EXHIBIT “A”

WEST SIERRA VISTA REDEVELOPMENT AREA PLAN

PREPARED BY:
City of Sierra Vista
Community Development Department

Originally Adopted on March 22, 2018
Amendments Adopted on March 28, 2019
INTRODUCTION

Founded in 1956, the City of Sierra Vista lies in southwest Cochise County, Arizona. Sierra Vista is approximately 14 miles from the U.S./Mexico border, 60 miles southeast of Tucson, Arizona, and 160 miles southeast of Phoenix, Arizona. The City is 4,633 feet in elevation, surrounded by mountain peaks reaching almost 10,000 feet. Sierra Vista is Spanish for mountain view. The City has a moderate, four season climate with an annual average temperature of 74.4 degrees Fahrenheit. The local economy is highly dependent upon Fort Huachuca, Sierra Vista’s top employer with 7,956 full time employees in 2015. Fort Huachuca is home to several major commands: Network Enterprise Technology/9th Army Signal, Military Intelligence Center, Electronic Proving Grounds. The Arizona Office of Economic Opportunity estimates Sierra Vista to hold 43,824 residents as of July 1, 2017.

Sierra Vista is maturing as a suburban community. Its citizens understand that the City will continue to grow and change, and want to take charge of the City’s destiny to guide growth and change in a manner that protects the core values that attracted residents to the community in the first place. At the same time, the residents want the types of amenities and opportunities that are available to many suburban and urban communities: cultural resources, gathering places, comfortable and attractive pedestrian spaces, a variety of housing choices, interesting places to dine, shop, and recreate, and places to work that are close to home.

Many of Sierra Vista’s residents are drawn from other regions of the country or other places in Arizona, attracted by Sierra Vista’s: safe neighborhoods with good family and retiree housing values; laid back atmosphere; cooler climate; high quality schools; excellent leisure and outdoor activities; expansive public library; and stable tax base.
These attributes are embedded in the City’s Vision Statement “Sierra Vista in 2030 is an attractive, vibrant, and inviting place to live, work and visit. Our community, with its spectacular natural environment, mountain vistas, military heritage and engaged citizens provides a big city experience in a small town atmosphere.”

Community redevelopment is an economic development strategy that many local governments are successfully using to mitigate or reduce negative conditions that harm their community. The focus of this plan are the commercial blocks along West Fry Boulevard, between North Garden Avenue and South Carmichael Avenue, which form the northern gateway into the City. Arizona Revised Statutes allow for municipalities to prepare and implement a redevelopment plan. The purpose of the redevelopment plan is to identify and prioritize goals, objectives, and action strategies that will improve the physical character, economic environment, and social well being of the redevelopment area. This redevelopment plan provides the community with flexibility in encouraging desirable projects with incentives and assistance while promoting and facilitating private sector investment in the conservation, rehabilitation, and redevelopment of the existing building stock.

The City of Sierra Vista leadership is committed to revitalizing the West End of Sierra Vista and making sure that businesses meet Sierra Vista’s city codes. These codes are designed to protect the general health, safety, and welfare of the community. This redevelopment plan does not propose changes to the adopted General Plan, Comprehensive Zoning and Development Code, Building Code, or other adopted City ordinances. This plan does not propose acquiring private land or propose new financing tools in addition to those currently used by the City for redevelopment. Moreover, this plan does not propose relocation of any residents. The scope of this plan is focused on improving conditions within the West Fry Boulevard and North Garden Avenue rights-of-way, incentivizing reinvestment and the reuse of idle properties.
RELATIONSHIP TO GENERAL PLAN

According to the City's General Plan, Vista 2030, “the City recognizes the importance of redeveloping dilapidated or underused buildings and encourages infill development projects where existing infrastructure is already developed or will be improved by new development.” Goals and strategies identified in the Redevelopment and Infill Development Element include the following:

Goal 13-1 Maintain, improve, and revitalize older areas of the community

Strategies
1. Identify properties offering a redevelopment or infill opportunity.
2. Improve necessary infrastructure in redevelopment areas.
3. Pursue cooperative redevelopment partnerships with Cochise County.
4. Consider redevelopment needs in capital improvement planning.
5. Pursue financial commitments from private entities for redevelopment projects.
6. Offer incentives for private development within redevelopment areas.
7. Support community events such as the West End Fair.
8. Seek federal and state funding assistance or grants for renovation, revitalization, and redevelopment projects.
RELATIONSHIP TO GENERAL PLAN

Goal 13-2  Promote the Infill Incentive District Policy

Strategies

1. Encourage redevelopment by supporting efforts and developing partnerships with various agencies including the City’s Economic Development Office, Economic Development Foundation (currently known as the Arizona Regional Economic Foundation), and Cochise College Small Business Development Center.

2. Encourage and educate land development professionals, such as real-estate professionals, of the value of the Policy.

3. Continue ongoing efforts to obtain grant and other funding for infill incentive areas.

Goal 13-3  Promote the adaptive reuse of buildings

Strategies

1. Identify buildings that qualify for adaptive reuse by determining if the existing structure and layout is suitable for renovation.

2. Identify historically or architecturally significant buildings.

3. Identify the challenges of updating older buildings to current code compliance.

4. Incentivize the adaptive reuse of buildings.
STATUTORY ELEMENTS
1. DESIGNATION OF THE BOUNDARIES OF THE REDEVELOPMENT AREA

On November 9, 2017, the City Council adopted Resolution 2017-90 approving the boundaries of the West Sierra Vista Redevelopment Area pursuant to the provisions of Arizona Revised Statutes § 36-1471 et. seq. The WSVRA encompasses approximately 23-acres of commercial properties and associated public rights of way along Fry Boulevard, between North Garden Avenue and South Carmichael Avenue as depicted in Exhibit "A".

On February 14, 2019, the City Council adopted Resolution 2019-011 authorizing an expansion to the boundaries of the West Sierra Vista Redevelopment Area to include 29-acres of property contiguous to the originally approved redevelopment area as depicted on Exhibit “B”.
EXHIBIT “A” - WEST SIERRA VISTA REDEVELOPMENT AREA (WSVRA) BOUNDARY
2. A MAP SHOWING EXISTING USES AND CONDITIONS OF REAL PROPERTY WITHIN THE REDEVELOPMENT AREA

The WSVRA is zoned and principally used for commercial purposes. Healthy commercial areas help communities grow by providing residents with goods and services, governments with needed tax revenues, and spaces where people can socialize with each other. The commercial base in the WSVRA may be generally characterized by auto-oriented, single purpose stand alone structures and small strip plazas with little attention paid to architectural compatibility. Commercial facades and signage are generally unplanned and uncoordinated, failing to enhance the attractiveness and market potential of the area. Parking throughout the area located on small business and service parcels generally has little to no landscaping or buffer areas, and extends from property line to property line. In some cases, the parking areas are unpaved and uneven creating puddle to ponding conditions upon open erodible soils. Most parking areas are unlit. Due to the small size of the many parcels, parking expansion is extremely limited. The Finding of Necessity Studies for the original redevelopment area (Resolution # 2017-90) and for the expansion area (Resolution # 2019-011) and the maps provided therein, document conditions of real property within the redevelopment area at the time of their establishment and are hereby incorporated by reference into this plan.
2. A MAP SHOWING EXISTING USES AND CONDITIONS OF REAL PROPERTY WITHIN THE REDEVELOPMENT AREA

The location, extent and distribution of existing uses is portrayed in Exhibit “C” and the adjacent chart. Within the WSVRA, there is approximately 717,626 square feet of existing floor area, of which 278,261 square feet is currently vacant. The average building was constructed a half-century ago. Absent continued private investment in capital improvements and ongoing maintenance to extend their useful life, the need for demolition and replacement will increase.
EXHIBIT “C” - EXISTING LAND USE PATTERN

<table>
<thead>
<tr>
<th>LAND USE</th>
<th>GROSS FLOOR AREA (sq. ft.)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residential Apartments</td>
<td>57,844</td>
</tr>
<tr>
<td>Professional Office/Service</td>
<td>133,146</td>
</tr>
<tr>
<td>Food/Drinking Establishment</td>
<td>33,937</td>
</tr>
<tr>
<td>Hospitality</td>
<td>96,065</td>
</tr>
<tr>
<td>Retail</td>
<td>61,070</td>
</tr>
<tr>
<td>Non-Profit/Place of Worship</td>
<td>14,734</td>
</tr>
<tr>
<td>Storage/Warehouse</td>
<td>1,688</td>
</tr>
<tr>
<td>VACANT</td>
<td>278,261</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>717,626</td>
</tr>
</tbody>
</table>

*Source: Data taken from business inventory conducted by Community Development Department in November 2018.*

**Amended Redevelopment Area Boundary:** 52 Acres (M.O.L.)
3. A LAND USE PLAN SHOWING PROPOSED USES OF PROPERTY

It is the intent of this Plan to encourage infill development, redevelopment, and expansion of existing commercial uses consistent with the City's General Plan, Vista 2030. The Land Use Element contains goals and policies that provide direction on how the community envisions its future development. Land use patterns, how land uses are arranged and the urban form (the spaces, places, and boundaries that define city life), are critical to the health and well being of Sierra Vista residents.

Exhibit “D” depicts the desired future land use pattern, which reflects the existing commercial orientation of the district. The commercial land use category indicates the areas where all types and intensities of commercial uses may be developed as further limited by the zoning. According to Table 2-2 in the Vista 2030 Plan, approximately 2,291 acres, or 10.8% of the City is designated for commercial uses. Property in the WSVRA constitutes one percent of land set aside in the City for commercial purposes.
In many ways, the Conceptual Master Redevelopment Plan framework illustrated on Exhibit “E” is inspired by the inaugural goal articulated in the 1965 Sierra Vista General Plan - “Sierra Vista has but a single 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.” Citizens longing for a true community town center with a strong sense of place has been a consistent theme iterated over the decades. Without apparent private sector interest in creating a new town center from scratch, the City’s best chance at realizing this potential over the long term is by working with existing property owners in the WSVRA to re-imagine, redevelop or upgrade existing properties nearing the end of their useful life and to fill in the voids created by vacant lots and underutilized parking lots with a higher intensity development framework oriented to the street with vibrant spaces in between.

**From Shopping Centers to Storefronts**

This goal will be accomplished by reconstructing sections of West Fry Boulevard and North Garden Avenue from a wide arterial five-lane roadway originally engineered to rapidly facilitate thru traffic to a narrower, slower, more walkable and aesthetically pleasing destination “to street” by eliminating outside travel lanes to accommodate wide sidewalks and landscape and low impact drainage features reminiscent of a two lane (with center turn lane) community main street.

As important, the City has developed a “small business incentive fund” to support and incentivize property owners and their tenants on making beneficial site and building improvements to attract and support merchants in the district. Ongoing public and private sector cooperation is essential for the downward trajectory of the district to reverse course.
EXHIBIT “E” – CONCEPTUAL MASTER REDEVELOPMENT FRAMEWORK PLAN
**Conceptual Master Redevelopment Framework Plan Design Features**

- **New Commercial Buildings (Infill Development)** - The concept shows potential locations for new commercial development on vacant and underutilized properties in the WSVRA that will improve continuity along the streetscape.

- **Mercado** - The concept for the mercado space is based upon the traditional fixed markets in Mexico of the same name. They primarily feature Mexican products and goods within rented stands operated by multiple vendors. Buildings within the mercado are small in footprint and may utilize anything from the adaptive reuse of shipping containers to modified storage sheds. This area will provide a low cost site for new businesses, creating a business incubator hub for retail and food entrepreneurs.

- **Buffer Wall** – Buffer walls provide a visual buffer between vehicular areas, like parking lots and streets, and sidewalks. They can increase pedestrian comfort, help direct turning movements of vehicles, and mask large pavement expanses.

- **Mural Wall** – Murals are artwork painted or directly applied to a wall, they can provide interest to a site and a greater sense of identity to an area at-large.

- **Additional Plantings** – Plantings are intended to add color, interest, and texture to the area, in addition to valuable shading for pedestrians and softening of the roadway appearance.

- **Awnings/canopies/public art/seating** - Although not specifically identified on the Conceptual Master Redevelopment Framework Plan, site specific improvements such as awnings and public art can add significant visual interest and vibrancy to an area and should be considered for priority funding through the West Sierra Vista Partnership Program.
• **Hardscape Improvements** - The concept encourages relocating or converting parking spaces directly in front of a business to extend the premise for café seating serving eating and drinking establishments.

• **Parking/Event Space** – The concept illustrates the potential for creating new parking areas concealed behind buildings. Special pavers and landscaped areas can be used to define an event space for the parking area when not in use.

**West Sierra Vista Partnership Program**

As envisioned, “West Sierra Vista Partnership Program” will provide matching grant assistance at reimbursement rates set in accordance with public objectives for projects such as storefront improvements, building and site infrastructure, quality signage, ADA accessibility, landscaping and public art, and other beneficial improvements. Each application will be evaluated in accordance with the following objectives:

• *Amount of private investment relative to public investment and impact on property tax base;*

• *Impact on physical and architectural character;*

• *The degree to which the current or proposed use adds to the vitality of the business mix;*

• *The number and wage scale of jobs that will result from the economic activity;*

• *Demonstration that local contractors and suppliers are being used to the maximum extent possible;*

• *Other measurable public benefit.*
4. STANDARDS OF POPULATION DENSITIES, LAND
COVERAGE, AND BUILDING INTENSITIES IN THE AREA
AFTER REDEVELOPMENT

The General Commercial zoning district allows multi-family residential uses and mixed-use buildings at a maximum density of 25
dwelling units per acre (DU/A). Building intensities are governed by building height (35 feet) and bulk standards provided under
Section 151.22.018 of the Development Code. On commercial, industrial, and multi-family property, the maximum land coverage is
85% with the remainder of the site required to be landscaped in accordance with the requirements of Article 151.15 of the Code.
5. **PROPOSED CHANGES, IF ANY, IN ZONING ORDINANCES OR MAPS, STREET LAYOUTS OR GRADES, BUILDING CODES AND ORDINANCES**

The WSVRA overlaps with the Infill Incentive District, west of 7th Street. The Infill Incentive District was adopted by Resolution 2005-079 on May 26, 2005. The purpose of the incentives are to encourage new development and redevelopment by providing:

- *Expedited zoning or rezoning procedures.*
- *Expedited processing of plans and proposals.*
- *Waivers of municipal fees for development activities as long as the waivers are not funded by other development fees.*
- *Relief from development standards.*

Incentives are currently authorized by approval of a Development Agreement by City Council. Specific terms of each agreement are negotiated on a project basis with consideration given to unique aspects of the site, its context, and community benefit(s) that will be realized through its development. No changes to zoning ordinances or maps, building codes or other ordinances are being contemplated at this time.
**West Fry Boulevard Corridor North Garden Avenue Improvement Project**

The proposed redevelopment program calls for the renovation, alteration, and repair of existing public improvements within the West Fry Boulevard and North Garden Avenue rights-of-way. Engineered construction documents will be prepared in 2019 detailing proposed right-of-way improvements.

Along Fry Boulevard, “the framework for the project improvements consists of using the 100-foot wide road right-of-way efficiently to implement a more balanced, multi-modal Fry Boulevard corridor that is safe for vehicles, bicycle riders, and pedestrians. A traffic study was completed with the Study which demonstrates that the existing five lanes are not being fully utilized in terms of vehicular traffic volume. The traffic analysis looked at a traffic lane reduction along Fry Boulevard from North Garden Avenue to 7th Street. The narrowing of the roadway was analyzed during the a.m. and p.m. peak hours to year 2040 and was found to provide acceptable levels of service and traffic operation. A lane reduction, often referred to as “road right-sizing” has been used by many communities to better balance transportation modes and to economically stimulate a streetscape or district corridor.”

Moreover, “the proposed improvements, as depicted on the following concept plans and illustrations, will create a safer, more pedestrian-friendly multi-modal environment while providing room for many amenities that will develop Fry Boulevard corridor into a unique destination environment with a true sense of place. Overall, Fry Boulevard will function as an efficient three lane roadway with additional right-turn lanes where required. The three lane roadway will also serve to shorten crosswalk lengths, which will increase pedestrian safety and increase walk-ability along the streetscape.”

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1Sierra Vista Fry Boulevard West End Corridor Study, pp 4-5
WEST FRY BOULEVARD CORRIDOR IMPROVEMENTS

First-Phase Project - Buffalo Soldier Trail to Fab Ave.

- Reference the Fry Boulevard, West End Corridor Study
CONCEPTUAL ENVISIONMENTS – W FRY BLVD*

EXISTING

PROPOSED

* Reference the fry boulevard, west end corridor study
CONCEPT PLAN - NORTH GARDEN AVE

FRY BOULEVARD TO TAYLOR DRIVE

TAYLOR DRIVE TO JAMES R. LANDWEHR PLAZA
CONCEPTUAL ENVISIONMENTS - NORTH GARDEN AVE
6. THE KIND AND NUMBER OF SITE IMPROVEMENTS AND ADDITIONAL PUBLIC UTILITIES WHICH WILL BE REQUIRED TO SUPPORT NEW LAND USES IN THE AREA AFTER REDEVELOPMENT.

Property owners in the WSVRA are anticipated to submit proposals to the City to carry out redevelopment activities on properties they own or control. These proposals may be for new development or redevelopment; for rehabilitation or expansion of structures; or to eliminate a substandard or detrimental building condition. Adequate public utilities exist to accommodate future growth and redevelopment of the district; provided, however, the City may consider incorporating enhanced drainage features into the West Fry Boulevard and North Garden Avenue rights-of-way and on other sites as deemed feasibly practicable.
1. THE PROPOSED METHOD AND ESTIMATED COST OF THE ACQUISITION AND PREPARATION FOR REDEVELOPMENT OF THE REDEVELOPMENT PROJECT AREA AND THE ESTIMATED PROCEEDS OR REVENUES FROM ITS DISPOSAL TO REDEVELOPERS.

The estimated cost of the proposed public improvement projects and redevelopment initiatives, including the cost of associated administration, engineering, planning, and design work as identified in the following table is $3,049,398 over the next 10 years.
<table>
<thead>
<tr>
<th>YEAR</th>
<th>FRY BOULEVARD/NORTH GARDEN AVENUE CORRIDOR IMPROVEMENTS</th>
<th>WSVRA PARTNERSHIP PROGRAM</th>
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<td></td>
<td>DESIGN</td>
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<tr>
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<tr>
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<tr>
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</table>

*Projected annual appropriation may be more or less depending on City Council authorization during the annual budgeting process.
8. THE PROPOSED METHOD OF FINANCING THE REDEVELOPMENT PROJECT

It is anticipated that the redevelopment projects identified in Table 1 will be principally paid for using a combination of general fund tax dollars, Highway User Revenue Fund (HURF) revenue, and Community Development Block Grant (CDBG) program revenue. Matching funds, contributions from other funding entities, grants, donations, and other sources available to the City may be utilized, consistent with the goals and objectives of this plan.

It is anticipated that most projects will be financed on a “pay-as-you-go” basis using funds on-hand or accumulated over time for a specific purpose. The cost estimates for projects are rough estimates because construction or design drawings have not yet been prepared, and therefore have been based on preliminary concepts. A percentage has been factored into the estimates to cover contingencies and design costs.
9. A FEASIBLE METHOD FOR THE RELOCATION OF FAMILIES TO BE DISPLACED FROM THE REDEVELOPMENT PROJECT AREA

The City does not intend to condemn property in conjunction with this plan or undertake any redevelopment project that would necessitate the relocation of families. As a result, this section is not applicable.