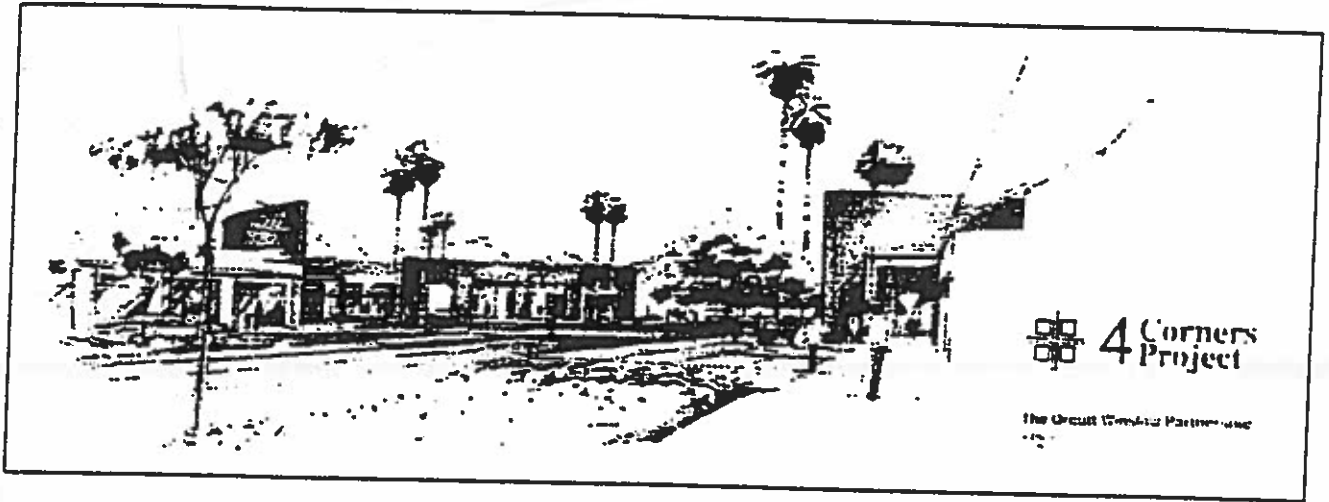
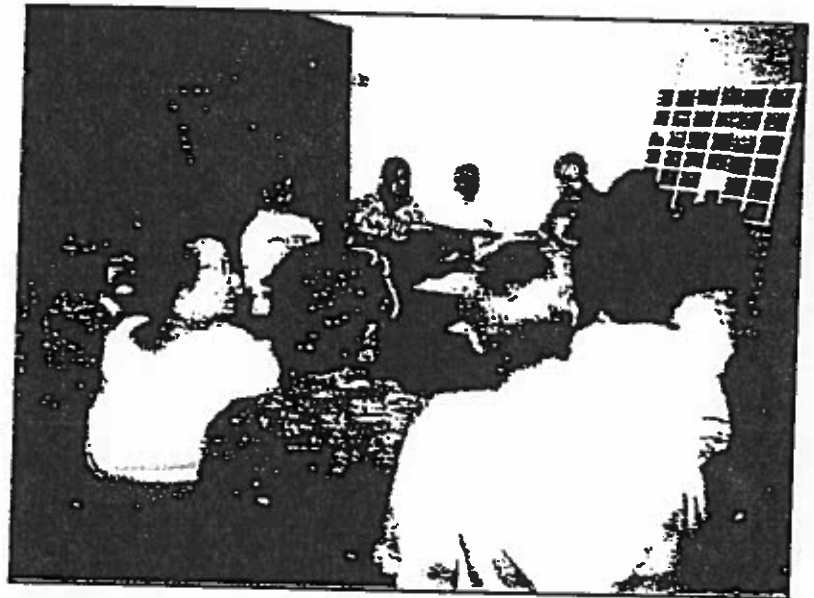


4 Corners Project



Conceptual Masterplan for the City of Phoenix



The
Orcutt/Winslow
Partnership

Architecture Planning Research Interior Design
1130 N. 2nd Street, Phoenix, Arizona 85004

February, 1996

Submitted for the approval by the City Council:

The Hon. Skip Rimsza, Mayor of the City of Phoenix

and City Council Members:

District 1:	Dave Siebert
District 2:	Frances Emma Barwood, Vice Mayor
District 3:	Peggy Bilstein
District 4:	Craig Tribken
District 5:	John Nelson
District 6:	Sal DiCiccio
District 7:	Doug Lingner
District 8:	Cody Williams

Conceptual Masterplan

for

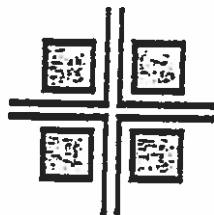
City of Phoenix

Prepared in consultation with the following organizations:

Community Excellence Project
Target Area 'B' Redevelopment Committee, and
South Mountain Village Planning Committee

Prepared by The Orcutt/Winslow Partnership:
Paul Winslow, Partner in Charge
Bob Colletta, Project Manager
Tara Brown, Planner

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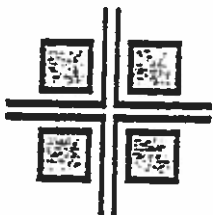


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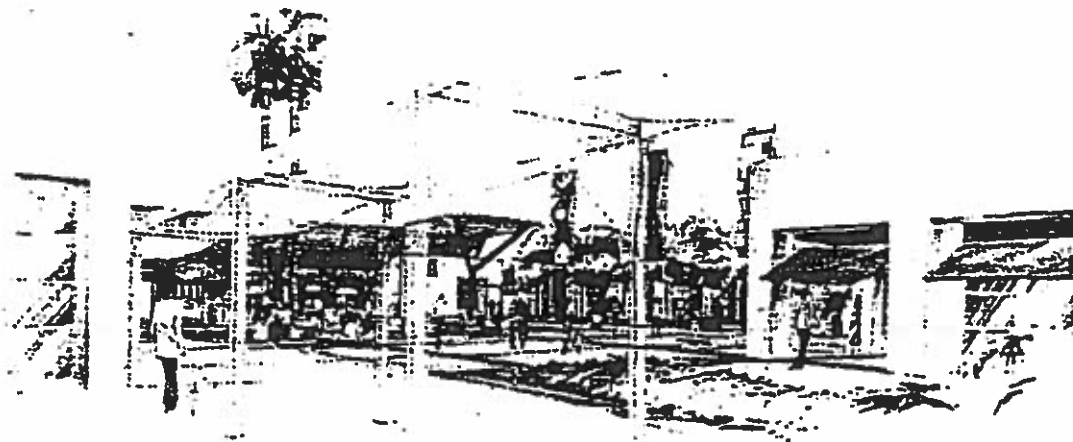
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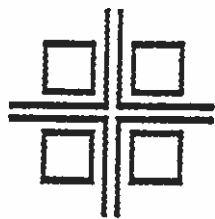
THE VISION:



Perspective Sketch of Shopping Center Plaza

As you approach the intersection, you know this must be the place. You have heard about the excitement that this new development was generating but you had no idea that it was so unique. This is not an ordinary intersection. It is obviously the center of a very active pedestrian place. The paving patterns in the street and the colonnade that continue around all four corners of this intersection make you, and your car, feel that you are in a town square, and really ought to stop, park, and walk around to get the flavor of all that is going on. As you get out of the car in one of the tree covered parking areas, you can immediately feel the area's excitement. In the outdoor amphitheater directly adjacent to the parking area is a live jazz concert on a well lit concrete platform that is a permanent part of the landscape. As the musicians conclude, the enticing smell of tasty food comes wafting through the air. The night air is filled with lights and sounds of people. Some meet by chance, others get together on their way from the outdoor jazz concert to their favorite ethnic restaurant just across the parking lot or across the street.

Satisfied that you won't have to eat again for a week, you walk around the interesting shops filled with multicultural arts and craft, when with the thought of an early morning and work, the bed begins to call. So, after a leisurely fun evening, and a quick stop at the supermarket across the parking lot, you head home to Ahwatukee, North Scottsdale or just around the corner. You know you will have to come back, however, because there just wasn't



EXECUTIVE SUMMARY

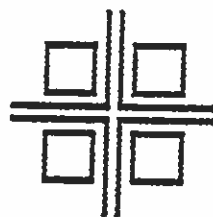
enough time to see the art gallery and, of course, the advertised BBQ cookoff by the neighborhood experts next week. Oh well, you'll just have to come back several times to enjoy the many special foods, arts and crafts, and entertainment that just can't be found anywhere else. You look forward to bringing more of your friends here next time.

The lucky people who live near here have a great many benefits not apparent on your first visit. Not only does this new development have great specialty places to eat, shop and be entertained, but the neighborhood has the services they need, convenient to both the immediate neighbors, and to those in the new housing developments to the south. You don't worry about getting run over while trying to get in and out of the parking lots you are not in the immediate freeway congestion. Thankfully, you are still very close to the freeway and downtown Phoenix.

THE PROCESS:

Initiated by the community, this plan represents the desires and potentials of this unique area of the central city. Large community meetings were held to gather and coalesce the goals and needs of the immediate neighborhood, and discuss how they interplay with both the downtown core and other parts of the Valley. These ideas, and the plans generated from them, were then presented to the development community, the Planning and Neighborhood Services Departments, and reviewed by the relevant community groups, such as Community Excellence Project, Keys Community Center, Target Area B, and the South Mountain Village Planning Committee. Each of these groups gave the development plan their full endorsement.

Site Base Map



THE PLAN:

Each block of the four corners of the intersection of 24th Street and Broadway is treated differently in order to meet the complex needs of the local community, and be an attraction to the rest of the Valley residents.

4 Corners

EXECUTIVE SUMMARY

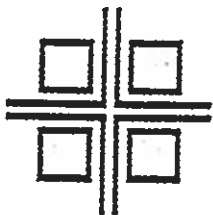


The southwest corner (Block four), as, largest parcel is projected to accommodate a range of retail uses. A major grocery store, an entertainment venue such as a theater, bowling alley, or similar activity, a single community facility such as a library, and a range of smaller retail activities, including shops and restaurants, are the uses anticipated.

The northwest corner (Block three) is proposed to house more convenience retail activities. This would include a service station, a financial institution, and typical in-and-out retail such as a dry cleaners or barber shop. Directly to the east, the northeast corner (Block two) would be a location for a fast food outlet. Beyond this pad would be general offices, or possibly medical offices. The expanded KEYS Community Center would occupy the remainder of the block.

Community Excellence Project currently shares a building with a police substation, at the east end of the southeast block (Block one). It is anticipated that this use will continue and possibly be expanded. Adjacent to the CEP facility is projected a child care center. An ethnic food court is proposed for the corner at 24th Street. Between this food court and CEP, a community performance facility, and ethnic arts and crafts gallery is planned. Adjacent to this complex is proposed an outdoor amphitheater, and performance or display area.

All four corners are unified by the design of the "village square" on which all development focuses. This occurs at the intersection of 24th Street and Broadway Road. All elements in the development will have culturally significant themes and share an open air, pedestrian environment



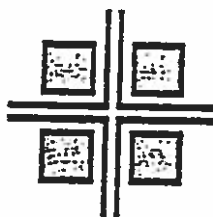
Realization of the 4 Corners Project rests with the community. However, there are several opportunities for the City to get involved in an effort to facilitate the development necessary for success. Below are listed our first thoughts on the activities which the City could undertake.

Following the plan approval process:

1. Modify the two affected redevelopment plans to show the uses indicated on the 4 Corners Plan, incorporating Block 3 into the redevelopment plan.
2. Re-zone all the parcels which make up the 4 Corners Plan into a special use Planned Commercial District (PCD), complete with an approved site plan and development stipulations necessary to maintain the integrity and continuity of the 4 Corners Plan from site to site. The PCD would include shared parking easements from block to block, reduced setbacks along the major streets of 24th and Broadway.
3. Assist with the establishment of a Master Developer planned development, complete with a Community Association, Covenants, Codes and Restrictions (CC & R's) and Architectural Review Board.

Prior to private development:

4. Acquire and abandon the properties on Block 4; the Market, the Liquor Store and the Chinese Restaurant.
5. Assist in organizing and executing a clean-up of the vacant properties within the 4 Corners boundaries, and along the major access routes into the community (24th Street and Broadway).
6. Develop the bus bays, pavements and shelters on all 4 corners of 24th Street and Broadway, with adjacent trees, signage, lighting, benches, etc.
7. Initiate street improvement projects for 24th Street and



4 Corners

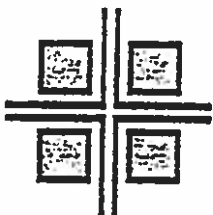
EXECUTIVE SUMMARY

Broadway within the 4 Corners boundaries, complete with underground utilities upgrades, street lighting at two levels (vehicular and pedestrian), landscaped medians, pedestrian crosswalks, and street side "pedestrian-scapes" with pavers, signage, benches, etc.

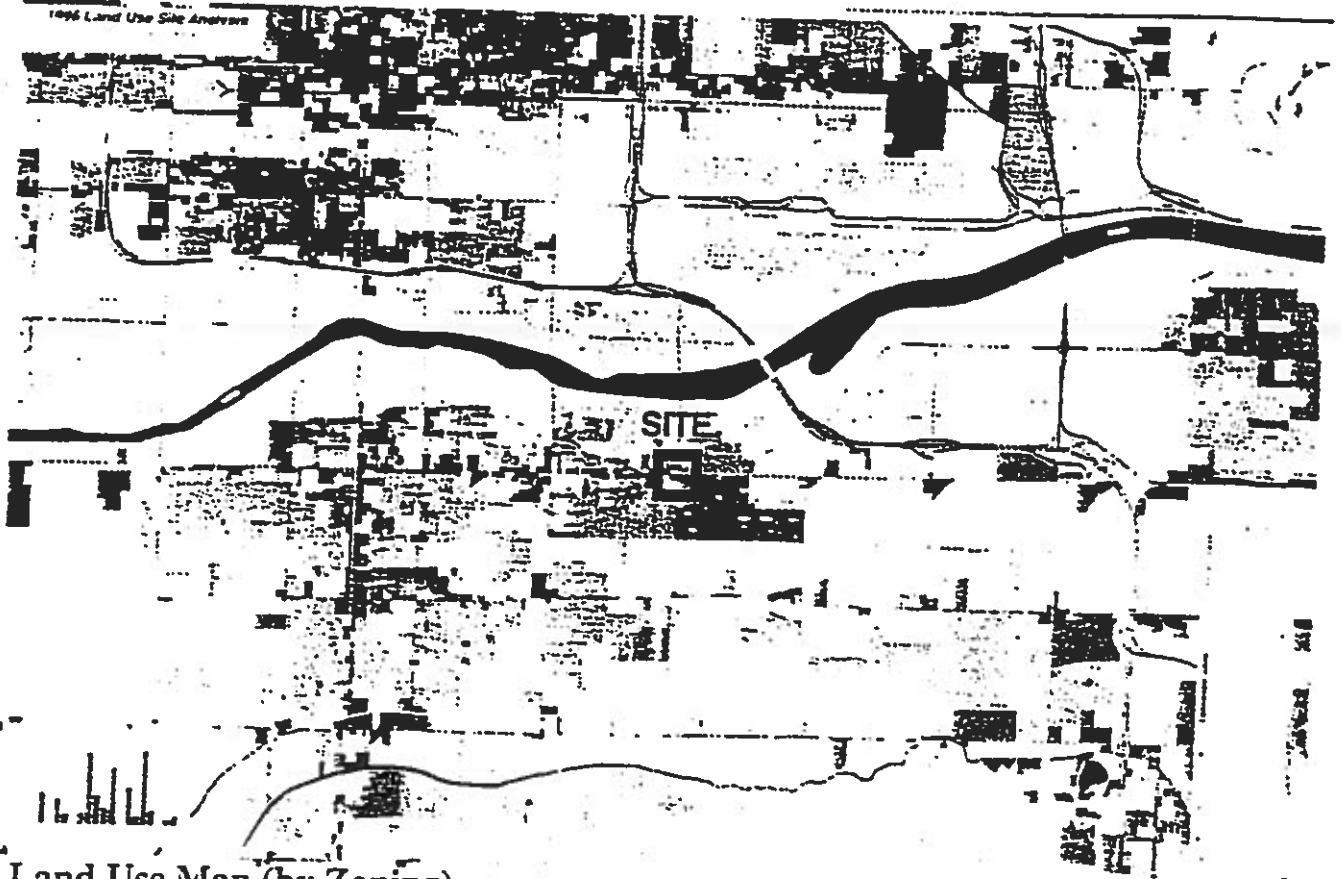
8. Acquire and abandon the property on the 4 corners of 24th Street and Broadway within the "Gateway Plaza" area of the 4 Corners Plan, and develop the "pedestrian-scape" with colonnade, pavers, trees, signage, lighting, benches, etc.
9. Initiate a street improvement project for 24th Street, from Baseline to the Salt River, to include street lighting, landscaping, etc.
10. Establish an increased police presence in the area. Make the existing police substation more visible, perhaps with signage.

During private development:

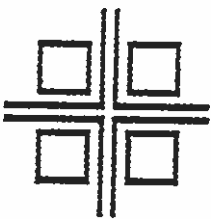
11. Acquire and abandon the various properties needed as development progresses, assembling the land into appropriate parcels for 4 Corners development.
12. Provide incentives to private development, such as selling assembled parcels below market value, future tax breaks, etc.
13. Increase public transit service, particularly services which would bring neighborhood consumers to the 4 Corners, such as Dial-a-ride, etc.
14. Establish a branch public library within the 4 Corners boundaries.
15. Establish a new police substation within the 4 Corners boundaries.
16. Assist the Community Excellence Project with the establishment of a Day Care facility in the location indicated on the 4 Corners Plan, including the acquisition and abandonment of the residential property.



4 Corners
LAND USE MAP



Land Use Map (by Zoning)



4 Corners

HISTORY OF THE AREA

(mid 19th to mid 20th Century)

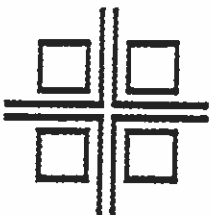


In the middle of the 19th Century, the land we refer to as Four Corners, the intersection of 24th Street and Broadway Road, was farmland owned and farmed by Mexican settlers in the Valley. These settlers entered into arrangements with a man named Michael Wormser, who accumulated, due to uncollectable debts from 1873 to 1896, "9,000 acres of land in Tempe and Phoenix. Land under Wormser's control stretched from 48th Street on the East, to 7th Avenue on the West, from the Salt River bed to the foothills of the South Mountains."¹ In 1901, 6,070 acres of the land South of the Salt River was purchased by the Bartlett Heard Land and Cattle Company, where at 24th Street and Broadway, the Ranch Headquarters was located. It was later relocated to 28th Street and Vineyard, and "was one of the most successful and diversified farming operations in the Salt River Valley."²

From the beginning, the economic growth and employment opportunities attracted people from many ethnic groups to the area of the Bartlett-Heard lands :

"From 1900 to 1937, the South Mountain community developed from a large family-owned ranch to a diversified agricultural area with small to large ranches, a school, a community center, and the largest municipal park in the country. Changes also occurred in the population and ethnic mix of the area. From a large Hispanic element in 1900 to a mixture of Anglo, Hispanic, Black and oriental populace in 1937. The largest and earliest group of settlers in the South Mountain area were the Hispanics.... With the consolidation of large landholdings by Michael Wormser and Dwight B. Heard, the Hispanics changed from land owner to paid agricultural worker. By the 1930's, the settlement pattern had changed with clusterings of Hispanic areas south of the Western and Highline Canals, north of Southern between Central and 16th Street and in an area known as San Francisco located south of the Highline Canal between 28th and 32nd streets.... Black settlement in the South Mountain area was small throughout the historic period. Cotton production brought the first blacks to the area working beside Yaqui Indians from Guadalupe and local and migrant Hispanics."³

To support the growing population, the first school was built in 1905. It was located on or near the Four Corners Site, between 24th Street and 28th Street South of Broadway Road. Constructed as a one room adobe building, this



-
- 4 Corners
- HISTORY OF THE AREA
- (mid 19th to mid 20th Century)

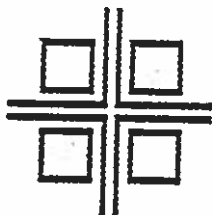
served as the main school for a few years until the establishment of the Roosevelt School District. In 1913, the first school for Black children, the West Ward School, was built at 27th Avenue and Southern. In 1939, near 40th Street and Broadway, the Okehma School was built to replace the West Ward school.

The Four Corners Site is located on land in an historic part portion of Phoenix rich with history and a diversity of cultures. The process of meeting with the community and developing a program for the project uncovered more oral history, including indication of a Pony Express stop having been located at this intersection. Undoubtedly, the area is steeped in history and is one of the earliest settled areas in the Valley. Respect for this history has been considered throughout the design process and is reflected in the final design concept for the area.

¹ South Mountain agricultural Area: Historic Resources Survey, by Ryden Architects, August 1989. Page 16.

² *Ibid*, p. 17.

³ *Ibid*, p. 64.



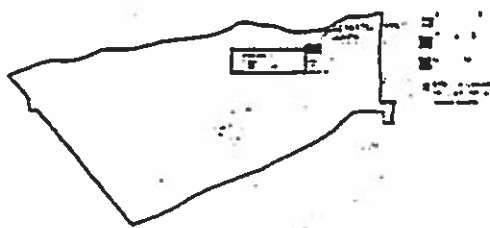
OPPORTUNITIES

HISTORIC PRESENCE:

In today's suburban world, it is extremely difficult to distinguish one new commercial development from another. Most shopping malls contain the same mix of tenants. Office buildings are based upon market criteria and current building systems. Being "unique" is a description that each developer strives to achieve, in order to gain a marketing edge. The 4 Corners Redevelopment Project offers development potential that is virtually unattainable in any other location in the Valley. Rich in history and heritage, the four corners of this particular intersection embodies opportunities for success in several unique ways. Historically, this site is significant in the development of the City of Phoenix. It contains the original site of the Bartlett-Heard Estate, one of the City's large early agricultural ventures. Part of the Estate's entry is still visible, particularly in the remaining palm trees that had lined both sides of its formal entry drive. Maintaining a reference to this early part of Phoenix's history can help give an identity to the entire development. Other historic references can be made. One such is the fact that this intersection hosted one of the last Pony Express stops to operate in the State.

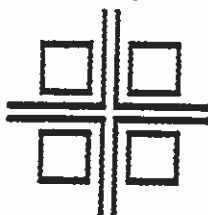


Historical Map



SOUTH MOUNTAIN VILLAGE

Village Map



UNIQUE CHARACTER:

A second, and probably more important element in establishing the unique character of this site, is its historic relationship with this multi-ethnic community. For example, many of the City's past and current leaders in the African-American community have personal ties to this area. In fact, the entire area retains the traditions and cultures reflective of this diverse community. The essence of this tradition is focused on the intersection of 24th Street and Broadway. Because recently, the community has taken such an active part in re-establishing its new direction, they now have considerable community strength and can assist in ensuring the viability of commercial redevelopment projects. The large number of churches, schools, and civic organizations present in the neighborhood have created the stable base from which to begin anew. Added to the strength of the African-American heritage are the Hispanic and Asian traditions, also found in this area. This multi-cultural backdrop and resource should

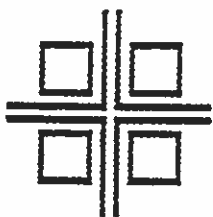
4 Corners ANALYSIS



Redevelopment Area Map



Church Map



OPPORTUNITIES

provide the basis for unique business opportunities. Ethnic foods, fashion, art, entertainment and other multi-cultural presentations and venues can set a unique theme. These same groups can be a source of community-formed businesses able to lease space generated by this development.

Because no other location in the Valley can provide the potential for development of this unique blend of historic and ethnic diversity character, it has the opportunity to generate market draw from all parts of the Valley. The City's center of ethnic foods, art, and entertainment, would be the logical description for the development envisioned. Commercial development in the areas along the Baseline Road corridor, though logical in some traditional respects, cannot provide the long term economic potential that this unique area can provide if properly developed.

COMMUNITY FACILITIES:

Currently existing within this planning area are two community centered programs. They include the Community Excellence Project, which provides a range of services from youth after-school programs, to neighborhood housing development assistance, and Keys Community Center, an employment training center. A police substation currently shares a facility with CEP. Other community facilities may be considered such as a new City Library, since they do not have a branch in the immediate vicinity. The existing facilities would compound the positive effect of any new facilities added in this project.

CENTRAL LOCATION:

As the suburban development becomes ever farther from the heart of the city, creation of new infill residential and commercial development becomes more attractive near downtown. The phenomenon of infill is appearing more and more in underutilized areas of Phoenix and is a stated goal of the City Council. Of particular relevance is the increase in new development in the areas south of the Salt River. Areas such as Laveen on the southwest, and Tempe on the southeast, are seeing significant new construction and general public interest. The Pointe Resort, a substantial industrial and residential development, including that ready to begin north

4 Corners ANALYSIS

OPPORTUNITIES

of Baseline Road, between 24th Street and 32nd Street, are signs of the increased market pressure edging toward the downtown core. All of these developments are creating the market demographics necessary for additional commercial development in this general area.

Only a few minutes from the center of downtown, this project can be a key element in the success of other projects being pursued currently by the City. Continued expansion of the museum and sports complexes on the southeast side of the downtown core, will be impacted by the areas directly on their south and east edges. Continued redevelopment in these areas is anticipated to be enhanced by the implementation of the Rio Salado Project. An area of the river between 19th Avenue and 32nd Street is projected to be the first phase, within the next few years. Being only a few blocks south of the river and the proposed Rio Salado Project, the link between the 4 Corners Redevelopment Project and the downtown core would become even more apparent.

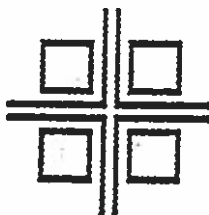
EASILY ACCESSIBLE:

Located at the intersection of two major arterials, Broadway and 24th Streets, the Four Corners Redevelopment Project is easily accessed from the surrounding residential and industrial uses. It is located directly in the path of the new development surge. Because of the area's past negative image land values are below other areas of the city, while removal of most of the substandard structures has significantly reduced the previous negative factors.

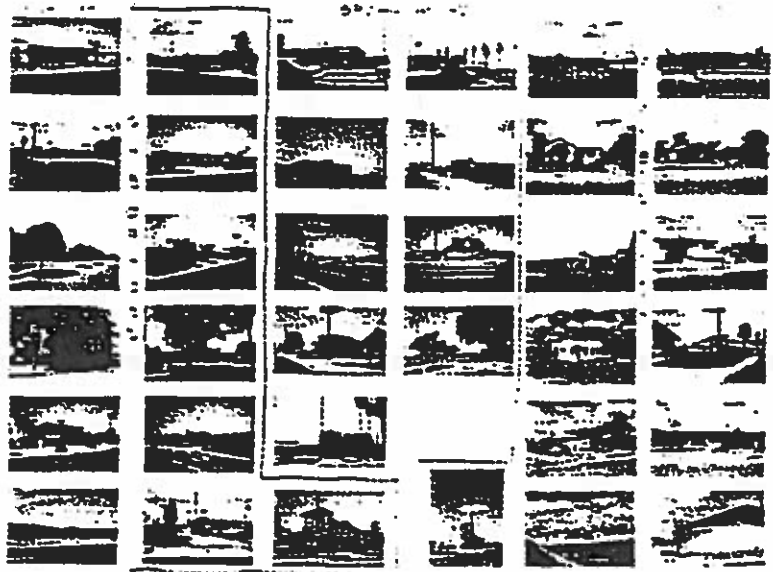
Routes into or from other parts of the city is extremely good. The area is only 1 1/2 miles from Sky Harbor International Airport located directly north on 24th Street. One way on or off freeway access is available from 24th Street and 16th Street. Two way entry to the freeway is available at 32nd Street and Broadway. These points provide easy ingress without being caught up in the congestion of the on and off ramps. Though traffic counts are anticipated to remain higher along Baseline Road for some time, the most convenient freeway access may be from Broadway Road to the future commercial development.



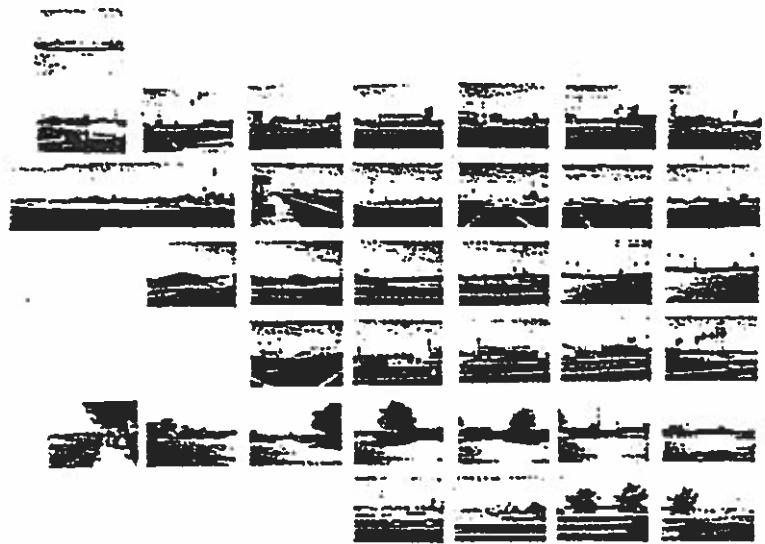
Traffic Volume Map



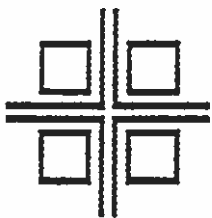
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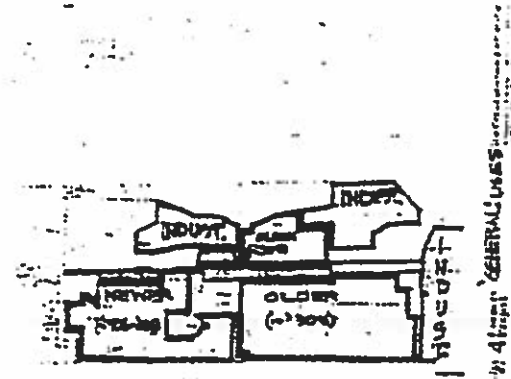
Photographs of the area



Photographs of the area



4 Corners ANALYSIS



Block Watch Groups

CONSTRAINTS

PREVIOUS IMAGE:

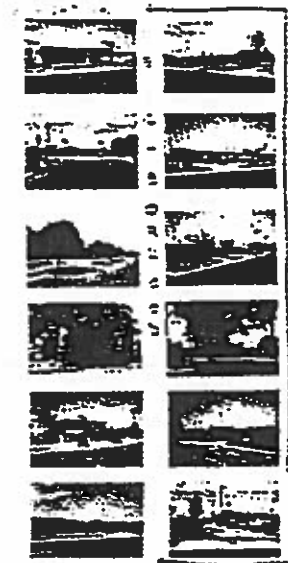
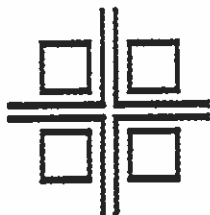
Having survived a period of economic stagnation and social blight, many in the Valley have been left with a negative impression of the area and its residents. Though the area truly earned its reputation as one of the most unsavory areas of city, it has gone through a major transformation, instigated primarily by the residents themselves, with the assistance of the City. Non-conforming and substandard buildings have been raised. Most of the undesirable uses have been eliminated and a new spirit of pride of ownership has become the norm for the surrounding neighborhoods. Only a few of the less desirable commercial uses still exist, and are anticipated to be eliminated in the full execution of the plan proposed.

BASELINE ROAD CORRIDOR COMPETITION:

Because of the current and planned development along Baseline Road, traditional suburban neighborhood retail or other commercial development is anticipated to be built to service the general area. This type of development would be in direct competition with, and if initiated prior to the 4 Corners Project, could minimize the market viability of the 4 Corners Project. However, unless development in this corridor was able to capture some unique cultural element or create another unusual market draw, it may not have the ultimate potential of the 4 Corners Project.

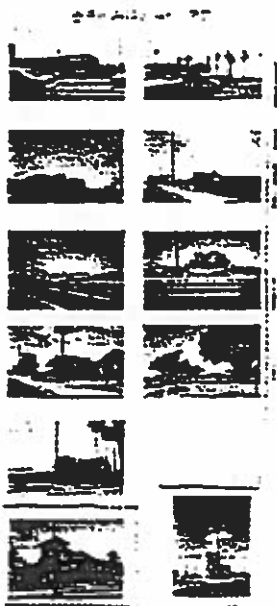
APPROACH CORRIDORS:

Current visual impacts along all four primary points of access, from Baseline to the Maricopa Freeway on 24th Street, and from Central Avenue to 32nd Street on Broadway, are far less than desirable. They are empty lots, littered with broken bottles, and other garbage and are not maintained. These can be mitigated to a great degree with the implementation of a streetscape program. Landscaping, sidewalks, and night lighting can provide a unifying effect for the entire area. They can compensate for the barren look of the areas where demolition of substandard structures has occurred. Attractive and well maintained commercial/industrial areas exist north and east of the planning area. New residential to the south of the project will have significantly positive impact on the presentation of the planning area. The future Rio Salado Project proposed first phase will begin the tie to the positive development across the river.

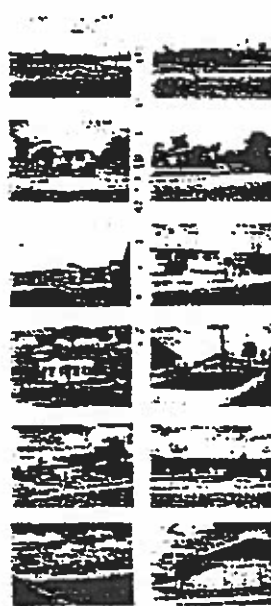


Neighborhood Photos

CONSTRAINTS



Neighborhood Photos



Neighborhood Photos



PRESSURE FOR INDUSTRIAL DEVELOPMENT:

In the past, it has been suggested that the entire 4 Corners Project planning area become industrial/commercial use. Through the strength of the community organizations and level of citizen participation in the area now support the viability of residential and commercial uses. Some areas between the project planning area and the river are logical commercial/industrial expansion areas. This commercial/industrial development should enhance the viability of the uses proposed in this plan. Rather than relying strictly on the residential customer, a substantial daytime workforce can likely be enticed to patronize the restaurants and other services the project would provide.

FUNDING SOURCES FOR COMMUNITY FACILITIES:

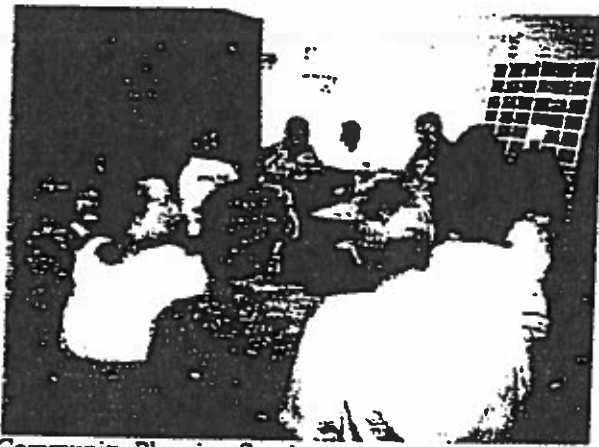
A crucial element of the project from the perspective of the community is the provision of a series of community facilities. With a police substation, CEP and Keys, significant investment has already been made. Other facilities, such as a City Library, would depend upon the user potential found by the City Library Department or other groups. Funding for other community facilities, such as a performance theater, art gallery, or other similar activity centers, is extremely limited. Most community facilities would require support from the City, private philanthropy, or other fundraising activities. City assistance in acquiring the property not currently owned by the City would be necessary. Potential reduction or deferment of taxes may also be necessary.

LACK OF EXISTING ESTABLISHED ETHNIC PRESENTATION:

Currently there are no existing ethnically oriented businesses in the area that cater to the outside community. No facilities in the area indicate or appropriately show an ethnic image or public face to the level necessary to illustrate the significant and unique strength of market potential for this specific location. Until the community is able to encourage the creation and support of new commercial endeavors such as restaurants, or community activities such as ethnic food fairs, art shows, music or other performance activities, the economic viability of the redevelopment process might be challenged. These activities, however, can be created.

4 Corners APPROACH

The community surrounding the 4 Corners Redevelopment Project has undertaken the responsibility to see that their neighborhood recreate itself for the betterment of themselves and the City as a whole. Street and sidewalk improvements, infill housing, and most importantly, the elimination of nuisance businesses and substandard housing, has been the result of this effort to date. With this significant start toward achieving their goal of revitalization, they have embarked on the major effort of redevelopment, with the assistance of the City. This planning effort is the first step in that process.



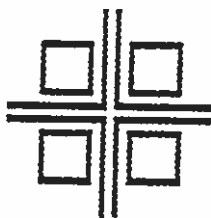
Community Planning Session

Because this planning effort was initiated by the community, the attempt has been made to ensure their participation in all aspects of the plan creation. The plan, therefore, has been community driven. An attempt has been made to provide reasonable economic viability, with the assumption that many of the elements can be created to establish the full potential of the unique character and history of this site. The provision of a market or highest and best use analysis was not part of this project.

Process:

Initial meetings were held with members of the Community Excellence Project, Target Area B, South Mountain Village Planning Committee, and the City of Phoenix Community Services Department. Their purpose was to develop a strategy to obtain appropriate community input and review. Community meetings were determined to be the best approach. CEP hosted a meeting attended by approximately 70 people at their facility. At the beginning of this meeting, overview information about opportunities, constraints, area context and history, and the general intent of this hands-on working session was presented. This information was the product of research performed by the planning consultant. Fifteen members from the planning firm facilitated four groups' broken out from the main group in open discussion and brainstorm sessions. The results of each group's discussion were recorded on cartoon cards, and a summary from each group was presented to the whole assembly. Discussion of the similarity and divergence of ideas was then held to obtain a general consensus.

Information from the first general session was collated by the planning team and initial schematic concept illustrations were devel-



4 Corners APPROACH

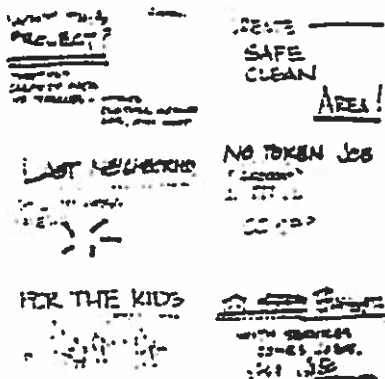
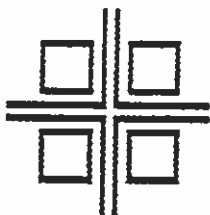
oped. General organizational patterns and usage types were based upon the criteria established by the community. The planning team investigated the impacts of the plan on various City department requirements and future plans. A second large public meeting (approximately 50 participants) was again hosted by CEP. The general concept diagrams and illustrations which had been created as a result of the first meeting were presented to this group for their review and discussion. Refinements were discussed and consensus reached to establish and proceed with the given direction. Subsequently, the planning team refined the plan, incorporating the input from the second community meeting.



Community Planning Session

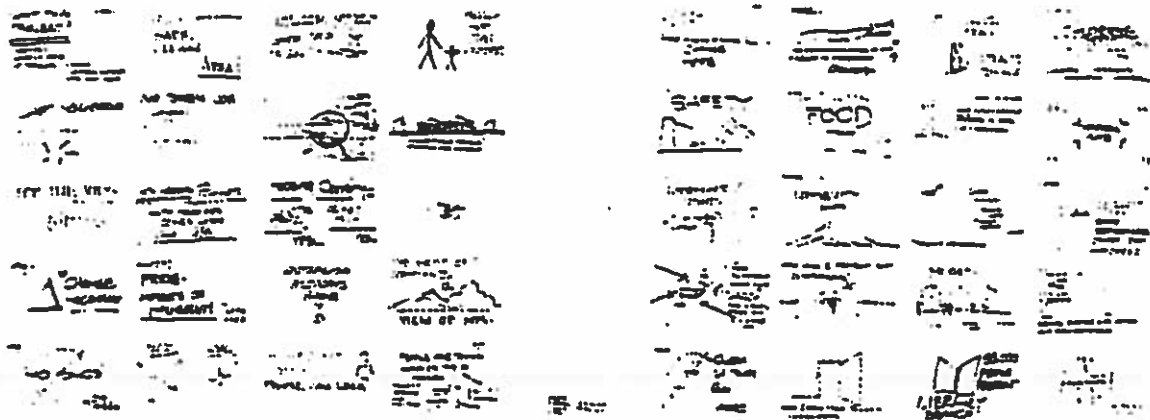
This refined plan was reviewed by the CEP Board, representatives of KEYS Community Center, Target Area B Planning Committee, and the South Mountain Village Planning Committee, as well as the City's Planning and Neighborhood Services Departments. Additional input was received from the development community through a developer currently working in the area.

From the information gathered through the review process, the planning team has prepared this plan and report for City Council acceptance. It is anticipated that current existing City redevelopment plans for the area will require modification to implement this plan when adopted by the City Council.



Original Programming Cards

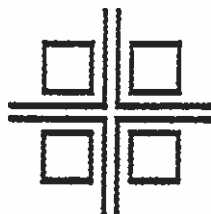
PROGRAM SUMMARY



Original Programming Cards

The intention of the design process was to create a community plan that reflected the goals of the neighborhoods in the South Mountain Village and Target Area B communities. The information indicated and designed into the plan was gathered in community programming sessions as previously described. Throughout the design process, we referred to the "cards" which carried the graphic notes from the initial meeting to guide our decision making and answer our questions. From these cards we focused on these major concerns which guided our design:

- 1) Include services and uses that reflect the needs of the community, i.e. grocery, shopping, day care, laundry, etc.
- 2) Remember the Children. Create safe, useful places and events for them.
- 3) Build a Community center for gathering, learning, and celebrating the unique history and culture of the people and the area.
- 4) Develop a gateway for persons entering the community at the intersection of 24th street and Broadway to change the image of the area.
- 5) Allow for security for the businesses and the people using the development.
- 6) Provide for restaurants that serve families' and businesses' needs in the community.
- 7) Build a multicultural food bazaar, reflective of the many ethnic groups in the area.
- 8) Maintain the views of South Mountain.

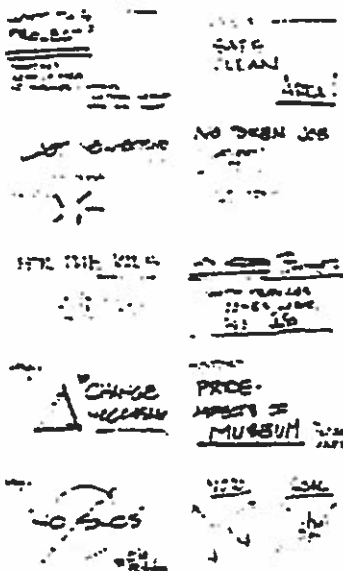


At each level of design, from the examination of appropriate uses, to maintaining view corridors throughout the development, we addressed these issues to affect a successful development.

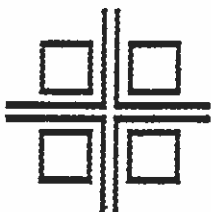
4 Corners PLANNING LOGIC



Redevelopment Area Map



Original Programming Cards



THE SITE

The site is the four blocks defining the four corners of the intersection of 24th street and Broadway. The Southeast corner is block one, proceeding counterclockwise for two, three and four. The site on Block four comprises nearly three quarters of the available land on the site, as indicated on drawing.

Blocks one and two are located within the South Mountain Village community. Block four is located within the Target Area B redevelopment area. Block three is not yet included in either of the redevelopment areas, and should be included to facilitate this project.

Historically, the land on block four was the ranch house for the Bartlett Heard ranch land, which included lands from the river bed to South Mountain, and from Seventh Avenue to Fortieth Street. Additionally, we learned that the intersection of the two streets was once a pony express stop. We valued and reflected this history in the final conceptual design plan by creating a "stop" at the intersection using the open circular plaza that spans across each of the four corners, and by slicing through the development on block four along the axis reflected in the remaining palm trees that led to the Ranch House.

PLANNING OBJECTIVES

REVITALIZE IMAGE:

The image of the community has a strong significance to the people who live here. The two-fold goal of the plan is to create a focus for the community, and an event for the city. The main circular plaza becomes the heart and gateway to the community and to the development. It is visible as a marker from any direction. Through creative landscaping, location of site walls, paving, and lighting, the image of the area can be profoundly changed. Sequentially, this could occur prior to the completion of the development. With this change of external image, the inner qualities of the neighborhood can be seen by all who pass by or through the area.

PEDESTRIAN COMFORT/SECURITY:

We have provided for pedestrian movement through and around the site in order to allow the community to watch itself and its own development area, in order to provide additional security within the site. The area is designed to be accessible by pedestrians, with walks along the perimeter of the site and through the site for ac-

4 Corners PLANNING LOGIC

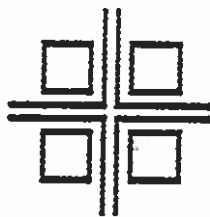
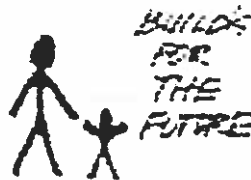
cess from the neighboring houses. The perimeter walks also serve to buffer the existing houses from the development and the parking areas. The new bus bays designed as a part of the circular plaza are intended to include persons without cars as a valued part of the development. In addition, the parking lots are visible from Broadway and 24th Streets, and are easily accessible for drivers. Once parked or walking on the site, people will be guided by shaded walks, tree lined lots, and gathering nodes, to provide an interesting and comfortable experience throughout the development.

COMMUNITY FOCUS:

All of the uses described in the planning document that follow have been gathered and elaborated from descriptions provided by the community during the programming process at the outset of the project. By doing so, we expect to have full community support of the businesses and activities that happen within the development. Within this development will be places for children, for elderly, and for families that live in the area, continuing the synthesizing of the strengths of the community begun long before this planning process began.

LAND USES:

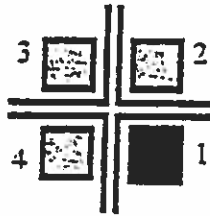
The community elected to develop the entire area as a commercial and retail development. Residential needs for the area are being met by an infill housing program currently underway, sponsored by the CEP. Close examination of the existing conditions will indicate that the existing housing that is currently sited on the property is assumed to have been demolished. This demolition is performed by the expressed desire of the community. The list of uses reflect the desires of the community and are elaborated based upon the community programming sessions.



Original Programming Cards

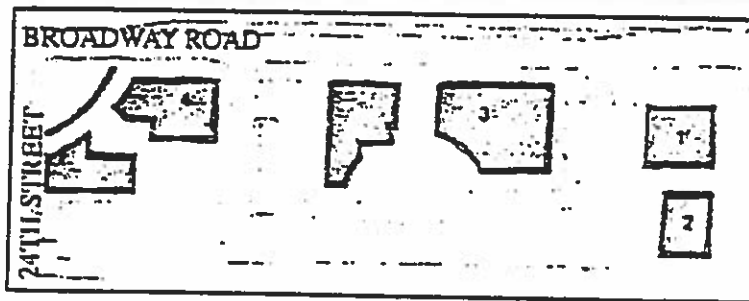
4 Corners
MASTER PLAN

BLOCK ONE



Goals are to provide a Multicultural community center over the entire block that is made up of several buildings and landscaping. The functions of the buildings are for a food bazaar, community center and theater, community excellence project, day care center, and outdoor amphitheater.

MULTICULTURAL CENTER: Consists of the Community Excellence Project as its key element, supported by the Multicultural Food Bazaar with Multiculturally inspired Retail, the Community Theater and Gathering Center, and the outdoor amphitheater/plaza/



LEGEND:

1. Community Excellence Project
2. Future Daycare Facility
3. Community Center, Theater, Retail, Outdoor Amphitheater
4. Food Bazaar and Ethnic Retail

park. The amphitheater provides a place for festivals, community gatherings, and relaxation, linked physically to the Food/Retail Bazaar, and to the Community Theater to provide for community festivals and celebrations.

BUFFER TO EXISTING HOUSING: On the South side of Corona, across the street from the new development is an existing neighborhood. These houses must be protected from any new development whose uses would compromise and not contribute to the quality of life of the residents. A landscaped bridge between the development and the neighborhoods must be provided to both shield the residents from the traffic and activity when appropriate, and be of a scale that is contextual sensitive and allows for visual surveying of the development to provide a neighborhood watch of the events and areas. These planning ideas are to be used throughout each of the four blocks.

OVERSIGHT BY NEIGHBORS AND STREET TRAFFIC OF EXTERIOR AMPHITHEATER AND PARKING AREAS: We considered adding the North Side of the block bounded by Corona, 24th Street, 25th Street, and Marguerite streets, north of the alley to create a superblock for the Multicultural center. However, upon closer examination, we determined we would create an island of



4 Corners
MASTER PLAN

development that could not be supervised by the neighborhood, and would risk becoming a blight and not an asset. Rather, by keeping the existing housing around the edge of the development, the eyes of the community will be watching the development and be part of the security of the area, a block watch. This oversight is used on each of the four blocks of the development.

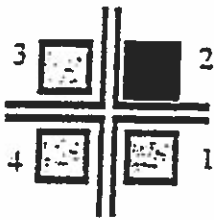
RECOMMENDED USES:

Art Gallery/Sales
Community Excellence Project
Community Festivals/ Event Planning
Community Services Info. Ctr.
Day care facility
Ethnic Food sales, retail.
Ethnic/Theatrical Performance
Police Sub-Station
Retail boutiques
Theatrical Offices

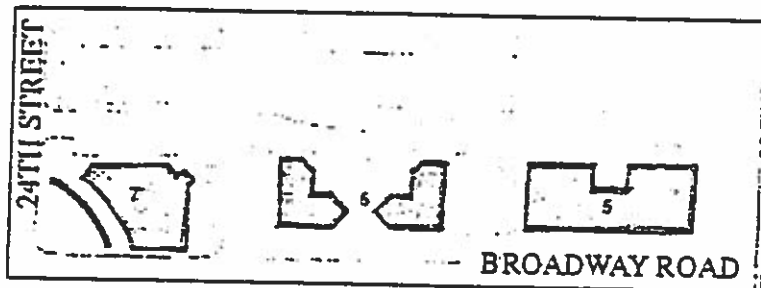


4 Corners
MASTER PLAN

BLOCK TWO



The Keys Community Center is the existing facility that will anchor this portion of the development. The uses in this area are those dedicated to educational development, professional offices, and services. The Keys anchor becomes an expanded project, with additional educational and training services. The professional offices will serve needs expressed by the community. The corner restaurant will continue the link created between the four corners around the plaza area by providing high use facility for the community and surrounding industrial parks and businesses. The existing housing north of Pueblo will be buffered by landscaping and walks. The parking area will be well lit and provide for safe, accessible public passage throughout the site, with some parking visible from Broadway. Prior to complete execution of this plan, the community has planned a day care facility for this block.



LEGEND:

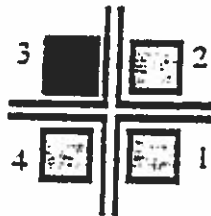
- 5a. Planned Daycare Facility (not shown)
- 5. Keys Community Center, Expanded
- 6. Professional Offices
- 7. Restaurant w/ Outdoor Seating

RECOMMENDED USES:

Architectural Offices
 Brokerage House
 Charitable Institution Offices
 Clinical/Dental Laboratories
 Contractor's Offices
 Doctors & Dentist Offices
 Designer's Offices
 Employment Agency
 Freight Traffic Services Offices
 Insurance Offices
 Insurance Agency
 Interior Decorator
 Other Professional Offices
 Publisher's Offices
 Special Education Schools
 Stock/Bond Traders
 Teaching of Fine Arts
 Teaching of martial arts
 Trade Schools (Beauty, automotive, construction), etc.



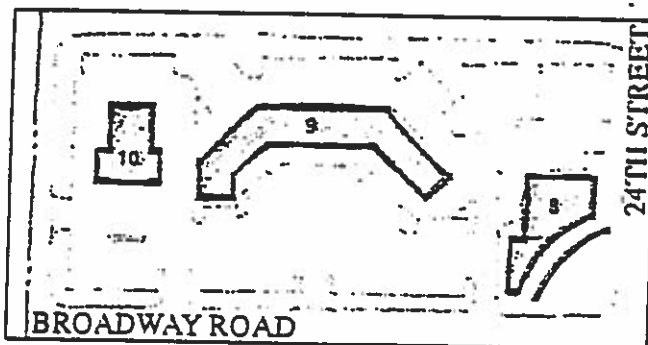
4 Corners
MASTER PLAN



BLOCK THREE

The plan provides a Financial Institution as corner anchor on 24th street and Broadway. In the center of the block are provided Retail and Services conducive to automotive access and enticing to employees at the Industrial Parks. Gas/Service Station, featuring full service and/or car wash, will be expanded and rebuilt on the East corner, where a small station exists currently.

Convenient parking will be provided throughout the block. The existing housing north of Pueblo will be buffered by landscaping and walks. The parking area will be well lit and provide for safe, accessible public passage throughout the site. Some of the parking will be visible from Broadway.

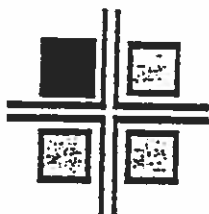


LEGEND:

- 8.. Keys Community Center. Expanded
- 9. Professional Offices
- 10. Restaurant w/ Outdoor Seating

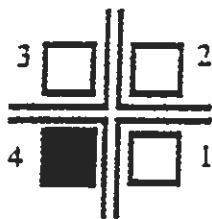
RECOMMENDED USES:

- | | |
|-----------------------------|-------------------------------|
| Antique Shop | Florists |
| Army/Navy Surplus, Retail | Gas Station/Service Station |
| Art Supplies, Retail | Health Food Products |
| Automotive parts/ supplies. | Hobby Goods |
| Baker's and Baked Goods, | House Furnishings |
| Retail | Ice Cream Shop |
| Barber Shop | Laundry - Self Serve, and |
| Beauty Shop | Retail |
| Beauty Salon/Spa Therapy | Lawn Furniture Sales |
| Bicycle Sales | Newsstand |
| Cable TV sales/rentals | Pet Shop |
| Camera Shop | Music/Video Sales |
| Car Wash | Picture Framing |
| Caterers | Shoe Repair |
| Costume Rentals | Veterinary Offices |
| Crafts Store | Video Game Outlet |
| Dressmaker/Tailor | Video Rental (excluding adult |
| Dry Cleaners | titles) |
| Finance Companies & | Watch Sales/Repair |
| Loan Offices | |

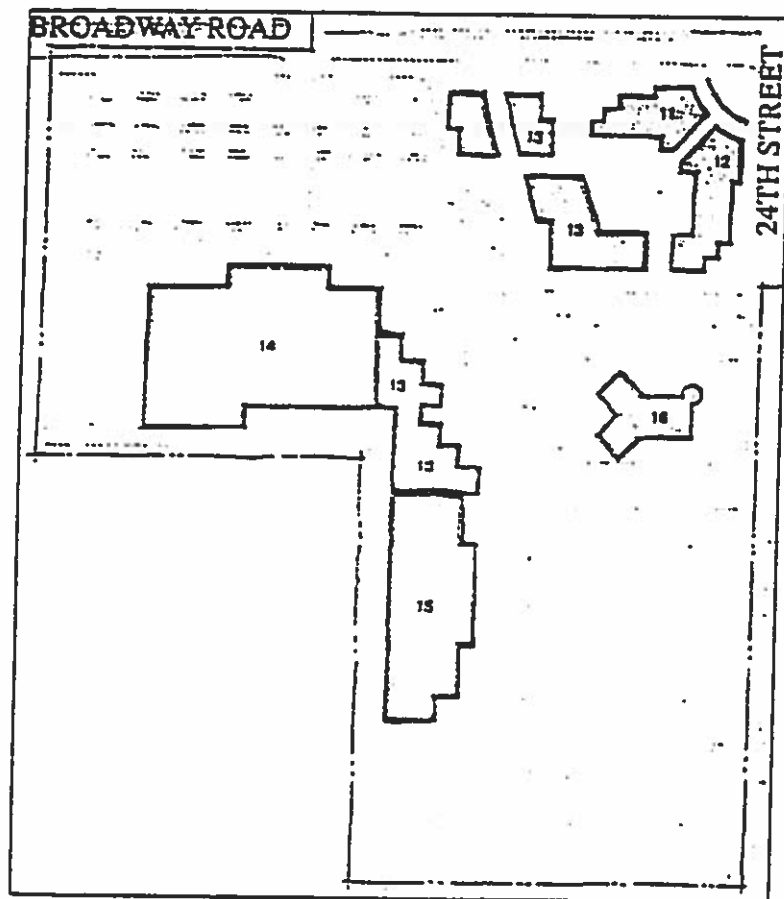


- 4 Corners
- MASTER PLAN

BLOCK FOUR



Block four is a major retail development with grocery, entertainment and civic uses in a Town and Country character, with planned covered and tree shaded walks, mini plazas, and outdoor seating areas, ample parking, and physical and historical reference to the existing, historic Bartlett Heard Ranch site. The pedestrian walks created on blocks 1, 2, and 3 will have a direct link to the pedestrian movement through block

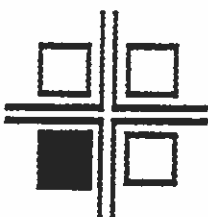


LEGEND:

- 11. Restaurant
- 12. Restaurant Franchise
- 13. Retail and Services
- 14. Grocery Store
- 15. Entertainment
- 16. Civic Building

four, as we propose to provide retail services dependent on mass gatherings of people and pedestrians.

A Library or other Civic Building will be located on the land adjacent to the Bartlett Heard site to commemorate the area's history, and to provide for educational development for the community. This will be linked via a pedestrian walk that connects the plaza area directly into the heart of the retail development, passing through the outdoor gathering spaces. These spaces have the function of providing resting areas for shoppers as well as places for the community to gather for festivals and special events. The



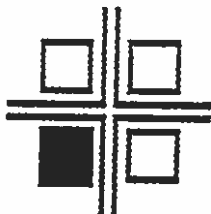
BLOCK FOUR

nity to gather for festivals and special events. The existing housing south of the entertainment area will be buffered by landscaping. The parking area will be well-lit and provide for safe, accessible public passage throughout the site, and will be visible from Broadway and 24th streets. The parking will serve as overflow parking for the Community Center and for any large organized public gathering in the PCD area.

RECOMMENDED USES:

All uses in block three except Gas Station.
And in addition:

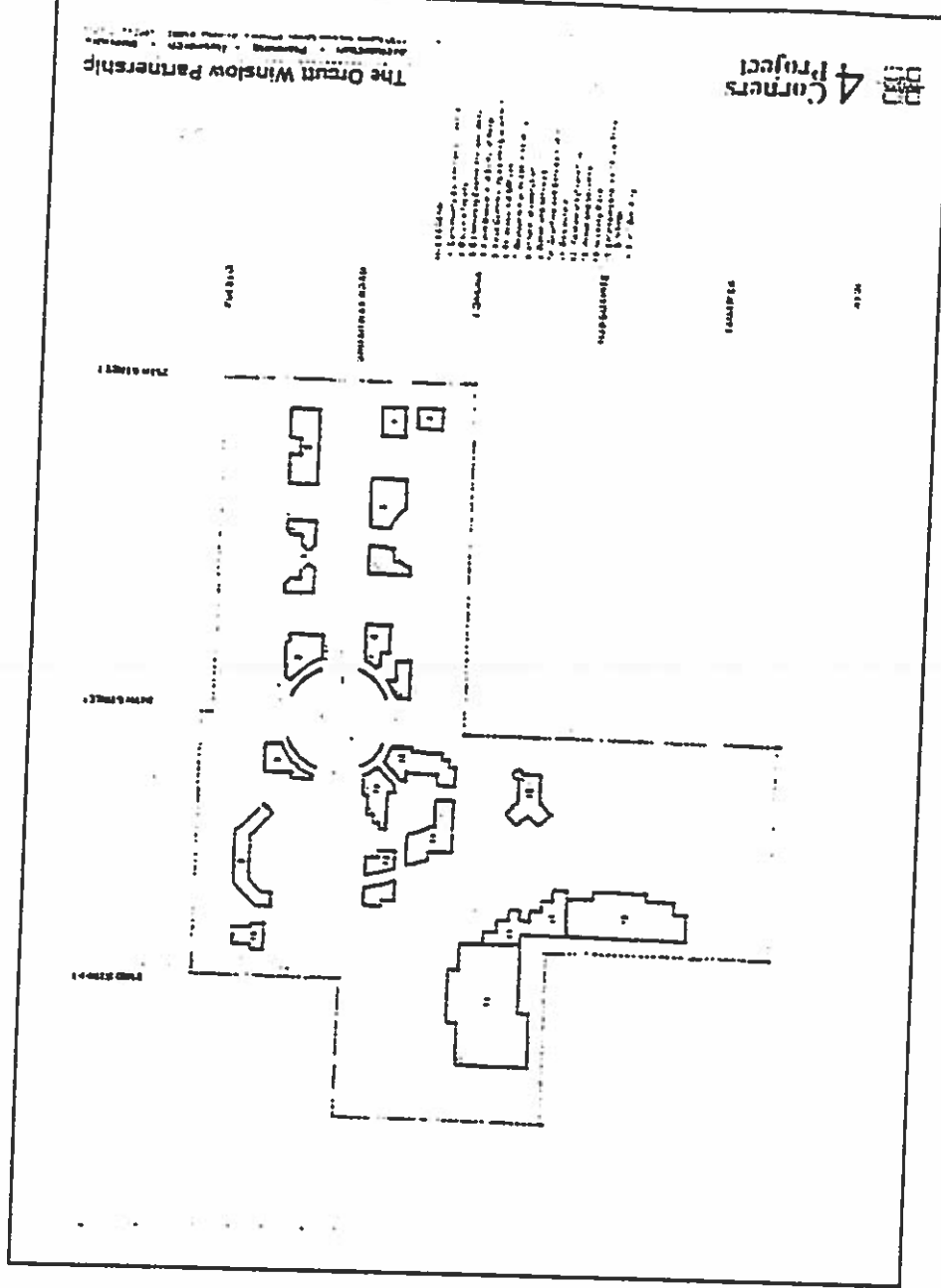
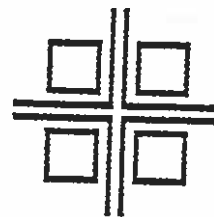
Art sales
Bookseller (excluding adult titles)
Butcher Shop
Candy shop
Clothing Retail Sales
Christian Science Reading Room
Dairy Sales
Delicatessen
Drug Store/Pharmacy
Entertainment Complex
 Bowling Alley
 Computer Aided Virtual Entertainment
 Family Fun Center
 Movie Theater
Electronics/Computer Store
Furniture Sales
Major appliances retail sales
Grocery Store
Hardware store
Library
Office furniture equipment and supplies
Piano sales
Pottery sales
Restaurants including franchise
Sporting goods retail sales
Stationers
Tapestries
Toys, retail sales
Variety stores



4 Corners BASE MAP



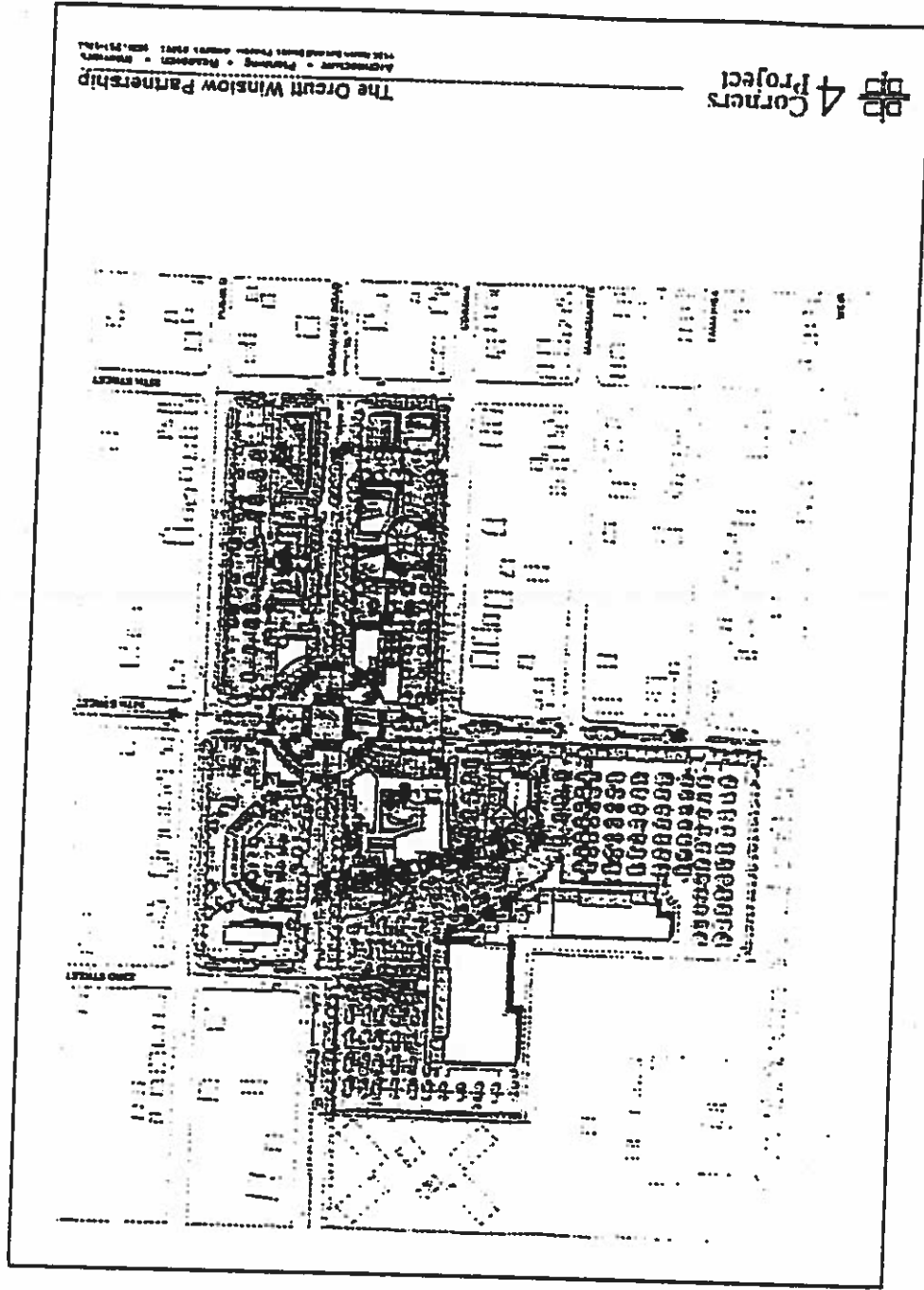
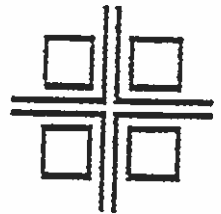
The
Orcutt/Winslow
Partnership



4 Corners MASTER PLAN



The
Orcutt/Winslow
Partnership



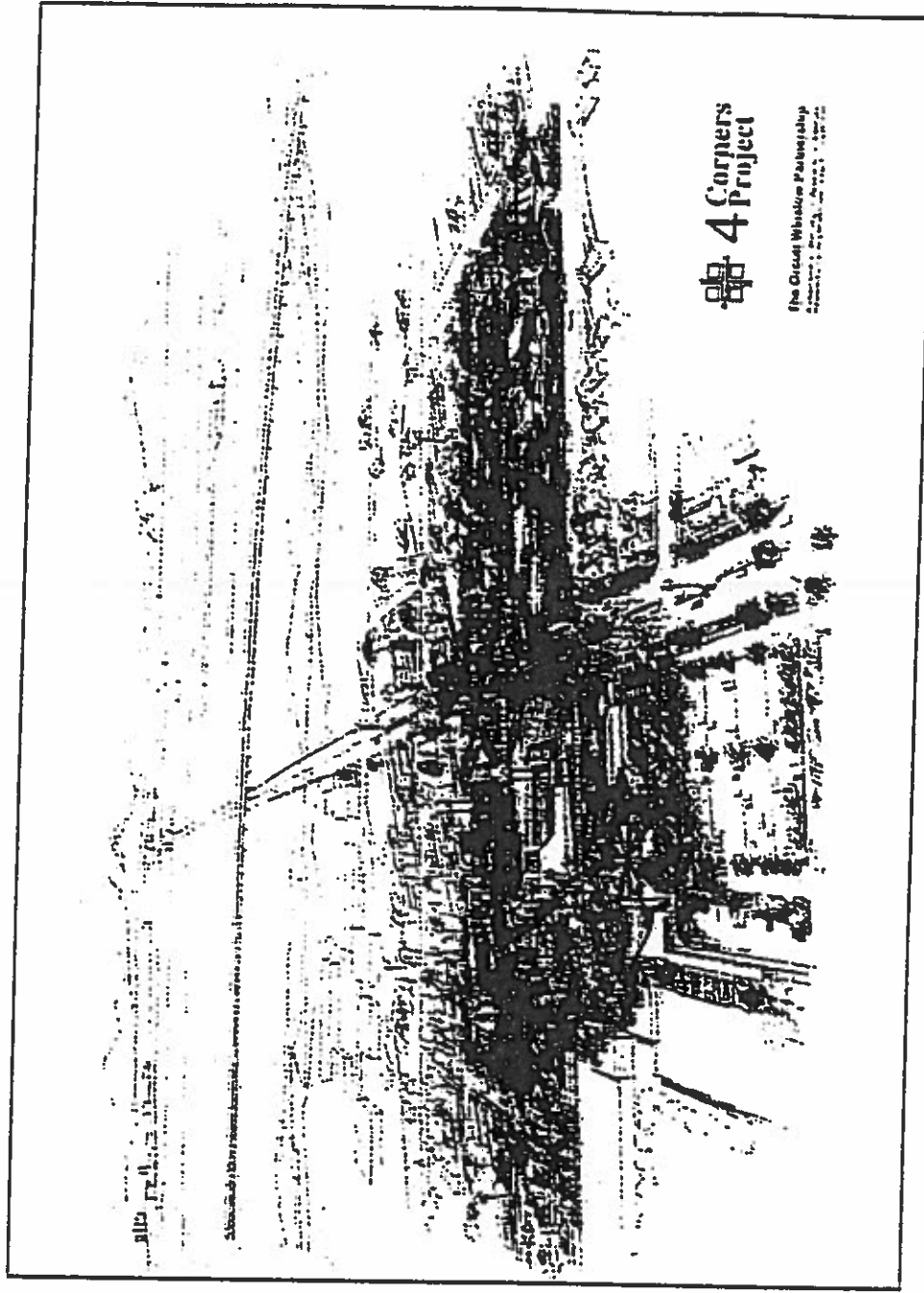
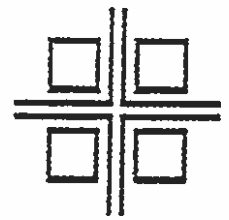
The Orcutt Winslow Partnership
ARCHITECTS • PLANNERS • ENGINEERS • ENVIRONMENTAL SCIENTISTS
1000 North Broadway Street, Suite 200, Portland, ME 04101

4 Corners
Project

4 Corners AERIAL PERSPECTIVE



The
Orcutt/Winslow
Partnership



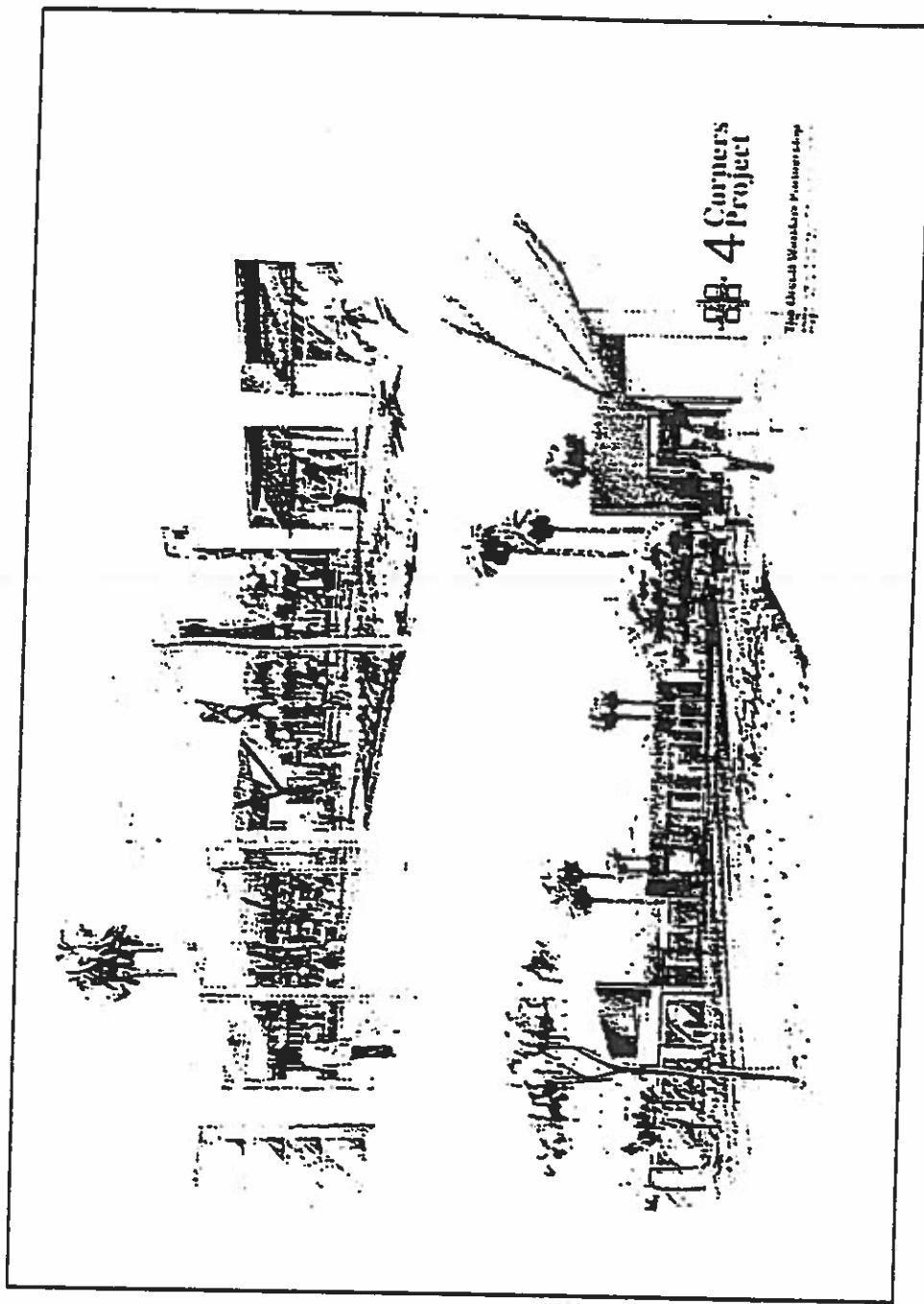
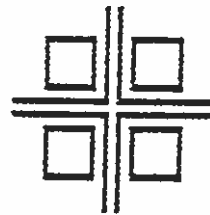
**4 Corners
Project**

The Orcutt/Winslow Partnership
Orcutt/Winslow Partnership
Orcutt/Winslow Partnership

4 Corners MASTER PLAN



The
Orcutt/Winslow
Partnership



4 Corners
Project

The Orcutt/Winslow Partnership

4 Corners
STATISTICS

This Section provides square footage and parking information on the proposed development.

SITE STATISTICS:

BLOCK ONE

1.	CEP	6,000 sf
2.	Day Care	4,000 sf
3.	Multi Cultural Center	18,000 sf
4.	Corner Food Court	13,000 sf

Gross Acreage 6.7 AC
Parking 143 spaces

BLOCK TWO

5.	Keys Community Center	14,000 sf
6.	Professional Office	9,000 sf
7.	Restaurant	5,000 sf

Gross Acreage 6.7 AC
Parking 143 spaces

BLOCK THREE

8.	Financial Institution	5,000 sf
9.	Retail/Services	12,000 sf
10.	Gas/ Service Station	4,000 sf

Gross Acreage 5.7 AC
Parking 171 spaces

BLOCK FOUR

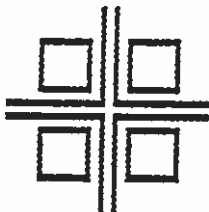
11.	Restaurant/Retail	9,000 sf
12.	Restaurant/Retail	13,000 sf
13.	Retail/Services	31,000 sf
14.	Grocery Store	60,000 sf
15.	Entertainment	33,000 sf
16.	Civic (Library)	9,000 sf

Gross Acreage 21.6 AC
Parking 1089 spaces

TOTALS:

Building SF 245,000 sf
Acreage 40.7 AC Gross
Parking 1546 spaces

Average F.A.R. 0.14



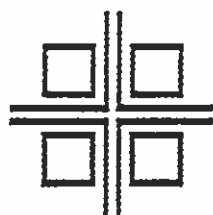
4 Corners

CONCEPTUAL COST ESTIMATE

<u>LOCATION</u>	<u>BUILDING</u>	<u>GROSS SF</u>	<u>\$/SF</u>	<u>TOTAL ESTIMATE</u>
BLOCK ONE				
1	CEP	6,000	N/A	N/A
2	Day Care	4,000	\$90.00	\$360,000
3	Multi Cultural Center	18,000	\$120.00	\$2,160,000
4	Corner Food Court (shell)	13,000	\$70.00	\$910,000
	Gross Site SF	200,450	\$2.50	\$501,125
	Parking	143 spaces		
BLOCK TWO				
5	Keys Community Center	14,000	N/A	N/A
(expan'd)				
6	Professional Office (shell)	9,000	\$80.00	\$720,000
7	Restaurant	5,000	\$90.00	\$450,000
	Gross Site SF	200,450	\$2.50	\$501,125
	Parking	143 spaces		
BLOCK THREE				
8	Financial Institution	5,000	\$110.00	\$550,000
9	Retail/Services (shell)	12,000	\$70.00	\$840,000
10	Gas/ Service Station	4,000	\$200.00	\$800,000
	Gross Site SF	184,122	\$2.50	\$460,305
	Parking	171 spaces		
BLOCK FOUR				
11	Restaurant/Retail (shell)	9,000	\$70.00	\$630,000
12	Restaurant/Retail (shell)	13,000	\$70.00	\$910,000
13	Retail/Services (shell)	31,000	\$70.00	\$2,170,000
14	Grocery Store	60,000	\$80.00	\$4,800,000
15	Entertainment (movies)	33,000	\$80.00	\$2,640,000
16	Civic (Library)	9,000	\$120.00	\$1,080,000
	Gross Site SF	812,950	\$2.50	\$2,032,375
	Parking	1089 spaces		
STREET UPGRADES AND MEDIAN				
	Along Broadway	3.850	\$520.00	\$2,002,000
	Road (per LF)			
TOTALS:				\$24,516,930

Building SF	245,000 sf
Acreage	40.7 AC Gross
Parking	1546 spaces
Average F.A.R.	0.14

All costs are in November, 1995 dollars.



NOTE: ABOVE VALUES DO NOT INCLUDE SITE ACQUISITION COSTS, THEY REPRESENT ESTIMATED CONSTRUCTION COSTS ALONE.(NOT INCLUDING DESIGN, DEVELOPMENT OR PERMIT FEES.)

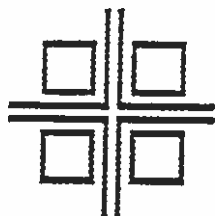
COMMUNITY PARTICIPATION:

To ensure the maximum illustration of the market potential of the unique ethnic and historic location, the community must take on an aggressive leadership role. First priority must be the physical cleanup of the area, with special emphasis on the intersection of Broadway and 24th Street. Removal of debris and broken glass, enhancement of the existing business premises within 30-40 feet of the intersection, in all directions and elimination of the liquor store which has been of great concern to residents and visitors alike. Planting of trees, shrubs and flowers on the properties adjacent to the intersection, even if they are intended for only the short term, will greatly assist in the presentation of the site's potential.

The majority of the surrounding neighborhoods are very stable as demonstrated by the large number of churches and the strong community organizations. Therefore, the creation of organized events, open and advertised to the entire Valley, can draw attention to both the historic and ethnic character and significance of the project site. Examples are community choir festivals, BBQ cook-offs, ethnic food or art fairs, contemporary music and dance concerts, jazz festivals, and historic displays of both the Bartlett-Heard Estate and the Pony Express illustrating their impacts on the community. These events can only be created by the community but would clearly build the image of the unique character of this area and demonstrate the level of market potential.

CITY PARTICIPATION:

A number of elements that would make this area presentable to the development marketplace are outside of the direct ability of the community to achieve, yet they remain necessary or desirable. The completion of these items would make the project more suitable to enticing developers. For instance, street improvements, including streetscaping and medians need to be provided to enhance the approach to the development and announce entry to this development. Paving patterns in the intersection of Broadway and 24th Street are recommended to articulate the central plaza--the focus of the development and theme giver of the 4 Corners Redevelopment Project. City acquisition of adequate land at the corners of the intersection, and development of the backdrop arcade defining the central plaza would assure developers of the commitment to the area's redevelopment.

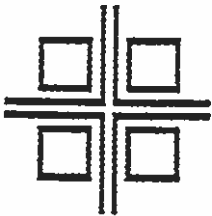


Location of new City facilities within the planning area and enhancing or redeveloping the existing Police Substation would also enhance the change of image, and show support for the community and the project. Location of facilities such as a library or other community activity facility would be of specific support to the community and enhance the visibility of the project.

The community can actively encourage the City to provide the necessary and desired amenities outlined above. Each item listed will require funding that may require inclusion in future budgets. Assuming that the City provided amenities can wait until the project is ready for construction may be too late for the benefit of establishing the desirability of the project for a developer.

PLANNED DEVELOPMENT:

To ensure the comprehensive and successful development of this project, oversight of the entire process should rest in an authority that can maintain the integrity of the unique development potential. A Planned Community Development or other appropriate vehicle should be pursued, to accomplish the needed control. The City's assistance, in allowing land under their control to be included with existing or new land owners, will also be required to accomplish this goal. The most desirable approach is to have a single responsible party control the entire development process and establish and administer development standards. Having a community organization, such as CEP, become this responsible party would be ideal, as it would facilitate maintaining control of the planning intent. Without adequate financial resources available this may be an unrealistic goal. However, the City could require that the developer for the project agree to work with the community to accomplish the plan's intent.



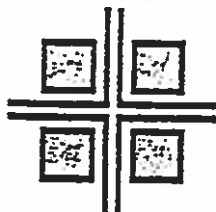
Realization of the 4 Corners Project rests with the community. However, there are several opportunities for the City to get involved in an effort to facilitate the development necessary for success. Below are listed our first thoughts on the activities which the City could undertake.

Following the plan approval process:

1. Modify the two affected redevelopment plans to show the uses indicated on the 4 Corners Plan, incorporating Block 3 into the redevelopment plan.
2. Re-zone all the parcels which make up the 4 Corners Plan into a special use Planned Commercial District (PCD), complete with an approved site plan and development stipulations necessary to maintain the integrity and continuity of the 4 Corners Plan from site to site. The PCD would include shared parking easements from block to block, reduced setbacks along the major streets of 24th and Broadway.
3. Assist with the establishment of a Master Developer planned development, complete with a Community Association, Covenants, Codes and Restrictions (CC & R's) and Architectural Review Board.

Prior to private development:

4. Acquire and abandon the properties on Block 4: the Market, the Liquor Store and the Chinese Restaurant.
5. Assist in organizing and executing a clean-up of the vacant properties within the 4 Corners boundaries, and along the major access routes into the community (24th Street and Broadway).
6. Develop the bus bays, pavements and shelters on all 4 corners of 24th Street and Broadway, with adjacent trees, signage, lighting, benches, etc.
7. Initiate street improvement projects for 24th Street and



4 Corners
STRATEGY

Broadway within the 4 Corners boundaries. complete with underground utilities upgrades, street lighting at two levels (vehicular and pedestrian), landscaped medians, pedestrian crosswalks, and street side "pedestrian-scapes" with pavers, signage, benches, etc.

8. Acquire and abandon the property on the 4 corners of 24th Street and Broadway within the "Gateway Plaza" area of the 4 Corners Plan, and develop the "pedestrian-scape" with colonnade, pavers, trees, signage, lighting, benches, etc.
9. Initiate a street improvement project for 24th Street, from Baseline to the Salt River, to include street lighting, landscaping, etc.
10. Establish an increased police presence in the area. Make the existing police substation more visible, perhaps with signage.

During private development:

11. Acquire and abandon the various properties needed as development progresses, assembling the land into appropriate parcels for 4 Corners development.
12. Provide incentives to private development, such as selling assembled parcels below market value, future tax breaks, etc.
13. Increase public transit service, particularly services which would bring neighborhood consumers to the 4 Corners, such as Dial-a-ride, etc.
14. Establish a branch public library within the 4 Corners boundaries.
15. Establish a new police substation within the 4 Corners boundaries.
16. Assist the Community Excellence Project with the establishment of a Day Care facility in the location indicated on the 4 Corners Plan, including the acquisition and abandonment of the residential property.

