information on housing, employment, transportation, and shopping needs of people in the area.

As indicated in the West Sierra Vista Strategic Plan, 305 completed surveys and 14 uncompleted surveys were returned to the Center for Economic Research. The total number of respondents to the Survey of West Side Residents Needs was 305 out of 1796 surveys distributed, or 17 percent. The results of this survey are available at the City's Department of Community Development.

In addition, in January 1998, surveys designed to identify the West Sierra Vista's businesses needs were mailed to 167 business addresses provided by the City of Sierra Vista. Of the 167 surveys distributed, 51 completed surveys were returned, yielding a response rate of 30.5 percent for this segment of the project. The results of this survey are available at the City's Department of Community Development.

## Data and Analysis

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### The West Sierra Vista Master Plan

Citizens of West Sierra Vista provided the framework, scope and direction for the *West Sierra Vista Master Plan*. In order to prioritize citizens' needs and concerns, a survey, which contained some elements of the original survey prepared by the Center for Economic Research, was developed. This survey is included at the end of this Appendix.

Surveys for residents and businesses were distributed during the *two West Sierra Vista Master Plan Open Houses* held on Wednesday, March 29, and on Saturday, April 1.

The first Open House took place on a Wednesday night, from 5 p.m. to 8 p.m., and was held at the Veterans of Foreign War building. The second Open House took place on a Saturday morning, from 10 a.m. to 1:00 p.m., and was held at Carmichael Elementary School.

Invitations to these Open Houses were mailed to all residence and business addresses in West Sierra Vista. In addition to this invitation, these events were advertised at local schools and churches, in the local newspaper, and announced via local radio and at the several local business organizations' meetings. In order to encourage citizen participation, some local business owners donated prizes. In addition, snacks and refreshments were provided. Further publicity was provided in an article about the *West Sierra Vista Master Plan* that was published in the *Sierra Vista Herald* prior to the first Open House, and a follow up article entitled "West Side Speaks Out," that was published Thursday, March 30, 2000, in the *Sierra Vista Herald*. This later article advertised the next public input session, and is included at the end of this Appendix.

This massive advertising campaign brought over 50 concerned citizens to the first Open House. Attendance almost doubled on the second Open House. Approximately 86 attendants attending the Open House events signed the attendance sheet.

Both Open Houses presented the same information utilizing an interactive approach purposely structured to invite public comment and participation. The layout of these two meetings consisted of four stations, which included graphic displays and comment boards. The structure of each station is provided below.

**Station 1**, One volunteer and one staff member from the City of Sierra Vista's Department of Community Development attended the Information Table. At this table attendees were greeted and current information on ongoing projects and surveys were provided.

**Station 2**, the *Circulation table*, facilitated by The Planning Center staff, provided maps showing existing land use, zoning, traffic circulation, and potential planning areas, and conceptual displays identifying opportunities and constraints, such as possible pedestrian and bicycle-friendly paths and entry features for commercial and residential areas.

## *Data and Analysis*

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**Station 3**, the *Open Space* table, facilitated by The Planning Center staff, provided maps showing existing land use, zoning, and potential planning areas, and conceptual displays identifying existing and proposed parks, flood district overlay, and abandon railroad right-of-way.

**Station 4**, the *Commercial Corridor* table, facilitated by The Planning Center staff, included maps showing existing land use, zoning, and potential planning areas, as well as an inventory of businesses and services located within the corridor. In addition, a map depicting existing economic patterns, showing the amount of retail, office, public and service oriented industry within the Commercial Corridor was included as an exhibit.

During these Open Houses, participants were offered information, encouraged to fill out the survey and to write down their comments on the survey and comment boards, and invited to mark areas of concern on maps and other exhibits.

### Residents and Businesses Needs Survey

Of the total 86 residents and/or business representatives attending these open houses, 57 residents and/or business representatives, and 10 business representatives who have businesses in West Sierra Vista and live outside of the planning area, completed surveys. From the 86 participants attending these events, a total of 66, or 76 percent, completed the survey. For the purpose of this analysis, respondents are considered a sample of the larger population of West Sierra Vista.

The following section describes the results of the survey. The survey is provided on Appendix A.

#### ***Housing and Neighborhood***

Of the 57 total surveys filled out by West Sierra Vista's residents, approximately 82 percent were residents living within the North Planning Area, north of Fry Boulevard, and approximately 17 percent were residents residing within the South Planning Area, south of Fry Boulevard.

Table 2 below shows distribution of participating residents by housing type. Approximately 86 percent live in single family dwelling units, approximately 7 percent live in mobile homes, approximately 5 percent live in Townhouse/Condo, and only 1.7 percent live in multifamily dwelling units. Ninety-one percent of respondents own their houses.

## Data and Analysis

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TABLE 2

DISTRIBUTION OF PARTICIPATING RESIDENTS BY HOUSING TYPE

SINGLE FAMILY	MOBILE HOMES	TOWNHOUSE/ CONDO	MULTIFAMILY (APARTMENTS)
86%	7%	5%	1.7%

Sixty percent of residents are very satisfied with their current residence, while thirty-three percent are either dissatisfied or very dissatisfied. However, only twenty-eight percent are equally satisfied with their neighborhood, while 68 percent are either dissatisfied or very dissatisfied. In addition, 84 percent are either dissatisfied or very dissatisfied with their neighborhood's visual appearance reporting the need for organized clean-ups, junk vehicle removal, and vigorously enforced existing yard maintenance, weed removal, and fence repair ordinances.

### ***Community Services***

Sixty-three percent of the residents are either dissatisfied or very dissatisfied with the lack of parks and recreational facilities in West Sierra Vista.

Seventy-three percent of the residents are either dissatisfied or very dissatisfied with the lack of pedestrian-friendly and bike-friendly pathways. Sixty-one percent of the residents are either dissatisfied or very dissatisfied with existing pedestrian circulation. Fifty-nine percent of the residents are dissatisfied or very dissatisfied with their home's distance from services. Sixty-five percent of the residents are either dissatisfied or very dissatisfied with their home's distance from shops. And 60 percent of the residents are either dissatisfied or very dissatisfied with the lack of convenient and safe parking. When analyzing this portion of the survey, it is evident that movement of people and goods is a problem due to the lack of sidewalks and safe parking spaces.

Physical infrastructure topped the list of needs for residents. Approximately 60 percent of needs listed can be categorized as physical infrastructure. The list includes streetlights, street maintenance, sidewalks, and curbs and gutters. Service infrastructure was the second largest category of needs with the highest percentage of residents listing items such as safety and increased police patrol.

## *Data and Analysis*

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Suggestions for housing and neighborhoods included general clean-up efforts, code enforcement, and neighborhood and housing improvements. Residents reported a need to see more recreational opportunities in their neighborhoods like parks, recreation facilities, and recreation services for adults and children. Residents identified the need to acquire more open space for passive and active recreation facilities.

Other issues faced by West Sierra Vista's neighborhoods included a lack of sidewalks, streetlights, open space, recreational facilities, and neighborhood organizations. Another concern was the need to establish a program to address the issue of homelessness. In addition, residents reported the need to clean up the streets to remove excess garbage and abandoned junk cars.

When asked what is the most important need the City of Sierra Vista could meet in your neighborhood, responses included the need to:

- Establish neighborhood organizations,
- Establish crime watch organizations,
- Increase safety and police protection,
- Organize street clean up and junk car removal,
- Install low glare street lights,
- Provide sidewalks and pedestrian-oriented links
- Enforce existing codes and ordinances, addressing lawn and fence maintenance
- Designate more land for parks and open space
- Develop a unique multi-purpose center, which includes science and technology displays, Art Museum and Space Science Museum.

Clean-up enforcement and compliance, safety, the need for well-lit pedestrian-friendly walkways, aesthetically pleasing neighborhoods and access to open space were the most common needs identified in the surveys and at the Open House.

The highest-ranking business need in West Sierra Vista is a grocery store. This was evident in the attendee's responses on the comment boards and surveys.

### ***Community Development***

Residents were asked how important a variety of design features were. These design features included: fronts of buildings, signage and awnings, landscaping and plantings, and colors of buildings. Of the respondents, 62 rated the fronts of buildings as either important or very important. Sixty-eight percent rated signage and awnings as either important or very important. Eighty percent of respondents did rate landscaping and plantings as either important or very important. Of the respondents, 70 percent rated colors of buildings as either important or very important.

## Data and Analysis

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Residents were asked to make suggestions for a “gateway” type of project to welcome visitors to West Sierra Vista. Of the respondents, 82 percent favored the project idea and offered one or more suggestions for the plan. Table 2 shows favor items in the “Gateway” Project.

TABLE 3  
FAVORED ITEMS IN THE “GATEWAY” PROJECT

WELCOME SIGN	VISITORS' INFORMATION CENTER	PARK	ENTRY FEATURES
29%	36%	53%	36%

The biggest support, 53 percent, was shown for the park. The other suggestions were also strongly favored which indicates that the respondents are interested in incorporating more than one gateway element into the project.

## Survey of Businesses

### ***Demographics of West Sierra Vista Businesses***

Responses were received from businesses that have been located on West Sierra Vista from as little as 4 years to over 40 years. Approximately 40 percent of the businesses have been located in West Sierra Vista between 11 and 20 years. Table 3 shows businesses established in West Sierra Vista. The majority of businesses are located on Fry and Carmichael with some businesses located on Wilcox Drive, Garden Avenue, Essex Drive, Canyon Drive and Bartow. Thirty percent of business representatives also live in West Sierra Vista.



## Data and Analysis

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TABLE 3

NUMBER OF YEARS ESTABLISHED AS A  
BUSINESSES IN WEST SIERRA VISTA

31 YEARS OR MORE	21-30 YEARS	11-20 YEARS	6-10 YEARS	2-5 YEARS	1 YEAR OR LESS
20%	10%	40%	0	30%	0

Seventy percent of the respondents owned their businesses. Seventy percent of the respondents stated that customers had difficulty accessing their businesses. Approximately 60 percent of the respondents were satisfied with their location.

When asked about the possibility of establishing design standards for West Sierra Vista, 70 percent of the respondents favored design standards. Reasons for favoring design standards included:

- Better appearance leads to better morale
- Attractive design sends a welcoming signal to patrons
- Keep everything neat and clean
- Attractive design is a sign of a great business

Reasons for not favoring design standards included:

- Business must be economically motivated
- No possible agreement to define standards

One respondent expressed that guidelines should not be cost demanding and should be uniform.

When respondents were asked if they would be interested in a low interest loan for building improvements, 70 percent showed interest.

### **Community Development**

Businesses were asked to rate the adequacy of physical and service infrastructure. Each listed infrastructure could receive a rating of "excellent", "adequate", or "poor". The percentage for each response is included in Table 4.

## *Data and Analysis*

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TABLE 4

RATING OF PHYSICAL AND SERVICE INFRASTRUCTURE\*

INFRASTRUCTURE	EXCELLENT	ADEQUATE	POOR
Street Maintenance	10%	40%	50%
Sidewalks	10%	50%	40%
Street Lights	10%	30%	60%
Cleanliness	10%	40%	50%
Curbs and Gutters	10%	50%	30%
Building Maintenance	10%	50%	20%
Police Protection	30%	60%	10%
Traffic Control	10%	10%	70%
Fire Protection	10%	70%	0%

\*Note: Some totals do not add up to one hundred percent due to unanswered questions.

Businesses were asked how important a variety of design features were. These design features included: fronts of buildings, signage and awnings, landscaping and plantings, and colors of buildings. Of the respondents, 80 percent rated fronts of buildings as either important or very important. Eighty percent rated signage and awnings as either important or very important. Ninety percent of the respondents rated landscaping and plantings as either important or very important. Of the respondents, 90 percent rated colors of buildings as either important or very important.

Businesses were asked to make suggestions for a “gateway” type of project to welcome visitors to West Sierra Vista. Of the respondents, 80 percent favored the project idea and offered one or more suggestions for the plan. Table 5 shows favor items in the “Gateway” Project.

TABLE 5

FAVORED ITEMS IN THE “GATEWAY” PROJECT

WELCOME SIGN	VISITORS' INFORMATION CENTER	PARK	ENTRY FEATURES
50%	50%	30%	30%

The biggest support, 50 percent, was shown for the welcome sign and visitor's information center. The other suggestions were also strongly favored which indicate the respondents are interested in incorporating more than one idea into the project.

## *Data and Analysis*

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Only 2 percent of the respondents did not answer to this question.

When asked about their vision of West Sierra Vista, business responses included:

- Curbs on all major streets, visible boundaries, and good lighting.
- A clean, safe and comfortable place to live and shop.
- Better lighting, well-maintained roads, curbs and gutters.
- A full median going north south on Carmichael north of Fry with a welcome sign to the Carmichael neighborhood.
- Focus on the elderly and people with disabilities. Area should be user friendly.
- Acquire Fry Townsite and help clean up.
- Establish a through street parallel to Fry Boulevard.
- Extend Carmichael through to Fry Boulevard.
- Eliminate traffic signal at Fry and North Avenue.

## Comments Provided By Citizens

This section includes comments provided at the different stations by residents and business representatives during the open houses.

### ***Circulation***

The following comments were provided at the Circulation Station:

- Don't close North Garden Avenue
- Need a way to get some of the traffic off Fry Boulevard.
- Open Carmichael to Fry Boulevard.
- Open Tacoma west to east – The new park cuts it off.
- Install speed bumps around the Carmichael School drive area.
- Stop the speeding on Whitton between Garden and North.
- Sidewalks Whitton to De Palma Street.
- Connect Carmichael to Fry.
- Direct tourist traffic information area.
- Don't close Garden Avenue.
- Keep North Garden open – but close the extreme north end where it converges with Buffalo Soldier Trail – or at the very least, provide a merge lane there.
- Improve and maintain parking lots and provide better access to businesses.

# Data and Analysis

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## **Open Space**

The following comments were provided at the Open Space Station:

- Nice playground setting, 7<sup>th</sup> Street Park- good example
- Multi-purpose trail
- Link to shopping areas
- Maintenance is big issue
- Open air mall type of project in center of West Sierra Vista.
- Linear trail/park that links to grocery store.
- Comfortable access for seniors (re: shade, less cars on linear walking paths, close proximity to key stores).
- Park-walkway along wash behind apartments on South 3<sup>rd</sup> Street, to preschool, vacant lot nearby, trees.
- Need parks, museums, etc.
- Approve of the idea of a linear park in the “Railroad Corridor”
- Sidewalk for senior and school children, especially in housing areas
- Clean up trees in area around new bridge, trails, creek side, etc.
- Sidewalks
- Garbage clean up
- Encourage owners to respect their property.
- All alleys - Cut brush, clean up. (City and/or residents)
- The vacant piece on Wilcox and 7<sup>th</sup> needs to be mowed and maintained.

## **Commercial Corridor**

The following comments were provided at the Commercial Corridor Station:

- Infrastructure problems.
- No economic return on properties.
- Clean up business areas along Meyer Boulevard.
- Vacant lots need to be mowed and cleaned of residential debris.
- Many parking lots need to be reformatted and resurfaced.
- Move sidewalks away from the street edges, especially on Fry Boulevard.
- Insufficient interaction pro-actively from City to merchant (face to face).
- Need more common parking lots.
- Need grocery store in downtown area for people who don't drive.
- Put sidewalks in especially James, Martin and Carmichael areas.
- Do something about the Catholic Church taking up the street parking.
- Provide signs off Fry Boulevard for side street businesses.
- Don't allow non-commercial lots to be used as commercial.
- Businesses on side roads need signage.
- Clean up vacant back entrances of businesses on north side of Meyer.
- Draw folks to businesses and parks by signage off of Fry Boulevard.
- Improve and maintain parking lots.
- Provide better access to businesses.

# Data and Analysis

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## **Additional Comments**

The following comments were provided at the Information Station:

- Need a grocery store for all the low-middle income combined with shopping mall. That's what we *really* need
- Put the proposed dinner theatre in the west corner of Wilcox and 7<sup>th</sup> or Wilcox and Carmichael.
- Clean up and use as park - the mix gravel pit.
- Force homeowners with junked vehicles in yards to remove them and clean up areas. Yes – carports cleaned up.
- Saturday meetings
- Make West Side street areas (sidewalk, parks) safer for the community youth.
- I would like to see the development of neighborhood organizations in West Sierra Vista.
- Street lighting, curbs, gutters, sidewalks.
- Use old railroad right-of-way as greenbelt/recreational area/park/community center.
- Enforce City codes
- Improve street lighting
- Provide lighting.
- Dogs barking at pound.
- Dogs barking on Steffens all night.
- Visual (aesthetic) views from roadways and streets need improvement – not necessarily walls – trees, landscaping around mobile homes areas, some business areas.
- Many people without cars. There are no grocery stores that are close by which makes it difficult for the low income/seniors.
- Enforce clean-up of vacant lots by owners
- Use Department of Corrections labor pool for clean ups
- Annex the rest of Fry – they are a part of Sierra Vista already
- More street lights
- Church parking should be confined to their parking areas

The most consistent citizen input voiced throughout the community open houses was the need to foster an active community space downtown. This multi-purpose center would serve as a place for civic events; creating a civic destination and gathering place downtown.

Residents also requested that new development along Fry Boulevard complement the existing businesses, both architecturally and from a land use perspective.

The following information lists objectives, roles, and potential use compiled during the open houses to summarize the vision for West Sierra Vista's Downtown:

## Objectives for Downtown

- Create a climate for investment
- Create a pedestrian/bike friendly system
- Enhance a distinct identity
- Provide convenient internal circulation and parking
- Minimize auto and parking impacts
- Focus civic functions downtown
- Promote compatible uses
- Provide a system of parks and event locations
- Promote heritage

## Roles for Downtown

- The symbolic center
- Festival/event center
- Government extension center
- Specialty retail center
- Employment center
- Cultural Center

## Potential Civic Uses for Downtown

- City Hall Annex
- Theater
- Police Annex
- Playgrounds
- Arts Center
- Post Office
- Information Center
- Museums
- Teen Center
- Fire Annex
- Farmer's Market
- Central Park
- Festival Site
- Parks

## Data and Analysis

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### Commercial Corridor Field Survey

A field survey was conducted within the Commercial Corridor Planning Area during the preliminary stages of this Master Planning process to determine existing economic patterns and trends. The Commercial Corridor planning area is shown in Exhibit 7: West Sierra Vista Planning Areas, and Exhibit 8: West Sierra Vista Detailed Planning Areas, included in the Physical Inventory section of this *Master Plan*. The Commercial Corridor encompasses an area extending from the old railroad right-of-way to Wilcox Drive and from Seventh Street to Buffalo Soldier Trail or Fort Huachuca Main Gate. The Commercial Corridor Planning area includes that portion of North Garden Avenue extending from the intersection of North Garden and Fry Boulevard to the intersection of North Garden and Taylor Drive. This Commercial Corridor includes a total of approximately 204 acres of land.

#### **Commercial Corridor**

According to the results of this field survey, from the total 204 acres, there are approximately 55.61 acres or 27.26 percent retail oriented commercial land uses; approximately 54.87 acres or 26.89 percent service oriented commercial land uses; approximately 16.59 acres or 8.13 percent office oriented commercial land uses; and approximately 46.06 acres or 22.78 percent vacant land. Vacant land includes the old railroad right-of-way, which serves as the northern boundary for the Commercial Corridor. The remaining 30.87 acres or 14.94 percent corresponds primarily to residential land uses located within Townsite. Some of this land is located outside of corporate boundaries. Table 6 shows land use distribution within the Commercial Corridor. Exhibit 9, Commercial Corridor Planning Area, shows existing land uses within the Commercial Corridor.

TABLE 6

LAND USE DISTRIBUTION WITHIN THE COMMERCIAL CORRIDOR

Land Use	Acreage	Percent
Retail Oriented Commercial	55.61	27.26%
Service Oriented Commercial	54.87	26.89%
Office Oriented Commercial	16.59	08.13%
Vacant Land *	46.06	22.78%
Other Land Uses**	30.87	14.94%
TOTAL	204.00	100.00%

\* Vacant Land includes the old railroad right-of-way.

\*\* Other land uses includes lands in Townsite, which are located outside of corporate boundaries.

# Data and Analysis

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## ***Fry Boulevard***

According to field survey results, Fry Boulevard provides direct or indirect access to approximately 53.82 acres of primarily commercial uses. From these 53.82 acres served by Fry Boulevard, there are approximately 23.83 or 44.27 percent service oriented commercial land uses; approximately 21.91 acres or 40.70 percent retail oriented commercial land uses; approximately 4.29 acres or 7.97 percent office oriented commercial land uses; and approximately 4.77 or 8.86 acres of vacant land. Table 7 shows land uses served by Fry Boulevard.

TABLE 7  
LAND USES SERVED BY FRY BOULEVARD

Land Use	Acreage	Percent
Retail Oriented Commercial	21.91	40.70
Service Oriented Commercial	23.83	44.27
Office Oriented Commercial	4.29	7.97
Vacant Land	4.77	8.86
TOTAL	53.82	100.00

From the 4.77 acres of vacant land served by Fry Boulevard, approximately 1.41 acres are located on the northeastern corner at the intersection of Fry Boulevard and Buffalo Soldier Trail or Fort Huachuca Main Gate, and approximately 3.36 acres of vacant land are located in a single parcel of land on the northeastern corner at the intersection of Fry Boulevard and Carmichael Avenue. Potential for vacant land located along Fry Boulevard is discussed in the Opportunities and Recommendations section of this document.

## ***Wilcox Drive***

According to field survey results, Wilcox Boulevard provides direct or indirect access to approximately 55.11 acres of primarily commercial uses. From these 52.11 acres served by Wilcox Drive, there are approximately 16.45 or 31.56 percent service oriented commercial land uses; approximately 15.02 acres or 28.82 percent retail oriented commercial land uses; approximately 9.49 acres or 18.21 percent office oriented commercial land uses; and approximately 11.15 acres or 21.33 percent of vacant land. Table 8 shows land uses served by Wilcox Drive.



## *Data and Analysis*

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Exhibit 9: Commercial Corridor Planning Area

## *Data and Analysis*

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## Data and Analysis

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TABLE 8

LAND USES SERVED BY WILCOX DRIVE

Land Use	Acreage	Percent
Retail Oriented Commercial	15.02	28.82
Service Oriented Commercial	16.45	31.56
Office Oriented Commercial	9.49	18.22
Vacant Land	11.15	21.33
TOTAL	55.11	100.00

### ***Existing Medians within the Commercial Corridor***

There are no landscaped medians along Fry Boulevard. The addition of landscaped medians along Fry Boulevard is considered in the Opportunities and Recommendations Chapter.

Portions of Carmichael Avenue contain medians that are poorly landscaped. Wilcox Drive contains a median, which includes few turn-around openings. This makes it difficult for motorists to reach a business located on the opposite side of the street.

Further discussion regarding medians is presented in the Opportunities and Recommendations Chapter of this *Master Plan*.

## *Data and Analysis*

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## *Opportunities and Recommendations*

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The vision for West Sierra Vista, expressed by residents and business representatives, is to capture and preserve a sense of community identity and heritage by identifying common objectives. Successful attributes for West Sierra Vista, as expressed during the public participation process, provided in the previous section, include a balance of: civic, commercial, and residential uses, consistent design character, pedestrian amenities, auto accessibility, and convenient parking. Recognizing the need to balance these attributes with market demands and existing conditions, it is recommended that the existing commercial areas near Downtown be knit together using common design themes consistent with West Sierra Vista's heritage.

### **Commercial Corridor Planning Area**

The character of West Sierra Vista along Fry Boulevard is a strip mall style with mostly one-story commercial building strip plazas, which provide off-street parking areas, and two-story service-oriented buildings, such as motels. Sidewalks in the commercial district, where they exist, are narrow and uneven. Shade trees and structures are only found in a few plazas and along one or two streets in West Sierra Vista. Most of the parking in the commercial district is off-street along Fry Boulevard. Parking lots tend to be aging and poorly maintained or hard to access.

Fry Boulevard is the primary area that West Sierra Vista residents and businesses identify as the core of West Sierra Vista's Downtown. The existing features, history, and characteristics should be enhanced with landscaping, signage, adequate parking, and a pedestrian and bike-friendly design in order to reflect the commercial character typical of a Downtown core.

#### ***Transportation and Parking***

Fry Boulevard is the primary street providing access to Downtown (West Sierra Vista). In addition, Fry Boulevard is the main east-west through street in West Sierra Vista. Because Fry Boulevard provides the primary access between east Sierra Vista and Fort Huachuca Main Gate, future on-street and off-street parking should be guided by appropriate design guidelines in order to minimize future traffic congestion that may arise otherwise. Fry Boulevard's dual functions may limit its level of service in the future.

Vehicular traffic generally enhances development options and commercial land values. Relatively low traffic volumes along Fry Boulevard allow the opportunity to incorporate design guidelines, which consider common parking areas that encourage pedestrian-oriented shopping and bike-oriented shopping activities.

Since Fry Boulevard currently serves an arterial function, commercial through traffic including heavy construction and large cargo vehicles with no delivery stops in West Sierra Vista should use alternative routes in order to avoid crowding on Fry Boulevard.

## *Opportunities and Recommendations*

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Large delivery trucks and cargo vehicles have increased traffic and have created access concerns on Fry and Wilcox as well as some of the smaller, residential streets that are used as shortcuts. This increased through traffic has also made circulation for those with businesses and residences in West Sierra Vista more difficult. Measures should be taken to mitigate traffic not related to destinations in West Sierra Vista that is incompatible with pedestrians and the desired character of the Downtown. Furthermore, traffic volumes should not be allowed to reach the threshold that attracts auto-oriented uses to the area that are incompatible with the vision for Downtown.

All these factors make the case for a Fry Boulevard bypass more important. It is recommended that the portion of State Highway 90 extending from Buffalo Soldier Trail to Seventh Street be used as alternative route bypassing the Business District to allow Fry Boulevard to function primarily as a more pedestrian-friendly arterial that will better serve the Downtown Business District. In addition, the establishment of a Business District loop, utilizing existing roadways (State Highway 90, Buffalo Soldier Trail and Seventh Street), with proper Business District signage at the intersections of Seventh Street and Buffalo Soldier Trail with State Highway 90 is recommended. This measure will serve to attract the attention of visitors driving on State Highway 90 to West Sierra Vista's Downtown while promoting the cargo traffic to continue on State Highway 90.

The removal of unnecessary construction, and cargo traffic from Fry Boulevard will have healthy economic effects in the area and positive traffic and urban design results. With the reduction of cargo traffic along Fry, the construction of a median with parallel-parking options will likely be welcomed as a convenience to business owners and patrons alike, creating a pedestrian-friendly downtown. On-street parking is highly valued by business owners and provides a buffer between moving traffic and the sidewalk.

Wilcox Avenue is another primary roadway in West Sierra Vista. Like Fry, this road serves as a minor arterial within the Commercial Corridor. Wilcox Avenue is an east-west artery that connects Fort Huachuca with the rest of Sierra Vista and runs parallel to Fry Boulevard. In order to serve the area without interrupting access, the existing median along Wilcox Avenue needs improvements. To provide access to businesses located in the opposite side of the street, this median needs additional turn around points. In addition, its existing landscape should be improved.

Carmichael Avenue is the main north-south collector road that intersects Fry Boulevard and Wilcox Avenue. This road provides access to Carmichael Elementary School and Carmichael Park in the North Planning Area, and Timothy Park and Ciaramitaro Park in the South Planning Area. Currently Carmichael Avenue suffers from poor signage, a lack of pedestrian and bike facilities, and visibility from Fry Boulevard. Existing medians should be enhanced utilizing a uniform landscape to provide visual continuity.

### ***Signage and Entry Features***

Proper signage and entry features provide a sense of identity, establish character and enhance visual direction, inviting visitors to further explore the area. In addition, entry features provide a transition from commercial areas into the residential areas.

# Opportunities and Recommendations

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## **Commercial Entry Features**

Commercial entry features are recommended at the intersections of Fry Boulevard and Buffalo Soldier Trail (Main Gate) and Wilcox and Buffalo Soldier Trail (South Gate) to serve as transitional elements from Fort Huachuca. Commercial entry features are identified on Exhibit 11, West Sierra Vista Proposed Circulation Path and Entry Features Map.

Commercial entry features are recommended at the intersections of Fry Boulevard and Seventh Street and Wilcox and Seventh Street to serve as transitional elements between West Sierra Vista and the rest of Sierra Vista. West Sierra Vista should take the additional step of developing a comprehensive signage program to provide direction to significant civic places and reinforce a sense of place.

Figure 9 illustrates the use of landscape and signage in the design of a commercial entry feature. A study should be conducted to identify an entry feature theme for the West Sierra Vista area. This study should provide specific design criteria for entry feature design.



Figure 9: Landscape and signage utilized in the design of a Commercial Entry Feature at the Intersection of Fry Boulevard and North Garden Avenue.

## *Opportunities and Recommendations*

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The intersection of Fry Boulevard and Carmichael Avenue provides primary access to commercial areas on and south of Fry Boulevard and the residential areas located within the North and South planning areas. One problem is that motorists and bicyclists cannot access Fry or Wilcox from north Carmichael Avenue, because the road is intersected by private land. Motorists driving on Fry Boulevard can drive past Carmichael without realizing they are bypassing the main north-south corridor providing access to Wilcox Drive and Myer Drive.

Proper signage at the intersection of Fry Boulevard and Carmichael Avenue could enhance visibility and improve safety. In addition, a residential entry feature is justified at the intersection of Carmichael Avenue and Whitton Street, in the northern edge. Another residential entry feature should be located at the intersection of Carmichael and Myer Drive in the southern edge of the commercial corridor as indicated on Exhibit 10, West Sierra Vista Proposed Circulation Paths and Entry Features. It is also recommended that a pedestrian/bike route be created along Carmichael Avenue and that a linear park be created at the north end of the Carmichael/Fry intersection between the North Planning Area and the Commercial District. Figure 10 shows proposed improvements for the Carmichael Avenue/Fry Boulevard intersection.



Figure 10: Proposed improvements at the intersection of Carmichael Avenue and Fry Boulevard.



## *Opportunities and Recommendations*

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Exhibit 10: West Sierra Vista Proposed Circulation Paths and Entry Features Map.

## *Opportunities and Recommendations*

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# *Opportunities and Recommendations*

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## Residential Entry Features

Proposed residential entry features are shown in Exhibit 10, West Sierra Vista Sierra Vista Proposed Circulation Path and Entry Features Maps, included earlier in this section, at the following intersections:

- Buffalo Soldier Trail and Golf Links Road
- Buffalo Soldier Trail and Taylor Drive
- Golf Links Road and Seventh Avenue
- Carmichael Avenue and Whitton Street
- Carmichael Avenue and Myer Drive
- Busby Drive and Seventh Street
- Tacoma Street and Seventh Avenue

## Pedestrian and Bicycle-Friendly Nodes

Carmichael Avenue runs parallel to Seventh Street and provides a vital local connection to the residential area immediately south of the Commercial Corridor. This link could be improved by extending Carmichael further south to the Timothy Lane Park. As shown on Figure 9, provided earlier within this section of the Master Plan, a pedestrian and bike-oriented open space node should be created at the intersection of Carmichael Avenue and Fry Boulevard. This open space node will provide pedestrian and bicycle-friendly linkages to the residential area north of Fry Boulevard. In addition, this node will provide safe access between the North Planning Area and the South Planning Area.

## Multi-Purpose Community Center

Development of a multi-purpose community center will also increase the pedestrian and bicycle traffic within the Commercial Corridor. The multi-purpose center layout and design guidelines should support the Commercial Corridor, so that the commercial areas on Fry Boulevard, Wilcox Drive and Myer Drive flow together instead of remaining isolated. The new multi-purpose center should also include pedestrian amenities such as shade trees, benches, water foundations, and other such features.

# Opportunities and Recommendations

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## Shared Lanes and Alleys

Existing shared lanes and alleys south of Fry Boulevard provide a unique flavor to the village commercial character of West Sierra Vista Business District. These informal connections could be improved by adding consistent design elements like a brick paving, landscaping, awnings, and signage.

## Taylor Drive/North Garden Avenue Intersection

A study should be conducted to analyze the impact of an extension of Taylor Drive west of North Garden Avenue. This study should enumerate the pros and cons of Taylor Drive extension. In addition, this study should consider the closure of North Garden Avenue at the intersection with Buffalo Soldier Trail. The purpose of such study is to determine ways to improve traffic safety and provide safe pedestrian and bicycle access within this area.

## Pedestrian-Oriented Amenities

No one solution is applicable in all situations as the issues will usually overlap on any given section of road. In most cases, a combination of measures will be needed to improve pedestrian crossing opportunities and safety.

### ***Raised Medians***

Medians benefit pedestrians on two-way, multi-lane streets, as they allow pedestrians to cross only one direction of traffic at a time. It takes much longer to cross four lanes of traffic than two. Where raised medians are used for access management, they should be constructed so they provide a pedestrian refuge. Figure 11 provides a typical cross-section for local collector or arterial roadway, showing a raised median, bicycle routes, and enhanced sidewalks.

Where it is not possible nor desired to provide a continuous raised median, island refuges can be created between intersections and other accesses. These should be located across from high pedestrian generators such as park entrances, parking lots, etc. In most instances, the width of the raised median is the width of the center turn-lane, minus the necessary turn distance on each side. Ideally, raised medians should be constructed with a smooth surface, such as brick pavers. If a median is landscaped, the plants should be low enough so they do not obstruct visibility, and spaced far enough apart to allow passage by pedestrians.

# Opportunities and Recommendations

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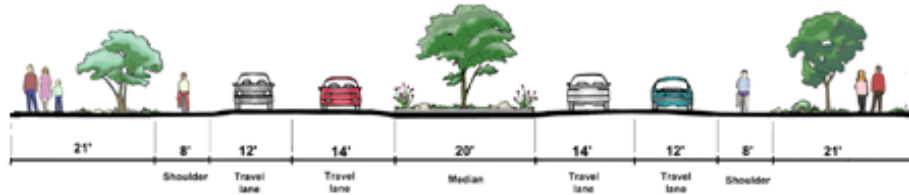


Figure 11: Typical cross-section for a local collector or arterial.

## ***Curb Extensions***

Curb extensions reduce the pedestrian crossing distance and improve the visibility of pedestrians by motorists. Curb extensions should be considered at all intersections where on-street parking is allowed. The crossing distance savings are greatest when used on streets with diagonal parking. On arterials and collectors, space should be provided for existing or planned bike lanes.

Reducing pedestrian crossing distance improves signal timing if the pedestrian phase controls the signal. The speed normally used for calculating pedestrian crossing time is 1.2 m (4 ft)/sec., or less where many older pedestrians are expected. The time saved is substantial when two corners can be treated with curb extensions.

Non-signalized intersections also benefit from curb extensions: reducing the time a pedestrian is in a crosswalk improves pedestrian safety and vehicle movement.

Mid-block crossing curb extensions may be considered where there are pedestrian generators on both sides of the road. However, entrances to buildings should be placed close to intersections, existing signals or crosswalks, where possible. The appropriate road authority establishes mid-block crossings.

## ***Illumination***

Many crossing sites are not well lit. Providing illumination or improving existing lighting can increase nighttime safety at many locations, especially at mid-block crossings, which are often not expected by motorists.

# Opportunities and Recommendations

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## **Crosswalks**

Marked crosswalks are generally located at all open legs of signalized intersections. They may also be considered at other locations. Combined with curb extensions, illumination and signage, marked crosswalks can improve the visibility of pedestrian crossings. Crosswalks send the message to motorists that they are encroaching on a pedestrian area, rather than the reverse, which is often the common assumption. There is considerable debate concerning the usefulness and safety of crosswalks. If a crosswalk is not working, some possible problems include:

- Enforcement — more rigorous enforcement of traffic laws is needed for motorists to understand that it is their duty to yield to pedestrians in a crosswalk, marked or unmarked;
- Location — marked crosswalks must be placed in locations where they are visible and where obstructions such as parked cars and signs do not affect sight lines;
- Traffic movement — many turning vehicles at nearby intersections or driveways can compromise the crosswalk;
- Users — Some people need extra help crossing a street and crosswalks alone may not be sufficient; for example, young children lack judgement and may need the positive control given by signals.

A traffic study will determine if a marked crosswalk will enhance pedestrian safety. This is usually in locations that are likely to receive high use, based on adjacent land use. Crosswalks should be 3 m (10 ft) wide, or the width of the approaching sidewalk if it is greater.

Two techniques to increase the visibility and effectiveness of crosswalks are:

### Colored & textured crosswalk

- Striped (or “zebra”) markings, which are more visible than double lines;
- Textured crossings, using non-slip bricks or pavers, which raise a driver’s awareness through increased noise and vibration. Colored pavers increase the visibility of the crosswalk.

### Islands & Refuges

At wide intersections, there is often a triangular area between a through lane and a turn lane unused by motor vehicle traffic. Placing a raised island in this area benefits pedestrians by:

- Allowing pedestrians to cross fewer lanes at a time, and to judge conflicts separately;
- Providing a refuge so that slower pedestrians can wait for a break in the traffic stream;
- Reducing the total crossing distance (which provides signal timing benefits); and
- Providing an opportunity to place easily accessible pedestrian push buttons.

## *Opportunities and Recommendations*

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An island can also be provided in the middle of an intersection. Islands must be large enough to provide refuge for several pedestrians waiting at once. For wheelchair accessibility, it is preferable to provide at-grade cuts rather than ramps. Poles must be mounted away from curb cuts and out of the pedestrian path.

### ***Pedestrian Signals***

A pedestrian activated signal may be warranted where the expected number of people needing to cross a roadway at a particular location is significant. Anticipated use must be high enough for motorists to get used to stopping frequently for a red light (a light that is rarely activated may be ignored when in use).

Sight-distance must be adequate to ensure that motorists will see the light in time to stop. Warning signs should be installed on the approaching roadway. Pedestrian signals may be combined with curb extensions, raised medians and refuges.

### ***Signing***

Recommended signs include both advance warning signs and pedestrian crossing signs at the crossing itself, and regulatory signs at intersections to reinforce the message that motorists must yield to pedestrians. These signs should only be placed at warranted locations, because excessive signage leads to signs being missed or ignored.

## **Economic Incentives**

A variety of economic incentives have been implemented in a wide diversity of communities to promote economic development. These incentives include land pricing, tax abatements, grant writing, revolving loan fund, the industrial park concept, and state incentives.

### ***Land Pricing***

One successful program implemented in Albion, Michigan, is Land Pricing. There are many properties in the Albion area (both undeveloped and previously developed) that are available for lease or sale at rates that are very competitive for this region. Industrial Park lots owned by the Albion Tax Increment Finance Authority are priced at \$6,000 per acre, with substantial incentives available based on amount of investment and job creation.

# *Opportunities and Recommendations*

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## ***Tax Abatements***

In many communities, manufacturers can apply for tax abatements of 50% for up to twelve years for substantial investments on real or personal property. These incentives are meant to promote expansion and the development of new jobs and the criteria for application are based on these standards.

## ***Grant Writing***

Assistance can be provided to businesses in applying for and obtaining grants to help fund aspects of the expansion or development for services such as Workforce Development and job training.

## ***Industrial Park Concept***

The industrial park is set up as a building shell that can be used to house start-up businesses or businesses that are new to the community and don't wish to build their own facility. These buildings make business start-up fast and affordable.

## **Available Programs to Promote Economic Development**

### ***Downtown Revolving Loan Program***

The Sierra Vista Economic Development Foundation is a private nonprofit organization committed to economic development activities focused on job creation, retention and expansion of existing businesses. The Sierra Vista Economic Development Foundation's Downtown Revolving Loan Fund (RLF) is designed to be a form of alternative financing for development projects by businesses in the City of Sierra Vista Downtown. The City of Sierra Vista, upon the review of the Department of Community Development, may waive the building permit fees within the Downtown district. Sierra Vista Economic Development Foundation is facilitating 0% interest loans up to \$50,000 for qualified facility owners to:

- Improve appearance of facilities;
- Increase property values;
- Increase retail sales; and
- Support West Sierra Vista events and tourism.

These loans can be used for façade work such as building exteriors, landscaping, signage and parking. The process includes a simple application and review process. Any business is eligible to apply for a loan. Applications can be obtained from the Sierra Vista Economic Development Council.



# *Opportunities and Recommendations*

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## ***Empowerment Zones***

The State of Arizona offers enterprise zone tax incentives to encourage businesses to create jobs in economically distressed areas. The approvals are retroactive to Jan. 1, 2000, and bring the statewide number of enterprise zones to 22.

Businesses that locate in an enterprise zone may be eligible for state income tax credits over three years of up to \$3,000 per new job created. The jobs must be full-time, pay at least the wage offer by county and pay at least 50 percent of health insurance costs.

Businesses may also be eligible for a property tax reduction of 40 to 60 percent for five years. To qualify for the property tax incentive, a business must be woman or minority-owned or a small manufacturing firm and invest at least \$2 million in fixed assets in the zone.

To qualify as an enterprise zone, an area must have an unemployment rate for the preceding two years of 150 percent of the statewide rate, or the poverty rate must be 150 percent of the statewide rate reported in the most recent U.S. census. The zone must cover at least one-quarter square mile and its population must be at least 1,000.

## ***Infill Incentive District***

In 1998, the Growing Smarter Act was enacted to create an urban growth management framework to address the problems associated with urban growth. This legislation (Laws 1998, Chapter 204) strengthened land planning processes by enhancing the requirements for general and comprehensive plans, provided for the acquisition and preservation of open space areas through a variety of planning and purchasing mechanisms and created a Growing Smarter Commission to make recommendations for long-term growth management.

The Growing Smarter Act allows the governing body of a municipality to create one infill incentive district if three of the following conditions exist in the proposed area of the district:

1. A large number of vacant older buildings or dilapidated structures,
2. A large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes or environmentally contaminated sites,
3. A large number of buildings or other places where nuisances exist or occur,
4. An absence of development and investment activity compared to other areas in the city or town,
5. A high occurrence of crime, and
6. A continuing decline in population.

The Growing Smarter Act requires the governing body of a municipality that established an infill incentive district to adopt an infill incentive plan.

# *Opportunities and Recommendations*

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## ***Tax Recapture***

Another way to allocate funds to promote economic development is through the establishment of a tax recapture program. The Downtown Neighborhood Commission could negotiate with the City of Sierra Vista to develop a tax recapture program. This tax recapture program should be designed to allocate a percentage of property tax dollars collected from properties located within West Sierra Vista in order to fund specific projects and improvements needed in West Side. The City can provide funds in dollar amount or provide in-kind contributions, making available labor and/or equipment necessary for the completion of projects and improvements.

## ***Arizona Main Street***

“Downtown” is a major industry. It provides products and services, and its contribution to a local economy is significant. The downtown areas of small communities in Arizona are the historic centers of commercial and social life. The legislatively-mandated and award-winning Main Street Program fosters economic development within the context of historic preservation by working as a partner with local and state agencies, property owners and business people to revitalize downtown areas.

## ***Rural Economic Development Initiatives***

Arizona communities are faced with a variety of economic issues and challenges. A community must market itself effectively and successfully to remain competitive. Attracting new investment, providing quality jobs and maintaining a good quality of life are crucial to the survival of rural life. The City of Sierra Vista is one of the REDI accredited communities.

The REDI program provides direct assistance to rural communities in organizing an economic development program or effort, and evaluating community resources. Qualified rural economic development programs and organizations with an on-going commitment to economic development can be recognized through REDI accreditation. The REDI program provides both technical and matching grant assistance.

REDI Program Goals and Objectives assist communities in:

- Developing a plan to become more attractive for capital investment and industrial and business locations while preserving and maintaining existing business and industry;
- Developing an effective, locally generated program of activities;
- Providing public recognition to communities and regions making the effort to become better prepared for economic development; and
- Providing professional interaction.

# *Opportunities and Recommendations*

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## ***Rural Tourism Development***

Tourism is the second largest industry in the state of Arizona. The economic impact and jobs created by tourism have a significant influence in the state. In recent years, rural and Native American communities have become interested in developing tourism as an economic development strategy.

The purpose of the Rural Tourism Development (RTD) Program is to help communities achieve their tourism development and management goals. The RTD Program is community based with a focus on the strengths of individual communities.

The Program helps communities determine if tourism is an effective economic development tool for their areas. It assists communities with organizing their tourism efforts and making decisions about the direction and extent of tourism development and growth. The Program is dedicated to helping communities achieve a sustainable tourism industry that will result in economic diversification and growth.

## ***Business Retention and Expansion***

The Business Retention and Expansion (BR&E) Program is a service provided to Arizona's communities by the Arizona Department of Commerce Community Assistance Division.

This program helps organizations responsible for retention and expansion develop a program to retain and encourage expansion of existing businesses. The program places significant emphasis on creating a business environment for stable, successful companies. It also provides resources to aid in the design and implementation of a locally defined and community-based BR&E program.

# *Opportunities and Recommendations*

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## Open Space Corridors

Exhibit 11 shows proposed open space corridors for the West Sierra Vista Area. Two potential open space corridors are the old railroad right-of-way running east-west, and Carmichael Avenue, running north-south. The old railroad right-of-way may serve as a transition between the North Planning Area and the Commercial Corridor. The Carmichael Avenue open space corridor links a variety of parks located along this avenue. Secondary open space corridors are shown in Exhibit 11. These secondary corridors are located within the Commercial Corridor. Additional opportunities regarding open space are provided in the following sections.

## THE NORTH PLANNING AREA

The following section identifies opportunities and provides recommendations for the North Planning Area. As shown on Exhibit 8, Detailed Planning Areas, the North Planning Area includes primarily residential, institutional, open space and some industrial land uses, and encompasses that area north of the old railroad right-of-way.

As provided within the Physical Inventory Chapter of this Master Plan, the North Planning Area is divided into five different areas, based primarily on types of land uses, and types of issues involved. Table 6 shows opportunities and proposed recommendations for each of these planning areas.

## *Opportunities and Recommendations*

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Exhibit 11: Open Space Corridors

## *Opportunities and Recommendations*

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# Opportunities and Recommendations

TABLE 6

## OPPORTUNITIES AND RECOMMENDATIONS FOR THE NORTH PLANNING AREA

Area Number	Location and Major Characteristics	Opportunities and Proposed Recommendations
Area 1	Located east of Fort Avenue, on the northwestern portion of the West Sierra Vista, and inside the Action Zone, this area corresponds to the Air Space Overlay District.	The Air Space Overlay District presents a unique opportunity for the establishment of collaborative planning efforts between the Fort Huachuca Military facilities, the West Sierra Vista Downtown Neighborhood Commission, and the City of Sierra Vista. This relationship should continue to be promoted.
Area 2	Located north of Kayetan Drive, on the northwestern portion of West Sierra Vista, and inside the Action Zone, this area includes primarily industrial uses.	Developing marketing strategies designed to attract industrial uses to this area should be coordinated with the Sierra Vista Economic Development Foundation. In addition, visual displays developed during the Master Plan process should be utilized for marketing purposes.
Area 3	Located south of Kayetan Drive, on the northwestern portion of West Sierra Vista, inside the Action Zone and west of the northern portion of Taylor Drive, this area includes primarily residential, institutional and open space uses. Soldier's Creek Park and the proposed Gateway-Natureway project, which includes a link to Soldier's Creek Park, Soldier's Creek Wash and nature trails, are located within this area.	According to citizens residing within this area, the area needs basic improvements such as clean up efforts, installation of streetlights and appropriate sidewalks. In addition, there is a need for the development of community services for the homeless and those in need. Since Area 3 is located within the Action Zone, a priority for this area should be to apply for CDBG funds and other programs listed within the Housing Programs Section of this Master Plan.
Area 4	Located north of Tacoma Street between Taylor Drive and Seventh Street, on the northeastern portion of West side, this area includes primarily residential land uses. In addition, Carmichael Elementary School and Carmichael Park are located within this area.	Residents living within this area considered street maintenance, installation of streetlights, and clean-up efforts top priorities.
Area 5	Located south of Tacoma Street between Carmichael and Seventh Street, on the northeastern portion of West Sierra Vista and inside the action zone, this area includes primarily residential and some commercial land uses. Carmichael Park is located within this area.	Some land uses within this portion of the North Planning Area are County enclaves located outside of corporate boundaries. Annexation of unincorporated lands should be considered a priority within this area. The location of entry features at the intersections of Seventh Street and Theater Drive and Carmichael Avenue and Theater Drive are recommended. Clean-up efforts, such as removal of junk vehicles, are necessary. In addition strategies for housing improvement should be considered. The Housing Programs Section provides information of housing programs.

## *Opportunities and Recommendations*

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### THE SOUTH PLANNING AREA

The following section identifies opportunities and provides recommendations for the South Planning Area. As shown on Exhibit 10, Detailed Planning Areas, provided in the previous section, the South Planning Area includes primarily residential and some commercial and institutional land uses. The South Planning Area encompasses the area south Myer Street and Golf Links Road.

As provided within the Physical Inventory section of this Master Plan, the South Planning Area is divided into 3 different areas, based primarily on types of land uses, and types of issues involved. Table 7 shows opportunities and proposed recommendations for each of these planning areas.



## *Opportunities and Recommendations*

TABLE 7

**OPPORTUNITIES AND RECOMMENDATIONS FOR  
THE NORTH PLANNING AREA**

Area Number	Location and Major Characteristics	Opportunities and Proposed Recommendations
Area 6	Located on the southeastern portion of West Sierra Vista, east of Carmichael Avenue, west of Seventh Street and north of Busby Drive with its northern boundary being Myer Drive, this area includes primarily single family, multi-family and mobile home residential uses, a commercial strip along the southern side of Myer Drive, some institutional uses and open space.	Potential exists for the development of a greenway along the existing drainageway. The Design Guidelines provided can be applied during the development of this greenway. Ciaramitaro Park is located within this area. In addition, a neighborhood association is currently forming within this area.
Area 7	Located on the southwestern portion of West Sierra Vista and west of Carmichael Avenue, then extending from Buffalo Soldier Trail to Seventh Street, south of Busby Drive and north of Timothy Drive, this area is located within the Action Zone boundary. Land uses within this area include primarily single family, multi-family and mobile home residential uses.	A portion of this area includes lands outside of the corporate boundary. Annexation of unincorporated lands should be a priority.
Area 8	Located on the southern portion of West Sierra Vista, west of Seventh Street between Timothy Drive and Golf Links Road, land uses within this area include single family residential and park.	Timothy park needs improvements. Providing landscaping features and a playground in accordance with Design Guidelines will enhance this park.

The following section includes a list of housing programs that can be utilized to fund housing improvements.

# *Opportunities and Recommendations*

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## Available Housing Programs

This section provides a list of available housing programs available to local governments within the State of Arizona. The West Sierra Vista Coordinator should collaborate with the City grant writer to aggressively pursue funding for the improvement of West Side's housing stock.

### ***Arizona Housing Trust Fund***

Established in 1988, the Arizona Housing Trust Fund (HTF) was created to provide a flexible funding resource for local governments and nonprofit housing organizations to help them provide affordable housing opportunities to low- and moderate-income families in Arizona. The HTF receives money from a 55 percent allocation of unclaimed property deposits and interest on unexpended funds.

#### *Eligible Applicants:*

Entities that may apply include cities, towns, counties, local housing authorities, tribal housing organizations and nonprofit organizations.

#### *Eligible Activities:*

The HTF funds a wide range of activities. Forms of assistance may be grants or loans, which may finance an entire project or may be combined to leverage private or other public funding sources. Eligible activities include, but are not limited to:

- All costs associated with new construction, acquisition and/or rehabilitation of housing to be used for homeownership, rental, transitional or emergency shelter.
- On-going assistance programs such as the rehabilitation of housing occupied by low-income homeowners, rental-subsidies assistance and operating costs for emergency or special-needs housing.
- Special set-asides to provide funding for planning and pre-development activities and homebuyer assistance programs (down payment/closing cost assistance).

#### *Eligible Beneficiaries:*

HTF activities must ultimately target and provide benefit to households with incomes at or below 80 percent of the area median income. The fund is legislatively mandated to set-aside funds for rural projects and to emphasize assistance to households with children.

#### *Application Process*

The Department accepts development applications for funding on a bimonthly basis. Applications consist of a description of and justification for proposed activities. Those that meet minimum underwriting and program thresholds are funded, if funds are available, and are competitively scored if the department receives requests that exceed the amount of funding available. Emergency or sole-source funding may also be provided in certain circumstances, e.g., funds to match federal housing dollars or to keep

## *Opportunities and Recommendations*

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housing programs from folding. This flexibility, at the discretion of the director of HID, allows the fund to be very effective in leveraging other housing resources and assisting in emergency situations.

### ***Federal Low-Income Tax Credit***

The Low Income Housing Tax Credit Program provides low-cost rental housing assistance to many Arizona residents. Administered by the Arizona Department of Commerce, this program provides a dollar-for-dollar credit against federal income tax liability for owner/developers of qualifying residential rental projects for a period of 10 years. The credit is intended to produce a cash subsidy to aid in the production of affordable housing and, in return, the developer agrees to restrict rents for a period of time.

Approximately \$6 million in federal income tax credits is available annually to developers willing to build or rehabilitate residential multi-family apartment projects and make them affordable. The federal tax credits finance approximately 60 percent of overall construction costs. The tax credits are typically sold for 60-70 cents on the dollar with the proceeds used toward the cost of construction. For example, \$6 million in annual credit authority taken 10 years equals \$60 million. This \$60 million produces \$36 million in available cash (\$60 million x 60 percent) to produce affordable rental housing. To date, more than \$44 million in tax credits has been allocated assisting in the creation of 10,000 units of low-income housing. These projects have leveraged more than \$500 million in Arizona's construction industry.

### ***Federal Home Funds***

HOME is a federal housing block grant program created by the National Affordable Housing Act of 1990. It provides funds to state and local governments to design housing projects with nonprofit and for-profit developers. The Office of Housing and Infrastructure Development (HID) makes available approximately \$5 million each year to local governments and nonprofit organizations statewide. Other areas of Arizona also receive direct HOME funding from the federal government, the Maricopa and Pima County Consortia and the city of Phoenix (approximately \$12 million). HOME gives states and local governments the flexibility to decide what kind of housing assistance, or mix of housing assistance, is most appropriate to meet their housing needs.

### ***Eligible Applicants***

Eligible applicants include local units of governments, community housing development organizations ("CHDOs," specially formed nonprofits), rural councils of governments (COGs), regional behavioral health agencies and other state agencies.

# *Opportunities and Recommendations*

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## Eligible Activities

Financing for all costs associated with new construction, or acquisition and/or rehabilitation of housing to be used for homeownership or rental opportunities. On-going assistance programs include rehabilitation of housing occupied by low-income homeowners or renter-subsidy assistance.

## Eligible Beneficiaries

HOME activities must ultimately be targeted for and benefit low-income households. Homeowners assisted with HOME funds may not exceed 80 percent of the area median income; renters must not exceed 60 percent of the area median income.

## Application Process

Starting in June 1997, the department began accepting applications for development projects on a bimonthly basis. Applications for on-going housing programs are accepted at least one time per year. Applications consist of a description of and justification for proposed activities. Those that meet minimum underwriting and program thresholds are funded, if funds are available, and are competitively scored if the department receives requests that exceed the amount of funding available. Awards typically range from \$100,000 to \$300,000 and may be in the form of a loan or a grant.

## ***Community Development Block Grants***

The Department of Commerce, Office of Housing and Infrastructure Development (HID) administers the federal Community Development Block Grant (CDBG) Program for non-metropolitan counties in Arizona. Approximately \$10 million is available every year to local governments for housing and community development needs. The purpose of the CDBG Program is to “develop viable communities by providing decent housing, a suitable living environment and expanding economic opportunities, principally for persons of low and moderate income.”

## Eligible Applicants

The state’s CDBG program is available only in non-metropolitan areas of the state (outside of Maricopa and Pima counties and excluding the cities of Flagstaff and Yuma). The cities within Maricopa and Pima counties, the counties themselves, the cities of Yuma and Flagstaff, and Arizona’s Indian Tribes receive their CDBG funds directly from the federal government. Nonprofit entities, special districts, unincorporated communities and private-for-profit entities can receive CDBG funds to implement a proposed activity, but only through a city, town or county. Eligible for application are the 13 remaining counties and the 70 other smaller or non-metropolitan cities and towns in Arizona.

# *Opportunities and Recommendations*

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## *Eligible Activities*

- Develop and upgrade basic infrastructure such as streets, water and waste water systems;
- Improve housing stock by rehabilitating existing homes or supporting new housing development;
- Construct or renovate community facilities such as parks and centers that serve seniors, youth or the homeless;
- Create or expand public services such as programs to assist the disabled or low- and moderate-income persons needing skills training;
- Assist businesses to expand by creating or retaining jobs through loans or infrastructure improvements

## *Eligible Beneficiaries*

At least 70 percent of all CDBG funds received by the state must be used for projects that benefit low- and moderate-income persons (i.e. those earning at or below 80 percent of the area median income).

## *Application Process*

The CDBG Program has two components: a Regional Account (RA), which receives about 85 percent of each year's allocation; and a State Special Projects Account (SSP), which has various components that attempt to address unique concerns of rural Arizona. While the SSP is competitive statewide, the RA may operate on an entitlement or competitive basis depending on the region.

Communities apply to the four non-metropolitan regional councils of governments (COGs) for funding from the RA. The COGs are: the Northern Arizona Council of Governments (NACOG), the Western Arizona Council of Governments (WACOG), the Central Arizona Association of Governments (CAAG) and the Southeastern Arizona Governments Organization (SEAGO). These COGs conduct an initial review of the applications for fundability and then forward their funding recommendations to HID for final approval.

## ***Special Needs Housing***

The Special Needs Housing Office helps develop affordable housing opportunities for a variety of special-needs groups. The office administers HUD grants and provides planning, technical assistance and program advocacy services to organizations and agencies serving low-income special-needs groups. HID currently administers nine HUD grants providing supportive housing to over 1,000 homeless persons with serious mental illnesses throughout Arizona, with an annual expenditure for housing and services of more than \$10 million. The program works to coordinate all resources, including federal, state and local, to increase emphasis and funding for special-needs housing. Special-needs groups identified include, but are not limited to, serious mental illness, chronic substance abuse, HIV/AIDS, homeless, victims of domestic violence, developmentally disabled, farm workers and frail elderly.

# *Opportunities and Recommendations*

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## Eligible Applicants

The state's program is available to units of local government, state agencies, public housing authorities and nonprofit agencies.

## Eligible Activities

Eligible activities include transitional housing, permanent housing for the disabled, rental housing acquisition, rental housing rehabilitation, rental housing new construction, rental assistance, housing operations funding, supportive services funding and single room occupancy housing.

## Eligible Beneficiaries

Eligible beneficiaries are homeless persons and families at or below 50 percent of median area income.

## Application Process

The Special Needs Housing Office, in conjunction with the Department of Economic Security's Homeless Coordination Office, coordinates and administers the HUD Continuum of Care Homeless Housing program on behalf of rural Arizona. The program is an ongoing local community-based planning process for the identification of housing and supportive-services needs. The planning process identifies existing housing and services for homeless persons as well as the unmet needs and gaps in services, prioritizes the identified gaps, and creates a strategy for funding projects that address the highest priorities. The process results in the submission to HUD of a Continuum of Care Application that outlines the results of the planning process and requests funding for a variety of projects addressing the identified needs of the homeless in rural Arizona.

## ***Home Modification and Repair***

Home Modification and Repair includes adaptations to homes that can make it easier and safer to carry out activities such as bathing, cooking, and climbing stairs and alterations to the physical structure of the home to improve its overall safety and condition.

Home modification and repair can help prevent accidents such as falls. Research suggests that one-third to one-half of home accidents can be prevented by modification and repair.

Home modification and repair can allow people to remain in their homes. Older people tend to live in older homes that often need repairs and modifications. Over 60% of older persons live in homes more than 20 years old. Home modification and repair can accommodate lifestyle changes and increase comfort.

## Financial Assistance

Some home modification and repair programs make loans or provide services free of charge or at reduced rates for eligible older people.

# *Opportunities and Recommendations*

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## ***Farmers Home Administration Programs***

Various grants and loans are available for rural, low-income elders through the Farmers Home Administration. Many cities and towns use Community Development Block Grants to help citizens maintain and upgrade their homes.

### *Local Welfare or Energy Department:*

Two programs from the Low- Income Home Energy Assistance. Program (LIHEAP) and the Weatherization Assistance Program (WAP) of the U.S. Department of Energy, provide funds to weatherize the homes of lower income persons.

### *Local Area Agency on Aging:*

Funds from the Older Americans Act Title III often can be used to modify and repair homes.

### *Local Lenders and Banks:*

Some lenders offer Home Equity Conversion Mortgages (HECM's) that allow homeowners to turn the value of their home into cash, without having to move or make regular loan payments.

## *Opportunities and Recommendations*

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## Implementation

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With the high degree of consensus about the purpose and direction for West Sierra Vista, area residents and business representatives need to take action in several areas to ensure the enhancement of West Sierra Vista. The *West Sierra Vista Master Plan* is not a static document. The Plan is intended to anticipate long range needs and provide sufficient specificity to guide West Sierra Vista's development over the next ten years, while also being sufficiently flexible to accommodate the unknown. Thus, the Plan is actually an on-going "activity" which goes beyond identifying needs, formulating goals, policies and objectives, and providing guidelines and direction for future growth. In order to meet all of the goals and objectives of this Master Plan, regular review, an informal update process and oversight of the Implementation strategies and policies are as important as the *Plan* itself.

The intent of this Implementation Strategies section is to outline key strategies and management accountability necessary to implement the *West Sierra Vista Master Plan*. These key strategies include:

1. Establish an annexation process to acquire those properties located outside of corporate boundaries.
2. Once annexed to the City, rezone the portion of Fry Townsite within the Commercial Corridor boundaries to include mix-used land uses.
3. Acquire Arizona "Main Street" status for Fry Boulevard.
4. Adopt design guidelines for West Sierra Vista.
5. Establish an informal design review process to ensure that new development or expansion of old development is conducted in conformance with design guidelines.
6. Make funding for and implementation of a multi-modal transportation system that includes pedestrian and bicycle friendly pathways for the Commercial Corridor a priority.
7. Choose and put in place economic incentives for business growth inside the Commercial Corridor. The program should emphasize provisions for existing business expansion.
8. Acquire a 2+/- acre parcel inside the Commercial Corridor for development of a multi-purpose center, to include a park and festival site. This park is intended to become the symbolic Downtown Center and should be designed using a public participation process.
9. Acquire land within West Sierra Vista for the expansion of the City government offices and facilities.
10. Develop a funding plan to finance streetscaping improvements within the Commercial Corridor.
11. Encourage the formation of neighborhood organizations.

Each element within this section of the Master Plan contains goals, policies and objectives designed to guide future development within West Sierra Vista in accordance with the vision shared by residents and businesses of West Side. This section encompasses seven major areas of implementation: Growth Management, Economic Development, Commercial Corridor, Community Services, Neighborhoods, Natural Resources and Open Space, and Urban Design.

## *Implementation*

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# Implementation - Growth Management

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Social and economic progress depends on dynamic urban development and sound growth management. If the vision and elements of the Master Plan are used effectively to guide future growth and development, the standard of living and quality of life for all the citizens of West Sierra Vista will be enhanced.

The general welfare of the community is affected by the way in which it grows. The expenditure of public funds can affect growth patterns. Capital demands for the maintenance of existing infrastructure must be balanced with the need to extend infrastructure to newly developing areas.

Economic determinants, which are largely within the scope of the private sector, also play an important part in growth patterns. As an economic generator, West Sierra Vista will attract growth. This growth will enhance the West Sierra Vista's tax base as long as it occurs within the area and in a coordinated and unified manner.

Effective growth management includes balanced consideration of all these determinants to ensure healthy growth and the enhancement of the tax base for the benefit of all citizens. The following goals and policies are designed to guide West Sierra Vista towards effective growth management.

## ***Growth Management Goals***

- ❖ Goal 1: Develop policies to minimize the negative impact and maximize the benefit from development located in enclaves of unincorporated areas within the West Sierra Vista boundaries.
- ❖ Goal 2: Utilize City resources and authority to manage growth and development within West Sierra Vista.
- ❖ Goal 3: Develop a process for responding to projected change.

### **Goal 1: Develop policies to minimize the negative impact and maximize the benefit from development located in enclaves of unincorporated areas within the West Sierra Vista boundaries**

*Policy 1a:* *Pursue a systematic annexation process to promote orderly growth and the provision of municipal services, and to preserve the City's fiscal position.*

Develop a proposed three-year annexation plan that is reviewed, updated and adopted annually by the City Council.

Define and publicize the benefits of annexation.

## Implementation - Growth Management

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Involve both the City Department of Public Works and the City Community Development Department in the development of West Sierra Vista's growth and annexation policies.

Maintain and expand the level of police, fire, animal control, and code enforcement service to keep up with population growth and annexation.

### **Goal 2: Utilize City resources and authority to manage growth and development within West Sierra Vista.**

*Policy 2a: Conduct a thorough review of City codes, including the City of Sierra Vista General Plan, the West Sierra Vista Master Plan and the Development Code, and revise all ineffective, obsolete, or inconsistent requirements and definitions.*

Initiate a review of the City's General Plan, the *West Sierra Vista Master Plan* and Development Code by the Planning Commission at least once every seven years.

Encourage public participation in the land regulation review process.

Coordinate development codes and standards between City departments and public utilities to promote consistency.

*Policy 2b: Distribute land uses within West Sierra Vista to meet the physical, social, cultural, economic, and energy needs of present and future populations.*

Ensure that proposed land uses and development are compatible in their use, character and size to the site and the surrounding areas.

Encourage ordinance revisions and development proposals, which conserve energy and water.

Enhance the attractiveness of the area, and protect valuable natural and cultural resources.

Encourage public participation in the land-use decision-making process.

Work with the Sierra Vista Economic Development Foundation to promote economic incentives that encourage growth in target areas.

## Implementation - Growth Management

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Utilize and refine existing land exchange mechanisms to acquire land for public purposes.

Policy 2c: *Utilize all available geographic, hydrologic, topographic, demographic and economic data in planning land uses.*

Accelerate the shared acquisition of high quality data in exchange-compatible formats for the development of a Geographic Information System database for West Sierra Vista, which is accessible to public agencies and private citizens.

Policy 2d: *Develop, implement and annually update a five-year Capital Improvement Plan, which sets priorities for specific projects within West Sierra Vista.*

Develop a fair and accessible capital improvements planning process for the West Sierra Vista area to be incorporated within the City of Sierra Vista's Capital Improvement Plan.

Include discussion of recommended sources of funding, such as tax recapture, general fund, and other available funding mechanisms, in the preparation of the West Sierra Vista Capital Improvements Plan. (Tax recapture, general fund, and other available funding mechanisms, are discussed in the Opportunities and Recommendation chapter of this document).

Use the input of neighborhood associations, boards and interested citizens in the capital improvement process.

Incorporate the revised goals of the West Sierra Vista Strategic Plan in West Sierra Vista Capital Improvements Plan, which include:

- 1. Annexation of County enclaves. Continue aggressive annexation of Fry Townsite and Sulger areas and include participation of Downtown Neighborhood Commission members.*
- 2. West Side Tax Recapture. Seek to have City allocate a percentage of tax dollars collected on the West Sierra Vista to specific West Side projects and improvements.*
- 3. West Side/Main Street Coordinator. Pursue having the City hire a full-time dedicated West Side coordinator who could also function as the Main Street coordinator when the City enters that program.*

## Implementation - Growth Management

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4. *Storefront Improvement Program.* Seek funding to initiate a storefront improvement program and continue supporting existing efforts currently under way.
5. *Streetlight/Cleanup/Parking.* Continue on-going efforts to obtain grants or other funding for the installation of streetlights where needed, for cleanup of dilapidated mobile homes and junk vehicles and for the creation of parking where required.
6. *Multiple-Use Trails.* Livable communities, bike and pedestrian routes.
7. *Specific Plan for West Sierra Vista*
8. *West Side Annex – City Hall and other governmental offices*
9. *Grant writer full-time position.*

Policy 2e: *Coordinate the West Sierra Vista Capital Improvement Plan with all other City plans and those of other governmental units (county, school districts, and hospital district).*

Make all capital improvement projects information available in a central clearinghouse.

Develop and distribute an indexed, and cross-referenced manual of the *West Sierra Vista Master Plan*, the City of Sierra Vista General Plan, and the City's Development Code to all City departments, commissions and committees. This cross-referenced manual should be used to ensure that capital improvement projects comply with the intent of *West Sierra Vista Master Plan*, the City General Plan and City codes.

Seek input from the City and all appropriate public entities and utilities prior to preparing proposed capital improvement wish list for West Sierra Vista.

Encourage the City to coordinate capital improvements, public works projects, and all utility projects within the West Side to ensure simultaneous construction and completion of all proposed work.

Policy 2f: *Encourage a balance of new development and redevelopment.*

Provide incentives for development and redevelopment of County enclaves, once these areas are annexed to the City. Such incentives, tied to specific project plans, may include tax incentives, utility extensions, and other similar tools.

Policy 2g: *Make physical improvements in West Sierra Vista to encourage redevelopment and infill development.*

# Implementation - Growth Management

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Build or rebuild adequate infrastructure before new development occurs.

## **Goal 3: Develop a process for responding to projected change.**

Policy 3a: *Integrate neighborhood planning into broader urban design and growth management plans of West Sierra Vista.*

Encourage Neighborhood Plans and other neighborhood planning efforts when the *Master Plan* and component plans are being developed or revised.

Policy 3b: *Develop and continually update an accurate, complete central database which consolidates demographic information and the full array of geo-referenced information, such as infrastructure, natural resources, and real estate, and make it accessible to all planning entities, including neighborhood organizations.*

Policy 3c: *Strengthen links between land use and the goals of the community by promoting neighborhood involvement.*

Encourage neighborhood associations and interested citizens to participate in the planning process so their ideas, comments, and concerns are considered by appointed and elected officials during the public hearing process.

## *Implementation - Growth Management*

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## *Implementation - Economic Development*

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The economic development vision for West Sierra Vista is that the area will become a vital economic center. Focused economic development efforts can lead to a strong and diversified economy, resulting in quality jobs, viable and safe neighborhoods, well-planned communities, a sustainable natural resource base, adequate infrastructure, ample entrepreneurial opportunities, sufficient capital, a nurtured cultural heritage, a well-educated and highly trained labor force and an expanded tax base.

The Sierra Vista Economic Development Foundation administers the City's economic development program and should play a key role in the articulation of West Sierra Vista's economic development goals.

For the purpose of this element, "target area" refers to County enclaves proposed for annexation and areas located within the West Sierra Vista Commercial Corridor or Business District, such as areas along Fry Boulevard and Wilcox Drive. Target areas are considered priority areas for infill development and/or redevelopment.

### ***Economic Development Goals***

- ❖ Goal 1: Encourage economic diversity and job creation, which are compatible with West Sierra Vista's natural and cultural resources.
- ❖ Goal 2: Promote a business-government relationship that addresses the needs of businesses to operate in a positive and mutually beneficial environment.
- ❖ Goal 3: Create an entrepreneurial environment of productivity and innovation in West Sierra Vista that promotes business start-ups and business growth.
- ❖ Goal 4: Provide economic opportunities in targeted areas, particularly along Fry Boulevard and Wilcox Drive, within the Commercial Corridor Planning Area
- ❖ Goal 5: Provide a labor force qualified to meet the needs of West Sierra Vista's employers.

### **Goal 1: Encourage economic diversity and job creation, which are compatible with West Sierra Vista's natural and cultural resources.**

Policy 1a: *Recognize the Sierra Vista Economic Development Foundation as the forum to coordinate and exchange information regarding area economic development activities, and work with the Foundation to accomplish the following:*

## *Implementation - Economic Development*

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Enhance information sources through the establishment of a position for a member of the Economic Development Foundation to participate in the West Sierra Vista Downtown Neighborhood Commission with the mission of communicating existing and proposed Economic Development Foundation programs and projects.

Address economic development efforts within the West Sierra Vista area in the annual Economic Development report submitted to the City Council.

Support Cochise College and the Sierra Vista Economic Development Foundation efforts in the collection and analysis of data on labor, education and capital demands of West Sierra Vista.

*Policy 1b: Expand West Sierra Vista's high-tech industry base by taking advantage of market opportunities in regional, national, and international markets.*

Work towards establishing West Sierra Vista as a major hub for high-tech jobs in the area.

Continue to support military contracting and military and civilian employment at military bases.

Promote the tourism and military industries to national and international visitors.

Work towards establishing the City of Sierra Vista as a dominant link between the United States and Mexico; and continue to support the expansion of free trade with other countries. Encourage representation from West Sierra Vista in this process.

*Policy 1c: Prioritize and target those economic sectors in which West Sierra Vista can create or sustain a competitive advantage for economic growth and job creation.*

Encourage the development and expansion of targeted industries including military research, high technology, aviation and regional distribution.

Encourage and promote development of West Sierra Vista's tourism industry. Fully utilize existing community assets to maximize the City's visitor industry.

## Implementation - Economic Development

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Policy 1d: *Support and encourage efforts to diversify the economic base of West Sierra Vista.*

Encourage a solid and ongoing partnership between West Sierra Vista and the Sierra Vista Economic Development Foundation.

Support an educational system designed to meet the needs of a diversified economy, including the development of high-tech educational programs.

Cooperate with the Sierra Vista Economic Development Foundation to recruit businesses outside of Sierra Vista.

Collaborate with the Sierra Vista Chamber of Commerce to promote business opportunities within West Sierra Vista.

**Goal 2: Promote a business-government relationship that addresses the needs of businesses to operate in a positive and mutually beneficial environment.**

Policy 2a: *Develop new and support existing partnership programs, which promote cooperation among public agencies, industry, and the community to enhance economic growth throughout West Sierra Vista.*

Continue and expand the existing partnership with Cochise College Center for Economic Research, the Sierra Vista Economic Development Foundation, the Chamber of Commerce and the Small Business Administration to provide services through their programs and incentives.

**Goal 3: Create an entrepreneurial environment of productivity and innovation in West Sierra Vista that promotes business start-ups and business growth.**

Policy 3a: *Continue to support the business retention and expansion program developed by the Small Business Assistance Office at Cochise College with assistance from the Chamber of Commerce.*

Policy 3b: *Provide community-based educational support for potential entrepreneurs to develop or refine accounting, cost analysis, marketing and other essential business skills.*

Promote the development of a community-based educational support program, which helps firms in market identification, management training, technical assistance, and improved capital access.

## Implementation - Economic Development

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Policy 3c: *Support financial assistance and specialized training programs to encourage the development of small businesses, minority-owned and women-owned businesses.*

Encourage risk reduction mechanisms that provide greater capital availability to small businesses, and minority-owned and women-owned businesses.

Cooperate with the Sierra Vista Economic Development Foundation and the City of Sierra Vista Chamber of Commerce in the identification of local and special business funding needs.

Policy 3d: *Encourage financial institutions to be responsive to the needs of minority and women-owned businesses and disadvantaged business enterprises.*

Policy 3e: *Encourage economic development activities that will strengthen neighborhoods and communities; provide educational training and employment opportunities; provide necessary support services; and promote and encourage economic participation for all citizens.*

Policy 3f: *Develop public and private initiatives to provide the funding and capital resources needed to finance small business and economic growth.*

Identify Federal, State and private funds available for business and economic development.

Publicize information concerning available funds, grants, programs and economic incentives.

Promote existing programs developed by the Sierra Vista Economic Development Foundation such as the Revolving Low Interest Program.

Identify funding assistance to cover architectural rendering costs for businesses wanting to participate in the Revolving Low Interest Program.

## Implementation - Economic Development

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### **Goal 4: Provide economic opportunities in targeted areas, particularly within the West Sierra Vista Commercial Corridor or Business District**

Policy 4a: *Increase coordination and visibility of current economic development efforts in targeted areas.*

Develop a marketing plan to increase the visibility of economic development and its impact on West Sierra Vista.

Develop specific policies regarding targeted areas in the business retention and expansion program developed by Cochise College.

Work with appropriate groups to promote economic development in targeted areas.

Work with the Chamber of Commerce, the Sierra Vista Economic Development Foundation and other community groups and organizations to disseminate information on the impact of economic development in targeted areas.

Policy 4b: *Work with affected parties to enhance and emphasize the positive assets of targeted areas in efforts to retain and attract new business and industry to West Sierra Vista.*

Support the City in the evaluation of infrastructure plans for targeted areas.

Encourage the development of neighborhood plans that include efforts to promote economic development in targeted areas.

Policy 4c: *Promote a positive economic climate and business support system to encourage the attraction and location of targeted industries in targeted areas.*

Market, in cooperation with the Chamber of Commerce and the Sierra Vista Economic Development Foundation, the targeted areas to prospective businesses.

Policy 4d: *Pursue and implement Federal and State Economic Development Programs.*

Identify the potential for the establishment of the West Sierra Vista Enterprise Zone Program. The State offers enterprise zone tax incentives to encourage businesses to create jobs in economically distressed areas. This program is further discussed in the Opportunities and Recommendation section of this *Master Plan*.

## Implementation - Economic Development

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Administer the Federal Empowerment Zone, Enterprise Community designation, or other similar programs. This program is further discussed in the Opportunities and Recommendation section of this *Master Plan*.

Policy 4e: *Develop special economic initiatives, which promote coordination, communication and implementation of economic development priorities to meet the needs of the targeted areas.*

### **Goal 5: Provide a labor force qualified to meet the needs of West Sierra Vista's employers.**

Policy 5a: *Advocate and facilitate community dialogue regarding education goals and objectives for West Sierra Vista.*

Develop, in coordination with the Sierra Vista Economic Development Foundation, an Industry Skills Council that includes representatives from the business community, West Sierra Vista, the educational community and the general public to effectively communicate current and projected skill needs.

Policy 5b: *Encourage the development of public and privately administered training programs.*

Encourage institutions and businesses to establish vocational training internship and apprenticeship programs.

*Support and facilitate the efforts of agencies that focus on regional workforce development so that the skill needs of business and industry are adequately identified.*

## *Implementation - Commercial Corridor*

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The Commercial Corridor is an essential element of *West Sierra Vista Master Plan*. The success of West Sierra Vista's vision of a vibrant and vital community lies primarily in the careful planning of the community's economic potential. Serving as the spine of West Sierra Vista, the Commercial Corridor Planning Area extends from Fort Huachuca Main Gate to Seventh Street. This planning area includes lands immediately south of the old railroad right-of-way, and includes all lands located north and south of Fry Boulevard, Wilcox Drive and Myer Drive. This corridor extends northwest along North Garden Avenue.

**Goal 1: Encourage the establishment of a mixed-used neighborhood district within the Commercial Corridor Planning Area to enhance its image to both visitors and residents.**

*Policy 1a:* *Encourage new development in the Commercial Corridor Planning Area to include low, moderate, and upper income housing, and housing for elderly persons.*

Work with the City to broaden the existing tax phase-in policy, including lowering dollar limits for phase-in and increasing the percentage of abatement, to encourage housing development and redevelopment in target areas within the Commercial Corridor.

Encourage the establishment of Community Development Corporations (CDC) to help fund additional housing development, redevelopment or rehabilitation in the Commercial Corridor Planning Area.

Support incentives including fee waivers, tax-exempt bond financing, and low-income housing tax credits to promote housing.

Encourage the Department of Housing and Urban Development (HUD) to develop urban revitalization strategies which:

- Incorporate successful elements of other programs,
- Revitalize the Central Business District or Commercial Corridor,
- Focus on housing creation and development, and
- Facilitate the development of new infill multifamily housing in mixed-use developments inside the Commercial Corridor.

*Policy 1b:* *Allocate housing dollars to the West Sierra Vista Commercial Corridor Planning Area.*

Work with the City to increase the allocation of dollars from existing sources.

## Implementation - Commercial Corridor

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Make Community Development Block Grant (CDBG) funds available for housing projects within the Commercial Corridor.

Support the City in the allocation of City, state and federal funding for housing for all income groups.

Encourage redevelopment of existing housing stock, when feasible.

Encourage energy efficient design and construction of homes.

Policy 1c: *Advocate for the location of major public and private facilities such as schools, military facilities, hospitals and medical clinics, sporting facilities and other institutions with particular emphasis upon educational opportunities within the Commercial Corridor.*

Support the development of major public and private facilities, which support the Commercial Corridor.

Encourage the development of major public and private facilities in the Commercial Corridor, supporting the critical massing of these facilities rather than dispersing them.

Support incentives, abatements and tax phase-in opportunities to major facilities either looking to relocate to the Commercial Corridor or to existing facilities with plans to improve their facilities.

Establish an arts magnet program in the Commercial Corridor area.

Encourage the development of a performing arts district.

Policy 1d: *Continue to improve access to the Commercial Corridor by various modes of transportation including the construction of a multi-modal transportation hub.*

Adopt and implement a coordinated and comprehensive transportation Master Plan for the commercial corridor, which addresses parking, pedestrian, bicycle and vehicular circulation.

Create pedestrian ways and bicycle trails to connect Commercial Corridor with adjacent neighborhoods, open spaces, retail, medical and other support facilities.

Policy 1e: *Encourage retail development within the Commercial Corridor.*



## *Implementation - Commercial Corridor*

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Support the establishment of an expedited permitting and inspections procedure for retail and other commercial finish-out projects, which incorporate “development agreements” and “flexible development standards.”

Encourage the City to study the cost of development in West Sierra Vista, in order to determine appropriate facility standards required to anticipate facility improvements, as the annexation process begins. This study should identify facilities needs based on new population projections. Projections lead to determinations of future developable land and supporting facility needs. The study should also identify flexible development standards to project the need for and the size and quality of community facilities.

Once the cost of development is determined and flexible development standards are adopted, encourage the formulation of “development agreements,” which reflect:

- The extent to which new development should receive credit for providing common facilities that community has provided in the past without charge to other developments in the service area; and
- The extent to which new development should be held responsible for the cost of providing additional services.

Encourage financial institutions to promote new retail activity within the Commercial Corridor through continued participation in programs offered by the Small Business Administration (SBA) and programs that offer better-than-market-rate interest loans

*Policy 1f:* *Increase the attractiveness of the Commercial Corridor retail by supporting programs that increase security, accessibility and desirable shopping opportunities.*

Identify funding for the formation of a Commercial Corridor foot and bicycle patrol.

Establish a public and private partnership to promote retail development in appropriate locations such as Fry Boulevard and other areas within the Commercial Corridor.

*Policy 1g:* *Maintain the Commercial Corridor as the major office center for West Sierra Vista.*

Encourage development of vacant parcels and parcels within underutilized buildings as office space.

## *Implementation - Commercial Corridor*

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Encourage the City to maintain tax phase-in incentives for property owners to retain and attract long-term major corporate tenants and owners to the Commercial Corridor area.

Increase the level of security and maintenance in the Commercial Corridor area, and make every effort to increase these services as the area's office population grows.

Continue to support the development of office parks along Wilcox Avenue.

*Policy 1h:* *Encourage the construction of off-street parking facilities in the Commercial Corridor area to promote mixed-use development, a multi-purpose center, and commercial activity centers and to be compatible in use, scale and material with the surrounding natural and built environment.*

Encourage placement of parking facilities in locations, which will support some residential development.

Discourage development of parking facilities adjacent to the plazas and parks, and encourage pedestrian-friendly amenities.

Focus on preserving the housing stock and integrity of adjacent neighborhoods when selecting sites for parking facilities.

Analyze the Commercial Corridor's existing and potential growth, and strategically construct parking facilities to accommodate maximum parking availability and efficiency.

# Implementation - Community Services

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Safe, healthy, and well-educated citizens are the basis of a prosperous and high quality community. Community services and facilities are vital to the economic prosperity and quality of life for the citizens of West Sierra Vista. West Sierra Vista and the City of Sierra Vista as a whole must strive to achieve a balance between centralized and dispersed service locations to optimize the delivery of community services.

## **Community Services Goals**

- ❖ Goal 1: Support the provision of adequate police, fire protection, emergency medical services and animal control services.
- ❖ Goal 2: Support a comprehensive and coordinated health care system to effectively serve the community.
- ❖ Goal 3: Develop a formalized planning relationship among school districts, neighborhoods and the City to enhance the efficient and effective use of educational facilities.
- ❖ Goal 4: Provide arts, cultural and theater services, which are accessible to all citizens.

### **Goal 1: Support the provision of adequate police, fire protection, emergency medical services and animal control services.**

*Policy 1a: Support police, fire, emergency medical services, and animal control services extension facilities as necessary to provide effective and efficient services for residents and businesses within West Sierra Vista.*

Promote the integration of new police, fire, emergency medical services and animal control extension facilities, with other community service facilities, as appropriate.

*Policy 1b: Support public awareness programs that inform West Sierra Vista citizens of ways to increase safety.*

Promote existing public safety awareness programs such as Crime Watch.

### **Goal 2: Support a comprehensive and coordinated health care system to effectively serve the community.**

*Policy 2a: Advocate for accessibility of health care facilities needed to serve West Sierra Vista residents.*

## Implementation - Community Services

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Promote the location of public health and health care services extensions in areas easily accessible to the populations to be served, such as a multi-purpose center in the core of West Sierra Vista.

Support the City in the location of a homeless shelter and temporary emergency housing within West Sierra Vista.

Promote the establishment of free income-qualifying day-care services, meal services and clothing banks within West Sierra Vista.

Encourage the Health Department to evaluate revisions in community health care policies, priorities or systems to ensure they are meeting the needs of West Sierra Vista's residents.

### **Goal 3: Develop a planning relationship among school districts, neighborhoods and the City to enhance the use of educational facilities.**

*Policy 3a: Promote schools as integral components of residential neighborhoods.*

Encourage citizens to become involved in educational awareness programs.

*Policy 3b: Encourage school districts to contribute to neighborhood stability.*

Establish neighborhood awareness programs that explain the direct link between education, neighborhood, and economic stability.

*Policy 3c: Participate in the review and comment process on the location of new educational facilities and on the expansion of existing facilities*

*Policy 3d: Develop a strengthened community and school relationship beyond the walls of the facility by utilizing the neighborhood as an educational resource.*

*Policy 3e: Publicly recognize neighborhoods, which have shown individual initiative to improve schools within their neighborhoods.*

## Implementation - Community Services

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Establish incentives, which encourage neighborhoods to support their schools.

Policy 3f: *Encourage a cooperative school sidewalk program to enhance the safety, appearance, and access for neighborhood residents.*

Consider recommendations of neighborhood plans when developing school sidewalk programs.

### **Goal 4: Provide arts and cultural services, which are accessible to all citizens.**

Policy 4a: *Develop public and private partnerships to provide cultural amenities throughout the community.*

Encourage private enterprise to support West Sierra Vista efforts to make the arts available and accessible to all citizens.

Policy 4b: *Create a Commercial Corridor or downtown area that serves as the cultural focal point of West Sierra Vista.*

Establish a geographically defined Cultural Arts District.

Encourage special events in the Cultural Arts District that bring citizens Downtown to celebrate the arts.

Policy 4c: *Assess the effectiveness with which art, cultural and recreational facilities serve neighborhoods and the community and develop a long-term cultural facilities plan.*

Encourage the location of facilities and services for art, cultural and recreational activities in West Sierra Vista.

Inventory existing cultural facilities within West Sierra Vista including use, rental and fee policies.

Integrate the cultural facilities planning process into the ongoing planning processes of West Sierra Vista.

Policy 4d: *Support the implementation of the public art program.*

Promote West Sierra Vista's cultural and historical heritage through the arts.

Consider aesthetics as an integral part of capital improvement projects.

## Implementation - Community Services

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Work with the City to set aside a percentage of certain capital improvement budgets for the inclusion of public art or art services.

Policy 4e: *Increase public awareness of available economic development incentives.*

Provide information and briefings on economic development incentives, such as land pricing, tax abatements, revolving loan funds, the industrial park concept, and state programs, to business groups, community groups, neighborhood groups, and other interested parties. This programs are further discussed in the Opportunities and Recommendation section of this *Master Plan*.

Policy 4f: *Facilitate communication between businesses, neighborhoods, development interests, neighborhood associations and advisory boards, community-based groups and other interested parties with respect to economic development and/or re-development.*

Policy 4g: *Provide and maintain infrastructure and transportation services so that economic activity can operate efficiently throughout West Sierra Vista.*

Work with the City to place a high priority on funding for infrastructure and transportation improvements within West Sierra Vista and pursue alternative methods of funding improvements.

Design a process to evaluate infrastructure needs in targeted economic areas within West Sierra Vista and to recommend improvements to support market opportunities.

# Neighborhoods

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The creation, preservation and enhancement of neighborhoods are essential to the success of this plan. Neighborhoods should define and characterize the unique cultural, historical and natural qualities of West Sierra Vista.

Intrinsic to the success of neighborhoods and to a stable and attractive quality of life for all citizens is an emphasis on the availability of home ownership and housing to all ethnic and economic segments of the community.

Strong, viable neighborhoods create a sense of place within the community. Basic elements such as schools, churches, parks, open space, offices, stores, police and fire stations, health care, cultural and human services facilities, libraries and all types of housing, if balanced properly, will contribute to safe, dynamic and sustainable neighborhoods.

## **Neighborhood Goals**

- ❖ Goal 1: Preserve, protect and enhance the integrity, economic viability, and livability of West Sierra Vista's neighborhoods.
- ❖ Goal 2: Implement the use of the Neighborhood Planning Process and Neighborhood Plans.
- ❖ Goal 3: Provide safe, attractive, well-maintained neighborhoods for all age groups.
- ❖ Goal 4: Promote the provision of sound and affordable housing to all residents of West Sierra Vista.

## **Goal 1: Preserve, protect and enhance the integrity, economic viability, and livability of West Sierra Vista's neighborhoods.**

*Policy 1a: Rezone vacant or underutilized property in and around neighborhoods to encourage redevelopment that is compatible in use and intensity with the existing neighborhood.*

*Policy 1b: Encourage businesses and developers to work with neighborhood residents in the location and design of new development to enhance or complement the character or size of existing neighborhoods.*

*Policy 1c: Plan easily accessible commercial, educational, cultural and recreational facilities that respect the mobility of every citizen.*

*Policy 1d: Minimize displacement within neighborhoods caused by public or private sector development.*

# Neighborhoods

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Adopt design guidelines for neighborhood enhancement and preservation, which promote the rehabilitation and maintenance of existing structures that merit improvements in order to minimize demolition and displacement.

Provide information on rehabilitation opportunities and programs to owners of underutilized property.

Encourage public and private developers to meet and communicate with neighborhood representatives prior to planning development, redevelopment or expansion that will cause displacement of neighborhood residents.

Promote increased awareness among property owners and residents of the importance of property maintenance to long-term housing quality.

Utilize the City code enforcement program to bring substandard units into compliance with City codes.

*Policy 1e: Encourage the establishment of neighborhood associations.*

Develop a West Sierra Vista outreach program to encourage residents, businesses, churches, schools and other service providers to form neighborhood associations.

Provide information to neighborhood residents and groups who want to form neighborhood associations.

## **Goal 2: Implement the use of the Neighborhood Planning Process and neighborhood plans.**

*Policy 2a: Provide additional technical assistance and incentives to encourage neighborhoods to plan.*

Develop a training program for neighborhood residents and groups interested in preparing neighborhood plans.

Publicize the benefits and types of neighborhood planning processes that are available.

Establish a Neighborhood Resource Center to maintain and distribute a list of volunteer experts available to assist neighborhoods in the planning process.



# Neighborhoods

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Encourage consideration of recognized neighborhood plans by elected and appointed officials and City staff as they perform their duties and responsibilities.

*Policy 2b:* *Promote alternative neighborhood and sector planning processes that will address the needs of West Sierra Vista residents.*

Support the establishment of a Neighborhood Planning Process.

Support the establishment of a City Neighborhood Conference Process, to provide an annual forum for neighborhood associations to talk to other neighborhood groups.

Promote an Annual Goal Setting Process for Neighborhoods.

*Policy 2c:* *Establish a standardized format and outline for neighborhood plans that includes information such as economic data, needed community facilities and street and drainage improvements.*

Encourage Neighborhoods to form neighborhood organizations and to create neighborhood plans.

Notify neighborhoods with City Council recognized plans to update their plans at least once every five years to prevent expiration. Provide support services similar to initial plan preparation.

Encourage neighborhoods to develop a future land use map in recognized neighborhood plans, which illustrates the desired physical evolution of the neighborhood.

Encourage neighborhoods to seek sound planning and guidance when developing neighborhood plans.

Require neighborhood representatives to take into consideration the development trends of West Sierra Vista as they form their neighborhood plans.

Require neighborhood representatives to reflect the goals and policies of the West Sierra Vista Master Plan in their neighborhood plans.

*Policy 2d:* *Encourage all City departments to review and follow neighborhood plans to the extent practical.*

Use an interdepartmental approach to develop standard procedures to ensure the goals and recommendations of West Sierra Vista recognized neighborhood plans are considered.

# Neighborhoods

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Notify neighborhoods of major capital improvement projects and of zoning and subdivision plans at time of formal application.

Consider projects identified in neighborhood plans when making decisions regarding capital improvement projects.

## **Goal 3: Provide safe, attractive, well-maintained neighborhoods for all age groups.**

Policy 3a: *Enhance the character and quality of neighborhoods by maintaining and enhancing open spaces and parks.*

Pursue cooperative arrangements with other public and private groups for the maintenance of parks, open space and recreation facilities.

Consider the establishment of mandatory homeowners associations in new subdivision to maintain common areas.

Assist residents in planning for and developing additional open space and parks.

Policy 3b: *Strengthen the enforcement of codes and regulations affecting neighborhoods.*

Work with the City to vigorously enforce existing codes throughout West Sierra Vista.

Work with the City to vigorously enforce existing local codes for clean up of junk and abandoned vehicles.

Support the provision of adequate funds for code compliance.

Work with neighborhoods and citizens to investigate violations and enforce regulations such as improper dumping, unsanitary premises, and noise.

Support the establishment of field offices for code compliance.

Support the adoption and enforcement of stronger "no dumping" ordinances.

Policy 3c: *Consider new approaches including new ordinances and programs to enhance the viability and attractiveness of neighborhoods.*

# Neighborhoods

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Encourage the Neighborhood Resource Center to maintain and distribute a list of volunteer experts available to neighborhoods to assist on special subjects such as landscaping, legal or traffic issues.

Support the amendment of existing landscape ordinances to include buffering provisions between residential and nonresidential uses.

Support the City in its efforts to develop and promote programs, which address the environmental problems of the neighborhoods (i.e. illegal dumpsite reduction, and general clean-up projects).

Develop a public awareness and education campaign promoting pride in clean neighborhoods and encouraging voluntary code compliance.

Policy 3d: *Support public safety facilities and services, and related neighborhood education and awareness programs.*

Support any efforts initiated by police, fire, and animal control auxiliary services to keep up with population growth and annexation.

Encourage residential areas to participate in neighborhood watch and other existing crime prevention programs.

Provide information about crime and fire prevention programs.

Encourage communication between neighborhoods and the police officers patrolling the area.

Work with schools, churches and other institutions to support area-wide public safety goals.

Policy 3e: *Create and enhance neighborhood environments, which emphasize the physical and emotional well being of children.*

Support essential or coordinated services within the community such as:

- Developmentally appropriate early childhood education,
- Health services,
- Nutritional services,
- Day care for children of working parents,
- Family counseling,
- Family and parenting education,

# Neighborhoods

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- Public safety services, and
- Youth activity centers.

Support cooperative neighborhood resource entities such as parents, churches, schools, service providers, businesses, health care providers, government officials, childcare providers, community-based organizations, neighborhood associations and residents to help children attain basic life goals.

Support after-school programs so students can choose from a variety of quality programs that are supervised as opposed to unsupervised time after school.

## **Goal 4: Promote the provision of sound and affordable housing to all West Sierra Vista Residents.**

*Policy 4a: Preserve and revitalize housing and promote targeted infill housing in neighborhoods, particularly older neighborhoods.*

Promote clean up and minor repair of older housing stock through neighborhood and organizational initiatives utilizing all available resources.

Support an adequate maintenance program of all properties owned or supported by public funds.

*Policy 4b: Give priority in the use of housing reinvestment programs to the revitalization of neighborhoods with higher proportions of low and moderate income residents or with the worst housing conditions.*

Encourage private lenders to become directly involved in West Sierra Vista's affordable housing goals by promoting available programs such as the Federal Low-Income Tax Credit Program, which provides low-cost rental housing assistance to many Arizona residents. Administered by the Arizona Department of Commerce, this program provides a dollar-for-dollar credit against federal income tax liability for owner/developers of qualifying residential rental projects for a period of 10 years. The credit is intended to produce a cash subsidy to aid in the production of affordable housing and, in return, the developer agrees to reduce rents for a period of time.

Encourage private, non-profit, and other groups to expand their housing counseling services on housing maintenance and financial management.

# Neighborhoods

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Policy 4c: *Support effective coordination of local, state and federal housing programs.*

Provide opportunities for West Sierra Vista residents to take advantage of existing local, state and federal housing programs.

Policy 4d: *Facilitate the provision of housing opportunities for all West Sierra Vista residents, including special needs populations.*

Support the utilization of public funds to address the housing needs of special needs populations and encourage private sector participation.

Provide opportunities for community participation when assessing the housing needs of each special needs population.

## *Neighborhoods*

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# Implementation - Natural Resources and Open Space

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Wealth of natural resources has contributed to West Sierra Vista's cultural heritage and development patterns. The convergence of valleys and mountain landscapes has drawn people to this region from prehistoric times to the present, and has shaped settlement patterns and economic development. Dedicated protection of this unique combination of high quality natural resources is the key to maintaining West Sierra Vista's future economic vitality and a high quality of life for all citizens.

## **Natural Resources Goals**

- ❖ Goal 1: Preserve the unique and significant features of West Sierra Vista's natural environment.
- ❖ Goal 2: Integrate environmental quality protection into all phases of local planning and policy implementation.
- ❖ Goal 3: Achieve a sustainable balance between the conservation, use and development of the area's natural resources.

### **Goal 1: Preserve the unique and significant features of West Sierra Vista's natural environment.**

Policy 1a: *Work with elected representatives, other governing bodies, and public interest groups to develop a comprehensive open space and natural resources plan for West Sierra Vista.*

Continue to forge strong partnerships with regional interests to study and evaluate open space options.

Integrate the recommendations of the Open Space Plan of the City of Sierra Vista General Plan, Parks Plan, and other applicable plans into a unified urban design and natural resources plan.

Reduce water consumption through aggressive implementation of conservation policies and programs.

Encourage an aggressive water reuse (recycling) program.

Policy 1b: *Encourage retention of the 100-year floodplains as natural drainage ways without permanent construction, unnecessary straightening, bank clearing or channeling in accordance to the City of Sierra Vista's Surface Water Plan.*

Encourage the ecological management of floodplains and promote their use as open space, such as greenways, parks, wildlife habitat, and pedestrian-friendly linkage corridors.

# Implementation - Natural Resources and Open Space

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Policy 1c: *Develop programs to reduce noise generation throughout West Sierra Vista.*

Improve and maintain standards for noise levels appropriate to the area's land uses (residential, commercial, and industrial).

Improve standards of noise level through appropriate design guidelines providing landscaped buffer zones.

**Goal 2: Integrate environmental quality and protection into all phases of planning and policy implementation.**

Policy 2a: *Enforce natural resources protection policies outlined within the City of Sierra Vista General Plan.*

Support the preservation and improvement of the current quality of Sierra Vista air, land, and water resources and participate in the review process of current City codes, regulations and practices.

Cooperate with appropriate entities to enforce existing codes, ordinances, and regulations dealing with protection of natural resources.

Policy 2b: *Support ordinances, which preserve integrity of the natural settings of neighborhoods, open spaces and parks.*

Continue to support the landscape and tree ordinances for public and private properties to emphasize preservation of established native vegetation and use of locally native or adapted drought tolerant species

Encourage property owners, neighborhood associations and school districts to work with natural resource agencies and environmental organizations to develop and disseminate information about the natural environment of their area.

**Goal 3: Achieve a sustainable balance between the conservation, use and development of natural resources.**

Policy 3a: *Develop programs to attract environmentally sensitive industry to West Sierra Vista and to encourage local industry to adopt water conserving and minimal impact technologies in their operations.*

Work with the City to develop incentive packages including strategies such as tax deferments, and special services, to attract and support environmentally sensitive industries.



## Implementation - Natural Resources and Open Space

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Promote education of the community concerning minimal impact technologies, and encourage their use by local businesses.

*Policy 3b: Develop incentive programs to reduce energy and water consumption.*

Work in cooperation with public and private utility and water providers to encourage conservation of water and energy.

Cooperate with other agencies to provide incentives for water use reduction, and to provide a public education program promoting xeriscape landscaping as a means of water conservation.

Support programs that encourage individuals and businesses to replace high water-using vegetation with water saving landscapes.

*Policy 3c: Encourage cooperation among natural resource management agencies, other professionals and local school districts in developing environmental education materials and outreach programs.*

Develop a "Sense of Place" project to enhance understanding of the unique history, environmental context, and land uses of different areas in West Sierra Vista.

Institute programs to instill "common courtesy" practices to correct environmentally negative behaviors such as litter and noise pollution.



# Implementation - Urban Design

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Urban Design determines how an area looks, "feels" and functions. It embodies the design, planning, and integration of utility infrastructure, transportation, historical resources, community services, and natural resources. Striving for good urban design can shape West Sierra Vista into a cohesive and attractive array of neighborhoods, Commercial Corridor, and public amenities.

## **Urban Design Goals**

- ❖ Goal 1: Enhance West Sierra Vista's urban design.
- ❖ Goal 2: Preserve and enhance West Sierra Vista's historic resources.
- ❖ Goal 3: Develop and maintain a diversified and balanced system of parks and open space.
- ❖ Goal 4: Plan, locate and maintain infrastructure and utilities to facilitate and maintain safe, healthy and sustainable environments for human activity.
- ❖ Goal 5: Develop pedestrian-oriented linkages that will increase access to employment centers, community services, and cultural, recreational, educational and commercial facilities.

### **Goal 1: Enhance West Sierra Vista's Urban Design.**

Policy 1a: *Design, support and promote a multi-purpose center in a pedestrian friendly setting to be located within the Commercial Corridor, which includes stores and public facilities to serve existing neighborhoods.*

Identify and designate a site for a multi-purpose center as part of an overall West Sierra Vista Master Plan.

Encourage more intensive development within the Commercial Corridor with less intensive development along the corridor's edges.

Locate major activity facilities such as a library branch a police sub-station, a post office and other public uses, in a multi-purpose center to create a sense of place within the Commercial Corridor and to encourage pedestrian and bicycle use.

Install appropriate signage to call attention to major activity centers within the Commercial Corridor.

## *Implementation - Urban Design*

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*Policy 1b:* *Develop design guidelines, which integrate preservation of natural, historical and cultural resources.*

Create and adopt urban design guidelines and standards that will enhance the quality of life in West Sierra Vista, and which specifically encourage the following:

- Preservation and enhancement of the area's important historic and cultural characteristics, including Fort Huachuca's history.
- Preservation of distinctive physiographic, natural, and scenic features.
- Pedestrian safety and comfort, transit access, street level amenities, and circulation between neighborhoods.
- Promote greater diversity of development consistent with these urban design policies.
- Creation of open space corridors, linkages and entry features.
- Improved design and attractiveness of West Sierra Vista's street, transit and pedestrian networks, and of its open spaces and greenways.
- Encourage public art in all public and private projects.
- Provide design standards for streetscape improvements including appropriate landscaping, furnishings, signage/graphics and pedestrian paths, along with entry features, landmarks, and markers at strategic access/transition points.
- Adopt an urban design review process for giving physical design direction to urban growth.
- Establish a process to involve the community in programming and designing public spaces.
- Develop unique and specific design guidelines for areas throughout West Sierra Vista, including neighborhoods and the Commercial Corridor.

*Policy 1c:* *Encourage patterns of urban development that provide a full range of housing choices and promote a sense of community, urban vitality and the efficient provision of infrastructure.*

Develop a West Sierra Vista Land Use Map based upon the goals and policies of this Master Plan, using a public planning process.

Support and promote mixed-use residential development that will include a mix of multi-family units and single-family homes in varying sizes, types and price ranges.

Encourage street patterns that promote pedestrian connections and multiple connection points and do not contribute to collector street congestion.

## Implementation - Urban Design

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Policy 1d: *Develop criteria and procedures for infill development, which will enhance the character of neighborhoods.*

Involve neighborhoods in developing neighborhood-specific plans that define the character and pattern of development for their neighborhood, and that establish infill development guidelines.

Policy 1e: *Apply strategies, which will result in all existing and new streetscapes being accessible, safe, and aesthetically pleasing.*

Provide and encourage safe streetscapes and public facilities by using strategies including the following:

- Keep activity areas and circulation routes well lighted, patrolled, and maintained for safety
- Provide highly visible streets, sidewalks and trails.

### **Goal 2: Preserve and enhance the City's historic resources.**

Policy 2a: *Compile and maintain a comprehensive and dynamic historic resource inventory program, which includes federal, state, and local landmarks, properties, and museums and incorporates the history of Fort Huachuca.*

Publish an inventory of historic landmarks and resources, and include maps and the history of Fort Huachuca in this inventory.

Policy 2b: *Actively promote Fort Huachuca's history whenever possible.*

Encourage architectural design competitions or projects to incorporate Fort Huachuca's history in the design of public structures within West Sierra Vista.

Policy 2c: *Build on City of Sierra Vista's unique history.*

Consider historic trails as routes for designated pedestrian and bicycle paths.

Identify suitable locations for historic markers in West Sierra Vista.

Cooperate with other groups to identify and designate historic routes as a statewide historical and cultural network.

## *Implementation - Urban Design*

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### **Goal 3: Develop and maintain a diversified and balanced West Sierra Vista system of parks and open space.**

*Policy 3a:* *Utilize a planning process that encourages civic participation in the creation of pocket parks, greenways, recreation and an open space plan which will:*

- Coordinate the acquisition and development of public and private parks and open spaces,
- Develop Master Plans for major existing City parks,
- Complete the development and revitalization of existing parks, and
- Ensure that parks are fully accessible to all citizens.

Encourage conservation and protection of identified properties through leases, conservation or scenic easements, overlay zoning districts, protective covenants, tax abatements, or acquisition (by purchase or donation).

Broaden the use of academic institutions and school organizations to participate in the identification of neighborhood needs for parks and open space.

Promote joint use of school facilities for parks and open space.

*Policy 3b:* *Plan and develop an area wide system of linear parks and hike and bike trails which incorporate drainage ways and open spaces which link parks, schools, the Commercial Corridor and neighborhoods in West Sierra Vista.*

Identify existing and planned drainageways, abandoned railroad rights-of-way, utility corridors and open spaces, which are located near or between schools, institutions and neighborhoods.

Continue to develop hiking and biking trails as part of West Sierra Vista's park system to connect neighborhoods, places of employment, services, schools, and historical and cultural attractions, where possible.

Work with the City, schools, neighborhood groups, and institutions to ensure that hiking and biking trails, and linear parks are designed, constructed and maintained to meet national safety and accessibility standards.

Develop a compact, durable map or booklet of maps illustrating the system of linear parks and hiking and biking trails.

## Implementation - Urban Design

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Promote special events to encourage the use of bicycling, walking and jogging as alternative forms of transportation and recreation.

Policy 3c: *Develop and maintain parks, open space, and recreational opportunities in all parts of the community.*

Promote the acquisition of new park and recreation facilities in areas, which are under-served.

Policy 3d: *Involve citizens in the design, development, and maintenance of parks and open spaces.*

Encourage volunteer organizations to maintain parks and open spaces.

Expand communication with citizen groups to anticipate changing needs and interests in the provision of parks and open space.

Policy 3e: *Increase partnerships to encourage the shared use of public and private properties, particularly floodplains, open space and recreational facilities located at schools and institutions.*

Promote the use of school facilities for parks, recreation, and open space.

Offer appropriate incentives to individuals or associations who provide or maintain public parks in their neighborhoods.

### **Goal 4: Plan, locate and maintain infrastructure and utilities to facilitate and maintain safe, healthy and sustainable environments for human activity.**

Policy 4a: *Use incentives to encourage development in underutilized urban areas.*

Consider rezoning underutilized areas to accommodate and promote appropriate redevelopment, while being cognizant of the surrounding areas' environment.

Policy 4b: *Create streetscapes, which emphasize both pedestrians and vehicles.*

## *Implementation - Urban Design*

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Encourage the establishment of raised medians and/or pedestrian cross walks that do not restrict access along Fry Boulevard (Raised medians and other pedestrian-oriented amenities are discussed in the Opportunities and Recommendation section of this Master Plan).

Support improvements of existing raised medians along Wilcox Drive as to provide more turn around points, improve access and enhance landscaping.

Encourage the design and use of rear alleys in residential neighborhoods to reduce "points of conflict" between automobile and pedestrian traffic.

Provide design guidelines for pedestrian infrastructure including sidewalk width, location and lighting.

During the construction of all major thoroughfares and the reconstruction of existing major thoroughfares, install medians unless not feasible.

Encourage utility and telephone line locations to be in the rear of property, underground or otherwise give aesthetic and economic consideration to alternative locations.

Establish urban design guidelines for capital improvement projects such as roads, drainage corridors and community centers, which facilitate and accommodate increased pedestrian use and safety.

Establish an attractive graphics and signage system for all publicly owned signs, except for those controlled by state and federal jurisdiction.

Encourage adherence to crime prevention practices through environmental design standards for streetscape projects.

**Goal 5: Develop pedestrian-oriented linkages that will increase access to employment centers, community services, and cultural, recreational, educational and commercial facilities.**

*Policy 5a: Develop pedestrian-oriented pathways that promote safety, links neighborhoods throughout West Sierra Vista and allows residents access to employment centers, community services, and cultural, recreational, educational and commercial facilities.*



## *Implementation - Urban Design*

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Provide incentives that promote the use of pedestrian-oriented transportation systems.

Support alternative transportation modes (e.g., bicycle) to link neighborhoods, commercial corridor and other destinations.

*Policy 5b: Develop a system of complementary transportation modes which supports safe and efficient movement of people and goods, and which results in an efficient pattern of urban development, and in active and vital neighborhoods.*

Work with the City to develop a long-term comprehensive transportation needs assessment for West Sierra Vista.

*Policy 5c: Assign a priority to the maintenance of streets and sidewalks including the feasibility of a dedicated funding source.*

Work with the City to increase funding for street repair and for planned preventive maintenance.

*Policy 5d: Provide additional parking where needed, but ensure that it is integrated into the surrounding environment.*

Promote mixed-use off-street parking facilities whereby two or more distinguishable land uses have a common parking area ("flex" parking).

*Policy 5e: Promote the safe use of bicycles as an efficient and environmentally sound means of recreation and transportation by encouraging a network of lanes, trails, and storage facilities.*

Support the future walking/biking routes along State Route 90 (bypass), Buffalo Soldier Trail and south of Golf Link Road, delineated in the Public Parks Map on Vista 2010.

Encourage the establishment of additional walking/biking paths inside West Sierra Vista Commercial Corridor and other areas of West Side.

Develop and implement a comprehensive and community based bicycle transportation plan which serves all areas of West Sierra Vista.

Consider bicycling in the design and construction of public streets.

Assess the feasibility of joint pedestrian and bicycle usage in existing public facilities, and promote such usage where feasible.

## *Implementation - Urban Design*

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Promote partnerships among public agencies, businesses, bicycle organizations and citizens to improve bicycle access and facilities.

Advocate bicycle issues by applying for grants, encouraging citizen participation in biking events, promoting bike safety and education, and overseeing implementation of Master Plan policies regarding bicycling.

Identify West Sierra Vista and City of Sierra Vista's bicycle lanes and trails and publish a bicycle map for the public.

Establish recreational bicycle lanes, trails, and parking where appropriate.

Encourage businesses to provide bike lockers for their employees.

Develop safety regulations as needed for the safe use of bicycles.

*Policy 5f:* *Develop a safe and convenient pedestrian travel network with sidewalks, walkways and trails integrated into the transportation system.*

Ensure that all new sidewalks comply with City codes, and are designed to be functional and unobstructed, linking neighborhoods, residential areas and Commercial Corridor.

Provide incentives for developers to exceed minimum standards for the pedestrian infrastructure.

Pursue all funding options for the construction of major sidewalks, walkways and trails.

Encourage a cooperative sidewalk program between schools and the neighborhood, to enhance safety, appearance and access for area residents.

Promote safety on the pedestrian networks by:

- Eliminating physical barriers for the movement impaired,
- Maximizing visual contact between the network and surrounding areas,
- Modifying zoning to promote high activity uses adjacent to the network,
- Providing buffers from vehicular traffic,
- Enhancing signage for pedestrians, and
- Providing appropriate street lighting.

## *Conclusion*

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A few blocks of Fry Boulevard are all that remain of West Sierra Vista's original downtown. These precious blocks and the adjoining commercial area to the south, along Wilcox Drive and Myer Drive, and to the north along North Garden Avenue, comprise the commercial corridor in West Sierra Vista. These three commercial areas, distinct yet complementary, provide a setting where townspeople can shop, bank, dine, and take care of business. Contrary to the current perception, people cannot stop on the sidewalk and have a conversation under a tree or in a comfortable public space. Rather they are forced to converse in a parking lot or on a narrow, vulnerable sidewalk adjacent to a major street. Citizens value this area and envision a pedestrian-friendly, small town ambiance. This area has great potential. With some minor improvements to the appearance, function, and character, West Sierra Vista will once again become a vibrant commercial and residential center. By attracting anchor businesses that will support existing smaller businesses, locally-owned retail, restaurants, and entertainment operations, and by providing more access to businesses through parking and pedestrian facility improvements, the area will become a more viable commercial corridor,

If West Sierra Vista is to provide this sense of community identity and heritage, the townspeople must unite behind the common vision for a pedestrian-friendly Downtown reflective of its heritage. Definitive steps must be taken to both inhibit inappropriate development in the Downtown area and to promote appropriate development and redevelopment in its place.

The character, charm, and livelihood of West Sierra Vista do not have to be lost to the newer areas of town. The existing Downtown can be preserved, expanded and improved upon to create a newer and more economically viable commercial and residential core that can compete with the new mall and retain and attract unique businesses to the area.

Three distinct planning areas were identified within West Sierra Vista: the North Planning Area, the South Planning Area and the Commercial Corridor. The North planning area includes primarily residential, institutional, open space, some industrial and commercial uses, and encompasses the area north of the railroad right-of-way. The South Planning Area, located south of Myer Street and extending to Golf Links Road, includes primarily residential uses and some commercial and institutional uses.

The Commercial Corridor Planning Area extends from Fort Huachuca Main Gate to Seventh Street. This planning area includes lands immediately north of the railroad right-of-way, and includes all lands located north and south of Fry Boulevard, Wilcox Drive, and Myer Drive. This corridor extends northwest along North Garden Avenue. Land uses within the commercial corridor include primarily commercial, office professional, service and institutional. Specific needs that should be addressed within each of these planning areas were identified during the planning process.

Improvements of these planning areas will not only foster economic development within West Sierra Vista, but will also better serve the Fort Huachuca Military Base by providing housing, shops, services and entertainment to military base employees.

## *Conclusion*

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# Glossary

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**Activity Centers:** Places (individually or collectively) such as schools, libraries and parks where individuals and organizations congregate for the purpose of leisure, discussing community affairs, attending cultural and educational programs or shopping.

**Adequate Funding:** A level of financial support which ensures that a public agency can meet minimum standards of the City Code and the intent of the Master Plan goals, objectives and policies.

**Administrative Plan:** Establishes administrative procedures to implement the Plan, including a single review authority that will centralize and expedite the review process, while ensuring public review and comment.

**Affordable Housing:** A unit of housing which does not exceed in cost, 30% of the gross household income, including utilities and maintenance, for families as defined by the United States Department of Housing and Urban Development (HUD).

**Master Plan:** The comprehensive plan for the physical development of West Side. The Master Plan includes any unit or part of such plan separately adopted and any amendment to such plan or part thereof.

**At-Risk Population:** Those living at or below the poverty line as defined by the Department of Housing and Urban Development (HUD).

**Capital Improvements:** New or expanded public improvements that are relatively large size, expensive and permanent. Some common examples are streets, public libraries, water and sewer lines and park and recreation facilities.

**Capital Improvement Plan or Program (CIP):** A plan for the construction of capital improvements that includes their timing and cost.

**Central Business District (CBD):** (Often same as Downtown) An area within a City which has a centralized, high concentration of retail and service businesses, governmental offices and facilities, financial districts, professional offices, hotels and motels, cultural, recreational and entertainment establishments, colleges and universities, residences, appropriate industrial activities, and transportation facilities.

**Commercial Corridor:** See Central Business District.

**Community:** A large, well-known district, recognized by outsiders as one area, but which has internal neighborhoods of some importance to residents.

**Community-Based Development Corporation (CBDC):** An organization, which meets all conditions of a non-profit corporation (see Non-Profit) and the conditions of a CDC (see Community Development Corporation).

# Glossary

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**Community Center:** A building or buildings used for recreational, social, educational and cultural activities, usually owned and operated within a one and one-half mile radius from the residents it serves.

**Community Development Corporation:** Community Development Corporations (CDCs) are run by professional staff and citizen boards, who have undertaken responsibility for a defined geographical area. Many of the members of these boards live in the community they serve, and not only have a personal interest in improving it, but also have intimate knowledge of how to do it. Other board members represent businesses and institutions and bring valuable resources and insight to the development process. CDCs create opportunities in their communities through the right blend of commercial, industrial, and residential initiatives. Using their own diverse skills as entrepreneurs, along with financing, marketing, and management tools, they are uniquely able to bring success to community programs.

**Community Services:** Those services which promote the public health, safety and common welfare, including police and fire protection, educational institutions, libraries health care facilities, and arts and cultural facilities.

**Developer:** The legal owner of land who holds entitlement for the use, improvement or construction on that land. The developer may be an individual property owner, a partnership of individuals, or a company or corporation.

**Disadvantaged Business Enterprise:** A business or other legal entity that qualifies as both a minority, woman or minority and woman business enterprise and a small business enterprise as defined in City ordinance.

**Downtown:** See Central Business District.

**Drainage Area:** The drainage basins in this area funnel stormwater runoff into streams that flow across the recharge area. Since most aquifer recharge occurs through streambeds, this funneling effect is an important function of the drainage area.

**Driver Industries:** Industries that create jobs by (1) exporting goods and services outside of the area; (2) bringing people into the area to purchase goods or services; or (3) replacing imported goods and services.

**Economic sector:** a specific industry or group of inter-connected industries.

**Environmentally Sensitive Industry:** An industry which causes minimal disruption to ecosystems and habitats, optimizes use of natural resources, and operates in a way to minimize adverse environmental impacts and contribute to the sustainability of the region.

**Feeder Industries:** Industries that develop or "feed" off of driver industries. (e.g. local retailers, groceries, contractors, dry cleaners).

# Glossary

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**Flood Plain:** The channel and the relatively flat area adjoining the channel of a natural stream or river, which has been or may be covered by floodwater. Land immediately adjoining a stream, which is inundated when the discharge exceeds the conveyance of the normal channel.

**GIS:** Geographic Information Systems (GIS) are computer-based tools for capturing, integrating and presenting geographically related data items. This data includes but are not limited to: natural resources, population information, zoning information, housing development, utility locations, and roadways.

**Goal:** an ideal future end, condition or state related to the public health, safety or general welfare toward which planning and planning implementation measures are directed.

**Industrial Base:** Those industries, which make up a community's economy; industries creating the most impact and job creation.

**Industry:** A distinct group of productive or profit-making enterprises including forestry, fishing, hunting and trapping; mining; construction; manufacturing; transportation; communication, electric, gas and sanitary services; retail and wholesale trade.

**Infill Development:** New construction activity occurring on vacant parcels located within an area, which is predominately developed.

*Infill Incentive District: The Growing Smarter Act allows the governing body of a municipality to create one infill incentive district if three of the following conditions exist in the proposed area of the district:*

- A large number of vacant older buildings or dilapidated structures,
- A large number of vacant or underused parcels of property, obsolete or inappropriate lot or parcel sizes or environmentally contaminated sites,
- A large number of buildings or other places where nuisances exist or occur,
- An absence of development and investment activity compared to other areas in the city or town,
- A high occurrence of crime, and
- A continuing decline in population.

The Growing Smarter Act requires the governing body of a municipality that established an infill incentive district to adopt an infill incentive plan.

**Infrastructure:** Facilities and services needed to sustain any type of development-residential, commercial or industrial activities. Includes water and sewer lines, streets, electrical power, fire and police stations.

**Landscape Code:** A code that categorizes the species of trees and shrubs which may be planted on public tracts of land, including parks and right-of-ways, as well as encouraging private front yard planting compatible with the specified planting categories.

# Glossary

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**Land Use Plan:** A plan that graphically depicts existing and future land uses and intensities. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community and identifies urban design opportunities. A land use plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

**Multi-modal:** Capable of accommodating a variety of transportation modes, such as buses, automobiles, bicycles and pedestrians. A multi-modal transportation hub is a facility for the transfer of passengers or goods between different modes of transportation.

**Natural Resources:** Elements relating to land, water, air, plant and animal life, and the interrelationship of those elements. Natural resource elements include soils, geology, topography, flood plains, vegetation, wildlife, surface and groundwater and aquifer recharge zones.

**Neighborhood:** An area of a community with characteristics that distinguish it from other community areas. Physical barriers such as major highways and railroads or natural features such as rivers may define it. It may also be distinguished by unique architectural, historical, social or ethnic characteristics.

**Neighborhood Centers:** The pivotal placement and clustering of land uses that support the life and identity of a neighborhood including housing, parks, schools, libraries, fire stations and shopping centers. Ideally, neighborhood centers are designed on a human scale to encourage pedestrian access and use.

**Neighborhood Facility:** A public facility that is typically within a one-half mile radius of the residents it serves.

**Neighborhood Planning Process:** A procedure by which neighborhood residents and property owners can develop neighborhood plans suitable for recognition by the Planning Commission and City Council.

**Neighborhood Resource Entity:** An individual or organization which plays a role in the quality of life in a neighborhood, e.g., residents, schools, parent-teacher associations, churches, health-care providers and other public and non-profit agencies.

**Nonconforming Use:** A use or activity that was lawful prior to the adoption, revision or amendment of a zoning ordinance but that fails by reason of such adoption, revision or amendment to conform to the present requirements of the zoning district.

**Non-degradation:** The proper use of Best Management Practices and pollution prevention criteria to prevent degradation as defined herein.



# Glossary

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**Objective:** A specific end, condition or state that is an intermediate step toward attaining a goal. An objective should be achievable and when possible measurable and time specific.

**Passive Recreation:** Any unstructured leisure time activity pursued for its own value (e.g. hiking and nature study).

**Planned Commercial Development:** An area of a minimum contiguous size, as specified by ordinance, to be planned, developed, operated and maintained as a single entity containing one or more structures to accommodate commercial or office uses, or both, and appurtenant common areas and other uses incidental to the predominant uses. Most planned commercial developments are identified by the use of common elements such as a marketing name, architectural theme, and shared parking.

**Policy:** A specific statement that guides decision-making. Policies are statements of intent for actions to be taken in pursuit of a given objective.

**SBA - Small Business Administration.**

**Special Needs Population:** For the purpose of providing affordable housing, this term refers to the physically and mentally disabled, the elderly and the homeless.

**Special Purpose Districts:** A district created by act or vote for a specific purpose with the power to levy taxes.

**Specialty Shopping Center:** A shopping center whose shops caters to a specific market and are linked together by an architectural, historical or geographic theme or by a commonality of goods and services. Varies in size and location.

**Specific Plan:** A specific plan is a zoning classification, which allows for the creation of a custom land use plan and development criteria for a given geographic area. A specific plan may detail a) the location and density of land uses; b) the list of permitted and conditionally permitted uses; c) development standards such as building setbacks, building heights, lot coverage, and parking requirements; d) public infrastructure such as a circulation system, street improvements, street lights and drainage systems; e) architectural guidelines including architectural styles, themes and building materials and f) landscape guidelines such as types of trees and planting materials for public parkways and private front yard setbacks.

**Streetscape:** A design term referring to all the elements that constitute the physical makeup of a street and that, as a group, define its character, including building frontage, street paving, street furniture, landscaping, awnings and marquees, signs, and lighting.

**Strip Center:** Commercial or retail development, usually one store deep, which fronts on a major street.

## Glossary

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**Tax Recapture:** Another way to allocate funds to promote economic development is through the establishment of a tax recapture program. The Downtown Neighborhood Commission could negotiate with the City of Sierra Vista to develop a tax recapture program. This tax recapture program should be designed to allocate a percentage of property tax dollars collected from properties located within West Sierra Vista in order to fund specific projects and improvements needed in West Side. In addition, the City could allocate a portion of the taxes originated in a given area outside of West Sierra Vista (such as the mall) to West Sierra Vista redevelopment. The City can provide funds in dollar amount or provide in-kind contributions, making available labor and/or equipment necessary for the completion of projects and improvements.

**Theme Center:** See Specialty Shopping Center.

**Traditional Neighborhood Development:** An alternative style of developing neighborhoods which includes a mixture of land uses, reduced building setbacks, and often, narrower roadways in combination with broader sidewalks and increased densities.

**Urban Code:** Defines the types of buildings, which may be built and specifies requirements for height, area, build-to lines, minimum frontage and maximum lot coverage. There should be an emphasis on increasing relative density and decreasing the area of land required for automobiles.

**Zoning Plan:** Specifies locations and which types of buildings may be built, and outlines procedures for introducing non-coded building types and altering adopted patterns to meet changing patterns of use. There should be an emphasis on allowing compatible uses rather than on completely separating uses.

**Vehicular/Transportation Master Plan:** Identifies street types and transportation modes, and defines design criteria for all street elements such as signage, bus stops, lighting, etc.

**Underutilized Property:** Property with land or buildings that are at least 50 percent vacant or that are abandoned, dilapidated, or other wise impaired by physical deficiencies.

**Underutilized Urban Area:** An area suitable for development or redevelopment uses that will encourage residential stability and economic vitality.

**UNIFORCE:** A regional, joint venture organization of businesses and public and private educational institutions, which identifies the needs of the job market and promotes training and internship programs.

**Urban Core:** See Central Business District.

## *Glossary*

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**Urban Design:** A process to creatively shape the City's physical form, image or identity. An integral part of the process of City and regional planning. It is primarily and essentially three-dimensional design but must also deal with the non-visual aspects of environment such as noise, smell, or feelings of danger and safety, which contribute significantly to the character of an area.

Urban Design includes a concern for the relationship of new development to existing city forms as much as to the social, political and economic demands and resources available. Urban Design incorporates broad community and professional involvement and has strong concern for what should be done in response to a given set of needs at a scale and level of complexity ranging from streetscapes; to individual buildings; to neighborhoods; to the form of the whole city.

**Xeriscape:** The practice of conserving water and energy through creative landscaping using good landscape design, limiting lawn areas, irrigating efficiently, improving soils, using mulches, choosing low water use plants and employs other good maintenance practices.

# *Appendix B*

## West Sierra Vista Master Plan Survey

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# *Appendix B*

## West Sierra Vista Master Plan Design Guidelines

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