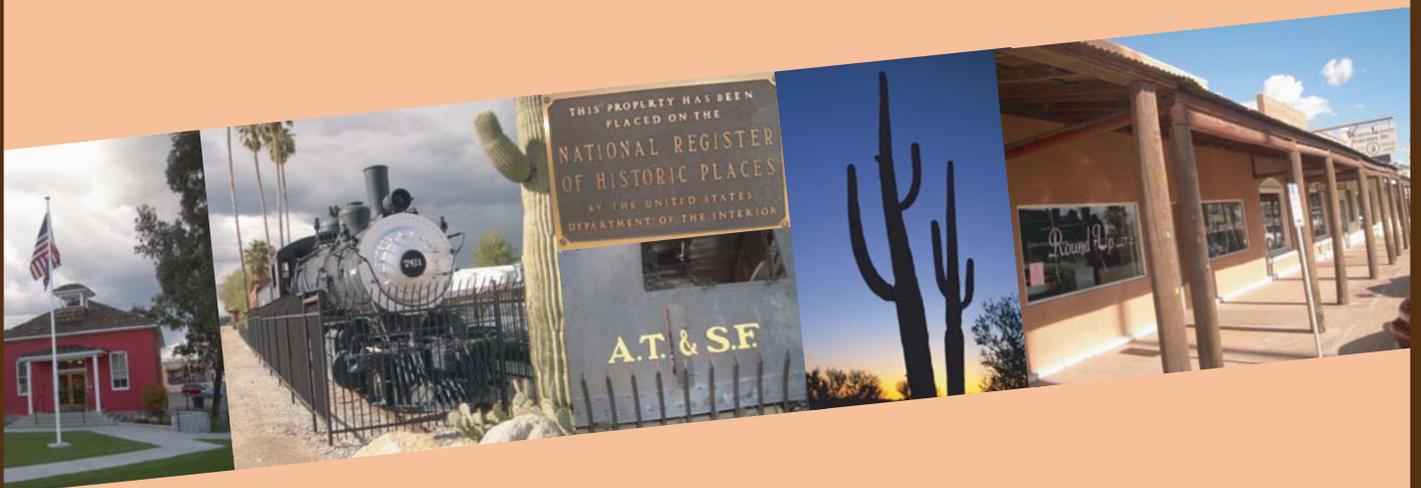


# WICKENBURG DOWNTOWN REPORT



JUNE 2005



# Wickenburg Downtown Report

Prepared for  
Town of Wickenburg  
Destination Wickenburg Task Force

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# I. MARKET OVERVIEW

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## INTRODUCTION

Wickenburg is a town possessing and exhibiting a rich history, qualities often cast aside in the mainstream of a modernizing society. Many communities have eliminated their historical ties in the name of future progress. Founded by miners, ranchers, and farmers, the Town has sustained itself over the years on tourism and an attractive “Old West” environment shaped by the strong values of tradition kept alive by the Town’s residents.



The Wickenburg Downtown Report is the Town’s official guide for the physical improvement and development within the Downtown Study Area. As the product of considerable effort on the part of elected officials, the Town’s Task Force 2007, Town staff, members of the downtown business community, and its residents, this plan represents the community’s vision and strategic plan for the area. As a component of the plan, implementation measures are identified to ensure the community fulfills its vision for the future.

This concept plan establishes the strategies and implementation actions for public and private improvement within downtown Wickenburg. These strategies and actions are intended to identify and resolve potential growth and development issues; clarify the direction for future improvement actions; and leverage the public and private investment that will increase the viability of the Downtown Study Area. The development of a cohesive plan for the future will communicate the Town’s clear intent to perspective developers and building/property owners, providing the information and vision needed to thoughtfully consider the implications of proposed development, revitalization and redevelopment proposals.

## **MARKET TRADE AREA**

Located approximately 55 miles from downtown Phoenix and 30 miles from the Greater Phoenix area, Wickenburg's planning area includes land within both Maricopa and Yavapai Counties. Wickenburg's retail and service capture area extends well beyond its local planning area to smaller communities such as Congress and Yarnell to the north, Morristown to the south, and Aguila to the west. These communities, which do not have the goods and services available in Wickenburg, create an approximate 1,900 square mile market trade area for the Town.

In determining the MTA a drive time analysis of 60 minutes was calculated from the intersection of Tegner Street and Wickenburg Way. These drive times simulate the amount of time a person is willing to drive to obtain goods and services that may not be available in the area of their residence. Second, the actual conditions, traffic patterns, and economic influences of nearby towns and cities were examined. The area southeast of Morristown and south of Buckeye were eliminated from the trade area due to their relationships to the more centralized and densely developed areas on the periphery of the city of Phoenix, as well as the larger mix of attainable goods and services in these areas. The communities of Peoples Valley, Yarnell, Congress, and Aguila were included in the area based on this analysis. Third, town officials offered their perceptions of the trade area and area publications were examined to determine the overall perceptions and market definitions of the downtown Wickenburg MTA. This helped capture the communities of Wenden and Salome. Finally all this information was assimilated into a Market Trade Area for Downtown Wickenburg. This MTA can be seen in Figure 1.

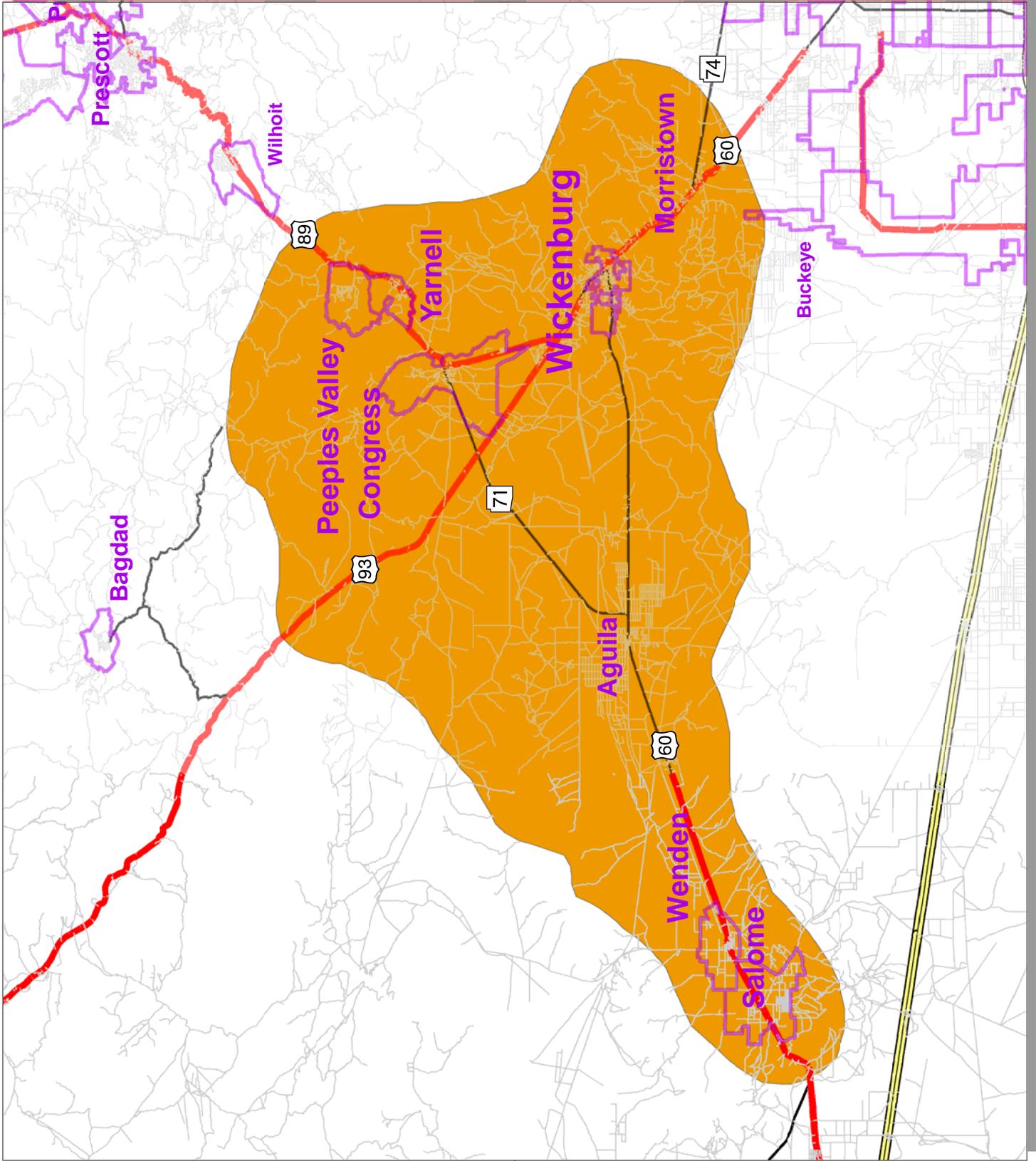
## **DEMOGRAPHICS**

The Wickenburg MTA is projected to grow faster than the Town of Wickenburg at an annualized rate of 3.29 percent versus 2.70 percent over the next five years. The 2004 estimated population in the MTA is nearly 17,000 compared to the Town of Wickenburg at 5,680. The projected 2009 population for the MTA is approaching 20,000 people. Over this time horizon the average household size is anticipated to decrease from 2.25 in 2000 to 2.17 in 2009. See Table 1.

Figure 1  
Wickenburg  
Market Trade Area

Legend

Market Trade Area



Sources: Town of Wickenburg, 2005  
and Maricopa County Assessor, 2005.

Table 1 - Population and Households		
	MTA	Wickenburg
<b>Population</b>		
2000	14,675	5,082
2004	16,997	5,680
2009	19,794	6,448
Projected Annualized Growth	3.29%	2.70%
<b>Households</b>		
2000	6,527	2,276
2004	7,699	2,590
2009	9,110	2,990
Projected Annualized Growth	3.66%	3.09%
<b>Household Size</b>		
2000	2.25	2.23
2004	2.21	2.19
2009	2.17	2.16

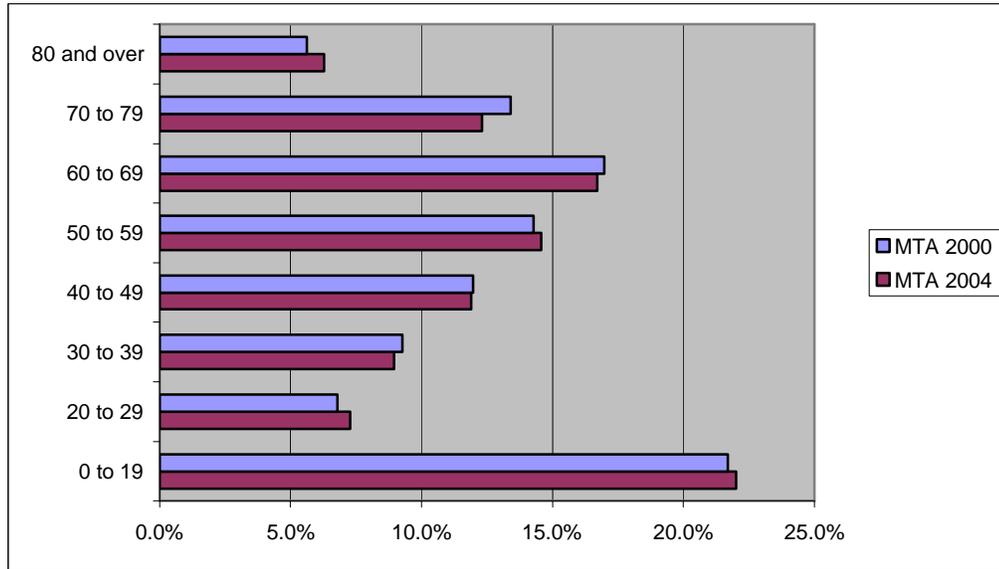
Source: AGS, 2005

The median age in the MTA is decreasing slightly from 45 years in 2000 to 44 years in 2004. As shown in Table 2, the 2004 population between the ages of 50 and 80 accounts for 44 percent of the total population in the MTA followed by 22 percent within the ages of 0 to 19. The age cohort that grew the fastest in the MTA from 2000 to 2004 were those 80 years of age and older. However the second and third fastest growing age cohorts were those between the ages of 0 to 19 and 20 to 29, reflecting strong growth in the younger population as can be seen in Chart 1.

Table 2 - Wickenburg Age Distribution										
	2000				2004				MTA Change 2000-04	Wickenburg Change 2000-04
	MTA	Percent	Wickenburg	Percent	MTA	Percent	Wickenburg	Percent		
0 to 19	3,181	21.7%	1,188	23.4%	3,738	22.0%	1,385	24.4%	17.5%	16.6%
20 to 29	998	6.8%	432	8.5%	1,236	7.3%	489	8.6%	23.9%	13.2%
30 to 39	1,362	9.3%	531	10.4%	1,521	8.9%	597	10.5%	11.7%	12.4%
40 to 49	1,758	12.0%	606	11.9%	2,025	11.9%	699	12.3%	15.1%	15.3%
50 to 59	2,094	14.3%	686	13.5%	2,475	14.6%	790	13.9%	18.2%	15.2%
60 to 69	2,490	17.0%	655	12.9%	2,841	16.7%	717	12.6%	14.1%	9.5%
70 to 79	1,967	13.4%	626	12.3%	2,093	12.3%	589	10.4%	6.4%	-5.9%
80 and over	824	5.6%	358	7.0%	1,069	6.3%	415	7.3%	29.6%	15.9%
Total	14,675	100.00%	5,082	100.00%	16,997	100.00%	5,681	100.00%		
Median Age	45		47		44		45			

Source: AGS, 2005

**Chart 1 – Wickenburg MTA Age Distribution, 2000 and 2004**



As shown in Table 3, approximately 28 percent of residents in the MTA make over \$50,000 annually, as compared to about 32 percent in the Town of Wickenburg. These factors combine to give the Town of Wickenburg a higher median household income of \$34,340 in 2004. The MTA’s estimated median income in 2004 was \$26,969.

<b>Table 3 - Household Income, 2004</b>				
	<b>MTA</b>	<b>Percent</b>	<b>Wickenburg</b>	<b>Percent</b>
Less than \$10,000	1,027	13.34%	285	11.01%
\$10,000 to \$14,999	733	9.52%	283	10.93%
\$15,000 to \$19,999	624	8.10%	201	7.76%
\$20,000 to \$24,999	654	8.49%	184	7.11%
\$25,000 to \$29,999	640	8.32%	187	7.22%
\$30,000 to \$34,999	540	7.02%	178	6.88%
\$35,000 to \$39,999	501	6.51%	159	6.14%
\$40,000 to \$44,999	473	6.14%	146	5.64%
\$45,000 to \$49,999	390	5.07%	145	5.60%
\$50,000 to \$59,999	565	7.34%	219	8.46%
\$60,000 to \$74,999	518	6.73%	191	7.38%
\$75,000 to \$99,999	518	6.73%	219	8.46%
\$100,000 to \$124,999	251	3.25%	103	3.98%
\$125,000 to \$149,999	87	1.13%	29	1.12%
\$150,000 to \$199,999	67	0.88%	18	0.70%
\$200,000 and over	110	1.42%	42	1.62%
<b>Median Household Income</b>	<b>\$26,969</b>	<b>100.00%</b>	<b>\$34,340</b>	<b>100.00%</b>

Source: AGS, 2005

The projected household incomes in 2009<sup>1</sup> presented in Table 4, show the Town of Wickenburg and the MTA to still maintain about the same differential of median income when compared to each other. The proportion of people that will make more than \$50,000 is projected to increase for both the Town and the MTA by about 4 percent. The projected median income for the MTA and the town is \$29,170 and \$37,198, respectively.

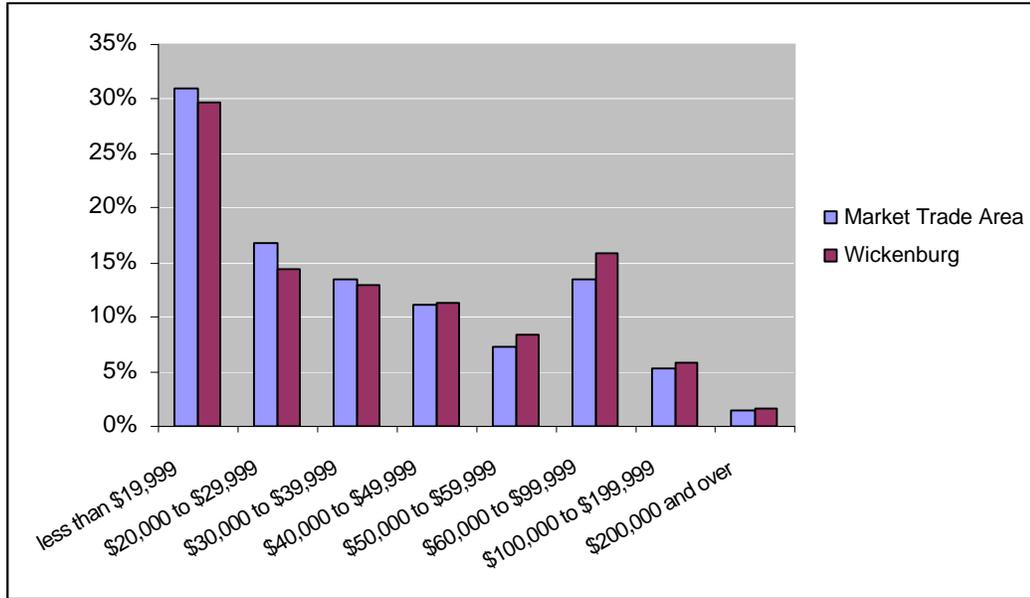
<b>Table 4 - Household Income, 2009</b>				
	<b>MTA</b>	<b>Percent</b>	<b>Wickenburg</b>	<b>Percent</b>
Less than \$10,000	1,162	12.75%	316	10.57%
\$10,000 to \$14,999	769	8.44%	288	9.63%
\$15,000 to \$19,999	622	6.83%	207	6.92%
\$20,000 to \$24,999	688	7.55%	199	6.66%
\$25,000 to \$29,999	679	7.45%	189	6.32%
\$30,000 to \$34,999	720	7.90%	216	7.22%
\$35,000 to \$39,999	549	6.02%	182	6.09%
\$40,000 to \$44,999	384	4.22%	113	3.78%
\$45,000 to \$49,999	535	5.87%	159	5.32%
\$50,000 to \$59,999	859	9.43%	328	10.97%
\$60,000 to \$74,999	570	6.26%	194	6.49%
\$75,000 to \$99,999	739	8.11%	287	9.60%
\$100,000 to \$124,999	383	4.21%	157	5.25%
\$125,000 to \$149,999	193	2.12%	74	2.47%
\$150,000 to \$199,999	112	1.23%	29	0.97%
\$200,000 and over	148	1.63%	52	1.74%
Median Household Income	\$29,170	100.00%	\$37,198	100.00%

Source: AGS, 2005

The Town of Wickenburg is projected to have more people earning \$40,000 a year than the MTA area as a whole, as can be seen in Chart 2.

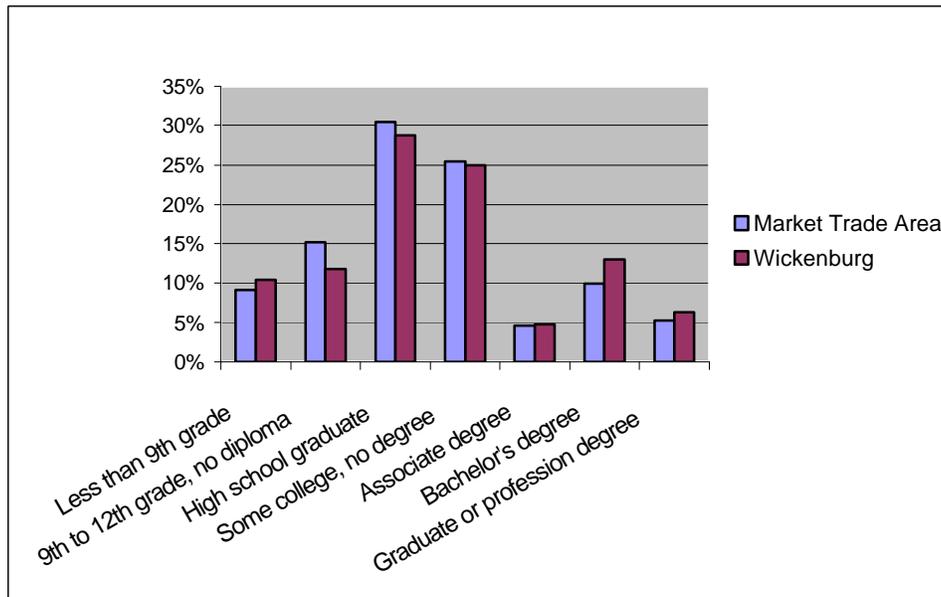
<sup>1</sup> These figures are not adjusted for inflation.

**Chart 2 – Income Distribution, 2009**



Educational attainment is markedly similar among the two areas. Of note is the larger proportion of the population with no diploma within the MTA and larger proportion of the population with a bachelor's degree in the Town of Wickenburg. About one fifth of the MTA hold a college degree, whereas about one quarter of the Town holds a college degree. See Chart 3.

**Chart 3 – Educational Attainment**



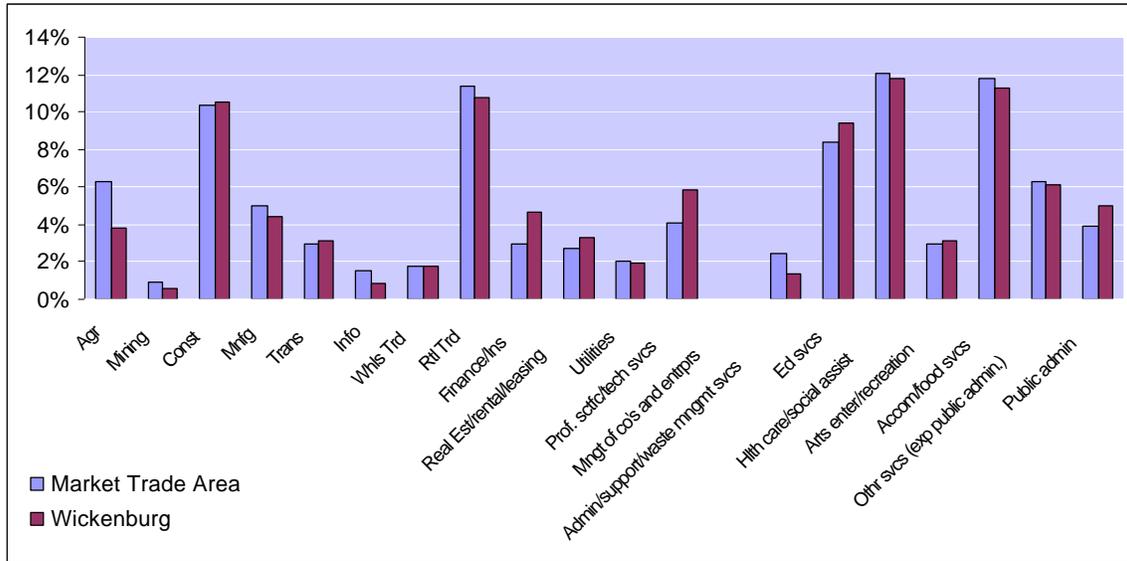
The race and ethnic distribution in 2004 is nearly identical for the MTA and the Town. Over two thirds of the people in both geographies are white. The only slight difference is the slightly larger percentage of Hispanics in the Town of Wickenburg. See Table 5.

Table 5 - Race and Ethnicity, 2004				
	MTA	Percent	Wickenburg	Percent
White	12,192	72%	3,883	68%
Hispanic	3,099	18%	1,161	20%
Black	54	0%	25	0%
American Indian, Eskimo, Aleut	189	1%	61	1%
Asian	42	0%	21	0%
Hawaiian/Pacific Islander	9	0%	4	0%
Other	1,411	8%	524	9%

Source: AGS, 2005

The employment by industry for the trade area and the Town are nearly identical, with the exception of Agriculture, where the MTA has about one-third more jobs. Labor force by industry within the Town shows a concentration in construction, retail trade, educational services, health care and accommodation.

Chart 4 – Labor Force by Industry, 2000



## CONSUMER EXPENDITURES

Consumer expenditures are an indicator of spending power within a market area. The consumer expenditures of 7 income categories were analyzed to gain a better understanding how households within the MTA are spending their money. This data was calculated for 2004 and 2009 to gain a perspective of the strength of the market and how it will change over time.

The MTA as a whole in 2004 spent approximately \$316.5 million annually on all expenditures including housing, retail and transportation. The retail component of this spending is estimated at \$120.1 million and includes food, alcoholic beverages,



household equipment and supplies, apparel and services, entertainment, personal care products and services, reading, and tobacco products and smoking supplies. Of these subcategories, the majority is spent on food, and household equipment and supplies, which equates to over \$74.6 million combined.

The MTA in 2009 is projected to spend a total of \$394 million annually on all expenditures, which represents an increase of nearly 25 percent. The

retail component of 2009 is projected to be \$149.1 million. The combined total of the two largest subcategories, again food, and household equipment and supplies, is \$92.2 million, a projected \$17.6 million increase from just 5 years earlier. Appendix A shows the itemized total spending of all income categories for 2004 and 2009.

### *RETAIL TRADE LEAKAGE*

Based on the 2004 Consumer Expenditure Survey (CES) data there is nearly \$317 million in potential spending within the Wickenburg MTA. This equates to an average spending of \$41,116 per household annually. In reviewing the current mix of businesses, however, the trade area does not offer a full range of retail opportunities and no doubt the population is spending some of their disposable income shopping on-line, via catalogs and outside of the trade area.

One way of estimating the retail trade leakage in a community is to review total taxable sales (derived from sales tax data) and compare that to the taxable consumer expenditure survey data. Table 6 shows that the residents of the Town of Wickenburg should generate over \$99 million in potential spending. According to the Arizona Department of Revenue (ADOR) the sales taxes collected (state, county and local) on behalf of the Town of Wickenburg for fiscal year 2003-04 amounted to

\$1,122,094,<sup>2</sup> on total sales of \$14,026,175. In looking at the CES data the taxable sales for the Town of Wickenburg is estimated at \$35.5 million. The difference between actual sales and potential sales represents retail trade leakage of well over \$21 million.

<b>Table 6 - Town of Wickenburg Estimated Trade Leakage</b>	
	<b>Spending</b>
Total Wickenburg Potential Spending (CES)	\$99,214,827
Estimated Potential Taxable Sales (CES)	\$35,588,989
Actual Retail Sales Based on DOR Tax Collections FY 2003-04	\$14,026,175
Difference in Sales from Potential Spending to Actual (leakage)	\$21,562,814

Note: CES - Consumer Expenditure Survey is for the Town of Wickenburg not the MTA

If the Town were successful in capturing all of the Wickenburg resident's retail sales, the additional sales tax generated to the Town would amount to \$366,567. This trade leakage analysis examines only the residents of the Town of Wickenburg and not the entire Wickenburg MTA. The ADOR does not provide separate tax collection data for the unincorporated areas within the Wickenburg MTA such as Congress and Yarnell.

#### *DEMAND ANALYSIS*

The potential demand for consumer goods and services is based once again on the Consumer Expenditure Survey. Table 7 shows the various expenditures for selected categories and the potential increase in demand from 2004 to 2009. In reviewing this information it would appear that the increase in demand, above the average for all expenditure categories, stands out for personal services, household equipment and furnishings, furniture, small appliances, alcoholic beverages, apparel, new cars and trucks, entertainment and personal insurance and pensions. The overall increase in demand from 2004 to 2009 is 24.47 percent. Expenditures that exceed this percentage are assumed to be in higher demand.

In comparing spending patterns of residents within the Wickenburg MTA to the CES Western Region (Table 8) it would appear that overall residents spend the same percentages of their income on transportation; a little more on food, housing, and entertainment; and a little less on other goods.

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<sup>2</sup> Tax collections include retail trade and restaurant/bar.

**Table 7 – MTA Demand Analysis**

	Total 2004 Expenditures	Total 2009 Expenditures	Percent of 2009 Total	% Increase 2004-09
<b>Average annual expenditures</b>	<b>\$316,551,015</b>	<b>\$394,023,919</b>	<b>100.00%</b>	<b>24.47%</b>
<b>Food</b>	<b>\$42,275,474</b>	<b>\$51,740,517</b>	<b>13.13%</b>	<b>22.39%</b>
Food at home	\$25,317,446	\$30,631,588	59.20%	20.99%
Food away from home	\$16,958,032	\$21,109,362	40.80%	24.48%
<b>Alcoholic beverages</b>	<b>\$3,067,071</b>	<b>\$3,849,858</b>	<b>0.98%</b>	<b>25.52%</b>
<b>Housing</b>	<b>\$105,912,785</b>	<b>\$131,124,157</b>	<b>33.28%</b>	<b>23.80%</b>
Personal services	\$1,868,347	\$2,421,980	1.85%	29.63%
Household furnishings and equipment	\$12,136,593	\$15,304,586	11.67%	26.10%
Furniture	\$2,853,803	\$3,665,889	2.80%	28.46%
Floor coverings	\$359,190	\$447,703	0.34%	24.64%
Major appliances	\$1,591,158	\$1,985,156	1.51%	24.76%
Small appliances, miscellaneous housewares	\$787,566	\$986,581	0.75%	25.27%
Miscellaneous household equipment	\$5,318,877	\$6,716,100	5.12%	26.27%
<b>Apparel and services</b>	<b>\$12,950,521</b>	<b>\$16,161,727</b>	<b>4.10%</b>	<b>24.80%</b>
Men and boys	\$2,950,167	\$3,713,268	22.98%	25.87%
Men, 16 and over	\$2,331,314	\$2,935,838	18.17%	25.93%
Boys, 2 to 15	\$617,682	\$776,012	4.80%	25.63%
Women and girls	\$5,245,998	\$6,567,242	40.63%	25.19%
Women, 16 and over	\$4,422,133	\$5,546,377	34.32%	25.42%
Girls, 2 to 15	\$825,855	\$1,023,594	6.33%	23.94%
Children under 2	\$610,782	\$756,242	4.68%	23.82%
Footwear	\$2,237,678	\$2,750,346	17.02%	22.91%
Other apparel products and services	\$1,904,633	\$2,373,045	14.68%	24.59%
<b>Transportation</b>	<b>\$60,324,401</b>	<b>\$75,236,821</b>	<b>19.09%</b>	<b>24.72%</b>
Cars and trucks, new	\$14,190,379	\$17,932,371	23.83%	26.37%
Cars and trucks, used	\$13,658,729	\$16,927,596	22.50%	23.93%
Other vehicle expenses	\$18,871,492	\$23,529,886	31.27%	24.68%
Maintenance and repairs	\$6,092,333	\$7,536,714	10.02%	23.71%
<b>Health care</b>	<b>\$17,675,293</b>	<b>\$21,444,064</b>	<b>5.44%</b>	<b>21.32%</b>
Health insurance	\$8,462,807	\$10,257,900	47.84%	21.21%
Medical services	\$4,825,335	\$5,960,601	27.80%	23.53%
Drugs	\$3,390,660	\$4,031,643	18.80%	18.90%
Medical supplies	\$998,713	\$1,196,638	5.58%	19.82%
<b>Entertainment</b>	<b>\$16,304,265</b>	<b>\$20,577,845</b>	<b>5.22%</b>	<b>26.21%</b>
Fees and admissions	\$3,984,561	\$5,078,721	24.68%	27.46%
Television, radios, sound equipment	\$5,249,087	\$6,484,307	31.51%	23.53%
Pets, toys, and playground equipment	\$2,970,345	\$3,680,408	17.89%	23.91%
Other entertainment supplies, equipment, and services	\$4,102,067	\$5,336,449	25.93%	30.09%
<b>Personal care products and services</b>	<b>\$4,333,080</b>	<b>\$5,326,555</b>	<b>1.35%</b>	<b>22.93%</b>
<b>Reading</b>	<b>\$1,062,820</b>	<b>\$1,316,776</b>	<b>0.33%</b>	<b>23.89%</b>
<b>Tobacco products and smoking supplies</b>	<b>\$1,895,813</b>	<b>\$2,258,238</b>	<b>0.57%</b>	<b>19.12%</b>
<b>Personal insurance and pensions</b>	<b>\$28,705,792</b>	<b>\$37,596,843</b>	<b>9.54%</b>	<b>30.97%</b>
Life and other personal insurance	\$2,232,853	\$2,876,263	7.65%	28.82%
Pensions and Social Security	\$26,472,939	\$34,720,581	92.35%	31.15%

Source: Consumer Expenditure Survey 2002-03, Western Region

<b>Table 8 - Percent Distribution of Total Annual Expenditures by Major Category</b>		
	<b>Western Region</b>	<b>Wickenburg MTA</b>
<b>Average annual expenditures</b>	<b>100.0%</b>	<b>100.0%</b>
<b>Food</b>	13.2%	13.4%
Food at home	7.6%	8.0%
Food away from home	5.6%	5.4%
<b>Housing</b>	32.7%	33.5%
<b>Apparel and services</b>	4.3%	4.1%
<b>Transportation</b>	19.1%	19.1%
<b>Health care</b>	5.8%	5.6%
<b>Entertainment</b>	5.1%	5.2%
<b>Personal insurance and pensions</b>	9.6%	9.1%
Life and other personal insurance	1.0%	0.7%
Pensions and Social Security	8.6%	8.4%

Source: Consumer Expenditure Survey 2002-03, Western Region

## LIFESTYLE DATA

Another data source used today for retail site selection is lifestyle segmentation data. This data goes a step further and recognizes that the way people live influences what they purchase and how they spend their leisure time. Households are grouped into clusters based on demographic similarities such as age, income, education, ethnicity, occupation, housing type and the presence of children. There are 12 LifeMode Groups with 65 distinct neighborhood lifestyle clusters. Within the Wickenburg MTA there are six predominate segments, which include:

- Senior Sun Seekers
- The Elders
- Rooted Rural
- Rural Resort Dwellers
- Simple Living
- Midlife Junction

Four out of the six segments identified are dominated by the senior market. Table 9 provides a breakdown of these segments by community within the Wickenburg MTA. The index column represents the representation of each segment in the Wickenburg MTA compared to the nation. Anything over an index of 100 indicates that the area has a higher concentration of that segment than the entire country. The Town of Wickenburg contains two clusters not strictly devoted to seniors.

A description for each neighborhood lifestyle cluster is provided, which gives an overview of the segment, such as median age, income, and lifestyle preferences.

Table 9 - Wickenburg MTA Tapestry LifeMode Groups						
Segment Number & Name	2004 Households			2004 Population		
	Number	Percent	Index	Number	Percent	Index
<b>Aguila</b>						
49 Senior Sun Seekers	343	100.00%	8987	1,124	100.00%	10742
<b>Morristown</b>						
43 The Elders	32	6.50%	1015	81	7.50%	1833
49 Senior Sun Seekers	337	67.90%	6106	737	68.20%	7330
46 Rooted Rural	127	25.60%	1121	262	24.30%	1099
<b>Peoples Valley/Congress/Yarnell</b>						
43 The Elders	416	23.20%	3648	773	21.10%	5170
49 Senior Sun Seekers	1,324	73.80%	6632	2,762	75.60%	8117
31 Rural Resort Dwellers	54	3.00%	214	120	3.30%	262
<b>Wendon/Salome</b>						
49 Senior Sun Seekers	1,006	100.00%	8987	2,262	100.00%	10742
<b>Wickenburg</b>						
43 The Elders	146	3.90%	614	321	3.90%	953
49 Senior Sun Seekers	2,012	53.80%	4832	4,446	54.00%	5800
57 Simple Living	228	6.10%	395	467	5.70%	447
33 Midlife Junction	327	8.70%	339	716	8.70%	379
31 Rural Resort Dwellers	1,029	27.50%	1959	2,284	27.70%	2217

Source: ESRI Business Information Solutions

### *RURAL RESORT DWELLERS*

These residents follow the scenic route favoring mild climates and pastoral settings. They live in rural non-farm areas throughout the U.S. These small growing communities consist of single-family or mobile homes with a significant inventory of seasonal housing. With a median age of 46 years, the population is older than the U.S. median; most residents are married with no children living at home. Although retirement officially looms for many, most are still working. Many in Rural Resort Dwellers neighborhoods are self-employed with a median household income of \$43,000. Simple living and consumer tastes describe the Rural Resort Dwellers. They own equipment so they can work on home and garden improvement projects. Domestic four-wheel drive trucks are popular. Their lifestyle includes baking and preparing home-cooked meals as well as participation in local civic issues. They read magazines that focus on fishing, hunting, and home improvement. They go hunting, listen to country music, and drive around in power boats.

### *MIDLIFE JUNCTION*

Somewhere between the child rearing years and retirement lies Midlife Junction segment. Few households still have children. Most of the labor force is still employed but approaching retirement. Approximately one-third of these residents already draw retirement income. Most still own their homes, but many have eschewed home ownership responsibilities and moved into multiunit apartment buildings. The housing market is a mix of single-family homes and low-density apartments, somewhere between urban and rural. Midlife Junction residents have a median age of 40 years and a median household income of \$42,900. They live quiet, settled lives. They spend their money prudently and do not succumb to fads. They are comfortable shopping online or by phone. Dining out on the weekends at full-service restaurants is a favorite activity; they also patronize fast-food establishments. They enjoy gardening, watching television, and reading books and the newspaper.

### *THE ELDERS*

The Elders is the oldest market, with a median age of 73 years. Representing the highest concentration of retirees, The Elders residents prefer communities designed for senior living, primarily in warm climates. Half live in Florida and most of the others live in Arizona and California. Income sources are primarily Social Security benefits and retirement income. More than 80 percent of the households draw Social Security benefits—more than three times that of the U.S. figure. The Elders residents watch their diets and take prescription drugs for various health conditions. Golf is a favorite activity of these residents; in addition to playing golf, they buy golf clothes and watch golf matches on The Golf Channel. The Elders residents stay informed by reading the newspaper and watching CNN and Fox News. With the freedom of retirement, many residents enjoy traveling.



### *ROOTED RURAL*

This predominately family market is found in rural areas. Their median age of 41 years is higher than the U.S. figure. Approximately one-third of the households already draw Social Security benefits. Housing in these neighborhoods is predominantly single-family homes, with a strong presence of mobile homes and some seasonal housing. The median home value is \$82,800. Stable and settled, Rooted Rural residents tend not to move often. Rooted Rural families seldom eat out; they prefer to prepare meals at home with fresh vegetables grown in their

gardens. Residents shop for groceries at Wal-Mart Supercenters or the Winn-Dixie, IGA, or Safeway but will pick up essentials at convenience stores. Many have adopted catalog shopping for apparel and other items.

#### *SENIOR SUN SEEKERS*

Escaping cold winter climates, many Senior Sun Seekers residents have relocated permanently to warmer regions; others are “snowbirds” who move south for the winter months. Most residents are retired or are anticipating retirement. Their median age is 52 years; more than 60 percent of these residents are 55 years or older. Growth markets, especially in Florida, with available seasonal housing, are the areas most favored by the seniors. Most housing is either single-family or mobile homes with a median home value of \$91,500. Senior Sun Seekers residents invest limited funds for home improvements such as interior painting and faucet replacement. Most still prefer to bank at full-service institutions; some will patronize credit unions. TV is very prominent in the daily lives of Senior Sun Seekers residents and they take the time to read all sections of the newspaper.

#### *SIMPLE LIVING*

The median age for this market is 40 years, although a high percentage of the population is 75 years or older. Most residents are retired seniors who live alone or in congregate housing. The majority rent apartments in multiunit buildings. There is some retirement income, but many rely on Social Security benefits. Younger residents enjoy going to nightclubs and dancing, while seniors attend bingo nights and pursue hobbies such as photography, bird watching, and woodworking. To stay fit, Simple Living residents walk, swim, and play golf. Cable or satellite television is a must, but many households do not own a PC, cell phone, or DVD player. Residents watch a lot of TV, especially family programs and game shows.

## II. DOWNTOWN ANALYSIS

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### STUDY AREA

The downtown study area is comprised of 64 acres in the heart of the Town of Wickenburg. This area is roughly bounded by Sols Wash to the north, Hassayampa River to the east, the BNSF Railroad and the alley behind Washington Street businesses to the west, and Coconino Street to the south. Figure 2 shows the boundaries of the downtown study area. The Downtown Study Area serves as both Wickenburg's and the region's central focal point for government, business and culture.

US 93 (Tegner Street) intersects US 60 (Wickenburg Way), through the Downtown Wickenburg Study Area, historically serving as the major regional transportation route connecting the Phoenix Metropolitan Area to northwest Arizona, and southern Nevada. Over the years, the incremental increase in local and regional traffic (including nearly 30 percent of the existing semi-truck volume), have overtaxed the capacity of the existing route and has led to decreasing levels of service. The existence of narrow rights of way (64' for Wickenburg Way and 64'/44' for Tegner Street) through Downtown Wickenburg, and building fronts located at the right of way boundary, have created persistent congestion, localized air pollution, elevated noise levels, and safety concerns due to the higher potential for pedestrian/vehicle conflicts (ADOT). In addition, the physical and environmental constraints coupled with the historic character of the area along the US 93 corridor through Downtown Wickenburg did not provide a feasible alternative to construct roadway improvements along the existing route.



US080818101gPROJECTSDowntown Wickburg Study\gisc\MapFigure\_4\_StudyArea.pdf



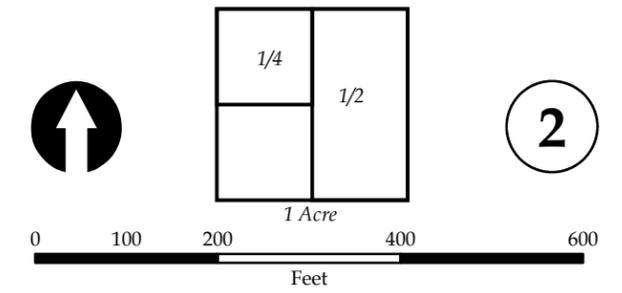
# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN

### Study Area

-  Study Boundary
-  Parcel
-  Railroad
-  US 93 Bypass

Sources: EMS, 2005; Jacobs Civil, Inc., 2005.



As a result, ADOT is in the process of designing a bypass of the existing route, which includes an interim improvement of US 93 northwest of Downtown Wickenburg. The purpose of the interim bypass is to accommodate traffic volumes for the next 15 to 20 years until the ultimate bypass southwest of the Town can be built. The proposed interim bypass will ultimately result in the construction of a divided five lane roadway which will realign the bridge crossing (facilitating the need for a new bridge) over the Hassayampa River and extending north a distance of approximately 1.6 miles along the west side of the River, terminating at milepost 198 on US 93.

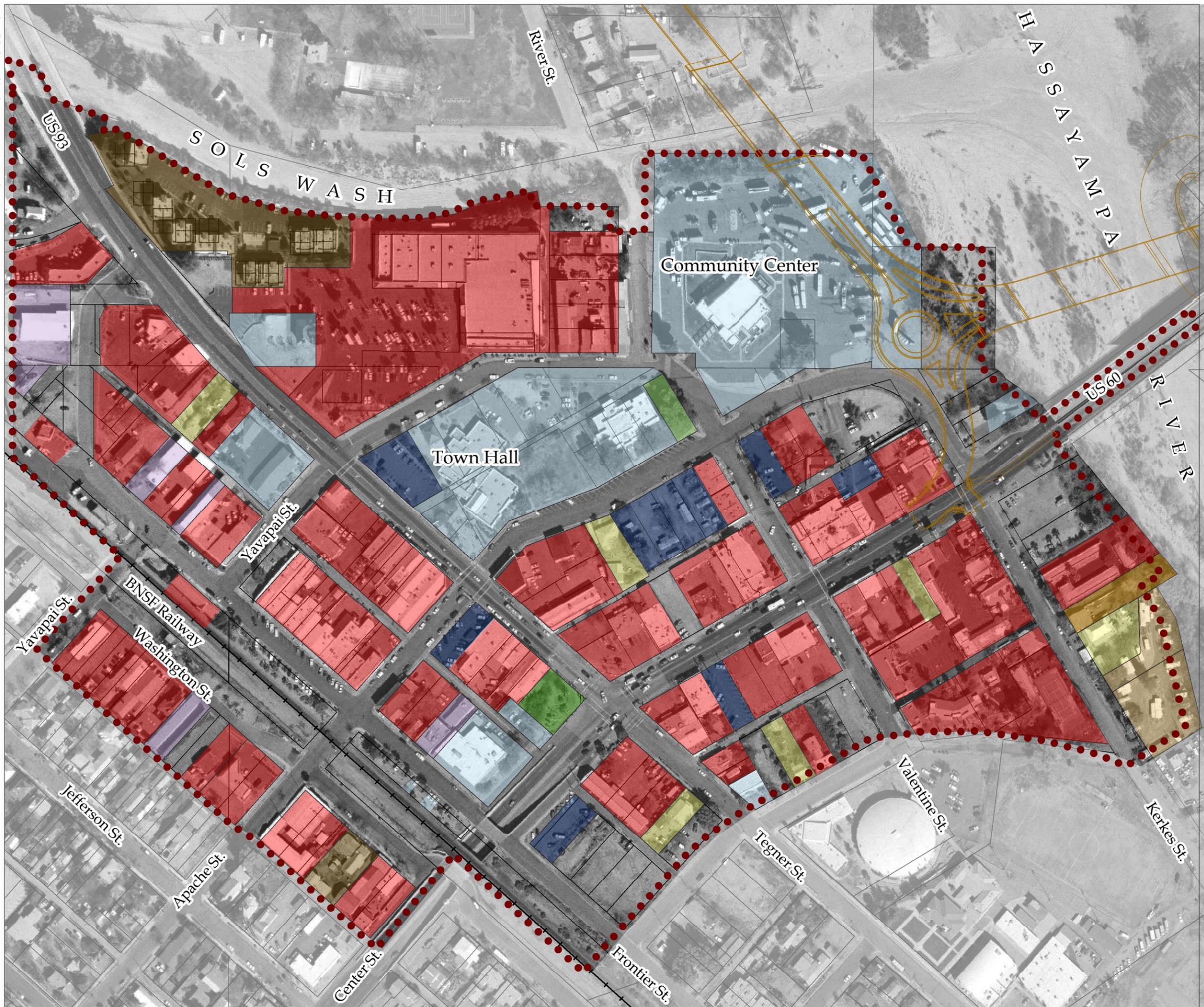
## EXISTING DOWNTOWN MAPPING ASSESSMENT

The Existing Downtown Mapping Assessment provides an overview of the existing conditions influencing development and circulation in the future. The Assessment consists of maps, shown on Figures 5 through 11, for the following topical areas:

- **Existing Land Use** - Identifies the current uses located in the Study Area.
- **Existing Zoning** - Identifies how the land can be developed in the Study Area.
- **General Plan Land Use** - Identifies the general pattern of recommended uses as identified in the Town's adopted general plan in the Study Area.
- **Land Ownership** – Identifies the mix of public and private owned parcels in the Study Area.
- **Circulation and Parking** – Identifies the functional classification system for the roadways, public on and off street parking areas and non-vehicular system within the Study Area.
- **Public/Semi-Public Facilities** – Identifies the existing and planned governmental, educational, religious, and recreation facilities within the Study Area.
- **Historic Structures** – Identifies the location of National Historic Register and locally identified structures exhibiting historical architectural value or historic significance within the Study Area.



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# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

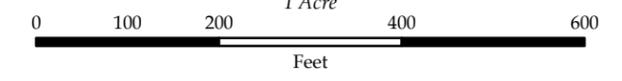
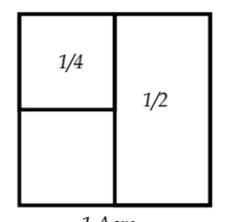
### Existing Land Use

- Single Family Residential
- Mobile Home Park
- Duplex
- Multi-Family Residential
- Commercial
- Industrial
- Public/Semi-Public Facilities
- Park
- Open Space/Trails
- Parking
- Vacant

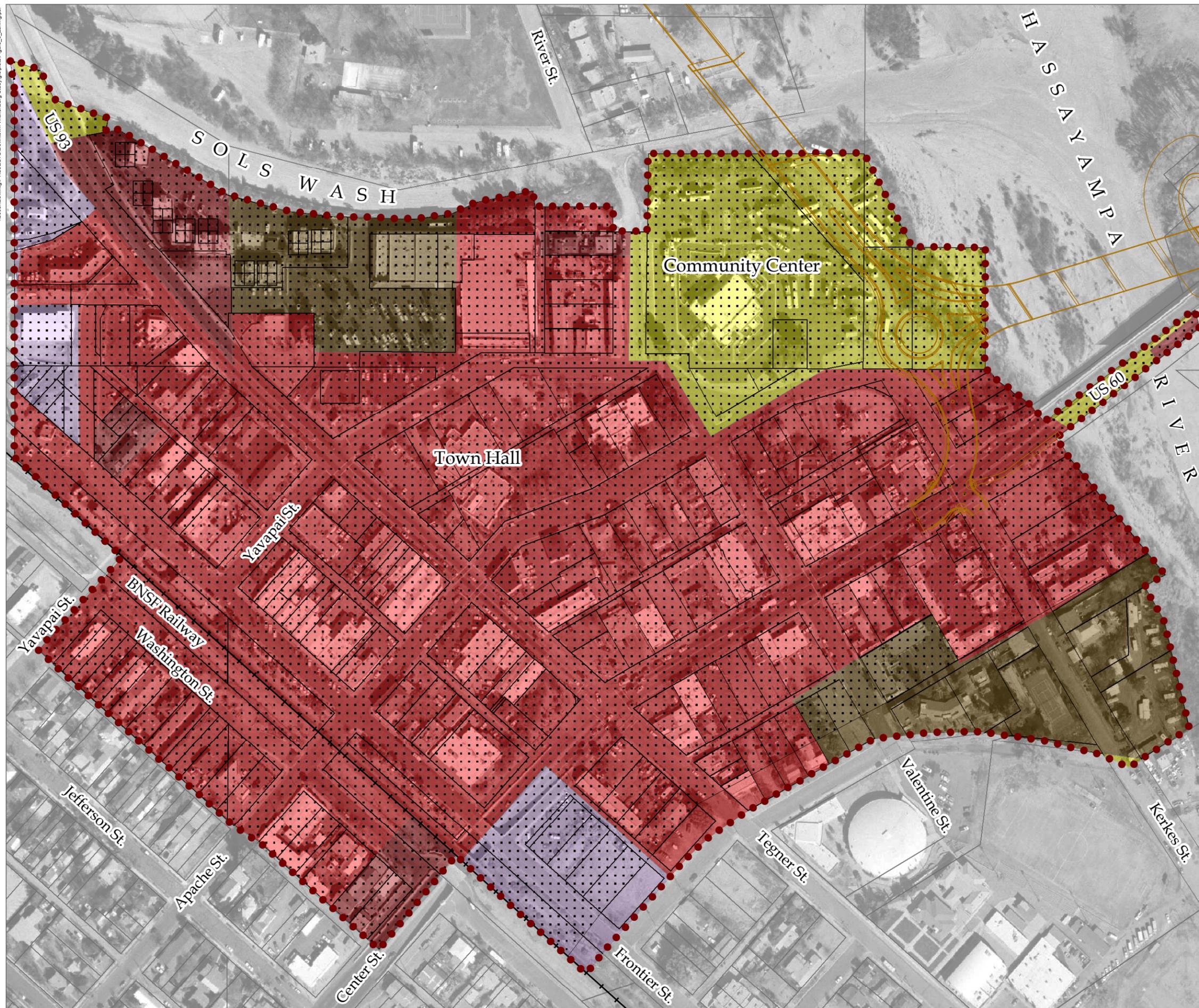
### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

Sources: URS, 2005; Jacobs Civil, Inc., 2005. Maricopa County Assessor, 2005.



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# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

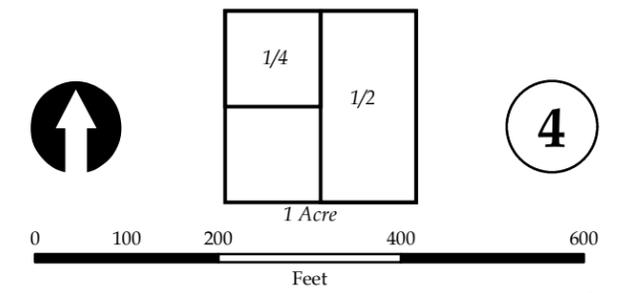
### Existing Zoning

-  Single Family Residential (RI-12)
-  Multiple Family Residential (RM-2)
-  Central Business Commercial (C-2)
-  Major Street Commercial (C-3)
-  Light Industrial (IND-2)
-  Heritage Area Design Theme

### General Features

-  Study Boundary
-  Parcel
-  Railroad
-  US 93 Bypass

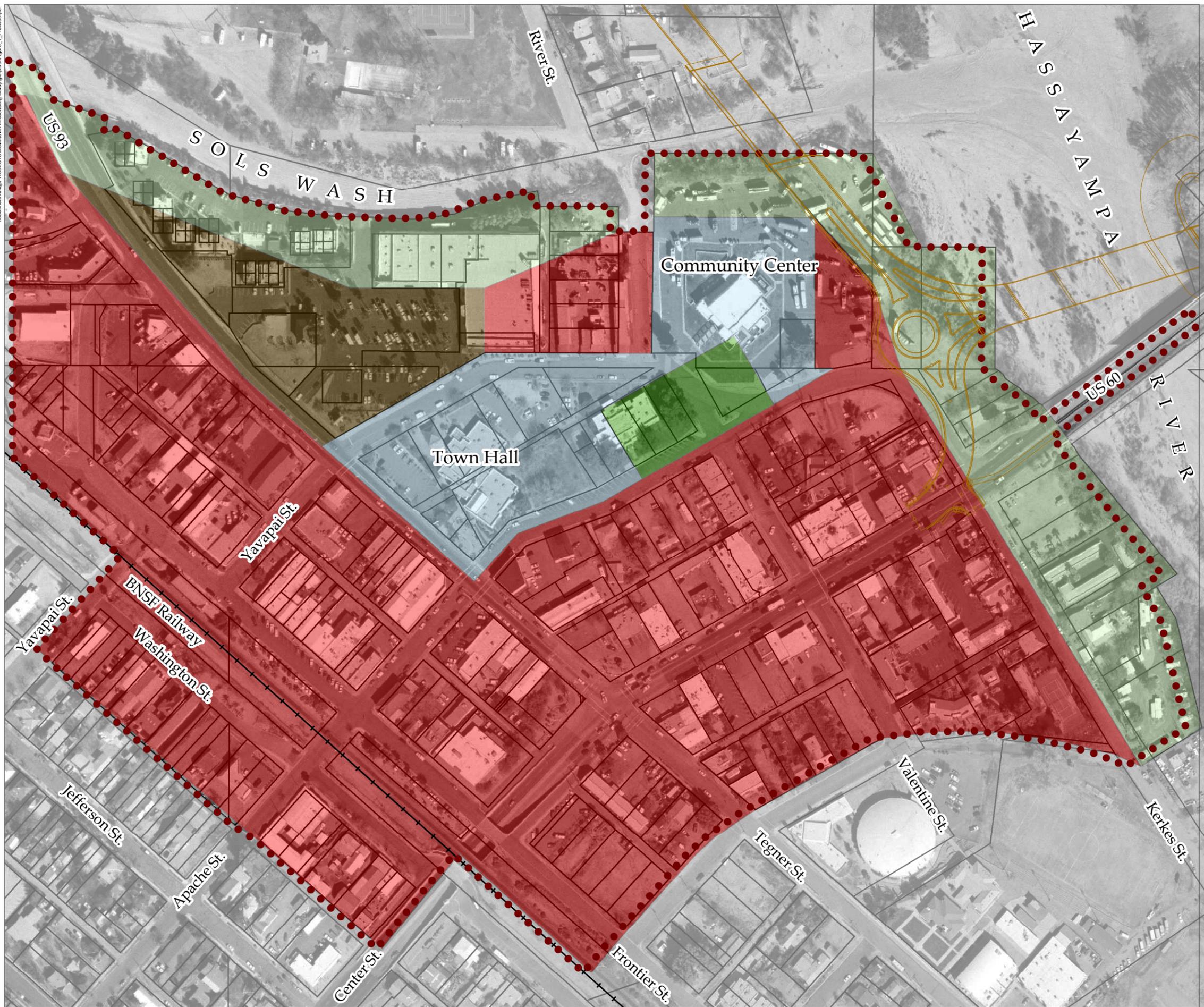
Sources: Town of Wickenburg, 2005; Jacobs Civil, Inc., 2005.



April 12, 2005



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# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

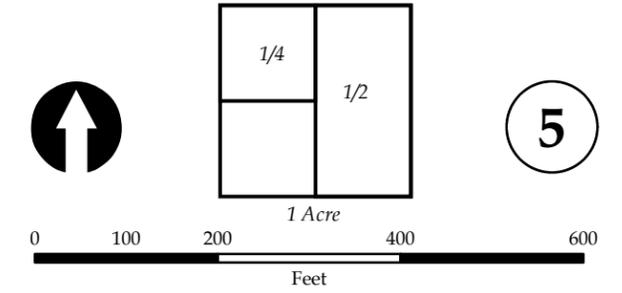
### General Plan Land Use

- Multi-Family Residential (10+ du/ac)**  
This category allows the most intense residential uses and incorporates apartments and townhouses in single or multiple story structures designed as compact development with on-site open space or common recreational features.
- Commercial**  
This category provides for context-sensitive commercial uses relating to adjacent neighborhoods, public facilities and open space. Development and rehabilitation should utilize site and building.
- Public Facilities**  
This category is designed for current and future public facilities, including cultural, municipal, public safety and infrastructure-support services.
- Open Space**  
This category locates existing and planned parks, open space areas, and open space corridors and pathways.
- Wash**

### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

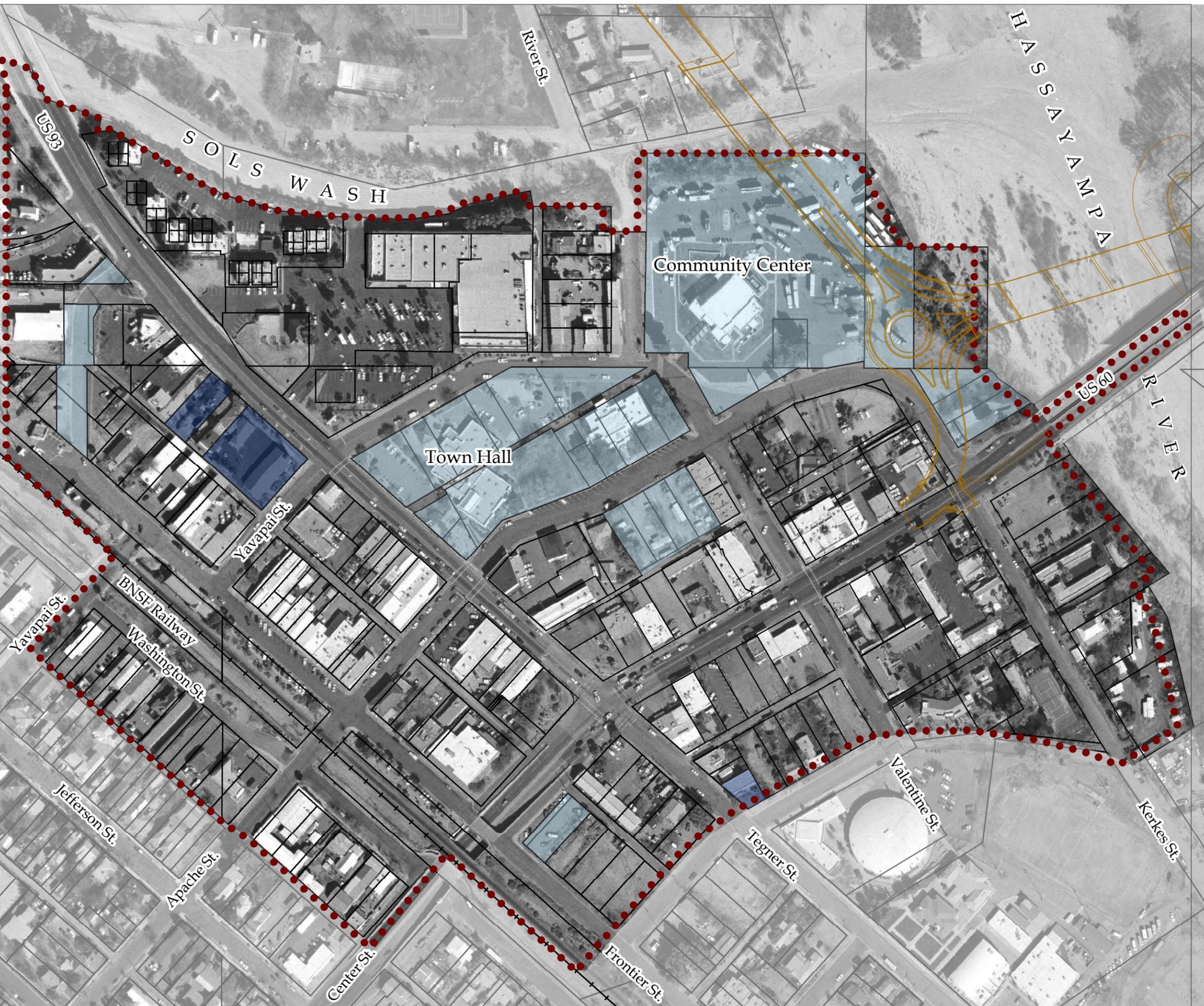
Sources: Wickenburg General Plan, 2003; Jacobs Civil, Inc., 2005.



April 12, 2005



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# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

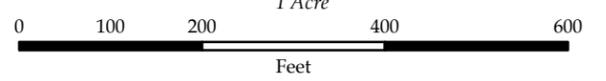
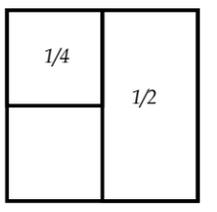
### Land Ownership

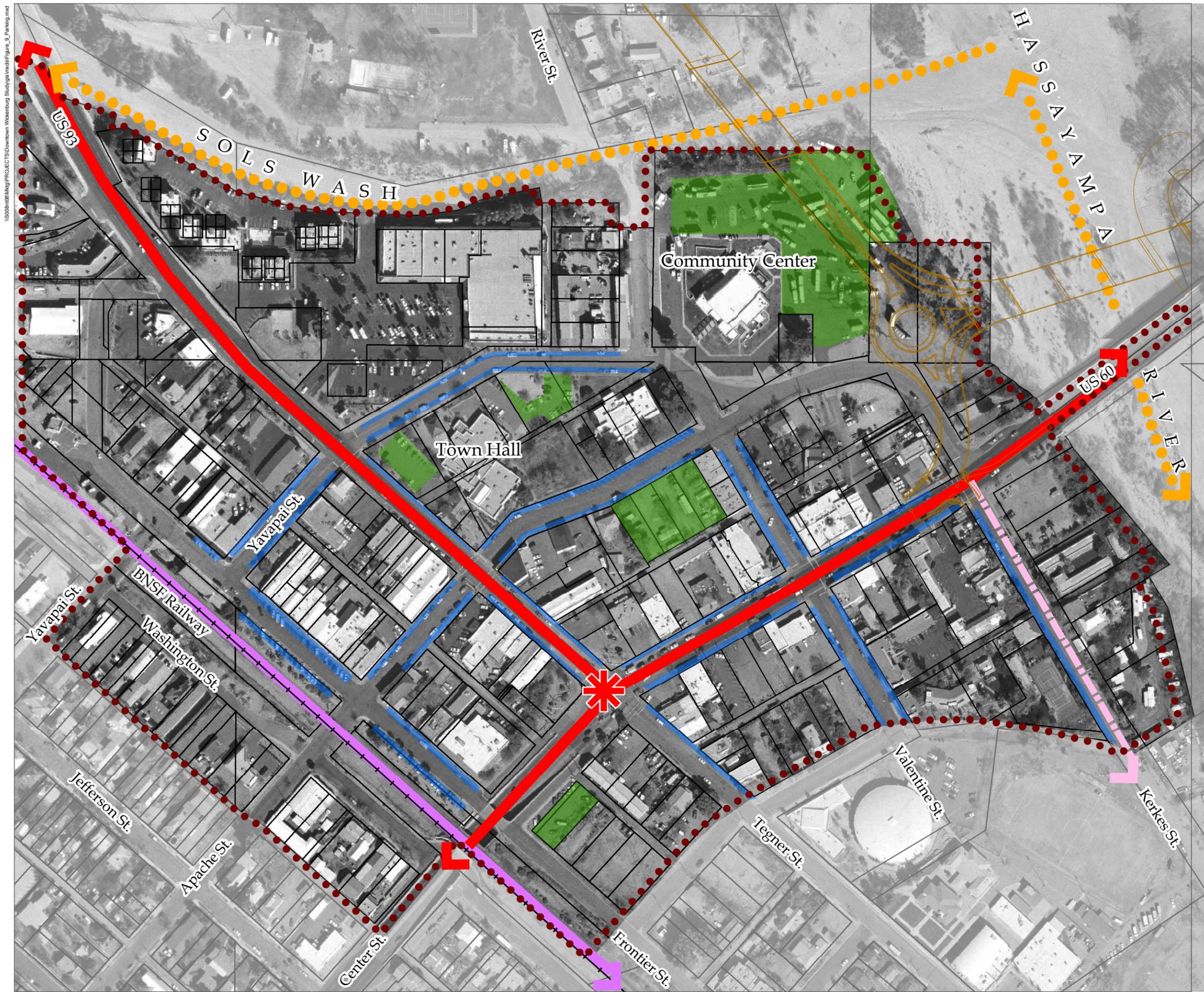
- Public
- Semi-Public
- Private

### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

Sources: Town of Wickenburg, 2005; Jacobs Civil Inc., 2005.





# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

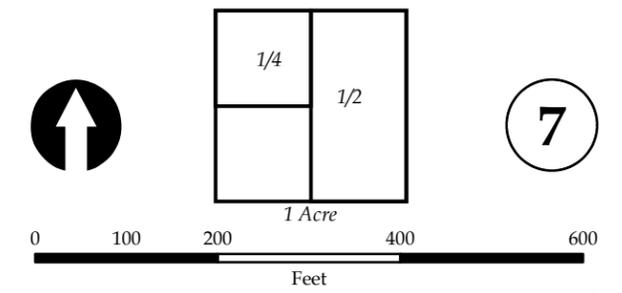
### Circulation & Parking

- Principal Arterial
- Collector (Future)
- Signalized Intersection
- On-Street Public Parking
- Off-Street Public Parking
- Multi-User Trail System
- Commuter Rail Corridor (Future)

### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

Sources: URS, 2005; Wickenburg General Plan, 2003; Jacobs Civil, Inc., 2005.





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# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

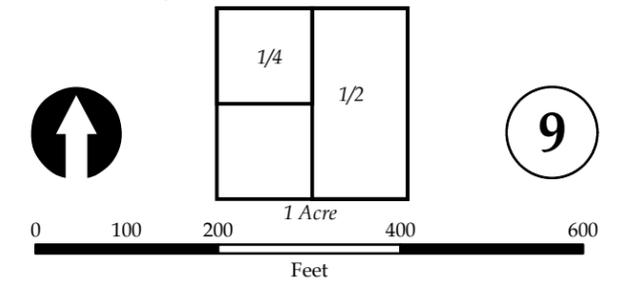
### Historic Structures

Architecturally/Historically Significant Building

### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

Sources: "A Historic Day Out Wickenburg Way", Wickenburg Chamber of Commerce, 2004.



## BUSINESS MIX

Based on the Maricopa County Assessor's data, within the Wickenburg Study area there are 254 parcels totaling 64 acres (Table 10). Commercial parcels occupy 21.1 acres, and of that retail occupies nearly 17 acres followed by government at 9 acres and industrial uses at 4 acres. A small amount is classified as residential and nearly 6 acres are vacant. The accompanying Figure 10 shows the spatial distribution of the various uses by parcel.

<b>Parcel Use Code Type</b>	<b>Acres</b>
Commercial-Lodging	1.37
Commercial-Office	1.69
Commercial – Retail	16.53
Commercial – Vacant	1.56
Parking	1.86
Government	9.57
Industrial	4.77
Mobile Homes	0.84
Multi-Family	2.00
Religious	0.53
Single Family	1.65
Vacant	5.80
Streets	16.23
<b>Total Acres</b>	<b>64.40</b>

Source: Maricopa County Assessor's Office, 2/07/05

According to the Downtown Revitalization Commission there are 118 business establishments within the Wickenburg Study Area. The mix of business establishments with the highest concentration includes personal and professional services, retail, food service and arts and entertainment. Table 11 shows that approximately 55 percent of the businesses are consumer based, which includes personal and professional services, retail, accommodation and food services. Public parking takes up 3 percent and unoccupied buildings taking up 10 percent. The Downtown Revitalization Commission estimates a 31 percent vacancy rate among retail establishments. Figure 11 shows the existing business establishments by name and type. Overall 74 percent of the improvements are owner occupied.<sup>3</sup>

<sup>3</sup> Owner occupied status was based on mailing addresses from the Assessor's database. Any address outside of the Wickenburg MTA was considered an absentee owner.

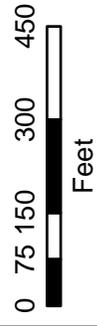
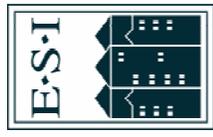
**Table 11 - Downtown Wickenburg Business Mix**

<b>Business Type</b>	<b>Number of Establishments</b>	<b>% of Total</b>
Accommodation	2	1.69%
Arts and Entertainment	7	5.93%
Civic	6	5.08%
Construction	3	2.54%
Finance and Insurance	5	4.24%
Food Services	11	9.32%
Government	6	5.08%
Public Parking Lot	4	3.39%
Personal & Professional Services	29	24.58%
Printing & Publishing	1	0.85%
Real Estate	7	5.93%
Religious	1	0.85%
Retail Trade	24	20.34%
Unoccupied	12	10.17%
<b>Total Establishments</b>	<b>118</b>	<b>100.00%</b>

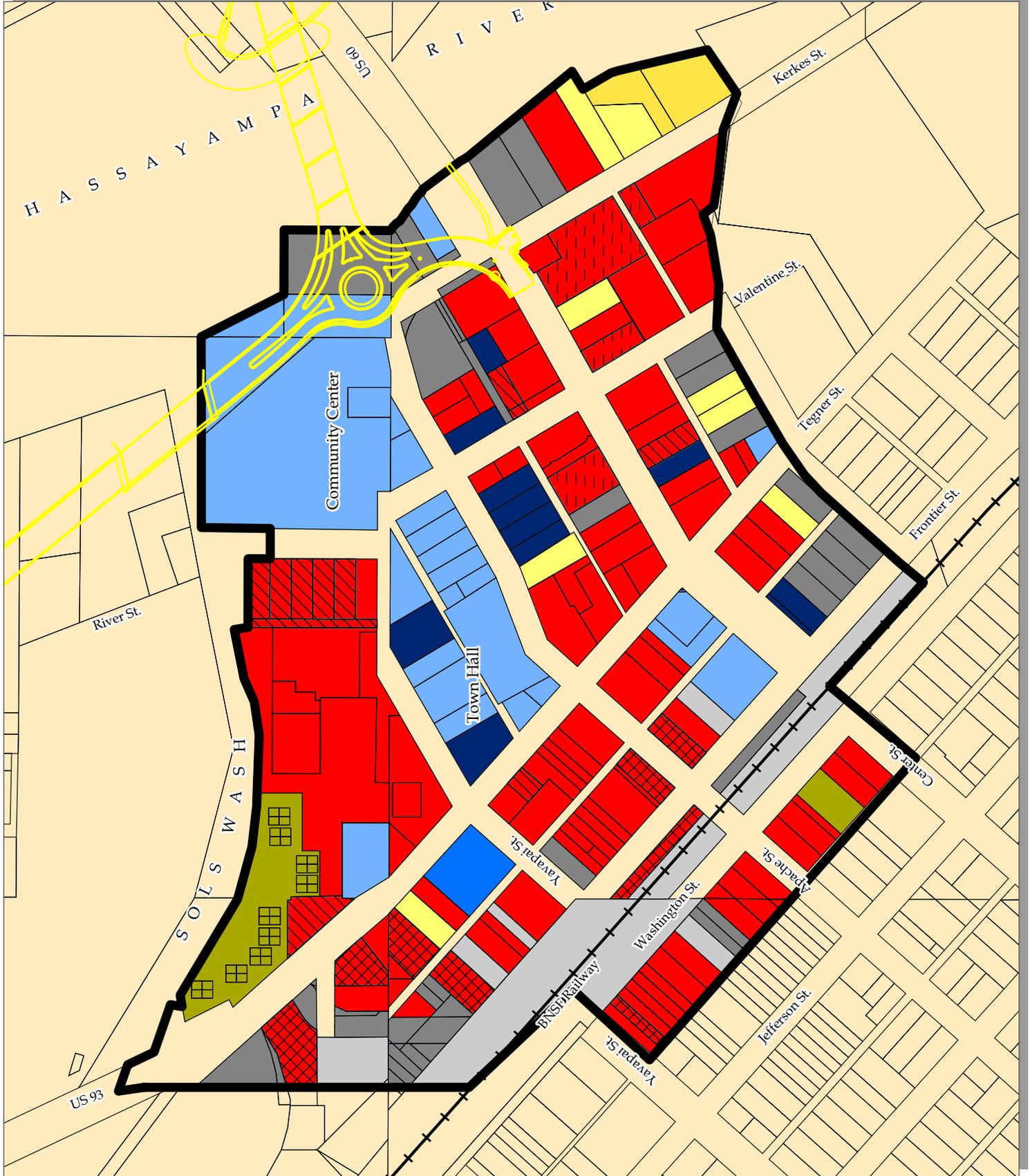
Source: Wickenburg Revitalization Committee and Maricopa County Assessor's Office, 2/07/05

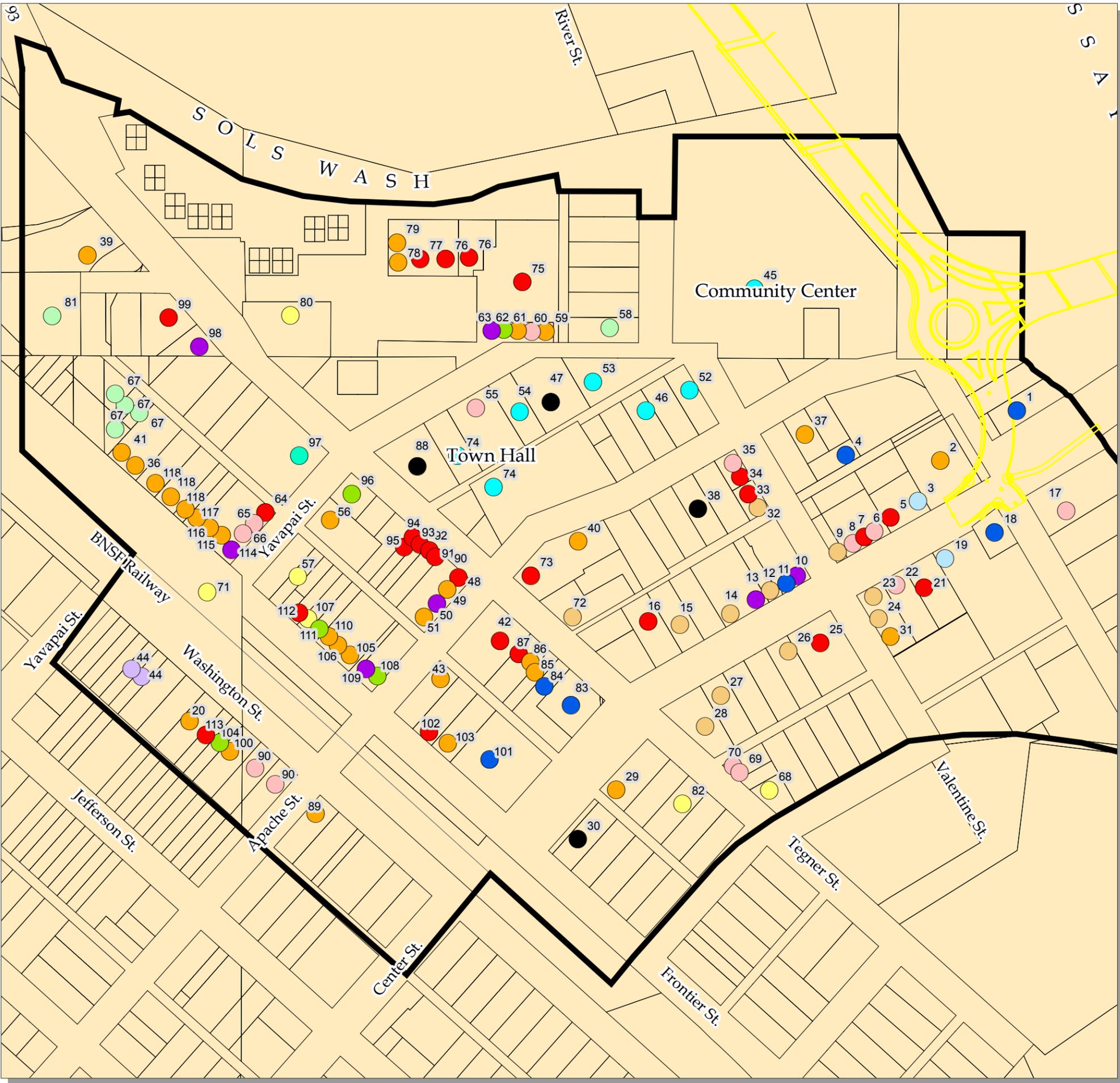
**Figure 10**  
**Downtown Wickenburg**  
**Existing Business Mix**  
**By Use**

- Railroad
- Parcel
- US 93 Bypass
- Commercial - Lodging
- Commercial - Office
- Commercial - Retail
- Commercial - Vacant
- Parking
- Government/Semi-Public
- Industrial
- Mobile Homes
- Multi-Family
- Religious
- Single Family
- Vacant
- studybnd



Sources: Town of Wickenburg, 2005  
 and Maricopa County Assessor, 2005.

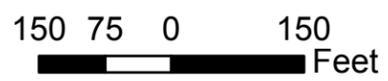




- |                                  |                             |
|----------------------------------|-----------------------------|
| 1 Wishing Well                   | 60 Unoccupied               |
| 2 Stotz Automotive               | 61 Dentistry                |
| 3 Texas Hotel                    | 62 Farm Bureau Financial    |
| 4 Gold Nugget Art Gallery        | 63 Legacy Home Mortgage     |
| 5 An Antique Store               | 64 Gun Trader               |
| 6 Unoccupied                     | 65 Unoccupied               |
| 7 Kaasa's Beads                  | 66 Unoccupied               |
| 8 Unoccupied                     | 67 Wickenburg Concrete      |
| 9 Gold Nugget Restaurant         | 68 Boys and Girls Club      |
| 10 Peterson Agency               | 69 Unoccupied               |
| 11 Saguro Theatre                | 70 Unoccupied               |
| 12 Twin Wheels                   | 71 Chamber of Commerce      |
| 13 Sonja Green                   | 72 Chaparral                |
| 14 Mecca Restaurant              | 73 Johnson's Western Wear   |
| 15 La Cabana Saloon              | 74 Town Hall                |
| 16 Circle K                      | 75 Bashes                   |
| 17 Unoccupied                    | 76 Ace Hardware             |
| 18 Wickenburg Jeep Tours         | 77 Radio Shack              |
| 19 Best Western                  | 78 Ace Rentals              |
| 20 DeVries Custom Coachworks     | 79 Barber Shop              |
| 21 Trader J's Gift Shop          | 80 Little Red School House  |
| 22 Unoccupied                    | 81 Pollay Electric          |
| 23 Pony Espresso                 | 82 Wickenburg Art Club      |
| 24 Horseshoe Café                | 83 Museum Park              |
| 25 Wickenburg Decorating Center  | 84 Museum office            |
| 26 House of Berlin               | 85 Remuda office            |
| 27 Rancho Bar 7                  | 86 Remuda office            |
| 28 Sangini's Restaurant and Bar  | 87 Remuda Cornerstone       |
| 29 Craig Motors                  | 88 Parking Lot              |
| 30 Parking Lot                   | 89 Woody's storage building |
| 31 A La Mode Beauty Salon        | 90 Unoccupied               |
| 32 Anita's Mexican Restaurant    | 91 Salsa                    |
| 33 Antique Store                 | 92 Refried Beans            |
| 34 Skate Board Shop              | 93 Danny's Jewelry          |
| 35 Unoccupied                    | 94 Carriage House Jewelry   |
| 36 Frontier Accounting           | 95 Ben's Saddlery           |
| 37 Kwikprint                     | 96 Transnation Title        |
| 38 Parking Lot                   | 97 Catholic Church          |
| 39 Gallatin Group                | 98 Coldwell Banker          |
| 40 Paralegal and accounting firm | 99 Flower Barn              |
| 41 Frontier Studio Karate & Yoga | 100 Chiropractor            |
| 42 Remuda Cornerstone            | 101 Museum                  |
| 43 Beauty Shop                   | 102 Buckshot Babes          |
| 44 Wickenburg Sun                | 103 Qwest                   |
| 45 Community Center              | 104 Voehl Insurance         |
| 46 Library                       | 105 Remuda Hassayampa       |
| 47 Parking Lot                   | 106 Remuda office           |
| 48 Old Livery Mercantile         | 107 B.P.O.E.                |
| 49 Remuda office                 | 108 H & R Block             |
| 50 Security Title                | 109 Corbet Realty           |
| 51 P.E.C.O                       | 110 Western Laundry         |
| 52 Memorial Park                 | 111 Farmer's Insurance      |
| 53 Parking Lot                   | 112 Cowboy Gift Shop        |
| 54 Town employee parking         | 113 Susanne & Co            |
| 55 Unoccupied                    | 114 Wells Fargo Mortgage    |
| 56 Remuda office                 | 115 Amigos Tanning          |
| 57 American Legion               | 116 Hacienda Hair           |
| 58 Johnson's Lumber              | 117 Aztec Glass             |
| 59 Laundry Express               | 118 Snyder Storage          |

**Figure 11**  
**Downtown Wickenburg**  
**Business Establishments**

- Study Boundary
- Railroad
- US 93 Bypass
- Parcel
- Accommodation
- Arts and Entertainment
- Civic
- Construction
- Finance and Insurance
- Food Services
- Government
- Public Parking Lot
- Professional Services
- Printing & Publishing
- Real Estate
- Religious
- Retail Trade
- Unoccupied



Sources: Town of Wickenburg, 2005  
and Maricopa County, 2005.

## INFRASTRUCTURE

### *TELECOMMUNICATIONS*

Downtown Wickenburg is well served by telecommunication infrastructure, both hard-line and wireless. Wireless telephone service in downtown Wickenburg is provided by AT&T, Alltel, Verizon, Sprint, Interwrx, and Qwest, listed in no particular order. This wireless system, depending on provider, may provide voice, limited data, and text messaging services. High speed internet services are provided by Cable America, Telespector and Qwest. Cable America provides high speed internet service utilizing their coaxial cable network. Qwest provides T-carrier (sometimes referred to as T-1) and Integrated Services Digital Network (ISDN) services. Using their telephone hard-line wire network ISDN services may be obtained with no additional infrastructure. T-carrier services are dedicated lines which may be leased and additional infrastructure may be needed. Dial-up internet services are provided by hundreds of Internet Service Providers around the world. These services utilize the local telephone network. Finally, hard-lined (terrestrial) telephone services are provided by Qwest.

Many combinations of telecommunication services are available to downtown Wickenburg. Qwest very recently installed Digital Subscriber Line (DSL) which provides for high speed download capabilities. This service is available to the entire downtown area.

### *WATER AND SEWER*

The Wickenburg sanitation plant has the capacity to treat about 0.8 millions of gallons of sewage a day. An addition to the treatment facility is slotted for completion in Summer of 2006. That addition will permit 1.2 millions of gallons of sewage to be treated daily. In addition Wickenburg serves between 1.2 and 1.4 millions of gallons of water daily at about 75% of its capacity. They have plenty of reserves. From the standpoint of water and sewer, Wickenburg has the ability to grow and put in additional larger structures such as new hotels without the system going beyond its capacity.

### *TRANSPORTATION*

Wickenburg does not have any major street capitol improvement projects scheduled for the near future. However, there are two alley ways, Frontier and Valentine, which are being paved and will have the entire basic telecom infrastructure installed underground including cable and telephone. These alley ways will be attractive pedestrian corridors.

### III. VISION, GOALS, OBJECTIVES AND STRATEGIES

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#### THE FOUNDATION OF VALUES FOR DOWNTOWN WICKENBURG

The values of a community are those characteristics that its citizens know make it unique and the place where they want to spend their lives. Values can also be described as community characteristics desired to remain in place over time. The values identified through citizen input in the Fall of 2004 and the Winter of 2005 are listed below:

- Cultural Venues
- Hometown Environment
- Unique Shops/Craftsmen/Artisans
- Partnership Spirit
- Open Space and Horse Trails
- Family-Oriented
- Authentic Western Image
- Diverse Building Colors
- History and Heritage
- Downtown Events
- Clean and Uncluttered
- Safety-Low Crime
- Peace and Quiet
- Sense of Community
- Pedestrian Friendly Environment

When the core values are knitted together into a cohesive statement a vision is formed. The vision is an overarching statement that describes the desired future condition of Downtown Wickenburg.

#### DOWNTOWN VISION

*Our collective vision for Downtown Wickenburg will preserve and promote its colorful history and exceptional southwestern heritage. With its renewed Main Street, the Downtown will function as the business, entertainment, tourism, and cultural heart for the entire Town and its surrounding area. Visitors and residents will sense the strong character and pride in a clean, friendly, community-oriented town through its enviable quality of life. The Downtown will be a thriving center of unique galleries, shops, restaurants, services, and residential uses and host to major tourism and cultural events. New businesses will emerge in response to the vibrant atmosphere of the Downtown. Residents, businesses and visitors will appreciate the many choices to access and circulate throughout the Downtown. Commuter rail and local transit service, automobiles and available parking, as well as bicycle routes will provide safe access for all. Walking and equestrian trails will also connect the wonderful and thriving downtown with the adjacent Sonoran desert environment of this authentic "Old West" Arizona community.*

## GOALS, OBJECTIVES AND STRATEGIES

The goals respond to the key issues identified by the community both for this engagement as well as through previous issue identification meetings in support of the Towns' General Plan. In an effort to enhance the conformity between the General Plan and this planning process, the existing General Plan goals that respond to the Downtown have been excerpted and utilized herein. Supportive General Plan objectives have also been included to carry forth a consistent organizational foundation. Where general plan goals and objectives are used, they are designated with a (GP). The goals and objectives set an important foundation for the development and refinement of strategies, and supportive implementation activities.

***Economic Development Goal A: Make the Downtown the economic heart of the community.***

*Objective ED1: Vigorously explore all realistic avenues to capture available resources to improve Downtown.*

**Strategies:** Petition the Arizona Department of Commerce-Main Street Program to become a Main Street community to access funding and resources.

Consider establishing a business improvement district (BID) to fund public improvements that foster private investment in Downtown.

Pursue economic development and tourism grants through public sources and private foundations

Assist small business owners in obtaining financial assistance for operating capital, and interior and exterior improvements

Explore the feasibility of the New Market Tax Credit program with the Arizona Department of Commerce for lodging or other development projects.

*Objective ED2: Enhance the visual quality of Downtown*

**Strategies:** Identify absentee owners and encourage their active participation in revitalization, redevelopment and development activities.

Identify vacant and underutilized parcels for appropriate mixed-use development.

Encourage individual merchants to establish a maintenance program for their businesses.

Assist existing property owners with façade improvements through the Main Street program.

Develop an award of excellence program for downtown business owners who invest in their business

Enhance the leisurely shopping experience through the construction and installation of sidewalk benches, trees, and other streetscape improvements.

*Objective ED3: Expand the downtown retail offerings*

**Strategies:** Identify key vacant parcels for retail/commercial uses.

Identify and create character areas (i.e. cultural/tourism, entertainment, municipal) within the downtown.

Attract an equestrian related business to downtown that would provide equestrian goods and services as well as trail rides through Sols Wash and the Hassayampa River.

Create an open air marketplace on the Town's municipal property that could draw residents and attract visitors. Determine the frequency of the event i.e. weekly or monthly.

*Objective ED4: Identify key development opportunities in downtown.*

**Strategies:** Increase the stock of downtown lodging by identifying a parcel(s) for a potential hotel development.

Identify and contact niche hotel developers regarding Downtown opportunities.

Create essential new retail, office and residential space in a catalyst redevelopment project.

Link Del Webb performing arts center performances to activities downtown through cross marketing promotion

Conduct a survey to identify vacant and commercial buildings that are no longer economically viable and encourage the owner to redevelop the site or renovate the building.

*Objective ED5: Increase Tourism activity in Downtown.*

**Strategies:** Conduct a tourism study to document the level and type of tourism currently taking place. Begin tracking this information over time.

Create opportunities and activities to extend the stay of tourists from several hours to overnight.

Coordinate the calendars of the various groups sponsoring events (Fiesta de Septiembre, Old West Dance, etc.) to avoid volunteer burn out and enhance the marketing efforts

Establish and maintain a weekly open air marketplace that provides a destination activity for tourists. (Cross reference with ED3)

Consider providing special transportation (such as vans) circulating throughout downtown to facilitate the shopping and entertainment experience.

***Economic Development Goal B: Market the Downtown as a component of the Town of Wickenburg and the region.***

*Objective ED6: Develop an overall downtown marketing campaign*

**Strategies:** Implementation of the marketing plan should be led by the Wickenburg Chamber of Commerce in collaboration with downtown business owners, the Town and the Economic Development and Revitalization Committee.

Consider implementing a lodging and restaurant and bar tax to fund marketing efforts for the Town.

*Objective ED7: Implement a business attraction and retention program*

**Strategies:** Target specific business types that match the Town's existing/desired demographic profile to locate downtown.

Identify and package the retail space that can be currently offered in the marketplace

Develop a personal contact program to increase the awareness of available financing programs for existing downtown business owners.

Provide assistance to local entrepreneurs to start up a business in downtown.

Collect data and maintain an up-to-date database about the downtown area and businesses. This could be done by the BID.

*Objective ED8: Create a Downtown Business Owners Association*

**Strategies:** Coordinate the promotion of individual businesses through a common logo, promotional flyers and brochures and staging of sales.

Coordinate store hours so shoppers can easily identify when all downtown businesses will be open.

Implement a business owner and merchants training program that will assist them with retaining and improving their skills in how to run a business. Consider utilizing the services of SCORE.

Monitor how people feel about the downtown through a regular survey of business owners and merchants.

Manage the downtown real estate asset as an integrated whole, like a shopping mall.

**Land Use Goal A:** *Provide a variety of local and tourism shopping opportunities and services to satisfy the needs of Wickenburg residents and visitors. (GP)*

**Objective LU1:** *Revitalize Downtown Wickenburg as an active, pedestrian-scale mixed-use district of shopping, gallery, restaurant, entertainment, arts & culture, office and appropriate residential uses. (GP)*

**Strategies:** Maximize the centralization of tourist/cultural, municipal, entertainment, and office uses in the Downtown.

Utilize the framework streetscape design created by Logan Simpson Design as the template for construction document preparation and implementation.

Consider opportunities to relocate non-tourism/cultural, municipal, entertainment, and office uses to sites adjacent to the Downtown.

Encourage a vertical mix of uses, with pedestrian-oriented uses located on the ground floor and a mix of residential and non-residential uses on the upper two floors.

Develop and adopt illustrated design standards to promote the historical, western/southwestern character of the Downtown.

Ensure conformity between established land use policy and the Zoning Ordinance through creation and adoption of a mixed use zoning district.

**Objective LU2:** *Plan the siting of businesses and improvements to reduce congestion from auto traffic. (GP)*

**Strategies:** Utilize the right of way boundary as the setback for all buildings with street frontage in the Downtown.

Maintain on-street parking on West Wickenburg Way and Tegner Streets.

Identify centralized rear lots for off-street parking facilities and promote the sharing of spaces for Downtown uses.

Explore the use of a small transit circulator through the Town during special events and high tourist season.

Develop a system of pedestrian access between public parking facilities and downtown businesses and attractions.

**Land Use Goal B:** *Establish themes that are responsive to growth needs and potential of Wickenburg. (GP)*

**Objective LU3:** *Revitalize Downtown as a pedestrian-scaled, mixed use, historic district to accentuate the attraction of visitors and tourists. (GP)*

**Strategies:** Create character areas for cultural/tourism, entertainment, municipal, and retail/service within the Downtown.

Consider the ultimate design of one-way pair streets for West Wickenburg Way/Tegner (west/north) and Frontier/Coconino (south/east) to efficiently and safely move traffic through the Downtown.

Consider the retrofit of angled, on-street parking on West Wickenburg Way and Tegner Streets.

Reorient the angled vehicular parking on Frontier Street to accommodate the directional change in traffic.

Utilize the framework streetscape design created by Logan Simpson Design as the template for construction document preparation and incremental implementation.

Consider an updated survey of potentially national register- eligible structures in the Downtown.

**Objective LU4:** *Encourage the provision of housing proximate to employment opportunities to reduce commute trips and time; make pedestrian and bike trips to/from work feasible; encourage continual activity and use of the downtown. (GP)*

**Strategies:** Encourage multi-family residential (10+du/ac) uses as a mixed use component (same building or same site) within and adjacent to the Downtown to enhance the market for retail goods.

Allow for the mixing of compatible residential use above ground floor retail/office uses within the same building.

**Transportation Goal A:** *Coordinate regional transportation routes to Town advantage. (GP)*

**Objective T1:** *Remove truck traffic from Downtown by providing a by-pass route. (GP)*

**Strategies:** Complete the construction of the Interim By-pass by Spring 2008.

Monitor the planning and design of the final by-pass facility to be located to the west of the Downtown.

**Transportation Goal B:** *Improve local traffic conditions (GP)*

**Objective T3:** Plan for internal circulation improvements within the Downtown.

**Strategies:** Increase directional signage within the Downtown to efficiently guide residents and visitors to activity centers and other landmarks.

Consider directional changes for vehicular traffic on Tegner Street and Wickenburg Way to provide increased capacity on existing facilities and improve the visibility of uses located on West Wickenburg Way/Tegner Street and Frontier Street/Coconino Street.

Consider hardscape improvements at the intersection of Tegner Street and Frontier Street and the intersection of Tegner Street and Wickenburg Way to denote a sense of entry into the Downtown.

**Objective T4:** Maintain adequate, well signed, and easily-accessible public parking.

**Strategies:** Determine the appropriate location within the Downtown for off-street public parking lots.

Design a logo for the Downtown that can be used to “brand” all public parking signage.

Consider appropriate pedestrian origins and destinations when locating and designing additional parking facilities or structures.

**Transportation Goal C:** *Provide alternative modes of transportation. (GP)*

**Objective T5:** *Use path system to promote walking, bicycling and equestrian use. (GP)*

**Strategies:** Continue to utilize the Hassayampa River and Sols Wash as major Downtown equestrian and multi-use trail connections.

Consider incorporating an equestrian/trail staging area on the north side of the Community Center and at the southwest corner of Wickenburg Way and Kerkes Street.

Prepare a bicycle master plan for the Town utilizing Wickenburg Way and Tegner Street as major segments previously identified by ADOT.

Identify and promote strong streetscape and bicycle linkages on River Street, Yavapai Street, Apache Street and Kerkes Street for connections to areas adjacent to the Downtown as well as park and educational facilities.

Continue to upgrade and shade all perimeter sidewalk areas within the Downtown with appropriate canopies that respect its western character.

Develop pedestrian access corridors on the mid-block alleys throughout the downtown to minimize conflicts with automobile uses.

Develop crosswalks at intersections throughout the downtown and create bump-outs to shorten crossing distances.

**Objective T6:** *Plan for regional rail access to the Downtown.*

**Strategies:** Designate the existing BN & SF rail corridor as the conduit and access point for regional commuter rail service between Wickenburg and downtown Phoenix.

Coordinate with MAG and other rail corridor stakeholders to conduct appropriate advance planning tasks in anticipation of future commuter service to the Town.

Utilize the existing renovated train station as the future commuter rail station and its continued use as the Chamber of Commerce site.

***Parks and Open Space Goal A: Promote spacious, natural appearance.***

***Objective POS1: Maintain, increase shade in public places. (GP)***

**Strategies:** Determine the appropriate shade trees that are drought tolerant and can perpetuate a strong design theme for the Downtown streetscape and its connection with adjacent neighborhoods.

Utilize architectural treatments (canopy, overhangs, etc.) to shade sidewalks and seating areas – Ensure the Zoning Ordinance permits overhang encroachment into any required yards.

***Environmental Goal A: Promote human scale development and discourage generic design and site planning. (GP)***

***Objective E1: Develop a Wickenburg streetscape plan with a focus on local neighborhood themes. (GP)***

**Strategies:** Utilize street trees to establish a strong design connection between the Downtown and its adjacent neighborhoods.

Consider the use of hardscape elements as gateways to the Downtown through reinforcement of Downtown's western design theme.

Establish a graphic design identity/logo for the Downtown that can be accommodated on all directional and parking signage.

**Objective E2:** Integrate subsidiary space (e.g., garages, parking areas) in site planning design.  
(GP)

**Strategies:** Create design guidelines for the Downtown for vehicle storage areas.

Consider reducing or eliminating minimum parking requirements through the allowance of on-street, municipal, common, or shared parking agreements.

Encourage the creation of a municipal parking facility district partially financed by on and off-street parking fees. Make parking facilities as visually aesthetic as possible through the use of façade treatments, trees, beaming, walkways, and lighting features integrated into the overall design of the Downtown.

Utilize 360-degree architecture in the design and development of parking structures (when parking demand warrants)

Integrate a portion or all of required parking within the development of mixed use projects.

**Objective E3:** Promote public and private outdoor social gathering and circulation spaces (e.g., plazas, shaded walks, porches). (GP)

**Strategies:** Promote and enhance the existing Jail Tree, Wishing Well and other cultural/historic monuments in a designated walking tour of the Downtown.

Consider the partial revitalization of Coffinger Park as a central component for Downtown gathering and events. Utilize the existing US 93 bridge over the Hassayampa River, which will remain after the construction of the interim bypass as a pedestrian and bicycle connection as well as a gathering space.

## IV. LAND USE AND CIRCULATION COMPONENTS

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The Land Use and Circulation Concepts provide the guidance for the Town to locate the recommended uses within the Downtown Study Area. This section is described in the following three subsections:

- Initial Concept Preparation and Support
- Land Use Concept
- Land Use Concept Components

### INITIAL CONCEPT PREPARATION AND SUPPORT

The preparation of the mapping assessment and creation of goals, objectives and strategies provided the foundation for alternative land use and circulation plans. The identification of appropriate land uses utilizes existing general planning categories to allow flexibility and match with the market demands and vision of Town residents. The framework land uses included the following:

- Mixed Use
- Parks
- Public Facilities

In terms of circulation, the Downtown should be the focal point for both vehicular and non-vehicular modes of travel. Alternatives focused on the provision of gateway elements at key locations within the Downtown, connected by either a two-way or one-way pair roadway system on Wickenburg Way and Tegner Street. The non-vehicular system includes the enhancement of perimeter sidewalks on each block, bicycle linkages, and trailheads for multi-user and equestrian paths connecting the Downtown with its adjacent neighborhoods and commercial areas.

The review of these alternatives with the Destination Wickenburg Task Force focused on a preference for a land use plan that designates a majority of the Downtown as Mixed Use and the ultimate use of one-way pairs on Tegner Street/Wickenburg Way and Frontier Street/Coconino Avenue.

## LAND USE CONCEPT

### *EXISTING CONDITIONS AND ASSESSMENT*

The Wickenburg Downtown Study Area comprises the Central Business District of the Town and functions as the commerce center within an approximate primary trade area of approximately 1,900 square miles, which includes an existing population base of 17,000 residents. The existing pattern of land use is principally commercial; however significant portions of the study area are comprised of public/semi-public uses (municipal facilities) and to a limited extent, higher density residential uses as shown on Table 12, Land Use Status. The commercial uses line both sides of Tegner Street and Wickenburg Way and evoke a strong southwestern character for the vehicular traffic passing through the Town. A substantial amount of the Downtown is zoned commercial; the existing uses include a mixture of low intensity general retail/commercial, public facilities, limited residential and ample vacant or underutilized parcels. These uses do not generate the vitality needed to make the Downtown a successful living, recreating and working environment for its residents and visitors. The existing setting of Town Hall, Library and Community Center provide a strong municipal campus and ongoing commitment to the Downtown.

<b>Table 12 - Land Use Status</b>			
<b>Land Use Type</b>	<b>Existing Land Use (acres)</b>	<b>Existing Zoning (acres) (1)</b>	<b>General Plan (acres)</b>
Single Family Residential	1.0	7.4	NA
Duplex	0.3	NA	NA
Mobile Home Park	0.8	NA	NA
Multi-Family Residential	2.0	5.4	4.0
Commercial	21.1	48.1	41.8
Industrial	1.1	3.5	NA
Public Facilities	10.6	NA	6.6
Parks/Open Space	0.1	NA	12.0
Vacant	5.7	NA	NA
Streets	20.0	NA	NA
Parking	1.7	NA	NA
<b>Total Acres</b>	<b>64.4</b>	<b>64.4</b>	<b>64.4</b>

**NOTES:**

(1)Existing zoning combines multiple zoning districts into one land use type for comparison purposes. Single-family zoning consists of the R1-12 district, Multi-family residential includes both RM-1 and RM-2 multi-family zoning districts, and Commercial includes both the C-2 (Central Business District) and C-3 (Major Street Commercial Districts).

Source: URS, April 2005

The pattern of existing zoning has designated approximately 68 percent of the study area as Community Commercial (C-2). Multi-family residential uses (RM-2) are

currently permitted in the northwest and southeastern areas of the Downtown. As residential uses are vital to the establishment of a vibrant downtown, infill and mixed-use residential will be essential to sustain the community's vision. In addition, a limited amount of Major Street Commercial (C-3) and Light Industrial (IND-2) is located along the periphery of the study area. In fact, the Town should evaluate the appropriateness of the existing parcels of IND-2 zoning for their compatibility with future uses.

As the Town's adopted (August 2003) guide for growth, the General Plan identified the majority of the Study Area as commercial and limited areas on the east side of Tegner Street, north of Wickenburg Way for residential and public facilities uses. While not explicitly designated within the Downtown Study Area, the document utilizes a mixed-use designation that:

"provides for commercial, office and public uses with associated residential dwellings which may include apartment and condominium units. Mixed use is most appropriate in or near Downtown, in master planned community cores or in combination with other housing types where suitable".

The pattern of land ownership, between public and private, identifies that the majority of the study area is under private ownership. It appears that while 82 percent of the parcels are privately held, approximately 12 percent of the parcels are held by out of state owners. Absentee ownership is not necessarily negative, but in many instances it could contribute to deferred aesthetic and structural improvements to property. In addition, the existence of large amounts of land for one or more employers in the Downtown may benefit from their potential relocation to sites within walking proximity to Downtown shopping and services.

The founding of the Town (1863) and its subsequent incorporation in 1909 have fostered the development of structures that have been identified as historically significant, either by the community or by the National Historic Register (NHR). These structures include:

- Santa Fe Depot
- Villa House
- Garcia School
- Old Town Hall and Jail
- Ocampo House
- Bass House
- Jail Tree
- Etter General Store
- Trinidad House
- Texas Hotel
- Old Wishing Well
- Orosco and Kerkes House
- Pastime Pool Hall
- Helm Barber Shop
- Hassayampa Building
- Jones Pharmacy
- Hyder's Livery Stable
- Old Brick Post Office

ISO08081001PROJECT Downtown Wickenburg Studies\p12\Figure\_12\_CharacterAreas.pdf



# WICKENBURG

## DOWNTOWN LAND USE & CIRCULATION CONCEPT PLAN.

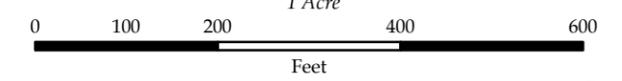
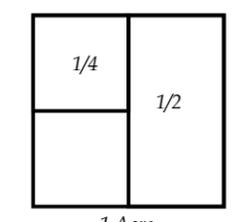
### Downtown Character Areas

- Municipal
- Entertainment
- Cultural/Tourism
- Retail/Service
- Residential

### General Features

- Study Boundary
- Parcel
- Railroad
- US 93 Bypass

Source: URS, March 2005.



### *LAND USE CHARACTER AREAS*

The Downtown Study Area could benefit from the designation of character areas. In an attempt to illustrate the functional relationships of its intended character areas, a schematic diagram was prepared. The designation and intent of each of the five character areas, as identified on Figure 12, Downtown Character Areas, includes:

- **Municipal** – To protect and enhance the municipal investment and commitment.
- **Entertainment** – To capitalize on the location of restaurants, lodging, retail, and other similar uses.
- **Cultural/Tourism** – To preserve and enhance the visitor attracting uses such as galleries, museums, restaurants, chamber of commerce and other similar uses.
- **Retail/Service** – To provide goods and services to both Downtown residents and visitors.
- **Residential** – To promote the location of higher density residential as part of a revitalization or redevelopment project along the periphery of Downtown as well as mixed uses within the Entertainment and Cultural/Tourism character areas.

### *LAND USE CONCEPT OVERVIEW*

The Land Use Concept has been prepared to review and augment, where appropriate the land uses contained in the Town's adopted General Plan. The Concept, as identified in Figure 13, Land Use Concept, utilizes several of the same categories that have been used in the Town's existing general plan. The intent is to recommend appropriate uses that can compatibly coexist, as well as mutually support one another. These uses include:

- **Mixed Use** – Designated for the majority of the Downtown. Mixed Use provides the Town and the landowner with inherent flexibility to develop, revitalize, and redevelop parcels that will fulfill the intent of the character areas and the vision of the Town.
- **Public Facilities** – Designated for the Town Hall and Community Center blocks. Public facilities denote the presence and commitment to the Downtown by the Town.
- **Open Space** – Designated for Desert Caballeros Museum Park, Stone Park, Old Wishing Well site and the right of way south of the southerly bridge over the Hassayampa. These existing parks provide passive green and seating space within the Downtown.
- **Wash** – Designated for the portion of the Community Center parking lot and the Hassayampa River transected by the bypass. These areas will be part of the support area for the elevated bypass and the River floodplain.



## LAND USE CONCEPT COMPONENTS

### *IDENTITY & THEME*

In essence, the downtown is more than just Wickenburg's "Main Street", it should be the dynamic center for the community and region, stressing the continuation and strengthening of economic, civic, and cultural activities. Expanding its position in these areas will not only assist the Downtown in securing its place as the community's focal point, but also function as the region's primary activity center,

drawing visitors from other areas of the state, nation and world.

Building upon the Downtown's existing qualities, the following key themes were identified throughout the planning process. These themes exhibit a fundamental role in the determination of the appropriate land use pattern.

1. Strengthen and expand the pedestrian-oriented core.
2. Define the gateways to the Downtown with distinct features.
3. Improve access throughout the Downtown by clearly delineating public parking.
4. Avoid auto and pedestrian conflict points.
5. Increase the mix of land uses and services to meet the needs of Town residents, businesses and its tourist population.

There are a number of identifiable elements that contribute to the creation of a sustainable downtown. These include:

- The form of the area in relation to both its design and development
- The function of the area for Town residents, workers and visitors.
- The culture/character of the area based on its history, geography and resources.
- The scale of its existing activities to be preserved/enhanced and its new activities to be accommodated.

### *FORM AND FUNCTION*

Throughout the development of the Downtown, considerable effort has been expended attempting to capture its role and the vision for the community. Once established, appropriate uses are determined that compliment the desires of the residents and create a sustainable area.

1. Wide streets effectively decrease retail synergy, favoring automobile circulation over pedestrian modes. However, wide streets can be narrowed through the inclusion of parallel parking. In addition, the line of cars on the street can

provide a physical safety barrier for pedestrians, as well as providing shoppers with direct access to shops and businesses. Street widths should be established to correspond with the function of the surrounding uses.

2. Vertical development (multi-story) also contributes to retail synergy, creating a sense of “enclosure” and security for pedestrians. It also has the ability to add population through the inclusion of mixed residential and retail/office uses, which enhances market opportunities in the Downtown. The inclusion of a coordinated landscaping and streetscape theme also increases the visual attraction and synergy associated with a downtown gathering area.
3. The strategic development of public spaces in the Downtown also encourages a pedestrian-friendly environment. Carefully designating passive seating and gathering areas, outdoor dining and socializing zones (where downtown visitors and patrons can experience the character and vitality) are other critical elements of a well-functioning downtown.
4. The success of downtown Wickenburg will be assisted by the opportunity to allow a variety of, yet compatible uses to be developed – both within the same block as well as within the same building. These uses benefit from the ability to integrate their uses vertically, allowing for the sharing or provision of strategic off-street public parking venues.
5. The character of the Town has and is expected to continue its focus on its “Old West” heritage. The Phoenix metropolitan area continues to expand outward, and is expected to substantially increase its existing population (3.6 million/2004) to 6.3 million residents by the year 2030. The existence of communities like Wickenburg that have fiercely guarded their heritage, will continue to attract visitors looking for that “Wild West” experience as well as new residents looking for a community with a strong identity. The inclusion of equestrian uses and facilities with connections to the Downtown will add luster to the western lifestyle.



### *SCALE*

Building scale is another element impacting the character of the downtown study area. In Wickenburg, the scale is very pleasing as the permitted building heights do not diminish the pedestrian scale of the street. Building height is a characteristic traditionally regulated through zoning codes. Presently, buildings within the downtown’s “C-2” zoning district, (comprising the majority of the study area) are limited to a maximum height of 40 feet or three stories. Based on the extensive elevation change of the bypass, the Town may entertain proposals exceeding the

building height limitation for adjacent parcels. Design review focusing on compatibility with existing uses and the defined vision for the Downtown can assist in ensuring added building height does not impact the area.

## **ACTIVITY CENTERS AND OPPORTUNITIES**

The existing activity areas within the Downtown Study Area include the following:

- Town Hall/Town Library
- Community Center
- Desert Caballeros Museum
- Chamber of Commerce

Additional new activity centers should be located in the following areas:

- Northeast Corner of Tegner Street and Wickenburg Way
- Northwest Corner of Wickenburg Way and Kerkes Street
- Southwest Corner of Tegner Street and Frontier Street

## **WAYFINDING – GATEWAYS AND SIGNAGE**

The Downtown Study Area currently is lacking well-defined gateways, or entrances to denote arrival into a special area. It also does not exhibit any signage to direct visitors to its various character areas. In the future, significant gateways should be designed and implemented in the following locations:

- Intersection of Tegner Street and Frontier Street
- Intersection of Tegner Street/Wickenburg Way
- Bypass gateways

## **SOUTHERN BYPASS GATEWAY**

Directional signage is needed in the Downtown Study Area to efficiently guide vehicles and pedestrians along Wickenburg Way and Tegner Street. Informational signs are needed to efficiently guide vehicles and pedestrians along local streets to their intended destinations.

## V. CIRCULATION CONCEPT COMPONENTS

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### CIRCULATION CONCEPT

The Circulation Concept provides the guidance for the Town to determine the appropriate function of roadways and the connectivity of bicycle and trail systems within the Downtown Study Area. The function of the roadways also is a critical component in the design of appropriate streetscape improvements, which are being undertaken in conceptual form under separate cover.

### EXISTING CONDITIONS AND ASSESSMENT

The Downtown circulation system has historically revolved around the intersection of Wickenburg Way (US 60) and Tegner Street (US 93), both designated as arterial roadways. North Tegner Street is currently striped for one lane of traffic in each direction with parking on both sides between Wickenburg Way and Yavapai Street. North Tegner Street widens into a five-lane roadway with two travel lanes in each direction separated by a center left turn lane north of Yavapai Street. East of Tegner Street, Wickenburg Way continues to the east under the BN & SF Railway. The intersection of these two roadways remains the only signalized intersection within the Downtown Study Area. The only designated collector street is Kerkes Street, which intersects with Wickenburg Way in the southeast portion of the Downtown Study Area. Local streets (e.g. Yavapai Street, Apache Street, and Valentine/River Street) provide access to the Downtown Study Area and are important connections to accentuate through design and circulation improvements.

Over 900 on- and off-street parking spaces are located within the boundaries of the Downtown Study Area. Five public off-street parking lots within the Downtown Study Area contribute approximately 582 spaces as shown on Table B, Existing Parking Inventory. Public on-street spaces are located along the perimeter of each block face, contributing approximately 337 parking spaces. Parking appears to be accessible and convenient for existing uses at the present time. (Table 13).

<b>Table 13 - Existing Parking Inventory</b>		
<b>Parking Spaces</b>	<b>Subtotal</b>	<b>Percent</b>
On-Street	337	37
Off-Street	582	63
<b>Total</b>	<b>919</b>	<b>100</b>

Source: URS, March, 2005

Alternative circulation modes are limited at the present time, especially within the internal portions of the Downtown Study Area. However, the Arizona Department of Transportation has prepared a Bicycle User Map to foster bicycle use throughout the state. Within the Wickenburg area, the map identifies bicycle routes along US 60 and US 93. The route along US 60 through the Downtown suffers from high traffic volumes (i.e. 11,000 vehicles per day<sup>4</sup> (vpd) utilizing a shoulder width ranging from more than four feet (south of Downtown) to less than two feet (west of Downtown). The US 93 segment exhibits medium traffic volumes (2,500-7,500 vpd) utilizing a shoulder width more than four feet. The presence of existing heavy truck traffic is expected to be significantly diminished with the opening of the Bypass in 2007.

The explosive growth of the Phoenix Metropolitan Area, northern Arizona and Las Vegas has generated significant regional and local traffic traveling to, and through, these communities. The location of Wickenburg, between these burgeoning regions, has been impacted by a tremendous increase in both vehicular and truck traffic. The traffic has caused persistent, severe traffic congestion along the two-lane Wickenburg Way/Tegner Street corridor, leading to increased localized air pollution, elevated noise levels and conflicts between vehicles/trucks and vehicles/pedestrians. The limited right of way width, and existing development that abuts the right of way boundary, removed the option of roadway widening as a viable solution.

The ultimate by-pass is expected to intersect with State Route 74 at its intersection with US 60, extend to the west approximately 12 miles and then turn north, intersecting with US 93 approximately six miles north of the incorporated Town boundary. The ultimate four lane, divided highway will form a segment of the Canamex Corridor, which connects Interstate 10 to US 93 north of Wickenburg. The corridor is expected to extend north of Interstate 10 on approximately the 355<sup>th</sup> Avenue alignment and then be sited in the vicinity of Wickenburg Road/Vulture Mine Road, connecting to the ultimate bypass. The extended timeframe and cost of the ultimate roadway, coupled with the need for a near term solution, fostered the decision to create an interim by-pass to the east and north of the Downtown. The interim by-pass will construct a new bridge to cross the Hassayampa River, create a roundabout to divert traffic into Downtown and to the north, and a five lane roadway to carry the traffic along the east side of the Hassayampa River. The by-pass will be approximately 1.6 miles in length utilizing another roundabout to guide traffic onto US 93 at its termination with US 93. The interim by-pass is expected to be operational by the Spring of 2008 and provide a viable solution for the next 15 to 20 years.

The passage of Proposition 400/Regional Transportation Plan, in November 2004, is expected to provide several important improvements to US 60 (Grand Avenue) that

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<sup>4</sup> Wickenburg Traffic Study, Warren Ryan.

will enhance the access and mobility of Wickenburg. These include its designation as a proposed Rural Route For Transit Service (to be implemented in Phase I (2005-2010)); as a Smart Corridor to be instrumented with additional vehicle detection, surveillance cameras and electronic message signs; and as a bike route (consistent with bicycle planning by ADOT). The plan also acknowledges the importance of commuter rail, referencing the MAG High Capacity Transit Study, which identified the BNSF line as a commuter line to Wickenburg. The plan states:

“The plan recognizes that these corridors may potentially serve a vital function in addressing future travel needs in the region, especially as continuing land development limits opportunities for developing entirely new high capacity corridors. Since population densities sufficient to warrant investment in commuter rail is seen as occurring beyond the 20 year planning horizon of the RTP, the Plan recommends setting aside funds during the current planning period for corridor specific studies and possibly leading to ROW preservation”.

A total of \$5 million was allocated in the Plan to develop commuter rail options and strategies.

## **CIRCULATION CONCEPT OVERVIEW**

The Circulation Concept provides a multi-modal strategy to enhance mobility and access through the Downtown Study Area. The concept also includes provisions for both on and off-street parking facilities. The Concept, as identified in Figure 14, Circulation Concept, utilizes the following categories to illustrate the intent for the Downtown Study Area. These circulation facilities include:

- Traffic Lane-Identified for the number of lanes for the arterial roadway network.
- Downtown Gateway-Identified for hardscape/landscape treatment at several locations within the Downtown Study Area.
- On-Street Public Parking-Identified for both existing and conceptually located corridors within the Downtown Study Area.
- Off-Street Public Parking-Identified for both existing and conceptually located lots within the Downtown Study Area.
- Off-Street RV/Equestrian Parking-Identified for the area on the north side of the Community Center.
- Multi-User Trail System-Identified for equestrian, mountain bike and hiking in the Sols Wash and Hassayampa River corridors.
- Future Commuter Rail Corridor-Identified for the existing BNSF railway with connection to Downtown Phoenix.
- Future Commuter Rail Station-Identified for the existing renovated train station (currently serving as the Chamber of Commerce office)



- Multi-User Trail Head-Identified for two locations adjacent to Sols Wash and the Hassayampa River.
- Bicycle System-Identified to augment the ADOT route and promote the use of bike access to the Downtown from adjacent neighborhoods.
- Alley Connection-Identified to promote the continued improvement of the mid-block alleys for direct parking and pedestrian access to Downtown businesses, galleries, restaurants, and other activities.

## **PEDESTRIAN/TRAILS MOVEMENT AND IMPROVEMENTS**

Sidewalks should be designed and constructed to accommodate two or more people walking side-by-side along each block with the Downtown Study Area. All sidewalks benefit from the provision of overhead shade structures to create a pleasurable pedestrian experience throughout the Downtown. The Western theme of the Town lends itself to exploration and recreation of its adjacent Sonoran Desert environment. The presence and connectivity of trails can augment the Downtown experience through their connectivity to parks, lodging facilities and other destinations. The ability to safely and functionally provide trail heads and equestrian staging areas on the periphery of Downtown could provide a desirable amenity for users actively seeking proximate trail sites.

## **BICYCLE MOVEMENT**

The provision of bike lanes to augment the ADOT bicycle routing on Wickenburg Way and Tegner Street is imperative to foster a multi-modal Downtown. Striping and signage should designate the routing network to connect the Downtown with other adjacent business, public facility and neighborhood destinations. The provision of bicycle parking facilities should be available at all off-street public parking lots and major public gathering areas within Downtown.

## **AUTOMOBILE CIRCULATION**

A long-term consideration for the Town is the transition from two- to one-way traffic on Wickenburg Way and Tegner Street. This transition would allow for the enhancement of on-street parking, additional roadway capacity and safety of the major thoroughfares through Town. The character exhibited by the new roadway and parking arrangement would provide the "feel" of a real downtown and the potential for increased access for patrons visiting Downtown.

Non-arterial streets should be designed to accommodate people within the Downtown. Pedestrian and bicycle-friendliness should be paramount allowing safe access and circulation for downtown area businesses, municipal facilities and cultural venues.

## **PUBLIC AND PRIVATE PARKING FACILITIES**

Existing vehicular parking is located both on- and off-street within the Downtown. As stated previously, on-street parking exists on Tegner Street, Wickenburg Way and the internal local streets. The Town has recently improved a total of four parcels that comprise the Ortega parking lot located between Tegner and Valentine Streets, north of Wickenburg Way.

Future parking solutions should consider the consolidation of smaller parking areas, providing a shared solution to Downtown parking for both business and public facilities. By combining parking areas into several distinct facilities, it will be easier to direct residents and visitors to available opportunities.

## **ALLEY IMPROVEMENTS**

The Downtown contains alleys that bisect nearly every block. Future improvements, similar to the Ortega Parking Lot, are anticipated to provide access as a second front door for structures within the Downtown. In addition, these pedestrian corridors will be separated from the primary automobile routes, decreasing the potential for automobile/pedestrian conflicts and increasing accessibility to retail providers. These areas can also function as passive seating and gathering areas providing ample opportunities for outdoor dining and socializing.

## VI. ECONOMIC DEVELOPMENT COMPONENTS

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### DOWNTOWN CONCEPTS

Downtowns today play a central role in helping to foster the quality of life for area residents as well as contributing to the success of economic development. There are strong similarities between a downtown and a mixed use development, which underscores the importance of having a strategic plan that addresses not only the character and vitality of downtown, but also the management of its assets. The Town of Wickenburg has an opportunity, facilitated by the impending bypass of the existing US 93, to strengthen the economic, cultural and civic activities in its downtown. There are two basic concepts central to successful downtowns, which include:

- **A diverse market** – Downtown's require a mixture of complementary uses in a concentrated area to generate the pedestrian activity that creates a lively street scene and an interesting social environment resulting in profitable businesses.
- **A quality place** – Downtown's require a physical setting for pedestrian activity that is comfortable, convenient, visually interesting and secure.

The key to a successful downtown is to make it the destination point, not just the quick-stop shopping trip. Businesses associated with quick-stop shopping are those typically found in a strip commercial center. These types of businesses do not contribute to the character of a healthy downtown.

Establishing an economic theme has been central to successful downtown revitalization efforts. An economic theme is created by clustering like businesses such as apparel, restaurants, antique stores, or activities such as arts and entertainment, which appeals to a particular customer. Clustering businesses that are complementary to one another makes it more convenient for customers to browse and encourages the shopper or tourist to stay longer.

### TOURISM

Communities, like Wickenburg, with a rich cultural heritage and history have the added advantage of attracting tourism to their Town, which encourages visitors



to stay longer than several hours. The Town of Wickenburg is steeped in western history and tradition and serves as a destination for many tourists and business travelers who stay at the area dude ranches. Local sources estimate that special events attract approximately 100,000 people annually. However, there is no data that identifies the average number of nights visitors stay, what they do when they visit, or how much money they spend, etc. Capturing a bigger share of the tourism market and enticing these visitors to experience downtown will help stimulate downtown economic development efforts.

## **BED, BOARD AND BAR TAX (BBB)**

Within the State of Arizona communities are allowed to impose a transaction privilege tax on lodging and restaurants/bars, commonly referred to as a bed, board and bar tax (BBB). The Arizona Department of Revenue collects and records this tax data for 72 cities and towns. Of these cities 69 percent have a hotel/motel tax and 12 percent have a restaurant/bar tax.

ESI interviewed four communities who have a combination of the BBB tax to gain an understanding of the pros and cons of such a tax. These interviews were conducted between February 11, 2005 and March 25, 2005. The communities contacted, including the type of tax they adopted, are noted in Table 14 and include Durango, Colorado and the Arizona communities of Pinetop-Lakeside, Prescott, and Sierra Vista. All of these communities had a bed tax and only one taxed all three activities. Each community contacted was asked to discuss how the BBB tax is used in their community, issues that may have arose during the adoption of the tax, how they overcame any opposition, and the benefits the community received for having this tax. All of the communities interviewed implemented the tax between 1979 and as recently as 2003. The tax ranges from 2 to 4 percent for hotel tax and 2 percent for restaurant/bar tax.

<b>Table 14 - Bed, Board, and Booze Tax Case Studies</b>		
<b>Community</b>	<b>Contact</b>	<b>Type of Tax</b>
Durango, Colorado	Bob Lieb and Kim Cobbs, Durango Chamber of Commerce	Bed Tax
Pinetop-Lakeside, Arizona	Kent Brooksby, City Finance Director	Bed, Board and Beverage Tax
Prescott, Arizona	Jan Bristol, City Economic Development Director	Bed Tax
Sierra Vista, Arizona	Kay Dagget, Sierra Vista Visitor's Bureau	Bed Tax

Source: ESI Corp interviews. Conducted between 2-11-05 and 3-25-05

There were several key points in common among all four communities.

- Revenues have increased significantly (ranges from \$120,000/year to over \$600,000/year)
- There have not been any decreases in visitors' stay in hotel rooms
- This tax makes funding available for many projects that otherwise would not be possible
- It is beneficial to the community overall

#### *BED TAX ONLY*

In most cases the communities were supportive of the bed tax and their comments ranged from:

- It did not receive any contention,
- It was supported because locals do not get taxed
- It was supported because the proceeds were earmarked specifically for tourism and marketing.

In Sierra Vista they believe the bed tax was supported because community leaders were very thorough in their explanation of the tax and what it could do for their community.

The only town that seemed to have difficulty initially getting the community to accept the bed tax was Prescott. The people felt that it was unnecessary to have this tax revenue to promote Prescott. They overcame this by agreeing to use some of the money for community amenities rather than tourism alone.

#### *RESTAURANT/BAR TAX*

These same communities were not as readily accepting of the restaurant/bar tax and found it to be controversial with local business establishments and area residents. Three of the four communities have either never attempted to adopt a restaurant/bar tax, or have never gotten it passed. They had the following reasons for not passing this tax:

- It taxes local residents
- The community disfavors a tax increase
- It is unnecessary because the area is not dependent on tourism

Pinetop-Lakeside was able to get the restaurant/bar tax passed, but faced a very vocal group in opposition. The soccer moms and little league moms were very supportive of the tax because it was intended to be used toward improving and building recreational facilities. The opposing group was the restaurant owners, who

felt that the tax was unfair and they did not want to pay it. However, they misunderstood that it was not them paying the tax, but their customers. Pinetop-Lakeside was able to get the tax passed by both explaining to the restaurant owners that they were not paying the tax, and also by filling the Council Chamber with children dressed in their soccer and little league uniforms; it was too hard for the council members to vote the tax down. The community has now benefited from the tax through the development of the recreational facilities. Restaurants/bars have tracked a 20% increase in sales since it was put in place.

Other communities have also seen increases in revenue since adopting the tax. Most attribute that to marketing of the area and an increase of investors coming into the area.

*ECONOMIC BENEFITS*

The allocation of tax revenue and the economic benefit derived from the adoption of the BBB tax was measured in different ways for each community. Each area has been able to fund new projects from the increased revenue the tax has provided. These projects have been beneficial to the community overall in that they can be enjoyed by all residents and also serve as a draw to increase tourism. Table 15 provides a highlight by community the allocation of tax revenue, projects that were funded and the economic impact that the increase in revenue had on the community.

<b>Table 15 - Bed, Board and Bar Tax Allocation of Resources and Economic Impact</b>			
<b>Community</b>	<b>Allocation of Resources</b>	<b>Funded Projects</b>	<b>Economic Impact</b>
Durango	27% on administration fees for visitor's center, 73% for marketing	visitor's center	Durango has seen a recent 10% increase in revenue
Pinetop-Lakeside	100% of bed tax toward marketing and tourism, 100% of restaurant/bar tax toward amenities	new park with soccer and baseball fields	Pinetop's restaurant revenue has increased 20% and many new restaurants have come to the area
Prescott	50% for tourism, 50% for Parks and Recreation	Pioneer Park, dog park, ball fields	Prescott increased revenue by \$120,000 last year and 5 or 6 new chain hotels have been built
Sierra Vista	100% to general fund	economic surveys	Sierra Vista's increase has grown to over \$600,000/year and more hotels have entered the market

Source: ESI Corp interviews

*FUTURE ACTION*

Each community interviewed found the tax to be beneficial overall and it served the intended purpose. Over the last few years the Town of Wickenburg has held internal discussions regarding the possibility of adopting a BBB tax, but has never taken the discussions further. To successfully implement a tax of this nature will require political will and community support.

An analysis was conducted to determine the tax revenue that could be generated if the Town adopted a BBB tax. Table 16 shows the hotel/restaurant/bar sales tax revenue collected for the county and state. Assuming a 2 percent rate based on hotel and restaurant/bar sales over a 12 month time horizon, the Town would only generate \$74,333 in sales tax, as can be seen in Table 17. This amount is not nearly enough to stage a successful marketing program and effort. In conjunction with the adoption of a bed tax, the Town needs to give serious consideration in annexing the resort hotels within its planning area.

There are several steps that the Town should take to fully explore the issues and potential benefits of adopting such a tax.

1. Determine the tax rate that you think is reasonable and develop a plan on how the revenue will be used.
2. Prepare a revenue projection to understand the fiscal impact to the community.
3. Begin meeting with key business establishments to present preliminary ideas and obtain their feedback. Modify the approach to ensure its passage.
4. On a parallel path begin the annexation process and meet with affected property owners.
5. Work with the business community and develop a public relations campaign to help the community understand the advantages of such a tax.
6. Prepare an ordinance amending the Town's tax code that reflects the tax rate and what will be taxed (i.e. lodging, restaurants and bars).

<b>Table 16 - Town of Wickenburg Tax Collections</b>			
<b>FY</b>	<b>Month</b>	<b>Hotel</b>	<b>Rest/Bar</b>
2003-04	Jan	\$4,578	\$14,922
	Feb	\$4,851	\$15,687
	March	\$5,548	\$16,062
	April	\$9,239	\$19,325
	May	\$4,967	\$16,629
	June	\$5,596	\$13,560
2004-05	July	\$4,121	\$12,487
	Aug	\$4,284	\$14,545
	Sept	\$3,664	\$12,762
	Oct	\$3,935	\$10,867
	Nov	\$4,915	\$17,899
	Dec	\$5,319	\$16,530
<b>Total</b>		<b>\$61,017</b>	<b>\$181,275</b>

Source: ADOR, County and State tax  
 Note: Hotel tax is 7.27% and Restaurant/Bar is 6.30%

Appended to this report is a sample ordinance that amends the tax code of a local community. See Appendix B.

**Table 17 – Estimated Wickenburg BBB Tax Collection**

	<b>Hotel</b>	<b>Rest/Bar</b>
Sales	\$839,298	\$2,877,381
Tax Collection	\$61,017	\$181,275
Wickenburg Bed Tax @ 2.0%	\$16,786	
Wickenburg Retail Tax @ 2.0%		\$57,548
<b>Total Local Tax Generation*</b>	<b>\$74,334</b>	

Note: Assumes a local tax of 2.0%

## BUSINESS TARGETS

The demographic and lifestyle data provides a wealth of information about a market's potential and how consumers spend their time and money. This information combined with an understanding of retail trends will help the Town strategically think about the type of retail and services that could be supported within the Wickenburg MTA.

"Where shopping flourishes, so do the communities that foster it. Where it fades, so do the economic prospects of the communities that lose it."

- International Economic Development Council

### *RETAIL TRENDS*

Many of the trends relating to retail development today have to do with the shopping experience. Traditional regional malls across the country are ailing and undergoing transformation to generate more consumer interest. Developers are incorporating within their retail component various lifestyle elements such as open air, entertainment and public spaces. Successful malls today provide an indoor/outdoor mix that equates more to a Main Street setting. Consumers are seeking out various lifestyle components in their shopping experience, which translates to more entertainment through restaurants, arts and public space and connections to the community.

The Town of Wickenburg already has the ambience that developers today are trying to emulate within their lifestyle centers. Architectural design is emphasized and is used to create a pleasant and possibly nostalgic experience. The goal of lifestyle center developers is to recreate the downtown shopping experience of earlier decades. What is missing in downtown Wickenburg, however, is the business mix, housing and asset management critical to downtown health.

### *TARGETS*

Creating a vibrant and economically viable downtown will take some time. A critical mass of people (residents and tourists) is the key ingredient to generating foot traffic, which supports restaurants, art galleries, and retail and entertainment venues. The Town should focus some of its efforts on "economic gardening," which

means assisting local companies with the expansion of their existing business or helping new companies start up.

Based on the demographic and lifestyle mix within the Wickenburg MTA, the type of business establishments that the Town could target for the downtown include a combination of retail, food services, personal and professional services. The potential tenant mix is likely to include a combination of retail and consumer services such as home furnishings, day spa, specialty stores, etc. The following list of targets<sup>5</sup> found in Table 18 is based on a combination of the demographics and lifestyle data and the consumer expenditure survey findings. Appendix C provides a list of associated NAICS codes.

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<sup>5</sup>. The proposed list of targets serves only as a guide, and should not be construed as the findings of a comprehensive market demand analysis. Retailers have their site selection criteria, which typically include population and income thresholds, and the Town of Wickenburg will need to incorporate those factors into their strategic targeting efforts

**Table 18 - Potential Downtown Targets**

<b>Entertainment and Main Street Retail</b>	<b>Consumer and Business Services</b>
<ul style="list-style-type: none"> <li>▪ Amusement enterprises</li> <li>▪ Art or antique shop</li> <li>▪ Bakery</li> <li>▪ Book, stationary or card store</li> <li>▪ Clothing or wearing apparel shop</li> <li>▪ Coffee Shop</li> <li>▪ Delicatessen</li> <li>▪ Department, furniture, home furnishings or household appliance store</li> <li>▪ Drugstore</li> <li>▪ Florist or gift shop</li> <li>▪ Grocery, fruit or vegetable store</li> <li>▪ Hardware, paint or appliance store</li> <li>▪ Hobby or handcraft store</li> <li>▪ Ice cream or confectionery store</li> <li>▪ Indoor theaters</li> <li>▪ Interior decorating store (with incidental interior decorating service)</li> <li>▪ Jewelry store</li> <li>▪ Leather goods/luggage</li> <li>▪ Newsstand</li> <li>▪ Nursery, flower or plant store</li> <li>▪ Optical store (operating as a commercial enterprise with incidental eye exam)</li> <li>▪ Pet shop</li> <li>▪ Restaurant</li> <li>▪ Secondhand or consignment shop</li> <li>▪ Shoe store</li> <li>▪ Specialty food store (fish market, breads &amp; pastries, wine, etc.)</li> <li>▪ Sporting goods store</li> <li>▪ Variety store</li> <li>▪ Video tape or record store</li> </ul>	<ul style="list-style-type: none"> <li>▪ Animal hospital or veterinary clinic</li> <li>▪ Automobile rental (retail functions only – no auto servicing)</li> <li>▪ Bank or other financial institution</li> <li>▪ Barbershop/beauty salon/nail salon</li> <li>▪ Blueprinting or photostatting</li> <li>▪ Business College operated as a commercial enterprise</li> <li>▪ Catering establishment</li> <li>▪ Clothes cleaning or laundry establishment</li> <li>▪ Cellular telephone outlets</li> <li>▪ Dance studio</li> <li>▪ Day spa</li> <li>▪ Employment agencies</li> <li>▪ Film processing kiosk or film exchange</li> <li>▪ Health club</li> <li>▪ Insurance sales</li> <li>▪ Locksmith</li> <li>▪ Mailing service, including bulk mailing</li> <li>▪ Medical or dental offices, clinics or laboratories</li> <li>▪ Music conservatory or music instruction</li> <li>▪ Photocopy studio</li> <li>▪ Private postal service</li> <li>▪ Repair shop (small appliance, television, radio)</li> <li>▪ Real estate brokers</li> <li>▪ Shoe repair</li> <li>▪ Tailor or dressmaker</li> <li>▪ Tax service</li> <li>▪ Trade or commercial school</li> <li>▪ Upholstery shop</li> </ul>

## VII. IMPLEMENTATION PROGRAM

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The identification of prioritized activities to implement the Wickenburg Downtown Plan has resulted in nine projects identified to be accomplished by the year 2010. These projects are listed in Table 19, Priority Implementation Activities on the following pages:

Table 19 - Priority Implementation Activities		
Priority Listing	Activity	Component
1	Implement streetscape master plan	Circulation
2	Become a Main Street Community	Economic Development
3	Develop and adopt illustrated design standards manual	Land Use
4	Implement a business expansion and retention program	Economic Development
5	Designate the majority of the Downtown as Mixed Use in the Town's adopted general plan	Land Use
6	Create a master plan/guidelines for downtown parking	Circulation
7	Conduct a Tourism Study	Economic Development
8	Reconfigure Tegner/Wickenburg Way for on-street parking	Circulation
9	Create and adopt a mixed use district and revise the official zoning map accordingly	Land Use

Sources: Destination Wickenburg Task Force, ESI and URS: February, 2005

### NEAR-TERM ACTIVITY LISTING

The Implementation Summary of the Wickenburg Downtown Land Use and Circulation Concept Plan provides a complete listing of all implementation activities to achieve the identified strategies by the year 2010. The activities are compiled in Table 20, *Land Use Implementation Program*, Table 21, *Circulation Implementation Program* and Table 22, *Economic Development Strategy Implementation Program*.

The prioritized listing presented on the following pages is organized by land use, circulation and economic development components.

Activity	Identifies the measure necessary to implement the Wickenburg Downtown Plan
Strategy Achievement	Identifies the strategy to be achieved.
Priority	Identifies the specific near term (year 1-3 (2004/2009) and mid -term (Year 4-5 (2009-2010) timeframe for the activity to be completed.
Lead Responsibility	Identifies the primary Town Department or Community organization to lead activity implementation efforts
Range of Rough Order of Magnitude Costs	Identifies a range of preliminary costs to achieve the activity (in year 2005 dollars)
Town Resources	Identifies the probable mechanisms utilized by the Town to finance or complete the activity.
Other Resources	Identifies interested entities and/or potential resources outside the Town that could provide technical, financial, or community support to achieve the activity.

The listing on the following pages is presented by topical (i.e. land use/circulation/economic development) order for ease of reference.

**Table 20 - Land Use Concept Plan Implementation Program**

Activity	Strategy Achievement	Priority	Lead Responsibility	Range of Rough Order of Magnitude Costs	Town Resources	Other Resources
<b>Land Use</b>						
Designate the majority of the Downtown as Mixed Use in the Town's adopted general plan	Encourage the vertical mix of uses, with pedestrian-oriented located on the ground floor and a mix of residential and non-residential uses on the upper two floors.	Near Term	Planning Dept.	In-kind/ \$5,000-\$10,000	General Fund	None
Create and adopt a mixed use district and revise the official zoning map accordingly	Ensure conformity between established land use policy and the Zoning Ordinance.	Near Term	Planning Dept.	In-kind/ \$10,000-\$20,000	General Fund	AZ Dept of Commerce Community Planning Grants REDI Grants Main Street Grants*
Conduct study/implement recommendations to reduce 100-year floodplain boundaries in Downtown	Protect property investments from flood hazards.	Near Term	Public Works Dept. Maricopa County Flood Control District	\$4 million	Capital Improvements Plan	Maricopa County Flood Control District
Develop and adopt illustrated design standards manual	Promote the historical, western/southwestern character of downtown architecture.	Near Term	Planning Dept.	\$35,000-\$45,000	General Fund	AZ Dept of Commerce REDI Grants Main Street Grants*

\*Based on acceptance of the Town into the Arizona Department of Commerce Main Street Program

\*\*Based on the creation of a BID/BBB tax

**Table 21 - Circulation Concept Plan Implementation Program**

Activity	Strategy Achievement	Priority	Lead Responsibility	Range of Rough Order of Magnitude Costs	Town Resources	Other Resources
<b>Circulation</b>						
Reconfigure Tegner/Wickenburg Way for one-way traffic	Consider directional changes for vehicular traffic on Tegner Street and Wickenburg Way	Mid Term	Public Works Dept.	TBD	TBD	ADOT, MCDOT
Reconfigure Tegner/Wickenburg Way on-street parking	Consider on street parking	Near Term	Public Works Dept	TBD	TBD	ADOT MCDOT
Design and implement trail heads on north side of Community Center and southwest corner of Wickenburg Way and Kerkes Street.	Consider incorporating several trailheads within the Downtown.	Mid-Term	Planning Dept.	\$25,000-\$40,000	General Fund	BID/BBB revenues** NRCD, U.S. Soils Conservation District Friends of Has-sayampa Nature Conser-vancy
Design and incorporate gateways at the intersection of Tegner Street/Frontier Street and Tegner Street/Wickenburg Way.	Consider hardscape improvements at key Downtown intersections to denote a sense of entry into the Downtown.	Near Term	Planning Dept.	TBD	TBD	ADOT
Implement streetscape master plan	Enhance selected street rights of way in Downtown to foster aesthetic, safe and compatible vehicular and pedestrian circulation.	Near Term	Planning Dept.	\$2.5 million	Capital Improve-ments Plan	ADOT

**Table 21 - Circulation Concept Plan Implementation Program**

<b>Activity</b>	<b>Strategy Achievement</b>	<b>Priority</b>	<b>Lead Responsibility</b>	<b>Range of Rough Order of Magnitude Costs</b>	<b>Town Resources</b>	<b>Other Resources</b>
Create a master plan/guidelines for downtown parking	Enhance the function and aesthetic appeal of vehicular parking areas.	Mid-Term	Planning Dept.	\$25,000-\$30,000	General Fund	AZ Dept. of Commerce REDI Grants Main Street Grants*
Participate in forward planning for regional commuter service	Coordinate with MAG and other rail corridor stakeholders to conduct appropriate advance planning tasks in anticipation of future commuter service in the Town.	Long-Term	Planning Dept.	TBD	None	Maricopa Association of Governments

\*Based on acceptance of the Town into the Arizona Department of Commerce Main Street Program

\*\*Based on the creation of a BID/BBB tax

**Table 22 - Economic Development Strategy Implementation Program**

Activity	Strategy Achievement	Priority	Lead Responsibility	Range of Rough Order of Magnitude Costs	Town Resources	Other Resources
<b>Economic Development</b>						
Increase the funding for tourism and economic development marketing	Adopt some form of a BBB tax	Near Term	Town Manager	\$10,000	General Fund	Chamber AOT grant
Implement a business expansion and retention program	Develop a personal contact program and provide information on expansion assistance	Near Term	Chamber of Commerce	\$25,000	n/a	Town
Become a Main Street Community	Complete the application process and apply to the DOC for Main Street designation	Near Term	Town Manager	TBD	General Fund	BBB revenues*
Conduct a Tourism Study	Document the level and type of tourism	Near Term	Chamber of Commerce	\$40,000	General Fund	AOT grant REDI ASU West
Explore the feasibility of establishing a BID	Identify and fund key public improvements	Mid Term	Finance Dept.	TBD	General Fund	BID revenue Main Street and GADA grants DOC ESP
Increase tourism activity in Downtown	Sponsor an open air marketplace	Mid-Term	Chamber of Commerce	TBD	None	Title sponsor Farm Bureau AZ Cattle Growers Assoc
Create a Downtown Business Owners Association	Coordinate the promotion of downtown activities and develop common logo, etc.	Mid-Term	Chamber/Town	TBD	n/a	Private assessment
Attract a hotel for downtown	Identify a location with high visibility	Mid-Term	Town	TBD	General Fund	None

\*Based on acceptance of the Town into the Arizona Department of Commerce Main Street Program

\*\*Based on the creation of a BID/BBB tax

# Appendix A - Consumer Expenditure Survey

Appendix A - Wickenburg MTA Estimated Spending, 2004

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL EXPENDITURES
<b>Average annual expenditures</b>	<b>\$21,759,133</b>	<b>\$15,879,460</b>	<b>\$15,912,054</b>	<b>\$40,889,991</b>	<b>\$40,698,339</b>	<b>\$37,448,339</b>	<b>\$143,963,699</b>	<b>\$316,551,015</b>
<b>Food</b>								
Food at home	\$3,441,870	\$2,356,420	\$2,650,969	\$6,654,945	\$5,601,357	\$4,862,883	\$16,707,029	\$42,275,474
Cereals and bakery products	\$2,199,386	\$1,602,454	\$1,795,596	\$4,302,030	\$3,473,258	\$2,960,353	\$8,984,368	\$25,317,446
Cereals and cereal products	\$310,236	\$241,064	\$253,929	\$601,818	\$467,474	\$450,395	\$1,276,525	\$3,601,441
Bakery products	\$112,486	\$84,995	\$92,338	\$223,902	\$170,748	\$165,662	\$441,386	\$1,291,517
Meats, poultry, fish, and eggs	\$197,750	\$156,069	\$160,967	\$377,916	\$296,726	\$283,869	\$836,198	\$2,309,496
Beef	\$503,363	\$394,935	\$413,649	\$1,153,161	\$868,315	\$647,119	\$2,085,203	\$6,065,744
Pork	\$140,222	\$113,571	\$129,148	\$345,560	\$256,122	\$194,136	\$620,269	\$1,799,028
Other meats	\$115,568	\$67,410	\$91,090	\$275,672	\$164,501	\$113,893	\$377,877	\$1,206,010
Poultry	\$52,391	\$48,359	\$54,280	\$115,187	\$88,497	\$73,340	\$241,333	\$673,387
Fish and seafood	\$87,832	\$81,332	\$57,399	\$209,666	\$160,336	\$130,287	\$386,345	\$1,113,196
Eggs	\$72,936	\$57,152	\$55,527	\$133,306	\$149,925	\$97,499	\$366,234	\$932,579
Dairy products	\$33,900	\$26,378	\$26,204	\$71,183	\$49,975	\$37,964	\$96,322	\$341,925
Fresh milk and cream	\$254,249	\$182,447	\$204,017	\$464,630	\$368,565	\$359,798	\$955,806	\$2,789,512
Other dairy products	\$106,836	\$78,401	\$81,108	\$203,195	\$145,760	\$125,110	\$350,356	\$1,090,765
Fruits and vegetables	\$146,900	\$104,046	\$122,909	\$261,435	\$222,805	\$234,688	\$604,391	\$1,697,175
Fresh fruits	\$407,313	\$323,861	\$336,908	\$856,782	\$678,826	\$521,146	\$1,651,227	\$4,776,064
Fresh vegetables	\$133,032	\$100,382	\$115,422	\$284,731	\$234,258	\$171,702	\$546,175	\$1,585,702
Processed fruits	\$130,463	\$122,364	\$116,670	\$296,379	\$239,463	\$172,565	\$562,052	\$1,639,957
Processed vegetables	\$93,482	\$63,014	\$60,519	\$170,839	\$122,855	\$104,402	\$334,479	\$949,589
Other food at home	\$49,823	\$37,369	\$44,297	\$103,539	\$82,250	\$73,340	\$209,579	\$600,196
Sugar and other sweets	\$724,226	\$461,612	\$587,718	\$1,226,933	\$1,089,037	\$981,032	\$3,013,489	\$8,084,047
Fats and oils	\$84,236	\$63,746	\$81,108	\$163,073	\$125,978	\$113,030	\$347,181	\$978,353
Miscellaneous foods	\$59,068	\$38,101	\$55,527	\$124,246	\$89,538	\$80,243	\$223,339	\$670,063
Nonalcoholic beverages	\$347,217	\$219,815	\$273,270	\$559,109	\$518,490	\$489,222	\$1,507,274	\$3,914,397
Food prepared by consumer unit on out-of-town trips	\$209,050	\$116,502	\$164,087	\$336,501	\$301,932	\$263,162	\$767,397	\$2,158,630
Food away from home	\$25,168	\$22,714	\$13,726	\$44,004	\$54,140	\$35,376	\$167,240	\$362,367
<b>Alcoholic beverages</b>	\$1,242,484	\$753,967	\$854,749	\$2,351,621	\$2,128,099	\$1,903,392	\$7,723,720	\$16,958,032
<b>Housing</b>								
Shelter	\$197,750	\$137,018	\$145,994	\$393,447	\$393,553	\$313,206	\$1,486,104	\$3,067,071
Owned dwellings	\$7,708,125	\$6,038,327	\$5,847,854	\$14,224,913	\$13,336,020	\$12,405,701	\$46,351,844	\$105,912,785
Mortgage interest and charges	\$5,101,940	\$3,855,561	\$3,837,011	\$8,761,956	\$8,484,287	\$7,879,320	\$28,801,208	\$66,721,282
Property taxes	\$1,988,796	\$1,314,496	\$1,301,464	\$4,087,187	\$4,613,311	\$4,420,254	\$21,574,973	\$39,300,481
Maintenance, repairs, insurance, other expenses	\$1,084,284	\$563,460	\$546,540	\$2,240,317	\$2,847,530	\$2,883,562	\$14,676,867	\$24,842,560
Rented dwellings	\$478,708	\$370,022	\$287,620	\$830,897	\$837,080	\$773,091	\$3,785,120	\$7,362,540
Other lodging	\$425,804	\$381,013	\$467,304	\$1,014,679	\$929,742	\$763,600	\$3,114,045	\$7,096,187
Utilities, fuels, and public services	\$2,784,417	\$2,387,927	\$2,330,282	\$4,309,795	\$3,589,866	\$3,155,352	\$5,463,867	\$24,021,507
	\$328,727	\$153,138	\$205,264	\$366,268	\$281,109	\$303,714	\$1,762,367	\$3,400,588
	\$1,454,615	\$1,148,901	\$1,074,363	\$2,659,648	\$2,398,797	\$2,182,948	\$7,018,773	\$17,938,046

Appendix A - Wickenburg MTA Estimated Spending, 2004

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL EXPENDITURES
Natural gas	\$161,281	\$140,682	\$122,285	\$311,910	\$301,932	\$250,219	\$859,485	\$2,147,795
Electricity	\$501,822	\$395,668	\$379,334	\$925,376	\$782,941	\$721,322	\$2,217,513	\$5,923,975
Fuel oil and other fuels	\$31,845	\$35,170	\$24,332	\$42,710	\$38,522	\$26,748	\$111,140	\$310,468
Telephone services	\$575,785	\$415,451	\$379,334	\$999,148	\$890,179	\$820,547	\$2,640,905	\$6,721,348
Water and other public services	\$183,881	\$161,198	\$168,454	\$380,504	\$385,223	\$364,112	\$1,189,730	\$2,833,104
Household operations	\$228,054	\$253,520	\$182,180	\$610,878	\$537,231	\$553,071	\$2,707,589	\$5,072,523
Personal services	\$32,359	\$72,539	\$53,656	\$200,606	\$148,884	\$190,684	\$1,169,619	\$1,868,347
Other household expenses	\$195,695	\$180,981	\$128,524	\$408,978	\$388,347	\$362,387	\$1,537,970	\$3,202,881
Housekeeping supplies	\$283,013	\$242,530	\$248,938	\$674,295	\$479,968	\$434,864	\$1,682,981	\$4,046,589
Laundry and cleaning supplies	\$69,341	\$72,539	\$96,081	\$200,606	\$129,102	\$118,207	\$352,473	\$1,038,350
Other household products	\$128,409	\$92,322	\$101,072	\$287,320	\$194,694	\$189,822	\$818,204	\$1,811,843
Postage and stationery	\$85,263	\$78,401	\$51,784	\$186,370	\$156,172	\$125,972	\$511,245	\$1,195,207
Household furnishings and equipment	\$640,503	\$537,082	\$505,362	\$1,518,135	\$1,435,738	\$1,356,361	\$6,143,411	\$12,136,593
Household textiles	\$80,127	\$47,627	\$82,355	\$264,023	\$119,732	\$119,070	\$516,538	\$1,229,472
Furniture	\$137,141	\$108,442	\$103,568	\$301,556	\$307,138	\$251,082	\$1,644,876	\$2,853,803
Floor coverings	\$28,764	\$40,299	\$22,461	\$24,590	\$37,481	\$36,239	\$169,357	\$359,190
Major appliances	\$64,718	\$102,580	\$65,510	\$198,018	\$223,846	\$201,901	\$734,584	\$1,591,158
Small appliances, miscellaneous housewares	\$36,468	\$42,498	\$50,536	\$97,067	\$123,896	\$65,575	\$371,526	\$787,566
Miscellaneous household equipment	\$293,799	\$195,636	\$181,556	\$634,174	\$624,687	\$682,495	\$2,706,530	\$5,318,877
<b>Apparel and services</b>	\$965,634	\$686,557	\$637,630	\$1,703,210	\$1,665,831	\$1,298,552	\$5,993,107	\$12,950,521
Men and boys	\$228,568	\$140,682	\$117,294	\$364,974	\$399,799	\$261,436	\$1,437,414	\$2,950,167
Men, 16 and over	\$192,613	\$114,304	\$87,970	\$280,849	\$311,302	\$205,352	\$1,138,923	\$2,331,314
Boys, 2 to 15	\$35,954	\$27,111	\$29,323	\$84,125	\$87,456	\$55,221	\$298,491	\$617,682
Women and girls	\$385,740	\$257,184	\$243,947	\$688,532	\$659,044	\$522,009	\$2,489,542	\$5,245,998
Women, 16 and over	\$338,486	\$220,548	\$191,539	\$550,049	\$563,259	\$439,178	\$2,119,075	\$4,422,133
Girls, 2 to 15	\$47,768	\$36,636	\$51,784	\$138,483	\$96,826	\$82,831	\$371,526	\$825,855
Children under 2	\$30,818	\$32,972	\$30,571	\$91,891	\$95,785	\$67,300	\$261,444	\$610,782
Footwear	\$198,777	\$136,286	\$149,113	\$323,558	\$289,438	\$221,746	\$918,760	\$2,237,678
Other apparel products and services	\$121,218	\$118,700	\$96,705	\$234,256	\$222,805	\$226,060	\$884,888	\$1,904,633
<b>Transportation</b>	\$3,835,315	\$2,668,558	\$2,809,441	\$7,383,598	\$7,984,537	\$7,899,165	\$27,743,787	\$60,324,401
Vehicle purchases (net outlay)	\$1,905,587	\$1,204,588	\$1,086,217	\$3,170,870	\$3,684,610	\$3,897,381	\$13,354,827	\$28,304,081
Cars and trucks, new	\$865,476	\$727,589	\$324,430	\$1,169,986	\$2,086,454	\$1,987,086	\$7,029,358	\$14,190,379
Cars and trucks, used	\$1,040,112	\$468,939	\$761,163	\$1,899,934	\$1,584,622	\$1,837,818	\$6,066,142	\$13,658,729
Other vehicles	\$1,027	\$7,327	\$0	\$100,950	\$13,535	\$72,477	\$257,210	\$452,527
Gasoline and motor oil	\$675,944	\$554,667	\$592,085	\$1,395,183	\$1,437,821	\$1,255,411	\$4,116,424	\$10,027,535
Other vehicle expenses	\$1,073,498	\$783,275	\$980,777	\$2,434,452	\$2,469,595	\$2,413,322	\$8,716,573	\$18,871,492
Vehicle finance charges	\$123,272	\$64,479	\$79,236	\$289,908	\$421,664	\$326,148	\$1,304,046	\$2,608,753
Maintenance and repairs	\$366,736	\$287,225	\$390,564	\$833,486	\$753,789	\$782,582	\$2,677,951	\$6,092,333

Appendix A - Wickenburg MTA Estimated Spending, 2004

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL
Vehicle insurance	\$366,736	\$307,009	\$387,445	\$940,907	\$971,388	\$902,515	\$2,815,554	\$6,691,553
Vehicle rental, leases, licenses, other charges	\$216,754	\$125,295	\$124,157	\$370,151	\$323,796	\$401,214	\$1,920,081	\$3,481,447
Public transportation	\$179,772	\$126,027	\$150,361	\$383,093	\$392,511	\$333,051	\$1,555,964	\$3,120,779
<b>Health care</b>	\$1,274,329	\$1,163,556	\$1,101,815	\$2,975,441	\$2,466,471	\$2,252,837	\$6,440,843	\$17,675,293
Health insurance	\$626,635	\$566,391	\$564,009	\$1,396,477	\$1,173,370	\$1,071,629	\$3,064,296	\$8,462,807
Medical services	\$262,468	\$224,212	\$213,375	\$675,590	\$675,703	\$724,773	\$2,049,215	\$4,825,335
Drugs	\$323,077	\$259,382	\$264,535	\$698,886	\$463,309	\$372,740	\$1,008,730	\$3,390,660
Medical supplies	\$62,150	\$114,304	\$59,895	\$205,783	\$154,089	\$82,831	\$319,661	\$998,713
<b>Entertainment</b>	\$919,921	\$703,409	\$622,033	\$1,757,568	\$2,295,724	\$1,891,313	\$8,114,298	\$16,304,265
Fees and admissions	\$278,904	\$126,760	\$132,892	\$402,506	\$406,046	\$463,337	\$2,174,115	\$3,984,561
Television, radios, sound equipment	\$391,390	\$280,631	\$255,801	\$713,122	\$679,867	\$688,535	\$2,239,741	\$5,249,087
Pets, toys, and playground equipment	\$136,113	\$145,811	\$139,755	\$403,801	\$339,413	\$472,828	\$1,332,625	\$2,970,345
Other entertainment supplies, equipment, and services	\$113,513	\$149,474	\$94,210	\$238,139	\$871,438	\$267,476	\$2,367,817	\$4,102,067
<b>Personal care products and services</b>	\$338,999	\$301,147	\$217,743	\$597,936	\$520,572	\$562,562	\$1,794,122	\$4,333,080
Reading	\$61,636	\$68,143	\$58,647	\$137,189	\$123,896	\$138,052	\$475,257	\$1,062,820
Education	\$1,390,924	\$552,469	\$472,919	\$454,276	\$495,585	\$392,585	\$2,349,823	\$6,108,582
<b>Tobacco products and smoking supplies</b>	\$144,845	\$139,949	\$139,755	\$364,974	\$245,710	\$275,241	\$585,339	\$1,895,813
Miscellaneous	\$472,031	\$203,696	\$222,110	\$863,253	\$918,289	\$621,234	\$2,597,507	\$5,898,120
<b>Cash contributions</b>	\$575,272	\$463,078	\$374,343	\$1,344,708	\$1,692,901	\$940,479	\$4,645,663	\$10,036,443
<b>Personal insurance and pensions</b>	\$432,481	\$396,400	\$610,802	\$2,034,534	\$2,958,933	\$3,593,667	\$18,678,975	\$28,705,792
Life and other personal insurance	\$130,463	\$51,290	\$69,253	\$213,548	\$240,504	\$226,923	\$1,300,870	\$2,232,853
Pensions and Social Security	\$302,018	\$345,110	\$541,549	\$1,820,986	\$2,718,428	\$3,366,744	\$17,378,105	\$26,472,939

Source: Consumer Expenditure Survey, U.S. Dept of Labor, Bureau of Labor Statistics, Feb 2004

Appendix A - Wickenburg MTA Estimated Spending, 2009

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL EXPENDITURES
<b>Average annual expenditures</b>	<b>\$24,607,330</b>	<b>\$16,659,488</b>	<b>\$15,857,813</b>	<b>\$43,174,619</b>	<b>\$49,568,418</b>	<b>\$39,888,458</b>	<b>\$204,267,793</b>	<b>\$394,023,919</b>
<b>Food</b>								
Food at home	\$3,892,399	\$2,472,172	\$2,641,933	\$7,026,774	\$6,822,156	\$5,179,746	\$23,705,337	\$51,740,517
Cereals and bakery products	\$2,487,279	\$1,681,169	\$1,789,476	\$4,542,395	\$4,230,244	\$3,153,249	\$12,747,776	\$30,631,588
Cereals and cereal products	\$350,845	\$252,906	\$253,063	\$635,443	\$569,358	\$479,742	\$1,811,242	\$4,352,599
Bakery products	\$127,210	\$89,170	\$92,023	\$236,412	\$207,962	\$176,457	\$626,275	\$1,555,510
Meats, poultry, fish, and eggs	\$223,634	\$163,735	\$160,419	\$399,031	\$361,397	\$302,366	\$1,186,468	\$2,797,051
Beef	\$569,251	\$414,335	\$412,238	\$1,217,591	\$1,057,561	\$689,285	\$2,958,662	\$7,318,923
Pork	\$158,577	\$119,150	\$128,708	\$364,867	\$311,942	\$206,785	\$880,089	\$2,170,120
Other meats	\$130,695	\$70,721	\$90,780	\$291,074	\$200,353	\$121,314	\$536,164	\$1,441,101
Poultry	\$59,249	\$50,735	\$54,095	\$121,622	\$107,785	\$78,119	\$342,424	\$814,028
Fish and seafood	\$99,329	\$85,327	\$57,204	\$221,380	\$195,281	\$138,776	\$548,178	\$1,345,475
Eggs	\$82,483	\$59,959	\$55,338	\$140,754	\$182,600	\$103,852	\$519,643	\$1,144,631
Dairy products	\$38,337	\$27,674	\$26,115	\$75,160	\$60,867	\$40,438	\$136,669	\$405,260
Fresh milk and cream	\$287,530	\$191,409	\$203,321	\$490,590	\$448,893	\$383,242	\$1,356,178	\$3,361,163
Other dairy products	\$120,821	\$82,252	\$80,831	\$214,548	\$177,528	\$133,262	\$497,115	\$1,306,356
Fruits and vegetables	\$166,128	\$109,157	\$122,490	\$276,042	\$271,365	\$249,981	\$857,561	\$2,052,724
Fresh fruits	\$460,629	\$339,770	\$335,760	\$904,653	\$826,774	\$555,104	\$2,342,899	\$5,765,589
Fresh vegetables	\$150,445	\$105,313	\$115,029	\$300,640	\$285,313	\$182,890	\$774,959	\$1,914,589
Processed fruits	\$147,541	\$128,375	\$116,272	\$312,939	\$291,654	\$183,809	\$797,487	\$1,978,076
Processed vegetables	\$105,718	\$66,109	\$60,312	\$180,384	\$149,631	\$111,205	\$474,587	\$1,147,946
Other food at home	\$56,344	\$39,204	\$44,146	\$109,324	\$100,177	\$78,119	\$297,368	\$724,682
Sugar and other sweets	\$819,025	\$484,287	\$585,714	\$1,295,485	\$1,326,389	\$1,044,956	\$4,275,792	\$9,831,648
Fats and oils	\$95,262	\$66,878	\$80,831	\$172,185	\$153,435	\$120,395	\$492,610	\$1,181,596
Miscellaneous foods	\$66,800	\$39,973	\$55,338	\$131,188	\$109,053	\$85,471	\$316,892	\$804,716
Nonalcoholic beverages	\$392,667	\$230,613	\$272,339	\$590,347	\$631,493	\$521,099	\$2,138,647	\$4,777,205
Food prepared by consumer unit on out-of-town trips	\$236,413	\$122,225	\$163,527	\$355,302	\$367,737	\$280,309	\$1,088,848	\$2,614,361
Food away from home	\$28,463	\$23,830	\$13,679	\$46,463	\$65,939	\$37,681	\$237,294	\$453,348
<b>Alcoholic beverages</b>	\$1,405,121	\$791,003	\$851,835	\$2,483,012	\$2,591,912	\$2,027,417	\$10,959,062	\$21,109,362
<b>Housing</b>								
Shelter	\$223,634	\$143,749	\$145,496	\$415,430	\$479,326	\$333,614	\$2,108,610	\$3,849,858
Owned dwellings	\$8,717,093	\$6,334,941	\$5,827,920	\$15,019,695	\$16,242,565	\$13,214,051	\$65,767,892	\$131,124,157
Mortgage interest and charges	\$5,769,766	\$4,044,953	\$3,823,932	\$9,251,509	\$10,333,411	\$8,392,733	\$40,865,574	\$82,481,877
Property taxes	\$2,249,123	\$1,379,066	\$1,297,028	\$4,315,549	\$5,618,768	\$4,708,275	\$30,612,385	\$50,180,194
Maintenance, repairs, insurance, other expenses	\$1,226,213	\$591,138	\$544,677	\$2,365,489	\$3,468,141	\$3,071,454	\$20,824,772	\$32,091,884
Rented dwellings	\$541,369	\$388,199	\$286,639	\$877,322	\$1,019,519	\$823,466	\$5,370,646	\$9,307,161
Other lodging	\$481,540	\$399,729	\$465,711	\$1,071,371	\$1,132,376	\$813,356	\$4,418,468	\$8,782,553
Utilities, fuels, and public services	\$3,148,888	\$2,505,227	\$2,322,339	\$4,550,594	\$4,372,267	\$3,360,953	\$7,752,594	\$28,012,862
	\$371,756	\$160,660	\$204,565	\$386,732	\$342,376	\$323,504	\$2,500,595	\$4,290,188
	\$1,645,019	\$1,205,338	\$1,070,701	\$2,808,250	\$2,921,607	\$2,325,188	\$9,958,825	\$21,934,927

Appendix A - Wickenburg MTA Estimated Spending, 2009

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL EXPENDITURES
Natural gas	\$182,393	\$147,592	\$121,868	\$329,337	\$367,737	\$266,523	\$1,219,509	\$2,634,961
Electricity	\$567,508	\$415,104	\$378,041	\$977,080	\$953,580	\$768,323	\$3,146,394	\$7,206,029
Fuel oil and other fuels	\$36,014	\$36,898	\$24,249	\$45,096	\$46,918	\$28,490	\$157,695	\$375,361
Telephone services	\$651,154	\$435,859	\$378,041	\$1,054,973	\$1,084,190	\$874,013	\$3,747,137	\$8,225,366
Water and other public services	\$207,951	\$169,116	\$167,880	\$401,764	\$469,182	\$387,838	\$1,688,089	\$3,491,820
Household operations	\$257,906	\$265,974	\$181,559	\$645,009	\$654,318	\$589,109	\$3,841,754	\$6,435,629
Personal services	\$36,595	\$76,102	\$53,473	\$211,814	\$181,332	\$203,109	\$1,659,554	\$2,421,980
Other household expenses	\$221,311	\$189,871	\$128,086	\$431,828	\$472,986	\$386,000	\$2,182,201	\$4,012,283
Housekeeping supplies	\$320,059	\$254,443	\$248,089	\$711,970	\$584,575	\$463,199	\$2,387,955	\$4,970,290
Laundry and cleaning supplies	\$78,417	\$76,102	\$95,754	\$211,814	\$157,239	\$125,909	\$500,119	\$1,245,355
Other household products	\$145,217	\$96,857	\$100,728	\$303,373	\$237,127	\$202,190	\$1,160,937	\$2,246,429
Postage and stationery	\$96,424	\$82,252	\$51,608	\$196,782	\$190,209	\$134,181	\$725,398	\$1,476,853
Household furnishings and equipment	\$724,343	\$563,465	\$503,640	\$1,602,957	\$1,748,653	\$1,444,741	\$8,716,788	\$15,304,586
Household textiles	\$90,615	\$49,966	\$82,075	\$278,775	\$145,827	\$126,828	\$732,907	\$1,506,994
Furniture	\$155,092	\$113,769	\$103,215	\$318,405	\$374,077	\$267,443	\$2,333,888	\$3,665,889
Floor coverings	\$32,529	\$42,279	\$22,384	\$25,964	\$45,650	\$38,600	\$240,297	\$447,703
Major appliances	\$73,189	\$107,619	\$65,287	\$209,081	\$272,633	\$215,057	\$1,042,290	\$1,985,156
Small appliances, miscellaneous housewares	\$41,242	\$44,585	\$50,364	\$102,491	\$150,899	\$69,848	\$527,152	\$986,581
Miscellaneous household equipment	\$332,257	\$205,246	\$180,937	\$669,607	\$760,835	\$726,966	\$3,840,253	\$6,716,100
<b>Apparel and services</b>	\$1,092,033	\$720,281	\$635,457	\$1,798,373	\$2,028,894	\$1,383,165	\$8,503,524	\$16,161,727
Men and boys	\$258,486	\$147,592	\$116,894	\$385,366	\$486,935	\$278,471	\$2,039,524	\$3,713,268
Men, 16 and over	\$217,826	\$119,919	\$87,671	\$296,540	\$379,150	\$218,733	\$1,616,000	\$2,935,838
Boys, 2 to 15	\$40,661	\$28,442	\$29,224	\$88,825	\$106,517	\$58,819	\$423,524	\$776,012
Women and girls	\$436,232	\$269,817	\$243,115	\$727,002	\$802,681	\$556,023	\$3,532,372	\$6,567,242
Women, 16 and over	\$382,792	\$231,382	\$190,886	\$580,782	\$686,020	\$467,795	\$3,006,721	\$5,546,377
Girls, 2 to 15	\$54,021	\$38,436	\$51,608	\$146,220	\$117,929	\$88,228	\$527,152	\$1,023,594
Children under 2	\$34,852	\$34,592	\$30,467	\$97,025	\$116,661	\$71,686	\$370,959	\$756,242
Footwear	\$224,796	\$142,980	\$148,605	\$341,636	\$352,520	\$236,195	\$1,303,613	\$2,750,346
Other apparel products and services	\$137,085	\$124,531	\$96,376	\$247,345	\$271,365	\$240,790	\$1,255,554	\$2,373,045
<b>Transportation</b>	\$4,337,345	\$2,799,643	\$2,799,864	\$7,796,139	\$9,724,743	\$8,413,871	\$39,365,217	\$75,236,821
Vehicle purchases (net outlay)	\$2,155,022	\$1,263,760	\$1,082,515	\$3,348,035	\$4,487,660	\$4,151,333	\$18,948,950	\$35,437,275
Cars and trucks, new	\$978,763	\$763,329	\$323,324	\$1,235,357	\$2,541,190	\$2,116,564	\$9,973,843	\$17,932,371
Cars and trucks, used	\$1,176,259	\$491,975	\$758,569	\$2,006,088	\$1,929,985	\$1,957,569	\$8,607,152	\$16,927,596
Other vehicles	\$1,162	\$7,687	\$0	\$106,591	\$16,485	\$77,200	\$364,952	\$574,076
Gasoline and motor oil	\$764,423	\$581,914	\$590,067	\$1,473,135	\$1,751,189	\$1,337,213	\$5,840,728	\$12,338,669
Other vehicle expenses	\$1,214,015	\$821,751	\$977,434	\$2,570,471	\$3,007,835	\$2,570,573	\$12,367,806	\$23,529,886
Vehicle finance charges	\$139,408	\$67,646	\$78,966	\$306,106	\$513,564	\$347,400	\$1,850,290	\$3,303,380
Maintenance and repairs	\$414,740	\$301,334	\$389,233	\$880,055	\$918,075	\$833,575	\$3,799,702	\$7,536,714

Appendix A - Wickenburg MTA Estimated Spending, 2009

Income Range

	less than 10,000	10,000 to 15,000	15,000 to 20,000	20,000 to 30,000	30,000 to 40,000	40,000 to 50,000	50,000 plus	TOTAL EXPENDITURES
Vehicle insurance	\$414,740	\$322,090	\$386,124	\$993,478	\$1,183,099	\$961,323	\$3,994,944	\$8,255,797
Vehicle rental, leases, licenses, other charges	\$245,126	\$131,449	\$123,734	\$390,832	\$394,366	\$427,357	\$2,724,372	\$4,437,236
Public transportation	\$203,304	\$132,218	\$149,848	\$404,497	\$478,058	\$354,752	\$2,207,732	\$3,930,410
<b>Health care</b>	\$1,441,135	\$1,220,712	\$1,098,059	\$3,141,687	\$3,004,031	\$2,399,631	\$9,138,810	\$21,444,064
Health insurance	\$708,660	\$594,213	\$562,087	\$1,474,502	\$1,429,102	\$1,141,456	\$4,347,881	\$10,257,900
Medical services	\$296,824	\$235,225	\$212,648	\$713,336	\$822,970	\$771,999	\$2,907,598	\$5,960,601
Drugs	\$365,366	\$272,123	\$263,634	\$737,934	\$564,286	\$397,028	\$1,431,271	\$4,031,643
Medical supplies	\$70,285	\$119,919	\$59,691	\$217,281	\$187,673	\$88,228	\$453,561	\$1,196,638
<b>Entertainment</b>	\$1,040,335	\$737,962	\$619,912	\$1,855,768	\$2,796,070	\$2,014,550	\$11,513,248	\$20,577,845
Fees and admissions	\$315,412	\$132,987	\$132,439	\$424,995	\$494,543	\$493,528	\$3,084,818	\$5,078,721
Television, radios, sound equipment	\$442,622	\$294,416	\$254,929	\$752,966	\$828,042	\$733,399	\$3,177,933	\$6,484,307
Pets, toys, and playground equipment	\$153,930	\$152,973	\$139,278	\$426,362	\$413,387	\$503,638	\$1,890,840	\$3,680,408
Other entertainment supplies, equipment, and services	\$128,372	\$156,817	\$93,888	\$251,444	\$1,061,365	\$284,904	\$3,359,658	\$5,336,449
<b>Personal care products and services</b>	\$383,373	\$315,940	\$217,000	\$631,344	\$634,029	\$599,218	\$2,545,650	\$5,326,555
Reading	\$69,704	\$71,490	\$58,447	\$144,854	\$150,899	\$147,047	\$674,335	\$1,316,776
Education	\$1,572,992	\$579,608	\$471,307	\$479,657	\$603,596	\$418,166	\$3,334,126	\$7,459,452
<b>Tobacco products and smoking supplies</b>	\$163,805	\$146,824	\$139,278	\$385,366	\$299,262	\$293,176	\$830,528	\$2,258,238
<b>Miscellaneous</b>	\$533,818	\$213,701	\$221,353	\$911,485	\$1,118,428	\$661,714	\$3,685,561	\$7,346,060
<b>Cash contributions</b>	\$650,573	\$485,825	\$373,066	\$1,419,840	\$2,061,864	\$1,001,761	\$6,591,658	\$12,584,586
<b>Personal insurance and pensions</b>	\$489,091	\$415,872	\$608,720	\$2,148,209	\$3,603,823	\$3,827,829	\$26,503,299	\$37,596,843
Life and other personal insurance	\$147,541	\$53,810	\$69,017	\$225,480	\$292,922	\$241,709	\$1,845,784	\$2,876,263
Pensions and Social Security	\$341,551	\$362,063	\$539,703	\$1,922,729	\$3,310,901	\$3,586,120	\$24,657,515	\$34,720,581

Source: Consumer Expenditure Survey, U.S. Dept of Labor, Bureau of Labor Statistics, Feb 2004

# Appendix B - Bed, Restaurant/Bar Tax Ordinance

# ORDINANCE NO. \_\_\_\_\_

AN ORDINANCE OF THE TOWN OF SNOWFLAKE, ARIZONA, RELATING TO THE PRIVILEGE LICENSE TAX; AMENDING THE TOWN TAX CODE BY INCREASING THE RATE ON THE ADDITIONAL TAX ON TRANSIENT LODGING CLASSIFICATION AND THE RESTAURANTS AND BARS CLASSIFICATION; PROVIDING PENALTIES FOR THE VIOLATION THEREOF; PROVIDING FOR SEVERABILITY; PROVIDING FOR APPLICATION OF TAX TO CERTAIN CONTRACTS AND DESIGNATING AN EFFECTIVE DATE.

BE IT ORDAINED BY THE MAYOR AND COUNCIL OF THE TOWN OF SNOWFLAKE, ARIZONA:

**Section 1.** Section 8A-447 of the town tax code is amended to read:

**Sec. 8A-447. Rental, leasing, and licensing for use of real property: additional tax upon transient lodging.**

In addition to the taxes levied as provided in Section 8A-444, there is hereby levied and shall be collected an additional tax in an amount equal to ~~two~~FOUR percent (24%) of the gross income from the business activity of any hotel engaging or continuing within the City in the business of charging for lodging and/or lodging space furnished to any transient. "Transient" means any person who, for any period of not more than thirty (30) consecutive days, either at his own expense or at the expense of another, obtains lodging or the use of any lodging space in any hotel for which lodging or use of lodging space a charge is made.

**Section 2.** Section 8A-455 of the town tax code is amended to read:

**Sec. 8A-455. Restaurants and Bars.**

- (a) The tax rate shall be at an amount equal to ~~two~~THREE percent (23%) of the gross income from the business activity upon every person engaging or continuing in the business of preparing or serving food or beverage in a bar, cocktail lounge, restaurant, or similar establishment where articles of food or drink are prepared or served for consumption on or off the premises, including also the activity of catering. Cover charges and minimum charges must be included in the gross income of this business activity.
- (b) Caterers and other taxpayers subject to the tax who deliver food and/or serve such food off premises shall also be allowed to exclude separately charged delivery, set-up, and clean-up charges, provided that the charges are also maintained separately in the books and records. When a taxpayer delivers food and/or serves such food off premises, his regular business location shall still be deemed the location of the transaction for the purposes of the tax imposed by this Section.
- (c) The tax imposed by this Section shall not apply to sales to a qualifying hospital, qualifying community health center or a qualifying health care organization, except when sold for use in activities resulting in gross income from unrelated business income as that term is defined in 26 U.S.C. Section 512.
- (d) The tax imposed by this Section shall not apply to sales of food, beverages, condiments and accessories used for serving food and beverages to a commercial airline, as defined in A.R.S. § 42-1310.01(a)(48), that serves the food and beverages to its passengers, without additional charge, for consumption in flight.
- (e) The tax imposed by this Section shall not apply to sales of prepared food, beverages, condiments or accessories to a public educational entity, pursuant to any of the provisions of

Title 15, Arizona Revised Statutes, to the extent such items are to be prepared or served to individuals for consumption on the premises of a public educational entity during school hours.

- (f) For the purposes of this Section, "accessories" means paper plates, plastic eating utensils, napkins, paper cups, drinking straws, paper sacks or other disposable containers, or other items which facilitate the consumption of the food.

**Section 3.** Any person found guilty of violating any provision of these amendments to the tax code shall be guilty of a class one misdemeanor. Each day that a violation continues shall be a separate offense punishable as herein above described.

**Section 4.** If any section, subsection, sentence, clause, phrase or portion of this ordinance is for any reason held to be invalid or unconstitutional by the decision of any court of competent jurisdiction, such decision shall not affect the validity of the remaining portions thereof.

**Section 5.** The additional tax imposed pursuant to this Ordinance shall not apply to contracts entered into prior to the effective date of this Ordinance.

**Section 6.** The provisions of this ordinance shall become effective on \_\_\_\_\_, 2003.

PASSED AND ADOPTED by the Mayor and Council of the Town of Snowflake, Arizona, this \_\_\_\_\_ day of \_\_\_\_\_, 2003.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
Town Clerk

APPROVED AS TO FORM:

\_\_\_\_\_  
Town Attorney

# APPENDIX C - DOWNTOWN WICKENBURG BUSINESS Targets by NAICS Code

## Retail Targets

NAICS	Description
31134	Candy, Nut, and Confectionery Stores (nonchocolate candy stores, preparing on premises)
31133	Candy, Nut, and Confectionery Stores (chocolate candy stores, preparing on premises)
311811	Retail Bakeries (bread, cake and related products baked and sold on premise)
314121	Drapery, Curtain, and Upholstery Stores (custom drapes)
314129	Drapery, Curtain, and Upholstery Stores (custom slipcovers)
315222	Miscellaneous Apparel and Accessory Stores
339115	Optical Goods Stores (optical laboratories grinding of lenses to prescription)
42293	Flowers, Nursery Stock, and Florists' Supplies (except nursery stock sold via retail method)
44211	Furniture Stores (except custom furniture and cabinets)
44229	Other Home Furnishings Stores
442291	Window Treatment Stores
442299	Miscellaneous Homefurnishings Stores (except pottery & crafts made and sold on site and window furnishings)
443111	Household Appliance Stores
443112	Radio, Television and Other Electronics Stores
44419	Paint, Glass, and Wallpaper Stores (glass)
44411	Lumber and Other Building Materials Dealers (home center stores)
44412	Paint, Glass, and Wallpaper Stores (paint and wallpaper)
44421	Retail Nurseries, Lawn and Garden Supply Stores (outdoor power equipment)
44422	Retail Nurseries, Lawn and Garden Supply Stores (except outdoor power equipment)
44512	Grocery Stores (convenience stores without gas)
44523	Fruit and Vegetable Markets
445291	Baked Goods Stores
445292	Confectionery and Nut Stores
445299	All Other Specialty Food Stores
44611	Pharmacies and Drug Stores
44613	Optical Goods Stores (except labs grinding prescription lenses)
446191	Food (Health) Supplement Stores
446199	All Other Health and Personal Care Stores
44811	Men's and Boys' Clothing and Accessory Stores (clothing stores)
44812	Women's Clothing Stores
44813	Children's and Infants' Wear Stores
44814	Family Clothing Stores
44815	Clothing and Accessory Stores
44819	Miscellaneous Apparel and Accessory Stores (accessories)
44821	Shoe Stores
44831	Jewelry Stores
44832	Luggage and Leather Goods Stores
45111	Sporting Goods Stores
45112	Hobby, Toy, and Game Stores
45113	Drapery, Curtain, and Upholstery Stores (upholstery materials)
451211	Book Stores
451212	News Dealers and Newsstands
45122	Prerecorded Tape, Compact Disc, and Record Stores

## Retail Targets

NAICS	Description
45299	Misc. General Merchandise Stores (except warehouse club & supermarket/general merchandise combination)
45311	Florists
45321	Office Supplies, Stationery, and Gift Stores
45322	Gift, Novelty, and Souvenir Shops
45391	Pet and Pet Supplies Stores
45392	Art Dealers
453991	Tobacco Stores
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)
512131	Motion Picture Theaters (except Drive-Ins)
53211	Passenger Car Rental and Leasing
71111	Eating Places (dinner theaters)
71394	Fitness and Recreational Sports Centers
722213	Eating Places (snack and nonalcoholic beverage bars)
72231	Eating Places (food service contractors)
72211	Eating Places (full-service restaurants)
722211	Eating Places (limited-service restaurants)
722212	Eating Places (cafeterias)

## Personal and Professional Services

NAICS	Description
32311	Printing
323114	Photocopying and Duplicating Services (instant printing)
49111	Postal Service
513322	Cellular and Other Wireless Telecommunications
51333	Radio Communications (paging and cellular resellers)
52211	Commercial Banking
52212	Savings Institutions
52213	Credit Unions
522292	Mortgage Bankers and Loan Correspondents (mortgage bankers and originators)
524114	Direct Health and Medical Insurance Carriers
524126	Direct Property and Casualty Insurance Carriers
524127	Direct Title Insurance Carriers
53121	Offices of Real Estate Agents and Brokers
54121	Accounting, Tax Preparation, Bookkeeping, and Payroll Services
541213	Tax Preparation Services
56131	Employment Placement Agencies
561431	Private Mail Centers
561439	Other Business Service Centers (including Copy Shops)
561622	Locksmiths
61151	Technical and Trade Schools
611513	Apprenticeship Training
61161	Schools and Educational Services, NEC (art, drama, and music schools)
62111	Offices of Physicians
62121	Offices and Clinics of Dentists
62132	Offices of Optometrists
62134	Offices of Physical, Occupational and Speech Therapists, and Audiologists
62139	Offices of All Other Health Practitioners
621492	Kidney Dialysis Centers
62151	Medical and Diagnostic Laboratories
71394	Physical Fitness Facilities
721191	Bed and Breakfast Inns
721199	All Other Traveler Accommodation
811211	Consumer Electronics Repair and Maintenance
811212	Computer and Office Machine Repair and Maintenance
811213	Communication Equipment Repair and Maintenance
81143	Shoe Repair and Shoeshine Parlors (shoe repair shops)
81149	Other Personal and Household Goods Repair and Maintenance
812111	Barber Shops
812112	Beauty Salons
812113	Nail Salons
81219	Other Personal Care Services
812191	Diet and Weight Reducing Centers
81292	Photofinishing
812199	Other Personal Care Services