

RESOLUTION # 2023-10
A RESOLUTION OF THE MAYOR AND TOWN COUNCIL OF
THE TOWN OF CAREFREE, ARIZONA, APPROVING THE ECONOMIC
DEVELOPMENT COMPONENT OF THE TOWN COUNCIL STRATEGIC WORK PLAN

WHEREAS, the Town Council approved the Council Strategic Workplan November 2020

WHEREAS, the Council Strategic Workplan outlined the necessity for an Economic Development Workplan

WHEREAS, December 2020, Council approved the 2021-2022 Strategic Economic Development Workplan, and further amended this Strategic Economic Development Workplan January 2022.

WHEREAS, Staff received Planning and Zoning/Economic development Advisory Board recommendation on the 2023 Economic Development

WHEREAS, The draft 2023-2024 Strategic Economic Development Workplan was presented to Town Council on August 1, 2023 and October 3, 2023;

WHEREAS, this document reflects the comments from the Public and Town Council Members;

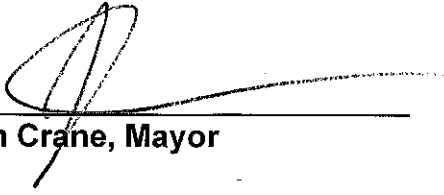
WHEREAS, this Resolution will formally adopt this publicly available and vetted work plan;

NOW, THEREFORE, IT IS RESOLVED by the Mayor and Town Council of the Town of Carefree, Arizona that the attached 2023-2024 Strategic Economic Development Workplan will be a component of the Council Strategic Work Plan, and will act as the Town Council approved goals, objectives and tasks, pertaining to the Economic Development and Financial Stability.

PASSED AND ADOPTED BY the Mayor and Town Council of the Town of Carefree, Arizona, this 7th day of November, 2023.

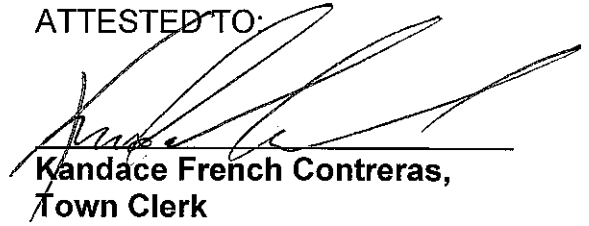
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FOR THE TOWN OF CAREFREE



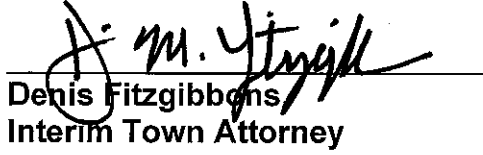
John Crane, Mayor

ATTESTED TO:



**Kandace French Contreras,
Town Clerk**

APPROVED AS TO FORM:



**Denis Fitzgibbons,
Interim Town Attorney**

EXHIBIT A

2023-2024 Strategic Economic Development Workplan

In 2020, The Town Council created a Workplan and Guiding Principles document, designed to establish high level policies for the Town of Carefree. This document outlined Economic Development and Financial Stability as a Core Task, with creating an Economic Development Strategic Workplan. This Workplan is to address the following:

1. Identify revenue targets
2. Outline strategic initiatives to reach revenue targets, business retention and attraction plans, primary trade analysis and outreach programs.
3. Cultivate relationships with trade organizations, real estate associations, and local business associations.

The Workplan process revolves around the creation of 24-Month Strategic Workplans. The purpose is to outline the general activities and strategies to be addressed in that specific 24-Month Period. Each period may overlap with the previous period. Each strategy outlined will be further developed and vetted through the Economic Development Advisory Board (EDAB) (Planning and Zoning Commission), and the plan itself will be evaluated every 6-months to ensure it's on task or needs further amending. The overarching goal is to ensure an open and transparent discussion and allow for inclusivity as the Town creates and implements the outlined strategies of this document.

In general, the Economic Development program is committed to improving quality of life of Carefree Residents, ensuring that new development fits in with a Carefree lifestyle, and increasing tax and **non-tax revenues** to the Town of Carefree.

Key accomplishments from the 2020-2021 Economic Development Workplan:

- Opened the Hampton Inn
- Completed the General Plan amendment for the Northwest Corner of Tom Darlington and Carefree Highway
- Planning and Zoning Approval for the Comprehensive Signage Plan
- Planning and Zoning Approval for the Town Center Redevelopment Plan
- Implemented Third Thursday Art Walk
- Developed relationships with local area businesses
- Created a Carefree Visitor Center
- Managed the Town through the Pandemic, and worked to maintain events and activities in the Sanderson Lincoln Pavilion
- Expanded events and activities, including Friday Farmers Market
- Assisted with opening new businesses including Athens on Easy and Grind & Gears
- Developed key relationships with property owners in Town Center

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. \$500K); Replacement of depreciated assets (est. \$1.0MM). 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, and has seen threats from state legislation reducing sales tax opportunity, such as the recent removal of the residential rental tax.

In order to meet the future gap, and future 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 grow retail sales tax and hospitality tax.

During this current plan period, the Economic Development Department has set priorities.

- 1. Neighborhood/Regional Retail** – Providing the most significant and viable opportunity for increased revenue, Economic Development will put a primary focus 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.
 - Net New Revenue Target \$1.2 Million – Based Upon revenue expectations per the approved site plan.
 - Work with the current land-owner to evaluate options to develop the property consistent with the general plan to provide regional and neighborhood and regional serving retail development at the northeast corner.
 - Consider alternative commercial uses and site plans compatible with the neighborhood and intent of the existing site plan and zoning
 - Actively market the site to potential users and developers
 - Explore option to minimize development cost and maximize economic value to the Town of Carefree
 - Work with property representatives for the vacant space (14,000 square feet) on the northwest corner to backfill with a quality retail tenant.

- 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.
 - Net New Revenue Target \$240,000 – Based upon full build out, redevelopment of key sites, maximization of retail space, and performance improvement per square foot of retail sales.

- Consider the Creation of a Village Center Redevelopment Plan Implementation oversight committee
- Assist Planning with Council Consideration of the Comprehensive Signage Plan
 - Create priorities and a phasing plan and start implementation of the Signage Plan
- Planning and Zoning and Town Council Consideration of the ongoing Circulation and Parking Plan –
 - Complete Step 3 of the Kimley Horn contract to finalize the conceptual plan and Step 4, the final Technical Assessment Document which will provide 30% engineering documents for Tom Darlington Drive and Cave Creek Road, as well as a high level of detail for interior Town Center improvements.
- Implement priorities outlined in the Village Center Master Plan
 - Create RFP process for Town Hall site and solicit potential developers, to maximize the opportunity on the site for retail and provide a more functional municipal office space.
 - Evaluate future Town Hall locations as part of the Town Hall RFP process
 - Develop and evaluate revitalization programs through EDAB Town Council programs that encourage private reinvestment
 - Implement revitalization programs
 - Continue to engage property owners on revitalization improvements
 - Work with Communications to develop and implement events, manage the Sanderson Lincoln Pavilion and operate the Visitor Center
 - Work with Planning to evaluate and present zoning and design review changes
 - Continue to enhance city owned rights of ways including streets, medians and alleys
 - Explore Federal and State Grants
- Work with property owners on reinvestment opportunities and to attract quality retail tenants to Town Center.

3. Enhance Business Environment

- Create and implement strategies that will shift the primary position of Carefree from a seasonal tourist attraction to a competitive 365 retail, recreation and dining destination.
 - Expanding Friday Evening as a trade area destination
 - Expand use of the Sanderson Lincoln Pavilion
 - Create a more robust weekly event and activity schedule
 - Expand marketing, press releases, advertising and social media to the 30-minute trade area
- Continue to reach out directly to businesses
- Work with retailers to create a merchant group
- Maintain the Visitor Center, Visit Carefree Website and Business Directories
- Identify opportunities to partner with the business community for marketing and advertising
- Continue to work with Communications and business newsletter

- Develop stronger relationship with local and regional partners such as the Cave Creek Tourism Board and Carefree-Cave Creek Chamber of Commerce