



**NOTICE
OF A
JOINT MEETING OF THE
TOWN OF CAREFREE
PLANNING AND ZONING COMMISSION AND THE ECONOMIC DEVELOPMENT
ADVISORY BOARD**

WHEN: MONDAY, MARCH 13, 2023

WHERE: 33 EASY STREET

TIME: 5:00 P.M.

LIVESTREAM: CAREFREE YOUTUBE CHANNEL: [Town of Carefree - YouTube](#)

Pursuant to A.R.S. 38-431.02, notice is hereby given to the members of the Planning and Zoning Commission and the Economic Development Advisory Board of the Town of Carefree, Arizona and to the public, that the members of the Commission/Board will hold a public hearing and meeting open to the public.

THE AGENDA FOR THE MEETING IS AS FOLLOWS:

CALL TO ORDER, SILENT ROLL CALL and PLEDGE OF ALLEGIANCE.

ITEM #1 **APPROVAL of PLANNING AND ZONING MEETING MINUTES** dated FEBRUARY 13, 2023.

ITEM #2 **PUBLIC HEARING** to be held to consider proposed text amendment to the *Town of Carefree Zoning Ordinance 10th Publication* and to receive comments from the public. The Text Amendment, included under Case #22-21-TA, proposes to modify *Article II. Rules and Definitions, Section 2.02 Definitions* in order to align with and support the recently passed short-term rental regulations in the *Carefree, Arizona code of Ordinances (Town Code)*.

This is a public hearing and comments from the public will be taken.

ITEM #3 **REVIEW and RECOMMENDATION** of the 2023-24 Economic Development Work Plan

ITEM #3 ANNOUNCEMENTS

ITEM #4 ADJOURNMENT

PLANNING AND ZONING COMMISSION

Samantha Gesell

SAMANTHA GESELL, PLANNING CLERK
POSTED March 08, 2023.



FOR SPECIAL ACCOMMODATIONS

Please contact the Planning Clerk, 8 Sundial Circle (PO Box 740), Carefree, AZ 85377; (480) 488-3686, at least three working days prior to the meeting if you require special accommodations due to a disability.

Find more information and subscribe:

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**NOTICE
OF A
JOINT MEETING
TOWN OF CAREFREE
PLANNING AND ZONING COMMISSION, BOARD OF ADJUSTMENT AND THE
DEVELOPMENT REVIEW BOARD
*DRAFT MINUTES***

WHEN: MONDAY, FEBRUARY 13, 2023
WHERE: CAREFREE TOWN COUNCIL CHAMBERS
33 EASY STREET, CAREFREE, AZ 85377
LIVESTREAM: CAREFREE YOUTUBE CHANNEL: <rtmp://a.rtmp.youtube.com/live2>
TIME: 5:00 P.M.

COMMISSIONERS PRESENT:

Chairperson Tom Cross
Peter Burns
Karen Dahlman
Susie Dymoke
Ralph Ferro
Mary Roberts
Sharon Smith

COMMISSIONERS ABSENT:

None

STAFF PRESENT:

Planning Director, Stacey Bridge-Denzak; Economic Development Director, Steve Prokopek; Planning Clerk, Samantha Gesell.

Chairperson Cross called the meeting to order at 5:00 p.m. and led the group in the pledge of allegiance.

ITEM #1 Introduction of new Planning and Zoning Commissioners, Karen Dahlman, Susie Dymoke, Mary Roberts, and Sharon Smith. Appointment of the Planning and Zoning Commission, Vice Chairperson.

Commissioner Burns **MOVED TO APPOINT** Mary Roberts to fill the seat of the Planning and Zoning Vice Chairperson. **SECONDED** by Commissioner Dymoke. **CARRIED**, 7-0.

VOTING MEMBER

Chairperson Tom Cross
Commissioner Peter Burns
Commissioner Dahlman
Commissioner Dymoke
Commissioner Ferro
Commissioner Roberts
Commissioner Smith

AYE/NAY

Aye
Aye
Aye
Aye
Aye
Aye
Aye

APPROVAL of the Planning and Zoning Commission meeting minutes dated December 12, 2022. **APPROVAL** of the Development Review Board meeting minutes dated October 17, 2022. **APPROVAL** of the Board of Adjustment meeting minutes dated June 13, 2022.

VOTING MEMBER

Chaperson Tom Cross
Vice Chairperson Roberts
Commissioner Peter Burns
Commissioner Dahlman
Commissioner Dymoke
Commissioner Ferro
Commissioner Smith

Aye
Aye
Aye
Aye
Aye
Aye
Aye

DISCUSSION AND POSSIBLE ACTION on a request for:

CASE #: 20-18-MS

APPLICANT: Mr. Victor Sidy
Victor Sidy Architect
2300 E. Utopia Road
Phoenix, AZ 85024

OWNER: Mrs. Robyn Laukien & Mr. Christopher Park
12 Smith Hill Rd.
Lincoln, MA

CASE LOCATION: 6352 E. Arroyo Rd.
Carefree, AZ 85377
Maricopa County Tax Parcel # 211-28-129A

ZONING: Rural-70 Single Family Residential
70,000 square feet minimum lot size

REQUEST: Requesting approval of a single-family residence in the Mountainside Zoning District overlay.

Vice Chairperson Roberts **MOVED TO APPROVE** the request for approval of a single-family residence in the Mountainside Zoning District overlay with the following conditions:

Page 2 of 5

ZONING: Rural-70 Single Family Residential
70,000 square feet minimum lot size

REQUEST: Requesting approval of a development plan for a single-family residence in the Mountainside Zoning District overlay.

Commissioner Burns **MOVED TO APPROVE** the request for approval of a development plan for a single-family residence in the Mountainside Zoning District overlay with the following conditions:

EXHIBIT “A”
CONDITIONS FOR APPROVAL
DRB Case #21-17-MS
35252 North 66th Place, Carefree
Maricopa County Tax Parcel #216-32-116

1. All plans submitted to the Building Department for a building permit shall be consistent with the plans associated with this application and attached to this report as well as the conditions approved by the Development Review Board on February 13, 2023.
2. The granting of this Mountainside application shall be null and void if the building permit is not issued within one (1) year of approval.
3. Staff shall work with the project’s civil engineer to find an equitable solution to the proposed driveway condition that meets the intent of the Zoning Ordinance and the needs of the property owner. If staff and the owner cannot agree, the item will be brought back to the Development Review Board.
4. Written approval from both the HOA and Maricopa County Environmental Services is required at the time of the building permit submittal regarding the community septic system.
5. All retaining walls and/or site walls shall be designed consistent with the plans associated with this application and attached to this report, and according to Section 10.06 *Walls and Fences* of the Carefree Zoning Ordinance.
6. Exterior lighting shall meet all provisions of Article IX, Section 9.12.
7. Landscaping shall meet all provisions of Article IX, Section 9.13.

SECONDED by Vice Chairperson Roberts. **CARRIED**, 7-0.

VOTING MEMBER

Chairperson Tom Cross

Vice Chairperson Roberts

Commissioner Peter Burns

Commissioner Dahlman

Commissioner Dymoke

Commissioner Ferro

Commissioner Smith

AYE/NAY

Aye

Aye

Aye

Aye

Aye

Aye

Aye

ITEM #5 A presentation and discussion with Steve Prokopek, Economic Development Director, explaining the Planning and Zoning Commission’s role as the Economic Development Advisory Board.

DISCUSSION ONLY.

ITEM #6 Announcements

There were no announcements.

ITEM #7 Adjournment

Commissioner Burns **MOVED TO ADJOURN** the meeting at 5:55 p.m. **SECONDED** by Commissioner Ferro. **CARRIED**, 7-0.

VOTING MEMBER

Chaiperson Tom Cross
Vice Chairperson Roberts
Commissioner Peter Burns
Commissioner Dahlman
Commissioner Dymoke
Commissioner Ferro
Commissioner Smith

AYE/NAY

Aye
Aye
Aye
Aye
Aye
Aye
Aye

Dated this 14th day of February 2023.

TOWN OF CAREFREE

Samantha Gesell

BY: _____
Samantha Gesell, Planning Clerk

STAFF REPORT – PLANNING & ZONING COMMISSION



MEETING DATE: March 13, 2023

Agenda Item #: 2

SUBJECT:

Text Amendment, Case #21-16-TA:

Public hearing, discussion and possible action regarding proposed modifications to the *Town of Carefree Zoning Ordinance 10th Publication*. The Text Amendment proposes to modify *Article II. Rules and Definitions, Section 2.02 Definitions* in order to align with and support the recently passed short-term rental regulations in the *Carefree, Arizona Code of Ordinances (Town Code)*. This is a public hearing and comments from the public will be taken.

ATTACHMENTS:

- Exhibit A: *Article II. Rules and Definitions, Section 2.02 Definitions*
- Exhibit B: Ordinance 2022-03, Chapter 6 Offenses, Article 6-8 Short-Term Rentals and Vacation Rentals

SUMMARY:

On February 7, 2023, Town Council passed new regulations related to short term rentals/vacation rentals. Back in July of 2022, SB 1168 was passed allowing local governments to require short-term rentals to obtain and maintain a local regulatory permit or license, which can only be denied and/or suspended for limited reasons. Provisions relating to neighborhood notification, liability insurance, public health and safety, and sex offender background checks were also included. In essence, these changes now provide tools for local governments to hold "bad actors" accountable for their actions. Ordinance 2022-03 reflects the new authority granted to cities and towns under state law. It aligns with many other community's regulations as well.

In support of 2022-03, language in the Zoning Ordinance needs to be amended in order to clarify occupancy in these rental units. The new text specifies the legal occupancy of a unit, similar to a family; however, it is important to keep in mind that the right for a residential property to operate as a short-term rental use has not been reversed. In essence the new language tightens and updates definitions that relate to single-family residential uses.

The proposed amendments are attached to this report.

PUBLIC PROCESS:

This is a public hearing to provide opinion and solicit feedback to Town Council and possibly make a recommendation to Town Council regarding adoption of these new measures. Notice was placed in the *Record Reporter* on February 24, 2023 as well as

posted at Town Hall and on the Town's web site. Town staff has not received any comments from the public regarding this amendment.

FOR ZONING ORDINANCE:

ARTICLE II Rules and Definitions

Section 2.02 Definitions

(30) DWELLING, MULTIPLE -FAMILY: A building containing three (3) or more ~~housekeeping units~~ families.

(31) DWELLING, SINGLE-FAMILY: A building designed for occupancy by one (1) ~~housekeeping unit~~ family.

(32) DWELLING, TWO-FAMILY: A building designed for occupancy by two (2) ~~housekeeping units~~ families in separate and distinct quarters.

(33) DWELLING UNIT: A building or portion thereof containing its own cooking accommodations and sanitary facilities designed or used exclusively for occupancy by one (1) family. ~~residential occupancy by a single housekeeping unit.~~

(XX) FAMILY: One (1) to six (6) adults and, if any, their related dependent children occupying a premise[s] and living as a single housekeeping unit. For purposes of the Zoning Ordinance, "Family" includes a residential facility as that term is defined in Title 36, Chapter 5.1, Article 2 of the Arizona Revised Statutes, in which persons with developmental disabilities live and that is licensed, operated, supported or supervised by the State of Arizona.

~~(51) HOUSEKEEPING UNIT: One (1) or more persons living, sleeping, and cooking in a single dwelling unit who share housekeeping tasks and responsibilities as an interdependent unit.~~

(XX) RELATED DEPENDENT CHILDREN: All persons under the age of 18 (eighteen), or who have been declared dependent by a court of competent jurisdiction, who are related to one (1) of the adults by blood, guardianship, or adoption, or who is the foster child of one (1) of the adults.

(XX) SINGLE HOUSEKEEPING UNIT: A group of one (1) or more persons residing together in a dwelling who share use of and responsibility for common areas, household activities, and responsibilities such as meals, chores, household maintenance, and expenses. This term excludes living situations where an entity or individual other than a resident provides job training or life skill development services on-site, or provides supervisory, medical, personal, or custodial care services to more than six (6) adults residing in the dwelling.

Note: A number (XX) will be assigned once the definitions are approved and inserted into the existing list in the Zoning Ordinance. This is considered a clerical change.

PLANNING & ZONING COMMISSION - STAFF REPORT



MEETING DATE: March 13, 2023

Agenda Item #

SUBJECT

Review and recommendation of the 2023-24 Economic Development Work Plan

SUMMARY

As part of the Town's strategic planning process, Economic Development prepares an bi-annual, 24-Month Economic Development Work Plan. This is the tactical plan to carry out the larger economic development goals. In January 2022, the Town Council approved the Planning Commission as the Economic Development Advisory Board.

ATTACHMENTS

- 24-Month Economic Development Work Plan 2021-22 (Amended January 2022)
- 24-Month Economic Development Work Plan 2023-24

BACKGROUND

In December 2020, the Town of Carefree approved the 24-Month Economic Development Work Plan. This plan addresses the comprehensive economic development tactical strategy to ensure the Town's goals of fiscal responsibility, sustainability and diversification. The plan outlines the activities and key deliverables of the economic development effort with a focus on: 1. Regional retail 2. Hospitality 3. Town Center.

ACTION

Discussion and recommendation of the 2023-24 Month Economic Development Work Plan

Economic Development and Financial Stability

2023-2024 Workplan Objective

For the past 24-month period, the Town of Carefree was committed to implementing Economic Development Strategies for a developing a more diversified and sustainable revenue stream. This important Town Policy Objective is meant to address multiple challenges facing the future of Town revenue to Town services.

1. The Town of Carefree is reaching functional buildout limiting:
 - a. one time construction sales tax revenue
 - b. Limiting land opportunity for future sales tax generation
2. Increased demand for municipal service and service delivery expectation
3. Minimized future state shared revenue
4. Underperforming Town Center

The goal of the economic development program is to provide increased ROI for sales tax revenues, improving quality of life, and ensuring that new development is concurrence with maintaining a Carefree lifestyle. The Economic Development Department has implemented 3 key economic development objectives.

1. Destination Stay Strategy – Designed to create a complimentary mix of destination stay opportunities to create direct sales tax revenue, as well as, indirect discretionary retail spending to support local businesses.

- Implement attached Destination Stay Strategy

2. Town Center Revitalization – Ensure the continued growth and success of a unique destination, pedestrian retail environment. This includes developing infrastructure, property revitalization and creating events and activities that bring local, regional and out of state traffic.

- Finalize and implement the Signage, Circulation and Parking Study, including fiscal analysis, capital planning and project phasing.
- Implement the Village Center Redevelopment Plan

- o Create RFP for Town Hall site and solicit potential developers
- o Evaluate future Town Hall locations
- o Develop and approve revitalization programs
- o Continue to engage property owners on revitalization improvements
- o Work with Communications to develop and implement events, manage the Sanderson Lincoln Pavilion and operate the Visitor Center
- o Work with Planning to evaluate and implement zoning and design review changes
- o Continue to enhance city owned rights of ways including streets, medians and alleys
- o Explore Federal and State Grants
- o Create more organized dialogue with Town Center merchants.

3. Neighborhood/Regional Retail – Focused on the intersection of Cave Creek Road and Carefree Highway, this objective is to provide neighborhood and regional retail services to complement the existing retail at the intersection. Focus will be on uses compatible with the surrounding area as well as meeting additional needs not already provided within the Town Center.

- Continue to work with interested developers to submit and approve a site plan that meets the goals established through the General Plan.

4. Enhance Business Environment

- a. Continue to reach out directly to businesses and work toward an organized business dialogue
- b. Continue to work with Communications and business news letter
- c. Develop stronger relationship with local and regional partners such as the Cave Creek Tourism Board and Carefree-Cave Creek Chamber of Commerce.
- d. Work with Communications on preparing a Town PR, Marketing and Advertising strategy

45 Acre State Land Parcel

The 2021-22 Economic Development Workplan called for the evaluation and potential General Plan amendment of the 45 Acre State Land Parcel. After evaluation and public input, this objective was amended in 2022 to be excluded and maintain the anticipated land use recommendation of the 2030

General Plan document. This is to work with any future developer, interested in subdividing the property, to provide a usable open space element. Economic Development will continue to engage developers and maximize revenue potential if possible.

Destination Stay Tourism Strategy

As a strategy to the 2021-22, 24-Month Economic Development Work Plan, the Economic Development Department has been in process of implementing a Destination Stay Tourism Strategy. This strategy is a key component to the overall Town strategy to increase and diversify the Town's tax base, and support the local businesses community.

Destination Stay Tourism is a strategy built around in-community lodging opportunities, with a focus on short term rentals subject to a transient sales tax (bed tax). This tax is a 3% tax on gross rental revenues from hotels and resorts as well as short term rentals. The combined tax on these rentals is 6%, when added to the general sales tax.

To get an estimated direct sales tax revenue projection, we can look at the anticipated average per night revenue from existing and future developments.

		Per day Estimated	
	Units	Revenue	Tax Revenue
2021			
Hotel Rooms	176	\$400	\$1,080,000
STRs	80	\$1,500	\$657,000
Total			\$1,737,000
2022			
Hotel Rooms	273	\$360	\$1,500,000
STRs	80	\$1,500	\$657,000
Total			\$2,157,000
Future			
Hotel Rooms	393	\$390	\$2,350,000
STRs	80	\$1,500	\$657,000
Total			\$3,007,000

Additionally, Hotel guests spend about \$90 per person per day on food, entertainment and sales. Applying a 2 person per night stay with an assumed 30% capture rate equates to

Per day Annual	Revenue to	Estimated	
Units	Stays	Local Business	Tax Revenue
2021			
Hotel Rooms	176	90,000	\$2,430,000 \$73,000
2022			
Hotel Rooms	273	139,500	\$3,760,000 \$113,000
Future			
Hotel Rooms	393	200,800	\$5,400,000 \$160,000

Benefits of Destination Stay Tourism

- Guaranteed Sales Tax income from visitors
- Higher percentage of tourist discretionary spend
- Complements Town Center retail
- Will assist in Town Center revitalization
- Destination stay visitors will drive a tenant mix more compatible with local retail demand
- Generates more revenue per visitor requiring the need for less visitors. To generate the same Tax revenue, Carefree would need to bring in 10 times the number of unique visitors. This increase traffic, demand on parking and additional cost
- Carefree is marketable area for destination tourism and offers a charm that places like Scottsdale and Paradise Valley can't offer
- Carefree residents will have local, in town, choices for visitors
- Provide revenue for needed and desired services
- Even if Carefree ever opts for a property tax, resort/hotel sales tax revenue will minimize impact and the commercial facility valuation and assessed value will further minimize residential tax impacts allowing for more services on less resident tax dollars

Historical Context

Carefree was founded as a “model town” with a robust commercial core supported by the Desert Forest Inn. Carefree’s founders also opened the International Restaurant as a tourist destination. The hope was to bring people who would fall in love with the area. Original Carefree was a high-density commercial core, with two larger lots maintained, and allowed for hospitality use. Carefree Too, created in 1961, included the area bounded by Mule Train, Sundance Trail and Cave Creek Road. The area bounded by Tranquil Trail, Sun Dance Trail and Cave Creek Road was designated for high density residential, hotel, motel, school, hospital and entertainment like bowling and miniature golf. Much of the hospitality component was converted to residential over time.

In 1985, Carefree incorporated. The first attempt was to include the Boulder’s Resort, but Scottsdale beat Carefree through annexation. The first Carefree draft budget relied heavily on revenue from the Carefree Inn, which supported the necessary personnel and services transferred from the County to the New Town of Carefree.

In 2020, the Town of Carefree authorized the general plan amendment for the 21 acres on the northwest corner of Tom Darlington and Carefree Highway.

The Town of Carefree has always been dependent on Destination Stay Tourism. Destination Stay Tourism has always been an integral part of Original Carefree and the Town of Carefree. Neither would have existed without it, and it provides the least intrusive and highest value commercial use. Over time, the Town residential has grown, while the commercial has struggled to keep up. With the recent addition of the Hampton and the future of the Northeast Corner of Tom Darlington and Carefree Drive, the Town will have a healthier mix of commercial to residential, but still less intensive than neighboring communities. The additions will also have no additional impacts on the natural environment, and will continue to maintain the unique and quirky nature that Carefree was founded on.

Vision

Provide a quality diversified mix of stay options for visitors to Carefree that complement each other, are designed appropriate for the area of context, maximize revenue while minimizing impacts, and offer a unique mix of services beneficial to Carefree residents and businesses.

Development

Civana Wellness Resort – Originally built in 1959, the 176 room resort includes a spa and wellness services and offers an original Carefree experience.

Hampton Inn – The urban boutique style hotel, in line with the original Carefree concept, and offers a quality room with limited services, relying on the local Town Center restaurants and retail for services. The facility. The facility offers a more affordable and family friendly option for visitors and guests visiting local residents.

Spirit in the Desert – Located in Town Center the facility is geared towards spiritual retreats and can accommodate roughly 70 overnight guests

Northeast Corner of Tom Darlington and Carefree Highway – This site is anticipated to host a unique Sonoran Experience more in line the with a traditional resort, and an expectation for potential restaurant and services local residents can enjoy.

Objectives and Strategies

- Solicit developers for the Northeast Corner of Carefree Highway and Tom Darlington Drive and assist through zoning and development review.
- Explore the creation of a Destination Tourism Board funded by a portion of the Transient Sales Tax (Bed Tax)
 - o Manage Visitor Center/local concierge program
 - o Area Marketing
 - o Event Planning

**TOWN OF CAREFREE
RESOLUTION 2022-01**

**A RESOLUTION OF THE MAYOR AND TOWN COUNCIL OF
THE TOWN OF CAREFREE, ARIZONA, AMENDING THE ECONOMIC
DEVELOPMENT COMPONENT OF THE 2020-2022 TOWN COUNCIL STRATEGIC
WORK PLAN**

WHEREAS, the Town Council has conducted a series of public workshops on September 29, October 13, and November 18, 2020;

WHEREAS, the purpose of these public workshops were to develop a strategic work plan for the Council;

WHEREAS, one of the elements of this strategic work plan specifically focused on the implementation of an Economic Development Plan;

WHEREAS, the Economic Development Plan was approved by resolution #2020-11 On December 1, 2020

WHEREAS, the attached document (Exhibit A) outlines the principle objectives for the Economic Development Plan;

WHEREAS, staff will incrementally present to Council updates on the status of the Economic Development Plan;

WHEREAS, staff is now providing a 12-month update;

WHEREAS, staff recommends that the plan further be revised per Exhibit A for the 12-month period from January 2022 to December 2022.

WHEREAS, this Resolution will formally adopt this publicly available and vetted work plan;

NOW, THEREFORE, IT IS RESOLVED by the Mayor and Town Council of the Town of Carefree, Arizona that the attached document will be a component of the Council Strategic Work Plan 2020-2022, and will act as the Town Council approved goals, objectives and tasks, pertaining to the Economic Development and Financial Stability component.

PASSED AND ADOPTED BY the Mayor and Town Council of the Town of Carefree, Arizona, this 4th day of January, 2022.

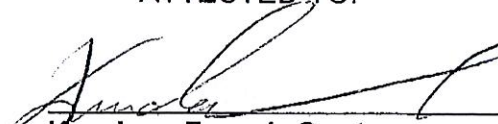
AYES 7 NOES 0 ABSTENTIONS 0 ABSENT 0

FOR THE TOWN OF CAREFREE



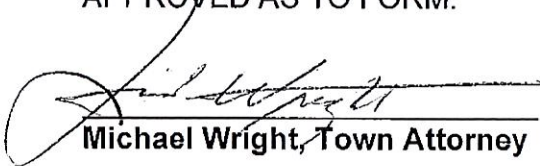
Les Peterson, Mayor

ATTESTED TO:



**Kandace French-Contreras,
Town Clerk**

APPROVED AS TO FORM:



Michael Wright, Town Attorney

EXHIBIT A

Economic Development and Financial Stability 2021-2022 Workplan Objective

As the Town of Carefree examines future services requirements and costs, under the current revenue models, we project the need for approximately \$3.0-3.5 MM in additional annual revenue by 2030. The contributing factors to this budget gap include: Inflationary increases (est. \$1.8MM); Loss in revenues (est. \$400K); Replacement of depreciated assets (est. \$1.0MM). Additionally, as the Town nears build-out, the Town can rely less on one-time revenue sources, such as construction sales tax, as well as, reductions to state shared revenues.

In order to meet the future gap, and future expanded community service needs, the Town needs to create a sustainable source of recurring annual revenue. In lieu of an ad valorem tax, the Town will need to implement other sources, including retail sales tax, hospitality tax, and rental tax.

Overall, to meet this primary goal, the Town has the following Economic Development Objectives:

1. Develop the NEC of Cave Creek Road and Carefree Highway
 - a. Anticipated Use – Regional Commercial
 - b. Estimated Annual Revenue - \$1,200,000
 - c. Estimated Time Frame – 60% by 2024; 90% by 2026; 100% by 2028
2. Develop the NWC of Carefree Highway and Tom Darlington Drive
 - a. Anticipated Use – Hospitality and neighborhood retail/restaurant
 - b. Estimated Annual Revenue - \$1,000,000
 - c. Estimated Time Frame – 80% by 2025; 100% by 2027
3. Develop State land Parcel on Cave Creek Road south of Sky Ranch Airport
 - a. Anticipated Use – Mixed Use with at 50% commercial/hospitality
 - b. Estimated Annual Revenue - \$1,300,000
 - c. Estimated Time Frame – 50% by 2026; 100% by 2028
4. Maximize Town Center
 - a. Anticipated Use – Neighborhood Retail, Hotel and Rental Housing
 - b. Estimated Revenue - \$550,000
 - c. Estimated Time Frame – 40% by 2021; 80% by 2024; 100% by 2027

In order to meet these objectives, the Town will engage in the following strategic initiatives over the 24-month period (2021-2022 calendar).

- ~~Create Economic Development Advisory Board—The Economic Development Advisory Board is Town Council appointed Board, with Board Members having a two-year term. After the initial Board is created, Board Members will be selected the December after in the year of a Town Council general election, with terms running starting and ending on January 2. The Commission will meet monthly, and provide staff guidance on the economic development, land development,~~

disposition and acquisition and financial strategies approved by the Town Council.—The Planning and Zoning Commission will be assuming the role of Economic Development Advisory Board given their overlapping expertise in land use and development related issues (see below discussion).

- Evaluate Town Signage and Pedestrian Access – Town will look to engage a consultant to evaluate and provide advice on a comprehensive Town Signage, walkway and crosswalk plan. This may occur part and parcel to any refinements to the Town Center Master Plan.
- Prepare options for potential Town Hall relocation and development of current Town Hall site – Town Hall currently sits on a valuable piece of commercial property with direct frontage to Caver Creek Road and the Sundial. Staff will examine multiple options to see how a future, 5,000 square foot Town Hall can be completed, while enabling other Council objectives.
- With owner consent, initiate, March 2021, and process general plan amendments as special commercial planning areas in an effort to meet future revenue needs of the Town. It is anticipated these will be provided for P&Z consideration November 2021 and Town Council December 2021.
 - 45-acre State Land Parcel south of Sky Ranch
 - 21 acre NWC of Carefree Highway and Tom Darlington
- Work with Planning to incorporate the 45 acre state land parcel into the General Plan Update to establish future land use designation.
- Initiate retail development, tourism and absorption study to better understand the capacity and nature of retail and destination venues, such as resorts, to build a better timeline and probability of reaching future revenue goals. Absorption analysis should be done in concert with general plan amendments and Town Center master plan.
- Engage Town Center property owners, starting January 2021, and begin master plan discussions. This Master plan will further expand upon the initial concepts of the Baker Study, and along with the retail absorption analysis, refresh the economic and demographic data
 - Examine “Main Street” Concept for Cave Creek Rd and Tom Darlington Drive to provide commercial street frontage, sidewalks and on-street parking, which could improve pedestrian connectivity, slow traffic and create a better sense of arrival, as well as enable the viability of vacant commercial properties.
 - Examine parking, signage and pedestrian access in concert with a comprehensive Carefree signage and pedestrian study
 - Recommend zoning changes that allow for a more functional and efficient development and use of space consistent with the values of Carefree and financial goals to increase revenue. Specifically, mixed use should be encouraged with a focus on adding more diversified residential opportunities to the Town Center
 - Charrette key corridors to develop better auto and pedestrian linkage between commercial subgroups, for example, the roadway/sidewalks connecting 100 Easy Street to Spanish Village.

- Identify costs and funding solutions. This is critical, as any solutions may require some level of property assessment. The key is to work with property owners on these solutions so that public improvements made increase the viability and value of impacted commercial properties
- Examine options to add additional residential within the Town Center
- While staff evaluated the master plan concept for Town Center (above), including an evaluation of the physical environment, review of previous calls for revitalization in previous master plans, the inability to implement many of the items in the Village Center Master Plan, and conversations with property owners, businesses, residents and outside experts, it became evident that the Town consider a Redevelopment Area. This concept was presented to Council March 2021, and Council authorized staff to pursue a Redevelopment Area through the outreach to property owners, businesses and the Planning and Zoning Commission
 - Public Workshop was held with Planning and Zoning May 2021.
 - Staff reached out directly to property owners discussing the need and potential boundary for a Redevelopment Area.
 - Based upon property owner input and Planning and Zoning input, staff presented the necessity of finding a Redevelopment Area Boundary to Town Council, which approved by resolution the Finding of Necessity as well as the boundary.
 - With the approval of the Redevelopment Area Boundary, State Law requires the creation of a Redevelopment Plan, and creates the potential for an official Redevelopment Commission, per state statute. The Redevelopment Plan requires the recommendation of the Planning and Zoning Commission. Being that the Planning and Zoning Commission is the official recommending authority per state law, and is comprised of a diverse membership, it minimizes the immediate necessity of an additional Council level advisory committee. Therefore, as the Planning and Zoning Commission is required to review and recommend the creation of a Redevelopment Plan, the Planning and Zoning Commission, at this point is should be appointed, in the role and responsibilities of the Economic Development Advisory Board, this being the primary focus on the creation and recommendation of the Redevelopment Plan, and the future of the 45-Acre State land parcel. Additionally, the Planning and Zoning Commission, along with Town Council will further vet the need for a sole and separate Redevelopment Commission, as allowed and prescribed by state statute, to further take on the original tasks of what was anticipated by the Economic Development Advisory Board
 - Michael Baker (MBI) International has been hired as a sub consultant to Kimley Horn (KH). MBI will work on the specific requirements of the Redevelopment Area Plan, and will incorporate the KH signage, circulation and parking plan. All information will be included in an updated Village Center Master Plan.
 - Next Steps:

- Work with KH Study Stakeholder Group to prepare initial public package for review.
- Prepare a public engagement plan and series of Planning and Zoning workshops. Public engagement will include property owners, businesses and residents
- Complete signage, circulation and parking plan
- Complete redevelopment plan
- Update capital improvement plan financing strategy
- Planning and Zoning Commission Recommendation
- Town Council approval
- Continue to work with developers on NEC Cave Creek Rd and Carefree Highway. Property is already zoned, and we are actively engaged with developers for the site.
- Create wellness and destination strategy to build upon the vast number of wellness business in Carefree, Civana, Spirit in the Desert, Hampton Inn, as well as outdoor amenities including Bartlett Lake, Tonto National Forest, desert preserves, horseback riding and off-roading. Proposal to be completed by June 2021.
- Implement Marketing strategy (see below)
- Work with businesses to coordinate sector associations. The idea is to create retail business sector associations, such as restaurants, art, wellness, home and fashion, and develop marketing, PR and event strategies with each to generate more traffic. The leaders of each organization can share information from group to group and can routinely provide advice to the Economic Development Commission. Complete all associations by May 2021.
- Develop strategies to maximize gardens and Sanderson Lincoln pavilion to bring in the best possible events, that are complementary to Carefree, as well as, create a slate of community events and activities that benefit Carefree residents and businesses. Staff will consider options for professionally managed services. Bring recommendations to Council by June 2021.
- Work with property owners on redevelopment and adaptive reuse strategies including Los Portales, Mariachi Plaza, 100 Easy Street 11 Sundial Plaza and Town Hall. Engage during Town Center master plan discussions.

Marketing Plan Outline

- Hire communications and marketing coordinator
- Develop strategies for
 - Local trade area
 - Greater phoenix destination
 - National program in conjunction with resort
- Create relationships with Bartlett Lake, National forest and DFLT

- Develop comprehensive social media and electronic platform
- Update Economic Development Website with market information and site opportunities
- Implement business development strategies with developers and brokers
- Develop cluster retail associations
 - Restaurants
 - Art Galleries
 - Health, beauty and wellness
- Work closely with businesses and local associations to identify customer bases and develop targeted marketing strategies, for example art consumers
- Maximize the value of Sanderson Lincoln Pavilion, Thunderbird Artist shows, sundial and gardens