DESIGN PRINCIPLES AND GUIDELINES
FOR THE TOWN OF CLARKDALE’S DOWNTOWN DISTRICT AND 89A COMMERCIAL CORRIDOR

PLANNING WORKSHOP, SPRING 2020

ASU Sustainable Cities Network
Arizona State University
Project Cities

CLARKDALE, ARIZONA

ASU School of Geographical Sciences & Urban Planning
Arizona State University
Design Principles and Guidelines for the Town of Clarkdale’s Downtown District and 89A Commercial Corridor

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1. INTRODUCTION

1.1 INTRODUCTION TO CLARKDALE
1.2 SCOPE OF WORK
1.3 INTRODUCTION TO CHAPTERS
Chapter 1: Introduction

During the Spring 2020 semester, graduate students enrolled in the Planning Workshop in the Urban and Environmental Planning (MUEP) program at ASU’s School of Geographical Sciences & Urban Planning (SGSUP) worked with the Town of Clarkdale (AZ) to address a real-world planning project. The class satisfies the SGSUP’s requirement that second-year MUEP students complete a culminating project, where students are immersed in an integrative academic and professional planning experience with a client.

The spring 2020 Planning Workshop partnered with the Town of Clarkdale to create the Design Principles and Guidelines for the Town of Clarkdale’s Downtown District and 89A Commercial Corridor. Students applied a range of planning skills to develop a sound planning document, including conducting a community engagement process, data collection, and planning-related research and analysis.

At the end of the course, the Planning Workshop presented the Town of Clarkdale with this planning document, which is intended to help guide the vision for the Downtown District and the 89A Commercial Corridor and to support future planning efforts, including the Town’s upcoming general plan process.

Chapter 1 provides a brief introduction to the Town of Clarkdale, as well as additional information about ASU’s Planning Workshop. Subsequently, the chapter introduces the primary goals that led this project.

1.1 Introduction to Clarkdale

Clarkdale is a 10.1 square mile town in Arizona’s Verde Valley (see Figure 1.1) and, as of July 2019, 4,494 people lived in the community (2019 Census Bureau). Located approximately 100 miles north of the Phoenix metropolitan area, the Verde Valley is home to several popular destinations in central/northern Arizona, including Sedona, Cottonwood, and Jerome. The area is known for its unique natural amenities, its outdoor recreation opportunities, and tourism economy. Located at moderate elevations above sea level (approximately 3,000 to 4,000 feet), the Valley offers a mild climate with four distinct seasons and a semi-desert environment. The vast majority of the Verde Valley (approximately 80%) is located within a national forest (both the Coconino and Prescott National Forests).

Old Grocery Store Glass Sign

Water Station at Clarkdale Memorial Clubhouse

Figure 1.1 Map of Clarkdale within the Verde Valley Region (Source: Google Maps)
Built as a mining town in 1912 (see Figure 1.2), Clarkdale was Arizona’s first master-planned community. The town’s founders envisioned a close-knit community that would meet the needs of all of its residents, regardless of their job status within the mine (from upper management to mining crew). In addition, the founders intended to build a place where mining families could not only work, but also live and play. The town was originally developed with upper and lower-income housing, commercial areas, schools, and parks and recreation as a clear focus. Over the course of roughly 25 years, changes in the economy eventually led mining and production activities to slow, until operations ceased in 1953.

Given its origins, the Town of Clarkdale has a rich history of planning, which the community continues to support in the present day. In recent years, Clarkdale has developed several plans and visionary documents that establish frameworks to guide future development and create a vision for Clarkdale in the 21st century.

Today, Clarkdale seeks to:

- Protect and expand their reputation as a community that is connected, unique, and economically strong; and
- Preserve their history and the small-town aesthetic that has long-made the town a beautiful location to not only visit, but also live within.
1.2 Scope of Work

During Spring 2020, students in the Planning Workshop\(^1\) worked with the Town of Clarkdale to create a set of design guidelines that establishes a vision and can guide future development within the town. The design guidelines target two focus areas: (1) the historic downtown bounded by 9th Street (including the Arizona Copper Museum and the Town Hall) and 11th Street (including Clarkdale Park) (see Figure 1.3); and (2) the portion of State Route 89A that runs through the Town of Clarkdale and serves as the regional commercial corridor throughout the Verde Valley (see Figure 1.4).

Broadly speaking, the design guidelines seek to identify complementary visions and development strategies for the two districts, including:

- The Downtown District guidelines emphasize urban development character guidelines, including (but not limited to) infill and rehabilitation opportunities, business attraction strategies appropriate for a downtown core, and place-making strategies.

- The 89A Commercial Corridor guidelines emphasize new development character guidelines appropriate for a regional commercial and service thoroughfare. The plan considers the current and potential demand for commercial uses along Clarkdale’s section of 89A within the context of the Verde Valley region, as well as recommendations.

The primary purpose of the design guidelines is to promote Clarkdale’s two main business districts (downtown and 89A) as complementary destinations, that emphasize local economic development and support Clarkdale’s live-work-play identity, while preserving its small-town character. The design guidelines are intended for use by the Town of Clarkdale, including the Town Manager, the Department of Community & Economic Development, and other relevant Town staff, as well as elected officials and appointed boards (e.g., the Design Review Committee, Plan Commission, Town Board, etc.). The design guidelines are intended to support the work of these various departments and boards/committees, contributing to a shared vision for Clarkdale. The desired outcome is for Clarkdale to be the place of

\(^1\) The Spring 2020 Planning Workshop included 17 second-year graduate students in the Urban and Environmental Planning program. They were supervised by two instructors: a member of the Urban and Environmental Planning program faculty at ASU and a planning practitioner.
choice for people to live, work, and play, while preserving its historic charm and building on its seamless connectivity into the surrounding natural environment.

The goals for the revitalization plans of Clarkdale are as follows:

A. Establish design guidelines for Downtown Clarkdale and the 89A corridor, facilitating a cohesive vision that reflects the historical, cultural, and sustainable values of Clarkdale.

B. Incorporate best practices for economic development and placemaking to stimulate sustainable economic growth (and support economic resilience) and brand Clarkdale as a desirable destination for slow tourism and for small business owners to thrive.

C. Create a positive and productive development process for Clarkdale, supporting individual businesses alongside district-wide visions.

D. Ensure diversity in population demographics, by integrating attainable housing, lodging, and accessibility options for residents and tourists alike.

E. Connect assets such as the Verde Canyon Railroad and Copper Museum with other valuable spaces to facilitate points of continuous public interaction.

Figure 1.4 89A Commercial Corridor Focus Area
1.3 Introduction to Chapters

The design guidelines reflect a robust public participation and planning process. The first several chapters of the document summarize those efforts, as well as the findings generated by the Planning Workshop.

- Chapter 2 introduces the existing conditions of Clarkdale, including the history, present community, and review of previous plans.
- Chapter 3 summarizes the public participation process, which serves as a foundation for the design guidelines recommendations. Over the course of four months, students facilitated three meetings with Town staff and/or stakeholders and collected additional feedback from the community.
- Chapter 4 reviews best practices and community examples of downtown revitalization and commercial corridors, focusing on small towns. These best practices provide a basis for validating the design guidelines recommendations.

Subsequently, the later chapters in this document offer specific design guidelines and recommendations for the two focus areas, including:

- Chapter 5 provides principles and design guidelines to support a unified vision for Clarkdale’s Downtown District. The design guidelines cover a wide range of issues (from land uses to building facades to streetscaping and placemaking), offering recommended and not recommended actions.
- Chapter 6 provides principles and design guidelines for the 89A Commercial Corridor. The design guidelines cover a wide range of issues (from existing land uses to sustainability and placemaking), offering recommended and not recommended actions.
2. Existing Conditions

2.1 History

2.2 Regional Conditions, Demographics and Economic Outlook

2.3 Review of Previous Plans

2.4 Review of Study Areas
Chapter 2: Existing Conditions

Chapter 2 provides an overview of the Town of Clarkdale’s existing conditions and offers insights into the community’s values, identity, and unique character. The chapter offers a snapshot of Clarkdale’s existing and historical conditions, including its history, regional conditions, demographics, economic outlook, and a summary review of previous plans. In addition, it provides an introduction to this plan’s two focus areas.

2.1 History

Clarkdale’s scenic vistas and rich history make the community a beautiful place to live, as well as a hidden gem to explore. Originally established as Arizona’s first master-planned community in 1912, Clarkdale’s founders built a mining town (see Figure 2.1) with the intent of fostering a close-knit community that could serve all of its employees from the blue-collar miners to the mine management. Supported by the mine’s employment opportunities, the original town included upper- and lower-income housing areas, schools (see Figure 2.2), recreational parks, community gathering places (i.e., the Clarkdale Memorial Clubhouse) and a downtown commercial district (see Figure 2.3). However, mining operations began a slow decline over the next 25 years until, eventually, operations ceased in 1953. In 1957, Clarkdale was officially incorporated as a town and was placed on the National Registry of Historic Places in 1998. Clarkdale has continued to slowly grow its business base and, in 2012, the Arizona Copper Museum opened for residents and tourists. Remnants of nearly all of the critical mining infrastructure, as well as the community amenities (see Figure 2.4) that supported Clarkdale’s residents, can still be seen from the downtown, underscoring the walkable commute and tight connections between the town’s historic “live, work, play” mantra (see Figure 2.5).
2.2 Regional Conditions, Demographics and Economic Outlook

Clarkdale is situated on approximately 10.1 square miles in the Verde Valley of North Central Arizona in Yavapai County. Located about 100 miles north of Phoenix, Arizona, the Valley extends nearly 700 square miles, most of which exists within National Forests. The Verde Valley’s incorporated communities include Cottonwood, Clarkdale, Camp Verde, Jerome, and Sedona, in addition to the unincorporated communities of Verde Village and the Village of Oak Creek. In recent years, the region has experienced population growth: between 1990 and 2000, the population grew 51%, with estimates indicating a rise in population by 82% between the years 1990 and 2015 (see Figure 2.6). In addition, the scenic valley is home to many natural beauties, including the Verde River that flows from Sycamore Canyon, Oak Creek, Beaver Creek, and West Clear Creek. The region is surrounded by the red rocks of Mogollon Rim, Black Hills, and Mingus Mountain.

The Verde Valley region's elevation makes utilizing and experiencing these natural wonders even more enjoyable because of its mild climate. The region is largely situated within two major National Forests, Coconino and Prescott, comprising approximately 80% of all land within the region. The regional setting, transportation access from many state highways, and proximity to other natural amenities, like Tuzigoot National Monument and the Grand Canyon, make the Verde Valley an ideal destination for tourism. The area is also rich in cultural assets, ranging from its Native American heritage, music, art, churches, and schools. Clarkdale complements the region's large tourist destinations with its own local attractions, including the annual Verde Valley Wine Festival, Verde Canyon Railroad, and Clarkdale Historical Society and Museum. The Cottonwood Chamber of Commerce estimates that 50% of the region's visitors originate from the Phoenix metropolitan area.

Clarkdale was designed and developed according to a unified general plan. The main architectural style of the town is uniform and Clarkdale remains a model of good urban planning today. At present, the community maintains and protects many treasured historic and cultural assets, making apparent its commitment to Clarkdale's cultural identity. For example, in March 2005, the Town completed approximately $1.5 million in downtown streetscape improvements. The Town also supported the location of the Clarkdale Historical Society and Museum and an information center in the Downtown District, preserving its local history.

2.2.1 Demographics and Socioeconomic Analysis

This section provides an overview of Clarkdale's demographic, socioeconomic, and employment characteristics. The descriptive analysis draws upon data from the U.S. Census Bureau, including recent population estimates and the American Community Survey (ACS).

2.2.1.1 Population

According to the 2018 U.S. Census Population Estimate, Clarkdale’s recent population count was 4,393 residents. As compared to its 2010 U.S. Census count, its growth trend has remained stagnant in recent years, with an approximately 7% population increase between 2010 and 2018 (see Figure 2.7).

2.2.1.2 Population by Age

When compared by age, a significant share of Clarkdale’s population is above the age of 50 years old (see Figure 2.8). According to the 2013 5-year ACS estimates, more than half of the population is between 50 and 69 years old (52%) and another quarter is older than 70 years old (25%). Families, middle-aged adults, and young adults are underrepresented within the community: 11% of the population is between 30 and 49 years old, 9% are 19 years or younger, and only 3% of residents are young adults between the ages of 20 and 29.

2.2.1.3 Population by Sex

According to the 2013 5-year ACS estimates, the population in Clarkdale consists of 2,276 females and 1,921 males (see Figure 2.9).
Figure 2.7 Clarkdale population trend, 2010-2018
Source: 2010 U.S. Census and American Community Survey (ACS) 5-Year Estimates

Figure 2.8 Clarkdale age cohorts
Source: 2013-2017 American Community Survey (ACS) 5-Year Estimate

Figure 2.9 Clarkdale’s population by sex
Source: 2013-2017 American Community Survey (ACS) 5-Year Estimate

Figure 2.10 Average household income in the past 12 months in Clarkdale
Source: 2017 U.S. Census
2.2.1.4 Average Household Income

According to the 2014 ACS estimates, Clarkdale’s median household income was $48,685. When examined on a household basis with 2017 U.S. Census estimates, nearly half of all Clarkdale’s households (47%) were in a middle-income bracket between $30,000 and $74,999 (see Figure 2.10). Nearly 20% of households had modest-to-low incomes between $10,000 and $29,999, while approximately 15% of households claimed less than $10,000. One fifth of Clarkdale households (20%) earned more than $75,000.

2.2.1.5 Poverty

According to the 2017 U.S. Census, nearly one-sixth of all Clarkdale’s residents lived below the poverty line (14%). When subdivided by age categories, more than one-third of these residents are seniors aged 65 and older (37%), closely followed by young to middle-aged adults between the ages of 18 and 34 (33%) (see Figure 2.11). Nearly 20% of impoverished residents were children under the age of 18. And only 10% of residents living in poverty were between 35 and 64 years old.

2.2.1.6 Educational Attainment

The vast majority of Clarkdale residents ages 25 years and over have, at a minimum, a high school education (94%), according to the 2013 5-year ACS estimates (see Figure 2.12). Comparatively, only 20% of the same residents have a bachelor’s degree or higher.
2.2.1.7 Occupation by Sector

With respect to employment opportunities, the majority of Clarkdale’s residents have jobs in the management, business, science, and arts sector (53%). This is followed by a significantly smaller share of the workforce employed within the sales/office (17%) and service (15%) sectors (see Figure 2.13).

2.2.1.8 Industries by Sector

Clarkdale has a variety of industries supporting its local economy. According to the 2012 U.S. Economic Census, Clarkdale’s largest industry sector is the retail trade sector (24%), closely followed by the accomodation and food service sector (23%) (see Figure 2.14). Not coincidentally, these sectors align with the significant tourism industry within Clarkdale and the larger Verde Valley region. The manufacturing sector represents less than 10% of the local economy, falling into a distant third position.

2.3 Review of Previous Plans

The Town of Clarkdale has several existing plans intended to guide development and establish a vision for the community, including a General Plan, several Focus Area Plans, and a Sustainability Plan. Collectively, these documents underscore Clarkdale’s commitment to:

- Protecting and expanding their reputation as a community that is connected, unique, and economically strong; and
• Preserving the community’s history and its small-town aesthetic that has long-made Clarkdale a beautiful location to not only visit, but also live.

This section highlights key points from each of these planning efforts, as they are relevant to this document.

2.3.1 2012 General Plan: Instilling a Culture of Sustainability

The 2012 General Plan: Instilling a Culture of Sustainability is Clarkdale’s official statement of both short and long-range goals and strategies; it also satisfies General Plan requirements for the state of Arizona. The key theme throughout this document is Clarkdale’s goal to honor its past, while also planning for the future. Some of the main challenges outlined in the General Plan include:

• Preserving the small town character and identity of Clarkdale;
• Enhancing neighborhood character and conditions;
• Ensuring efficient growth patterns;
• Providing efficient transportation systems; and
• Protecting Clarkdale’s natural resources and amenities.

In the General Plan, Clarkdale anticipated significant growth pressures, as the surrounding Verde Valley communities continued to expand and development moved closer to its boundaries. However, the town also recognized the impact of economic events on its growth patterns, including the Great Recession. During the 2008 economic downturn, an ongoing single-family development project in Clarkdale—the community’s largest—was stalled and the developer filed for bankruptcy, leaving the neighborhood half built and encumbered by legal challenges.

In the 2012 General Plan’s land use chapter, Clarkdale established a series of goals that prioritized sustainability, economic development, historic and character preservation, preserving the natural environment and ensuring sufficient affordable housing exists. The town recognized the need to modify zoning, development and/or town codes to achieve its goals. The plan also considered a number of growth areas within the community, given its recent population trajectory. Between 1990 and 2010, Clarkdale saw its population increase by 68%, spurring new residential development within the community. As of 2012, the town anticipated its population would nearly double by 2034—although recent population estimates indicate only modest growth between 2010 and 2018 (approximately 7%).

As part of its growth planning, Clarkdale has planned for a range of different housing options—the plan notes the significant shortage of affordable housing in the town (and surrounding region), which poses challenges for current and potential residents. For many years, Clarkdale’s growth area plan advocated for walkability, targeting downtown-adjacent neighborhoods for housing and commercial. However, the town recognized development continued to occur further from its downtown core. In response, Clarkdale’s growth area plan targeted rational development patterns that supported a variety of uses, provided efficient automobile, transit, and multi-modal transportation opportunities, conserved natural resources and open-space resources, ensured economical infrastructure expansion, and coordinated public infrastructure expansion with private development activity. Since most of the town’s land is privately owned, the General Plan’s goals were aimed at providing mutual benefits for landowners and the town in general.

Clarkdale’s main growth areas include: the Clarkdale Parkway Gateway District, the Broadway Tuzigoot Gateway, the Railroad District, 89A Corridor, and the south side of State Route 89A as it heads towards Jerome. The Clarkdale Parkway Gateway is intended to be mixed-use with a Clarkdale Parkway Overlay designation that would have a large impact on the character of Clarkdale. The Broadway Tuzigoot Gateway is home to the wastewater treatment plant, as well as natural and cultural resources. The historic Industrial Railroad District is a unique growth area that offers good opportunities for development, including residential alongside commercial or light industrial uses. The 89A corridor vision included mixed-use concepts, pedestrian amenities, and secondary access roads. South of the 89A towards Jerome offered an attractive development area for both commercial and residential uses. In all instances, the Plan highlighted Clarkdale’s smart growth goals, including the need for planned infrastructure to guide future development efforts.
As of Spring 2020, Clarkdale is currently planning an update to the General Plan.

### 2.3.2 Other Planning Documents

As part of the preliminary planning process, the Planning Workshop reviewed several additional planning documents that are briefly summarized here.

**The Central Business District Focus Area Plan** was adopted in 2018. The plan focuses on the Downtown District, examining opportunities to support a mixed-use business district, as well as ongoing challenges to fill vacant properties along Main Street. It identifies area strengths, including strong public spaces and its historic status. These are further supported by an existing arts and entertainment district overlay, which requires certain site features and encourages design elements that complement downtown. Lastly, the plan offers several recommendations for revitalizing downtown, including: strengthening pedestrian connections, establishing a stronger arts presence, adding more public parking, and incorporating more residential development near downtown.

**The SR 89A Focus Area Master Plan** was adopted in 2016, establishing a focus area around the town’s central transportation corridor. The plan identifies three growth opportunity zones within the Clarkdale commercial corridor, including: one near the Cottonwood border, one near the downtown entrance at the intersection of Cement Plant Road and Clarkdale Parkway, and a third zone that connects Clarkdale to Jerome. The central objective of the 89A Master Plan is to design a space for pedestrians along the corridor that is sustainable, attractive, and productive. The plan enumerates several challenges for the 89A corridor, including limited access along the highway and the odd sizes of parcels in the area. Furthermore, it identifies opportunities for 89A, such as the availability of utilities, the regional scenic views, and high traffic visibility. Lastly, the plan offers several recommendations, including desired businesses and design expectations, such as grocery stores, professional offices, entertainment options, and other businesses, preferably those that have limited impacts on the surrounding residential properties.

**The Sustainable Community and Economic Development Plan** was adopted in 2013, created shortly after The 2012 General Plan was approved. The plan grew out of an opportunity for Clarkdale to participate in the economic assistance program “Focused Future II,” sponsored by APS. The “Focused Future II” program and its public participation process resulted in an economic development plan for Clarkdale, including several short-term strategies for establishing a strong economic base in the community. The town’s goals included increasing its appeal to young families and expanding its high-wage job base, in order to support those residents. This goal builds upon Clarkdale’s existing assets, including high-quality K-12 public schools, several natural resources and amenities, and a vast array of cultural resources, including art festivals and historic attractions that can be marketed to bring in tourists and movers.

### 2.3.3 Other Economic Goals

In 2013, Clarkdale adopted the following economic goals, each with a set of strategies to support the implementation:

A. Develop a business retention, expansion and attraction program;
B. Support continued expansion of the local wine industry;
C. Encourage additional precision manufacturing;
D. Develop an arts & entertainment district;
E. Advance tourism opportunities; and
F. Encourage and support expansion of diverse health care niche businesses.

Clarkdale is aware that local business support is critical to its growth and economic success. However, there are few engaged businesses within the community and the town has a shortage of “basic businesses” that bring in money from the outside, as well as hospitality services that would target increased tourism. Clarkdale residents view these gaps as a weakness to other local businesses as well, noting limited support for home-based businesses. The town also experiences challenges to its regional brand. Whereas Clarkdale counts its cultural, historic, and natural resources, such as the Verde River, as significant community assets, they are not well known in the larger Verde Valley region.

### 2.4 Review of Study Areas

The design guidelines address two study areas within the Town of Clarkdale: the Downtown...
District and the 89A Commercial Corridor. This section briefly introduces the areas, including location, boundaries, and existing conditions.

### 2.4.1 Downtown District

Though Clarkdale’s downtown core generally extends east to Broadway, the design guidelines focus on the community’s central downtown blocks (see Figure 2.15). The study area includes those parcels located along Clarkdale’s Main Street, between its intersection with 9th Street (including the Town Hall complex and the Arizona Copper Art Museum) and 11th Street (including Clarkdale Park). In addition to the Main Street frontage, the plan considers adjacent alleyways on the rear side of the target parcels.

During early meetings, Town staff identified three priority properties within the Downtown District, including:

- The former Marketplace building (see Figure 2.16), located at 9th Street and Main Street (901 Main Street). The historic building anchors the eastern edge of the Downtown District, sharing the intersection with the Arizona Copper Art Museum and the Town Hall Complex. Although currently vacant and in need of substantial renovation, the building offers ample square footage to accommodate one or more businesses.

- The Clarkdale Classic Station (See Figure 2.17), a historic gas station located at 10th Street and Main Street (924 Main Street). The building is currently used as a glass blowing studio and also features vintage
cars. The unique architecture and art studio offer an opportunity to showcase Clarkdale’s cultural assets and guide the vision for downtown development.

- The vacant asphalt lot located in front of the Clarkdale Lodge at 11th Street and Main Street (23 N 11th St). Currently referred to as the “sea of concrete,” the property offers a blank slate opportunity to contribute to the western anchor of the Downtown District.

The majority of the Downtown District is zoned Central Business (CB) (see Figure 2.18), which is intended to provide attractive areas within the historic downtown where the community can offer commercial and social activities with a store front character. Additionally, some parcels on the western edge of the Downtown District are zoned Single Family Residential (R1), including Clarkdale Park. Lastly, one parcel (the Arizona Copper Art Museum) on the southeast edge of the Downtown District is zoned Industrial (I). The town’s Historic District applies to much of the Downtown District, including several properties recognized for their historical significance with local, state and/or federal designations.

2.4.2 89A Commercial Corridor

Arizona State Route 89A runs through the Town of Clarkdale, bordering the Town of Jerome at Desert Sky Road on the Northwest and the Town of Cottonwood at Scenic Drive and Groseta Ranch Road on the Southeast (see

![Zoning Map](Figure 2.18 Clarkdale Zoning Map)
Figure 2.19). In previous planning efforts, the Town of Clarkdale has established three priority areas for 89A:

- the section between the roundabout at Lisa Street and Lincoln Drive and the boundary with the Town of Cottonwood at Scenic Drive and Groseta Ranch Road;
- the section north of the Lisa Street and Lincoln Drive roundabout to Clarkdale Parkway; and
- the section east of Clarkdale Parkway towards the boundary with the Town of Jerome.

For the purpose of the design guidelines, the study area includes the section between the roundabout at Lisa Street and Lincoln Drive and the boundary with the Town of Cottonwood at Scenic Drive and Groseta Ranch Road.

The 89A Commercial Corridor is zoned Commercial (C) (see Figure 2.18), with the exception of the Mold In Graphic Systems property, which is zoned Industrial (I). In addition, Clarkdale’s 89A Commercial Corridor has a commercial overlay district that sets design standards for 500 feet on both sides of the route from the centerline. The overlay district promotes a pedestrian environment through shared pathways, street furniture and landscape, and viewsheds to allow pedestrians to see and enjoy scenic views. The study area largely consists of privately owned parcels and vacant land.
3. Public Participation

3.1 Virtual Kickoff Meeting
3.2 Site Visit Meeting
3.3 Stakeholder Meeting
As part of the planning process, the Planning Workshop incorporated a multi-phased public participation approach with the goal of collecting input from Town staff and key community stakeholders. The process included meetings with Town staff, onsite research, and a public event to generate broader feedback. Chapter 3 documents the comments, priorities, and visions collected during the public participation phase, which provide the foundation for the design guidelines and recommendations in Chapters 5 and 6.

The public participation approach included four milestones, as illustrated by the gold markers within our broader planning process (see Figure 3.1) and described in greater detail throughout this chapter.

### 3.1 Virtual Kickoff Meeting

The first phase of the public participation process included a kickoff meeting with the Town of Clarkdale to review the project scope, identify key community priorities, and discuss other opportunities and/or challenges for the project. The Planning Workshop hosted a virtual kickoff meeting with key Clarkdale staff, including the Town Manager, the Community Development Director, and other Community Development staff on January 15, 2020.

Planning Workshop students prepared a number of questions intended to refine the project scope of work and learn more about existing conditions, previous and ongoing planning efforts, and community values. During the initial meeting, Town staff identified the following priorities for the target areas:

- **The Downtown District**—and, especially, the historic buildings within the area—are important to the community. Clarkdale's goals include attracting new businesses to occupy vacant downtown buildings, as well as supporting historic preservation and rehabilitation of existing buildings. Town staff highlighted some of the ongoing work in this area, including: an extensive building restoration project that will welcome a new hotel and brewery into the downtown; a recently opened spa, which complements the hotel use; and some of the strong business owners within the district who are committed to downtown revitalization.

- **The 89A Commercial Corridor** is an important regional highway and offers Clarkdale the opportunity to welcome new businesses into the community. As the Verde Valley region continues to grow, Clarkdale's largely undeveloped section of 89A is subject to increasing development pressure; the Town would like to strategically guide new development, rather than allowing anything to be built in the area. Among the top priorities include a mix of community-serving businesses (e.g., groceries, bank, general commercial services) and tourist-focused destinations (e.g., wineries, restaurants). Rather than generic big-box businesses (some of which are already represented along 89A in other local communities), Clarkdale would like to target unique businesses that can serve both local and visiting populations.

During the kickoff meeting, Clarkdale identified key objectives that would guide the project, including:

- To improve the quality of life for residents, while also appealing to regional tourism demands.
- To create unique economic development opportunities, avoiding redundancy with other communities within the Verde Valley.
- To incorporate sustainability and the Town’s historic and cultural identity throughout the project, as guiding visions for any future development.
Following the virtual kickoff meeting, the Planning Workshop reviewed a number of existing plans and documents provided by Town staff, in addition to collecting data about the existing conditions of the community.

### 3.2 Site Visit Meeting

The second phase of the public participation process included an all-day site visit and brainstorming session with key Town staff, held on January 31, 2020 (see Figure 3.2 & Figure 3.3). Several Town staff participated in the meeting including the Town Manager, the Community Development Director, the Public Works Director, and additional staff from these departments.

The broad purpose of the site visit was to offer an opportunity for collaboration and community-led data gathering about Clarkdale’s history, existing conditions, and potential opportunities. The Planning Workshop had several goals for the site visit:

- To review and confirm the mission, vision, and goals for the project, including identifying specific study area boundaries for the Downtown District and 89A Commercial Corridor.

- To present an initial analysis of strengths, weaknesses, opportunities, and threats (SWOT) to Town staff, confirming key details about conditions and priorities with the study areas, the community, and the region.

- To identify key opportunities and/or constraints within the two study areas (see Figure 3.4 & Figure 3.5), including information about infrastructure, building conditions and uses, and any other details that might help or hinder development visions within the area.

- To gain a detailed understanding of the two study areas, achieved through detailed site visits within the Downtown District and 89A Commercial Corridor. Town staff led a walking tour of Downtown, including tours of several historic buildings and visits with key businesses. Subsequently, Town staff facilitated a tour of the 89A Commercial Corridor, including a bus and walking tour of key sections of the highway.

During the site visit, the Planning Workshop documented key information about existing conditions, opportunities, and challenges,
including pictures and maps, produced collaboratively with Town staff. This information served as the foundation for both the existing conditions analysis (see Chapter 2) and subsequent recommendations (see Chapters 5 and 6).

3.3 Stakeholder Meeting

The third phase of the public participation process included: (1) a mid-project update meeting with Town staff; and (2) an invited stakeholder meeting to generate community priorities for the Downtown District and 89A Commercial Corridor. Town staff identified key stakeholders within both study areas and provided the Planning Workshop with contact information. Subsequently, the Planning Workshop sent email invitations for the event, which was held on a Friday evening (February 28, 2020) at the Clarkdale Memorial Clubhouse. Beyond the Planning Workshop members (students and ASU instructors/staff) and Town staff, 28 stakeholders attended the meeting.

The primary goal of the stakeholder meeting was to collect information about community preferences within the Downtown District and 89A Commercial Corridor and facilitate focused discussions to identify key priorities, visions, and perceived challenges for the study areas. The meeting agenda included several ways for stakeholders to participate and offer input, including:

- An introductory presentation, where the Planning Workshop reported back early findings of existing conditions and Clarkdale’s strengths, weaknesses, opportunities, and threats (as determined during the initial site visit with Town staff; more information included below);
- A visual preference survey that enabled stakeholders to vote for their preferences on a wide range of issues and visions within the Downtown District and 89A Commercial Corridor (more information included below);
- A series of small-group breakout discussions, facilitated by the Planning Workshop students, that gathered detailed feedback about stakeholder preferences, priorities, and visions for the Downtown District and 89A Commercial Corridor (more information included below); and
- Two modes of reflective feedback that asked stakeholders to write remaining thoughts and comments on (1) a post-meeting survey and (2) comment cards.

The remainder of this chapter summarizes the stakeholder meeting in greater detail, including details about major themes that emerged from the surveys and conversations. In addition, the full version of the Visual Preference Survey, including the voting results, are located in an appendix.

3.3.1 Downtown Clarkdale SWOT Analysis

At the start of the stakeholder meeting, the Planning Workshop presented a summary of Clarkdale’s strengths, weaknesses, opportunities, and threats. Known as a SWOT analysis, the framework allows a community to inventory its existing internal characteristics (positive or negative) and external factors (positive or negative). The SWOT framework also enabled the Planning Workshop to confirm its understanding of Clarkdale and, subsequently, use that as a basis for discussions about future visions for the Downtown District and 89A Commercial Corridor.

The following summarizes the SWOT analysis, presented at the stakeholder meeting:

Strengths: What are the unique assets and resources (see Figure 3.6)?

Weaknesses: What are the improvements to be made and what are the resources that are lacking (see Figure 3.7)?

Opportunities: What are the opportunities from strengths that can be capitalized on (see Figure 3.8)?

Threats: Are there any Weaknesses that can open doors to threats (see Figure 3.9)?

3.3.2 89A Commercial Corridor SWOT Analysis:

Strengths: What are the unique assets and resources (see Figure 3.10)?

Weaknesses: What are the improvements to be made and what are the resources that are lacking (see Figure 3.11)?

Opportunities: What are the opportunities from strengths that can be capitalized on (see Figure 3.12)?

Threats: Are there any Weaknesses that can open doors to threats (see Figure 3.13)?
Figure 3.6 Strengths of Downtown

- Preservation of historic architecture
- ‘Small-town feel’
- Walkability

Figure 3.7 Weaknesses of Downtown

- Lack of attainable housing
- Lack of branding
- Development challenges
- Economic stability

Figure 3.8 Opportunities of Downtown

- Unique aesthetic town
- Distinct & complementary to neighboring towns
- Lively downtown throughout the entire day

Figure 3.9 Threats of Downtown

- Potential loss of historic qualities in redevelopment
- Some resistance to re-development
- Lack of resources
Strengths
- High traffic corridor
- Abundance of trails
- Beautiful natural landscape

Figure 3.10 Strengths of 89A Commercial Corridor

Opportunities
- Space for development
- Filling in businesses to meet resident needs
- Economic growth for Clarkdale
- Bringing more visitors

Figure 3.12 Opportunities of 89A Commercial Corridor

Weaknesses
- Lack of infrastructure
- Expensive to develop
- Lack of distinct signage

Figure 3.11 Weaknesses of 89A Commercial Corridor

Threats
- Some resistance or difficulty around redevelopment
- Fear of losing small-town feel
- Lack of attainable housing

Figure 3.13 Threats of 89A Commercial Corridor
3.3.3 Visual Preference Survey (VPS)

Following the introductory presentation, the Planning Workshop conducted a visual preference survey (VPS) with community stakeholders. The VPS asks participants to look at several images depicting a condition or element (e.g., streetscaping, building facades, building density) and vote for the image they most preferred. Stakeholders reviewed the images on a projector at the front of the room, while they voted their preferences using their cell phones (see Figure 3.14). Subsequently, the Planning Workshop was able to tally the votes in real time and present them back to stakeholders during the small-group breakout discussions.

The VPS focused on a series of issues relevant to the Downtown District and 89A Commercial Corridor. The following list identifies the list of voting issues. In addition, the appendix provides the full VPS, including questions, images, and voting results.

89A Commercial Corridor

1. Which streetscape best represents your vision for 89A?
2. Which parking style best represents your vision for 89A?
3. Which facade best represents your vision for 89A?
4. Which wayfinding signage best represents your vision for 89A?
5. Which landmark signage best represents your vision for 89A?
6. Which retail signage best represents your vision for 89A?
7. Which of these building uses best represents your vision for 89A?

Downtown District

1. Which streetscape best represents your vision for the downtown?
2. Which parking style best represents your vision for the downtown?
3. Which wayfinding signage best represents your vision for the downtown?
4. Which building signage best represents your vision for the downtown?
5. Which level of sign uniformity best represents your vision for the downtown?
6. Which alley best represents your vision for the downtown?
7. Which facade best represents your vision for the downtown?
8. What building uses best represent your vision for the downtown?
9. Which street decoration type best represents your vision for the downtown?

3.3.4 Table Breakout Discussion Groups

After conducting the VPS, community members were asked to join Planning Workshop facilitators at one of four breakout tables, where the students engaged participants in small group discussions (see Figure 3.15). The intent of the breakout tables was to allow stakeholders an opportunity to share their opinions and preferences in a focus group setting, enabling conversations among meeting attendees. The Planning Workshop guided community members through three separate conversations, each lasting approximately 30 minutes. The following section offers details about the prepared questions the students used to spark conversations about (1) VPS results, (2) Clarkdale’s Downtown District, and (3) the 89A Commercial Corridor, as well as the key public input that emerged.

Figure 3.14 Students conducting Visual Preference Survey

Figure 3.15 Table Breakout Discussion Groups
3.3.4.1 VPS Results Discussion

During the small-group VPS discussion, Planning Workshop facilitators showed participants the results of the survey and asked a series of questions designed to elicit additional information about why community members preferred one image over another (see Figure 3.16). The goal of the conversation was to develop a greater understanding of community preferences, in addition to revealing points of consensus and/or disagreement among stakeholders. Over the course of 30-minutes, facilitators asked participants the following questions (supported by VPS images and results, illustrated in the appendix):

**Figure 3.16 Students presenting VPS results to stakeholders**

**Streetscape**

1. What did you like about the option you selected?
2. What were the features you liked about it?
3. Were there features you didn’t think would be appropriate for 89A/Downtown?

**Facade & Architecture**

1. What did you like about the option you selected for downtown/89a?
2. Were there any options you felt would definitely not suit downtown/89A?
3. If you didn’t like any of them, what did you feel was missing from the options or what style would you like to see?

**Wayfinding Signage**

1. What did you like about the wayfinding signage that you chose for the 89a/Downtown?
2. For the downtown, did your preference of signage relate more to the type of signage (map, directional sign, post with directions) or the aesthetic style of the signage?
3. Was there anything about the wayfinding signage options that was missing such as a specific type or style you’d prefer?

**General**

1. How would you like the street, buildings, and parking to relate to each other in the 89A corridor?
2. Would you like the design (signs, buildings, facades, other details, etc.) of the downtown to be very uniform/cohesive or more varied? What about in the 89A corridor?
3. Was there anything important to your vision of these areas that wasn’t included in the survey?

3.3.4.2 Downtown District Discussion

Subsequently, the breakout tables held a discussion about stakeholder visions and preferences for Clarkdale’s historic Downtown District. During a 30-minute facilitated conversation, students prompted community stakeholders with the following questions about Downtown:

1. Based on your time here as a resident, what three words come to mind when you think about the character of the Downtown?
2. Now, think about this area in the future, what would you like this area to look like?
   A. How can the town government help make those changes?
3. To have a better understanding of what you want to see happen here and thinking about how this could complement already existing services, are there other types of businesses that you think residents/tourists would support in Downtown?
   A. What mix of uses (variety of services) could you see in this area that could support the town and resident’s goals?
4. Now that we have an idea of what you want to see happen, let’s think about, if you owned property Downtown, how would you use it?
5. Based on our conversation and your vision for the Downtown, what should be the three main goals for Downtown?
Across the four breakout tables, the Planning Workshop was able to identify a series of themes to guide a future vision for Downtown Clarkdale. Community members described a downtown that would promote the town’s “live-work-play” philosophy—an ideal that originates with Clarkdale’s founding. Residents also hoped to see increased population density and diversity in the Downtown District, while protecting the community’s rich history. When stakeholders envisioned the “play” element of downtown, they prioritized historic and cultural tourism, concerns, and art festivals—activities that already play a meaningful role in the district and should be expanded in the future. They wanted to see more streetscaping within the downtown, including: outdoor seating, landscaping with plenty of shade, widened and connected sidewalks, bike lanes, and trail connections. Lastly, future visions of downtown should embrace a diversity of housing choices—including multi-family residential buildings with a mix of attainable and luxury units—and economic development opportunities, with a focus on expanding the job base.

Specific stakeholder input included the following visions and priorities for the Downtown District (listed in no particular order):

**Stakeholder Feedback: Future Downtown Vision(s) and Development**

The following input is supported by highly-voted VPS images

- Incorporate more businesses that offer services to the tourists, which will help support the existing Clarkdale Lodge and newly developed Park Hotel. In addition, there are opportunities for new hotels on Broadway Road.
- Repurpose existing vacant lots (e.g., the “sea of concrete” parcel in front of the Clarkdale Lodge). Proposed uses include multi-family residential or designated downtown parking.
- Target existing, vacant buildings and houses for new businesses.
- Utilize Clarkdale Park as an asset for downtown and Clarkdale’s economy.
- Connect trails and sidewalks, both to increase walkability within the Downtown District and to increase access from recreation trains and the popular Verde Canyon Railroad.
- Increase the role of the Verde Canyon Railroad and leverage it as an asset to the Downtown District.
- Improve access to the Verde River from Downtown Clarkdale, leveraging it as a tourist attraction.
- Protect and maintain the historic character of the Downtown District, including building facades (see Figure 3.17).
- As existing buildings are renovated, consider reconfiguring their layouts to host new business models (e.g., subdivide larger buildings to allow for smaller business footprints) and/or enable mixed-use formats, including upper floor residential units (see Figure 3.18).
- Consider reclaiming the existing, utilitarian alleys for more active pedestrian space, including enhanced streetscaping, walkability, and business access (see Figure 3.19).
- Improve and update wayfinding signage within the Downtown District (see Figure 3.20).
- Consider restriping parking on Main Street to allow for diagonal, instead of perpendicular, parking spaces (see Figure 3.21).
- Improve building signage within the Downtown, including establishing a cohesive strategy for signage within the district (see Figures 3.22, 3.23, and 3.24).
- Update and enhance streetscaping within the Downtown, including elements that support Clarkdale’s history and a unified brand for the district (see Figures 3.25 and 3.26).
Stakeholder Feedback: Downtown Uses

Community members identified the following as preferred uses for the Downtown District:

• Coffee roasters
• Breweries
• Grocery stores (especially niche and/or boutique markets)
• A theater
• Wineries
• Restaurants
• A sports bar
• Entertainment uses (e.g., billiards café/bar)
• Professional services (e.g., doctors, dentists, lawyers)
• Bookstores
• Barbershops
• Bakeries
• Banks
• Smaller formats of big-box stores (e.g., neighborhood-scale Walmart or Bashas)
• Destination businesses (e.g., those targeting tourists)
• A bowling alley

Stakeholder Feedback: Municipal Actions Needed to Support a Downtown Vision

• Support new businesses that offer different and unique services that can attract customers from throughout the Verde Valley and increase diversity.
• Adopt historic preservation guidelines and/or protections, which could include direct support from Town staff and/or incentives. Historically, residents felt Town policies lacked a cohesive historic development plan for developers/business owners and relied on individual actions.
• Support actions that expand the downtown tax base, including new businesses and services.
• Expand connections to Yavapai College, leveraging it as a community asset.
• Support expanded downtown business hours to increase foot traffic in the district (but do not allow 24/7 access).

3.3.4.3 89A Commercial Corridor Discussion

The last 30-minute conversation focused on stakeholder visions and preferences for Clarkdale’s 89A Commercial Corridor. Students prompted community stakeholders with the following questions:

1. Based on your time here as a resident, what three words come to mind when you think about the character of 89A?

2. Now, think about this area in the future, what would you like this area to look like?
   A. How can the town government help make those changes?

3. To have a better understanding of what you want to see happen here and thinking about how this could complement already existing services, are there other types of businesses that you think residents/tourists would support in 89A?
   A. What mix of uses (variety of services) could you see in this area that could support the town and resident's goals?

4. Now that we have an idea of what you want to see happen, let’s think about, if you owned property 89A, how would you use it?

5. Based on our conversation and your vision for 89A, what should be the three main goals for 89A?

Across the four breakout tables, the Planning Workshop was able to identify a series of themes to guide a future vision for the 89A Commercial Corridor. Community members described a corridor that would support and blend with the rest of Clarkdale’s identity. Some of the ideas for the 89A corridor included: strong pedestrian accessibility, traffic calming, sustainable landscaping (e.g., xeriscaping), enhanced wayfinding, and human-scale design elements. In the future, stakeholders hoped to see mixed-use buildings and a grocery store located along the corridor. Participants envisioned an 89A corridor with wide and connected sidewalks, bike lanes, and public art (including indigenous art).
Specific stakeholder input included the following visions and priorities for the Downtown District (listed in no particular order):

**Stakeholder Feedback: Future 89A Vision(s) and Development**

The following input is supported by highly-voted VPS images:

- Improve pedestrian and trail accessibility, including expansion of pathways and enhanced connectivity.
- Expand bus stop access.
- Deploy traffic calming measures within the corridor, including a “street diet” that reduces the number of traffic lanes and reduces vehicle speeds (see Figure 3.27).
- Enhance streetscape designs along the 89A corridor, including pedestrian-scale landscaping and walkability (see Figure 3.27).
- Encourage new uses on the corridor, including multi-family residential and mixed-use buildings (see Figure 3.28).
- Enhance wayfinding signage with the 89A corridor (see Figure 3.29).
- Consider incorporating public art into the roundabouts that support the corridor’s wayfinding scheme (see Figure 3.30).
- Consider enhanced surface parking lot designs, including those that incorporate solar panels to shade cars (see Figure 3.31).
- Encourage new development with a modern Southwestern architecture style, as opposed to highly modern buildings (e.g., all glass facades) (see Figure 3.32).
Stakeholder Feedback: Municipal Actions Needed to Support the 89A Commercial Corridor Vision

- Offer incentives to encourage development, especially projects that will support the Town’s goals to increase population growth and diversity.
- Consider opportunities for public-private partnerships to catalyze new development projects.
- Explore incentives for new employers to locate within the community.
- Create a form based code for the 89A corridor to help support a unified vision for the area.
- Support the inclusion of attainable housing projects within the 89A corridor.

Stakeholder Feedback: 89A Commercial Corridor Uses

Community members identified the following as preferred uses for the 89A Commercial Corridor:

- Professional services and office uses
- Smaller-scale grocery stores (e.g., Sprouts)
- Urgent care center
- A larger-format hardware store (e.g., Lowe’s or similar)—particularly on a larger parcel within the corridor.

Figure 3.33 Retail Signage

- Establish a cohesive design strategy for retail signage with the 89A corridor that supports Clarkdale’s identity (see Figure 3.33).
4. Best Practices & Community Examples

4.1 Downtown Revitalization: Best Practices and Strategies
4.2 Commercial Corridor: Best Practices and Strategies
4.3 Place-Making and Branding
4.4 Conclusion
Chapter 4. Best Practices & Community Examples

As part of the Planning Workshop’s review of existing conditions for Clarkdale, students reviewed a number of best practices and community examples. Chapter 4 offers a brief overview of these best practices and other planning strategies from case study communities. The purpose of this chapter is to identify planning practices from other communities that could be beneficial in helping the Town of Clarkdale achieve its goals.

### 4.1 Downtown Revitalization: Best Practices and Strategies

#### 4.1.1 Promoting Historic Preservation

Preserving Clarkdale’s rich history and small-town feel is one of the town’s primary priorities. One example of successful historic preservation in a smaller town is Galena, Illinois as seen in Figure 4.1. This town was able to grow its local economy and maintain its historic charm by applying economic tools or strategies that would normally be utilized in a more urban setting, in addition to adopting legislation that protects historic areas and properties (Paradis, 2000). Leveraging support from the community, Galena implemented a historic preservation ordinance to ensure the protection of key areas during redevelopment projects. These types of local legislative changes are a way for communities to manage growth and redevelopment in a way that suits their needs.

#### 4.1.2 Promoting Slow-Tourism

Clarkdale’s location along the Verde River, its proximity to other communities like Cottonwood, Jerome, and Sedona, and its rich history, provide excellent opportunities for a tourism-focused economy. In particular, slow-tourism can offer an effective strategy for small communities (like Clarkdale) because it seeks to achieve balance between the tourism industry and local community needs. In Clarkdale, slow-tourism is a strategy to promote economic growth, while also protecting the community’s small-town charm. One way to promote tourism is by developing programs around the town’s rich history and historical sites, which aids in historic preservation and builds community and tourism awareness around preservation issues. In addition, Clarkdale is home to an array of natural recreation and open space amenities, allowing for a range of outdoor attractions (e.g., hiking, kayaking, biking); these assets could be integrated into the town’s business strategies, linking natural resources to affiliated uses (e.g., hotels, restaurants, tours). Some Clarkdale businesses, such as the Clarkdale Kayak Company and Scott’s Main Street Cafe, have already integrated the surrounding assets.
into their business model and branding which is shown in Figures 4.2 and 4.3. Lastly, Clarkdale’s policies and ordinances can protect slow-tourism assets, promoting practices like infill development, land conservation, and historic preservation.

4.1.3 Promoting Economic Development

Economic development is essential for achieving economic stability and for successful redevelopment. As mentioned before, historic preservation and tourism are both excellent ways to promote economic development in towns like Clarkdale. Similarly, communities can adopt policies and ordinances that are supportive of economic growth and encourage new businesses to move to Clarkdale. For example, Galena, Illinois adopted new policies and regulations to guide growth in a way that promoted economic development without detracting from other community priorities, (Paradis, 2000). Similarly, adopting policies that allow for and explicitly encourage infill development is an excellent way to direct growth into the community’s business district, while limiting sprawl that could diminish surrounding natural landscapes and tourism opportunities. Lastly, incentives can be created to entice new businesses into a community, including incentive programs that target local small businesses.

4.1.4 Designing for Downtown

Creative design and place-making elements are critical components of strong downtowns and should be encouraged in revitalization efforts (Arendt, 2015). Local ordinances and building standards can help shape strong urban design within a downtown district. For instance, mixed-use zoning allowances can facilitate dynamic downtowns. Other zoning ordinance considerations that can support a thriving downtown include: allowing for increased lot coverage, decreased (or zero) setbacks, reduced parking requirements or shared parking accommodations. Lastly, fostering connectivity within the downtown, including the creation of connections between sidewalks, public plazas, seating areas, and trails, can increase “synergy” and establish the public realm as a priority (Arendt, 2015).

Relative to large urban centers, small cities rely on different strategies to support downtown revitalization. Small towns can find it more difficult to attract new development projects into their downtowns; fewer cultural activities on weekends and events can also inhibit revitalization efforts (Robertson, 1999). In response, Robertson argues that a downtown’s “sense of place” plays a significant role in the success of its revitalization.

In an assessment of resilient downtowns, Michael A. Burayidi examined the factors that led to downtown resiliency. His book, Resilient Downtowns: A New Approach to Revitalizing Small and Medium City Downtowns (2013), showcases the common design features present in successful small and mid-sized downtowns across the United States. In numerous examples, successful downtowns possessed a distinct point of arrival, proclaiming to visitors that they had officially entered the downtown. Two notable instances of this strategy include the Charlottesville Pedestrian Mall (Charlottesville, VA) and Rodney Square (Wilmington, DE).

In smaller communities, a vibrant downtown requires significant landmarks and attraction strategies. A clear point of arrival enables the downtown to make a strong first impression and solidify community identity. Winchester, Virginia offers one such example and is depicted in Figure 4.5 (Burayidi, 2013).

As seen in Figure 4.4, these spaces are often public plazas or squares that serve the entire community, providing gathering spaces for formal or informal gatherings. These spaces are blank canvas, activated by a multitude of occasional and regular programming, such as markets, sporting events, festivals, or parades.
One of Clarkdale’s existing assets is its arts community; developing an arts district offers one strategy for defining a sense of place and attracting more artists. Recent research investigated the role of the planning process in creating formal and informal art districts, finding that planning efforts can help catalyze (and protect) formal art districts (Chapple et al, 2010). For instance, artists in the art communities of Berkeley and Oakland, CA found they were threatened by new development projects, instead requiring effective strategies to protect their interests. Within informal districts, planners could also play a role through stakeholder engagement efforts. Taken together, this article offers a resource for planners as they consider leveraging arts districts as part of their downtown revitalization strategy.

4.2 Commercial Corridor: Best Practices and Strategies

4.2.1 Elements of Commercial Corridor Development

Social and cultural capital are key elements to a successful commercial corridor revitalization strategy. Diane Dyste offers a general framework for urban revitalization that considers: community assets, community input, strategic partnerships, cultural development, the creation of designated zones and districts, and strategic organizational documents (2012). Important assets might include cultural heritage, arts districts, or historic preservation efforts, as well as formal districts (e.g., business improvement district or a Main Street program through the National Trust for Historic Preservation).

Public participation represents another important element for a successful corridor revitalization effort. Doohyun Hwang et al. examined sustainable rural tourism strategies and offered a framework for public participation (2012). Through a series of interviews and analysis of local newspapers, Hwang identified collective community-based action as a key component for sustainable rural tourism development, establishing the stimulation of public discourse and consensus building as best practices. Through a deliberate public participation process, the community is able to build a clear identity that can better inform planning decisions and achieve a cohesive identity that reinforces its local brand. In other words, by coming together, a community’s collective voice can inform the direction and contributions of tourism for the local identity.

4.2.2 Developing around State Department of Transportation Highways

While state highways are efficient for moving cars between points A and B, they can represent a challenge for planning efforts due to interjurisdictional authority between state and local entities, conflicting planning objectives, and the general lack of communication between the different agencies. In her research, Salila Vanka highlights key recommendations for successfully engaging in development along interjurisdictional highways, including: maintaining consistent and clear lines of communication with the Department of Transportation (DOT) offices reviewing access permits, incorporating DOT representatives within site plan review meetings, and holding ongoing coordination meetings (2005).

Best practices for local government collaborations with their DOT include the creation of a mutually-supportive land use category, expressly designed to facilitate development around highway interchanges in accordance with DOT access regulations. Similarly, a community could incorporate DOT-appropriate standards within its zoning regulations, streamlining review processes and establishing a mutually agreeable starting point for projects. For example, a Portland case revolved around adopting “orphan highways” or parallel-running former DOT maintained highways, such as Old Jerome Highway (seen in Figure 4.6) in Clarkdale, and developing them in order to fortify and revitalize the area (Vanka, 2005).
4.2.3 Developing Successful Public-Private Partnership for a Connected Commercial Corridor

A public-private partnership (P3) is a cooperative agreement between a public agency and private entity intended to support new development, services, or infrastructure. In recent years, P3s have become more attractive due to constrained public funding and an abundance of private sector capital waiting to be tapped (Nabers, 2017). While P3s are most common in transportation projects, they can also be used by innovative leaders to launch projects in smaller communities.

Much of the P3 literature has focused on partnerships with major cities and urban projects. However, the Napa Civic Center Project in the City of Napa, California could offer an example of a P3 arrangement in a smaller community—albeit a contentious one. Over the past few years, the City has explored options to replace its undersized city hall with a four-story, 130,000 square foot mixed-use modern facility complex that would include a combined city hall and public safety building, fire station, parking structure, hotel, condominiums, and retail space; a rendering of this proposed project can be seen in Figure 4.7 (Hewes, 2018). However, community pushback has led to a reevaluation of the project and, as of Spring 2020, the City was reviewing more traditional alternatives.

Rural communities and small towns often face development challenges due to inadequate infrastructure, limited employer diversity, and declining populations. To sustain new visions and revitalization, smaller communities need to identify innovative ways to attract and finance development. Clarkdale’s existing assets offer some potential opportunities for P3-style arrangements.

One P3 opportunity might include cooperation among a community, its local churches, and mixed-use developers. Attainable housing and/or multi-family residential buildings often face pushback from “Not in My Backyard” (NIMBY) residents. More recently, there have been counter movements to advocate for increased affordable housing—known as “Yes, in My Backyard” (YIMBY) movements. Across cities and states that face deep affordable housing shortfalls, another variant of affordable housing development is emerging: “Yes, in God’s Backyard” (YIGBY), which features churches allowing for affordable housing development on their property, (Molina, 2015). One successful example of the “YIGBY” mantra is the Abora Court affordable housing development on the property of University Christian Church in Seattle, Washington shown in Figures 4.8 and 4.9. This could offer an opportunity for Clarkdale; if churches (or other non-profit landowners) have sufficient land to accommodate multi-family affordable housing projects, the Town could identify ways to support the project and facilitate partnerships with (potentially mission driven) affordable housing developers.
4.3 Place-making and Branding

4.3.1 The Importance of Place-making and Branding

In a book examining place-making with smaller communities, Bill Baker defines place-branding as, “The totality of thoughts, feelings, and expectations that people hold about a location” (2007). He draws similarities between a charismatic person and a memorable city, just as a city without a clear and appealing identity can be easily overlooked. However, place-making is more than just a tagline and promotional strategy; it has the power to enhance community pride, identity, and culture. In turn, understanding a community’s values, culture, and assets are critical when establishing its brand (Aitken et al., 2011).

4.3.2 The Elements of Place-making and Branding

There are a number of components to a successful place-making and branding strategy. Some of these elements translate across communities, regardless of context or size; others draw upon local assets and community composition. This section outlines some of the central concepts when establishing a place-making and branding strategy:

**Partnerships:** Partnerships are critical to the success of place-making efforts in small communities. By leveraging the strengths and resources of multiple organizations, a community increases support for and adoption of the branding strategy throughout the town. Key partners may include elected officials and department heads, non-profit organizations serving the area, and regional, state, and/or federal agencies. One strategic partnership that may help foster Clarkdale’s community identity is with an art and cultural organization or commission. Public art that reflects Clarkdale’s history or current assets can help solidify the community brand for visitors and throughout the Verde Valley region. Further, unique amenities and public spaces can increase place attachment and encourage young people to strengthen their ties within the community (Project for Public Spaces, 2016).

**Stakeholders:** Small communities often have residents who “care deeply about the future of their towns and they value their uniqueness and strong sense of community” (Project for Public Spaces, 2016). However, challenges can arise as a community considers how to grow its employment base, while also supporting local businesses. Similarly, small towns can face challenges attracting new residents, while maintaining its small-town identity and character. Place-making offers some locally-driven solutions to these common challenges, emphasizing the ways small changes can impact residents in big ways. For example, place-making can target small changes to the streetscape, including public benches, curb extensions and other small traffic calming strategies, or community programming to rebrand the public realm as a space for and by local residents (and not just cars). Figures 4.10 and 4.11 illustrate the transformation placemaking and traffic calming strategies made in Kingsport, Tennessee; this displays the potential benefit placemaking and traffic calming can provide Clarkdale. Through deliberate stakeholder engagement, place-making can meet its objective of creating a sense of connectedness with long-term benefits for the community.

4.3.3 The Process of Building a Brand

For small communities, it can be challenging to formally create a brand or place-making strategy. However, case study research on small towns suggests communities can start their journey to place-making by following some foundational...
principles (Lawson, Tulchin, Kukka, and Slater, 2015). Sarah Lawson et al. recommend: engaging in long-term planning with strong local leadership; creating a recognizable town theme and incorporating it into community events (e.g., festivals); leveraging unique town history (e.g., with museums, tours); highlighting historic buildings and revitalizing unique features; capitalizing on natural resources and amenities to foster eco-tourism; and taking collective effort to foster Main Street small businesses through entrepreneurship, small business training, and tax incentives. Collectively, these principles can foster community cohesion and growth, by emphasizing key assets and strengthening the community’s core identity. In addition to solidifying a brand, these strategies can promote community resilience and community-wide adoption of place-making strategies.

With respect to process, Forrest Miller offers strategies for building a community-based brand from the ground up, (2006). The first step is to identify a stakeholder group, who can guide the process. The stakeholder group should then identify key issues of concern for the community, including controversial issues related to the community’s vision and identity. Subsequently, the group should collaborate to create a clear, concise problem statement that embodies the key concerns/controversies. The problem statement serves as a touchstone during the remainder of the branding process, reminding residents of their vision and their objectives for a community brand. Following the identification of a clear problem, stakeholders work together to build consensus around attainable solutions to address the problem statement. At this point, the community is ready to implement their brand and solutions, although Miller cautions stakeholders need to set realistic expectations. A community should not expect to resolve their problem statement in fewer than five years; instead, a community should focus on gradual progress. Lastly, the stakeholder group should continue to review the branding strategy and implementation over time, evaluating results and updating their approach as the community evolves.

### 4.3.4 Branding for Historic Preservation

Historic branding for small towns is an important asset, but requires a community to enact policies to preserve its character, including zoning ordinances, other building regulations, and design guidelines. When properly enforced, zoning, development regulations, and design guidelines can integrate historic preservation values into a community’s brand, without inhibiting new growth goals (Kendig, 2017).

Place branding can also spur community revitalization through cultural tourism. In Clarksdale, Mississippi, the community utilized its history with blues music and Delta culture to rebrand the city (Henshall, 2012). Prior to the city’s revitalization efforts, Clarksdale struggled with high poverty rates and insufficient job opportunities. However, the community’s Delta Blues brand has generated new economic development opportunities, including new job growth in the food service, management, performance, and visitor accommodation industries. As seen in Figures 4.12 and 4.13, Clarksdale’s logo highlights its Blues brand and history by featuring a Clarksdale landmark referenced in a well known Blues song. In recent years, new blues musicians have relocated to Clarksdale, calling it home, while uprising musicians have come to play at popular juke joints and blues music festivals located in the community. Collectively, Clarksdale has built a new brand rooted in its history, but has also continued to invest in that brand to ensure its continued success.
4.3.5 Branding for Economic Development

As a community pursues economic development, the importance of place-making and branding quickly becomes apparent. A community’s brand can represent a strategic asset for corporate development and offer a competitive advantage over other communities (Aaker, 1996). David Aaker’s article presents examples demonstrating the importance of community brands to urban development projects, analyzing decisions made by Saturn, General Electric, Kodak, Healthy Choice, McDonald (1996). In short, the research finds that brands represent an intangible asset for the city and are a valuable investment. The author suggests local governments leverage their brands to, first, attract small and medium-sized enterprises and, subsequently, large enterprises are more likely to consider the area.

4.3.6 Branding for Tourism

Whether it is a daytrip or cross-country adventure, tourists seek out places that are unique, exciting, and different from their everyday life at home. Businesses want to locate in a place that enables them to maximize resources, services, and draw. Place-branding strategies represent one tool to help communities harness their existing assets, attracting tourists and businesses alike.

A tourism-focused community brand is most successful when it extends from and complements the values and priorities of local residents. When creating its place brand, Tillamook County, Oregon engaged both residents and potential consumers in the process. This allowed Tillamook County to create an effective brand that reflects residents’ priorities and incorporates community identified assets like the coast and agricultural products. By rooting the brand in locals’ perspectives, local businesses are more likely to buy into using the brand. This has initiated a unified effort to attract tourism across the county using the brand shown in Figure 4.14 (Baker, 2015). Baker emphasises that an integrated brand rooted in areas of capital investment, services, and urban development is a strong brand ready for long term success (2007). Overall, place-making identifies what the city or town stands for and what makes it special, which can then be translated into a tourism campaign that complements—and does not conflict with—the community.

With respect to tourism, some research identifies the importance of branding that can support “Word of Mouth” (WOM) strategies (Hanna et al., 2011). WOM strategies emphasize informal communication chains between visitors (i.e., consumers of the brand experience). While WOM strategies can be leveraged as an asset, they can also represent a risk as a community’s brand could be vulnerable to misrepresentation as thousands of tourists interpret it over time (Baker, 2007). For instance, Yelp and other online platforms collect hundreds of visitor experiences, aggregating them in a single place and painting a picture of a business or community over time—for better or worse. In short, a community’s brand is not entirely within its control and is subject to visitor experiences as well. The creation of intentional WOM strategies becomes an important tool to help sustain positive brand momentum.

4.4 Conclusion

Chapter 4 has presented a number of best practices and examples of successful community revitalization and place-making, including many that could benefit the Town of Clarkdale. A central takeaway is the importance of local regulations and stakeholder support to a successful revitalization strategy. These tools can contribute to historic preservation, tourism, and economic development. Many of these themes provide a foundation for the recommendations (and not recommended actions) presented in the design guidelines for the Downtown District (Chapter 5) and 89A Commercial Corridor (Chapter 6).
References


5. Downtown District: Design Principles and Guidelines

5.1 Introduction
5.2 Existing Land Uses
5.3 Downtown District Design Principles
5.4 Downtown District Design Guidelines
Chapter 5. Downtown District: Design Principles and Guidelines

5.1 Introduction

Downtown Clarkdale (referred to as the Downtown District) is a destination for visitors and a homestead to a diverse community. Distinctive architecture and a special historic charm are enhanced by the town's scenic location near the mountains, nestled in the heart of the Verde Valley. The philosophical ideology of Clarkdale invites innovative mixed-use design that pays homage to its founder's vision of a community where its residents could live, work, and play, surrounded by small-town charm and natural beauty. These attributes act as a magnet for social interaction and economic development within the downtown area. As such, the Downtown District should be protected and nurtured to represent the heritage and values of the community, as well as foster a strong sense of place.

Chapter 5 introduces a set of design principles and guidelines (referred to as guidelines in the rest of the chapter) intended to guide future development and investments in the Downtown District. The guidelines reflect community input gathered during the stakeholder meeting and meetings with Town staff. The intention of the guidelines is to:

- Support Clarkdale’s elected officials, boards, commissions, and staff as they evaluate current development proposals and consider future opportunities for the Downtown District.
- Inform and inspire current property owners and developers interested in the Downtown District, offering a flexible vision for appropriate uses and design aspects along Main Street.
- Assist in future planning efforts in the Downtown District, providing a cohesive vision that may guide discussions about what Clarkdale hopes the Downtown looks like in the future.
- The guidelines are applicable to all developments in the Downtown, regardless of building use or type. They are designed to be flexible, complying with existing regulations and responding to Clarkdale’s current conditions, while also helping Clarkdale develop in new and meaningful ways. For instance, exploring opportunities for new urbanism concepts within the Downtown District can create an active street edge that is highly walkable and also vastly accessible with multi-modal options. Varied architectural facades and the realization of diverse uniformity within structures can introduce vibrancy along Main Street. By implementing these guidelines, Clarkdale’s overall vision can be enhanced and reinforced within the Downtown District. In addition, the design recommendations offer the opportunity to complement the community’s identity. Adhering to central principles of sustainable development, the guidelines can also support Clarkdale’s economic resilience and community development.

5.1.1 Purpose

The purpose of the Downtown District design guidelines is to enhance and preserve the existing historic character of this area, while establishing a vision to guide new development. The guidelines will serve several functions. They clarify the broad design principles for the area, supported by more specific design recommendations for development or preservation in the downtown. Together, the guidelines assure the historic character of the community is both prioritized and respected, while ensuring future downtown investment complements and capitalizes on historic assets. Additionally, the guidelines can aid with public investments and policy decisions, providing an overall vision that ensures investments are efficient and supportive of the area’s character.

These guidelines act as a promise to residents, business owners, visitors and investors that Clarkdale will maintain its historic character that so many have come to appreciate. The overarching goal of the guidelines is fostering a cohesive, uniquely historic, and vibrant downtown.

5.2 Existing Land Uses

This section identifies key challenges and opportunities for future development in the Downtown District. There is currently a variety of land uses in the downtown area, which serves as a solid foundation for a vibrant downtown. Existing businesses include: a cocktail bar, full-service restaurant, breakfast cafe, lunch cafe, and a museum. A new boutique hotel and brewery will soon anchor the western corner of Main Street, across from Clarkdale Park. However, the Downtown District also hosts a number of vacant buildings and lots, offering ample opportunity for new revitalization and business with the area.
The Downtown District focus area focuses on Main Street, inclusive of its adjacent parcels and alleys, between 9th Street and 11th Street (see Figure 5.1). The focus area is anchored by the Arizona Copper Museum and Town Hall Complex to the east and Clarkdale Park to the west.

In conjunction with the Town staff, the Planning Workshop identified three high priority properties within the Downtown District. These properties—and the challenges and opportunities they represent—helped shape the guidelines for the area. The high priority properties include:

![Figure 5.1 Clarkdale’s Downtown District](image-url)
High Priority Property 1

The Former Marketplace (901 Main Street) is located at the southwest corner of the Main Street and Ninth Street intersection (see Figure 5.2). Although the building has been long vacant (see Figure 5.3 and 5.4), it retains many of its original details and has strong bones. The property owners are ready to sell and move along the path of redevelopment.
High Priority Property 2

The Clarkdale Classic Station (924 Main Street) is located at the northeast corner of the Main Street and 10th Street (see figure 5.5). The historic gas station is currently used as a glass blowing studio and features vintage cars. At present, the property is family-owned and the owner does not wish to sell (see figure 5.6 and 5.7). The station’s unique architecture and its art studio offer an opportunity to showcase Clarkdale’s cultural assets and support the vision for the Downtown District.
High Priority Property 3

A vacant asphalt lot, sometimes referred to as the “Sea of Concrete” (23 N 11th Street), is located immediately south of the Clarkdale Lodge at the intersection of Main Street and 11th Street (see Figure 5.8). The property offers a blank slate opportunity to contribute as a western anchor of the Downtown District, bringing new economic benefits to the area (see Figure 5.9 and 5.10).
This section first reviews the challenges and opportunities facing the Downtown District, in turn. Subsequently, it describes the challenges and opportunities for the Priority Properties.

### 5.2.1 Challenges

Clarkdale’s strengths are what makes it the great town it is today. Its historic preservation efforts have protected Clarkdale’s original ‘small-town feel,’ bolstering Clarkdale’s unique appeal for visitors and residents alike. The Downtown District does, however, face challenges as well.

**Limited Access to Resources**

As a small community, Clarkdale’s resources are limited, including dollars and staff time. This can prove challenging when a community is seeking to attract new development or businesses, particularly if it is competing with more well-resourced communities. Additionally, Clarkdale does not meet the requirements for some government programs, which can also impede efforts to attract and/or incentivize new downtown development. While limited resources can—and, for Clarkdale, does—breed creative strategies for fostering new opportunities, it also represents an obstacle to overcome.

**Potential Loss of Historic Appeal**

Absent careful regulations and guidance, new downtown (or downtown-adjacent) developments can threaten the historic appeal of the Downtown District. The loss of historic structures and/or the inclusion of incompatible architectural styles (e.g., inappropriately modern or historic imitations) can dominate the streetscape and detract from the District’s valuable historic character. While Town staff and boards/commissions can encourage new developments to respect the area’s character, enforcement can be difficult without regulations or a consistently applied vision to guide decision making. In addition, retroactively encouraging developers to respond to historic characteristics can be counterproductive (and expensive) if the conversation does not happen early in the process (see Figure 5.11).

**Potential Harm to Other Local Businesses**

Even as new growth is welcomed in the downtown, there is the potential that new businesses could threaten existing local business through competition and other means. For example, restaurants and bars are welcome, but there is concern that too many new food service businesses could saturate the market. While competition is not inherently bad, there is a desire to foster success among local businesses while allowing the Downtown District to expand and evolve. Downtown’s growth should be balanced and supported to help protect existing assets.

**Lack of Town Branding**

The Town of Clarkdale’s location in the Verde Valley is an asset, but it can also pose a challenge. Whereas Clarkdale is along the same 89A corridor, its neighboring communities tend to have a much larger presence in the regional tourist market, including Jerome, Cottonwood, and Sedona. This represents an obstacle to Clarkdale’s aspirations to increase its tourism market and grow its population. Relative to its peer communities, Clarkdale does not have a cohesive brand that has saturated the Verde Valley region. Whereas Sedona is (nationally) known for its red rocks, Cottonwood for its wine, Jerome as a ‘ghost town,’ Clarkdale’s messaging is not as apparent. This is a challenge the town has to overcome.

### 5.2.2 Opportunities

With the revitalization of Downtown Clarkdale comes a great opportunity to strengthen Clarkdale’s cultural assets, refresh historic facades, and liven the day-to-night atmosphere. Clarkdale’s strengths—from its community to its historic structures—create an opportunity to spark a recognizable brand throughout the Verde Valley (and beyond).
Unique Small Town (Making a Mark)

Leveraging its strong historic appeal, Clarkdale has the opportunity to enhance its reputation as a unique community with small-town charm. While the building blocks are already in place, a strong set of design guidelines can prioritize Clarkdale’s historic architecture (see Figure 5.12). A cohesive vision and approach to enabling new development, while also protecting historic assets, can set a foundation that allows Clarkdale to stand out within the Verde Valley.

Creative Complement to Neighboring Towns (Complementary, but Different)

In conjunction with becoming a unique small town, Clarkdale also has the opportunity to build upon the momentum of neighboring communities. The Verde Valley is already a tourist destination with a number of strong community brands. As Clarkdale grows its own brand, the Town can leverage regional assets to develop an identity that is complementary to its neighbors—fellow partners that represent an important resource, but also distinct, enabling the Town to fill its own niche within the area.

Economic Growth

Clarkdale’s vacant buildings and parcels, while representing a challenge, are also an opportunity. They offer a “blank slate” opportunity to welcome new businesses and a carefully considered identity within the Downtown District. This represents new economic growth for the Town, including tax base, jobs, and a stronger local economy. Further, new business can help satisfy Town goals to achieve slow tourism and balance visitors with resident needs.

Lively Downtown Throughout the Entire Day

In a Downtown District, new businesses mean increased foot traffic. If the District can expand with a variety of new businesses (including mixed-use developments), the area can also increase its hours of activity beyond the 9-to-5 or smaller evening windows. Additionally, building stronger connections with existing community assets (e.g., the Verde Canyon Railroad, Verde River, and local trails) can complement an array of uses within the District and further support longer hours of activity.

5.2.3 Priority Properties: Challenges and Opportunities

Former Marketplace (901 Main St)

The former Marketplace building anchors the eastern edge of the Downtown District, completing the intersection with the Arizona Copper Museum and the Town Hall Complex. Given its prominent placement and historic character, this makes the Marketplace building particularly important to the success of the downtown. New development has the potential to provide a complementary anchor to the Park Hotel and Smelter Town Brewery, encouraging foot traffic throughout Downtown Clarkdale.

The building has been long-vacant and its renovation would require significant investment (see Figure 5.13 and 5.14). This may make it less attractive as an investment opportunity. The building's large, open floor plan and lofted second floor could pose a challenge for identifying future uses; alternately, they also represent flexibility and offer unique development opportunities. Investors will have to consider whether it should be leased by a single business or a shared space of multiple tenants or businesses. With a single business tenant, the building owner may feel there is the risk of counting on one single business to be successful. It could also be challenging to find...
a business that needs that much space. On the other hand, finding multiple business tenants and designing the space to support the needs of several businesses could also be difficult. Outside, the building’s back alley entrance can offer a creative landscape, including opportunities for public art, interesting gathering spaces (e.g., a small patio for a restaurant or brewery).

To overcome the building’s obstacles and maximize its potential, the Marketplace will require an investor with a strong vision and support from the Downtown District. One strategy for the Town is to identify developers with experience adapting large, historic buildings from other Arizona communities, including Phoenix and Tucson, to help shape opportunities and, potentially, recruit an interested buyer.

**Clarkdale Classic Station (924 Main St)**

The Clarkdale Classic Station conveys an interesting historic charm and offers the potential to tell visitors a beautiful story of the history of Clarkdale. While the current property owner is not pursuing any redevelopment or renovation plans, the Clarkdale Classic Station represents a unique development opportunity that should be protected over the long term (see Figure 5.15). It’s architectural style leaves a lasting impression and can represent a memorable landmark within the community. For example, Bing’s Burger Station in Cottonwood has a similar aesthetic that serves as a noteworthy tourist destination. At present, this property represents a challenge of timing. Even as the Downtown District undergoes revitalization, the Station property is not currently available for new uses or rehabilitation. The Town should remain in communication with the property owner until the time is right to move forward.

**“Sea of Concrete” Vacant Lot (1000 N Main St)**

Given its size, the concrete slab at the intersection of Main and 11th Streets has the potential to be a major attraction for tourists and local residents (see Figure 5.16). Its location creates an opportunity to serve as a community landmark, while lengthening the Downtown District and providing a walkable destination on its western edge. At present, the property owners have no development plans on the horizon. In its current condition, the empty slab of concrete (a.k.a. the “sea of concrete”) is an eyesore with no economic benefit for Clarkdale. The Town and Downtown District would benefit from new investment on the parcel given its prominent location across from Clarkdale Park and the newly renovated Park Hotel. Development opportunities include a mixed-use building, potentially incorporating attainable housing opportunities. The Town should remain in communication with the property owner. Incentives could potentially provide a catalyst for the property owners to move forward with development. Although the Town does not have resources available to incentive a project at this time, it should consider future opportunities.
5.3 Downtown District Design Principles

Historic Preservation

The historic features of downtown are an important asset and the preservation of these characteristics will remain a point of emphasis for the Downtown District.

The historic charm of the downtown is valued by residents, supports the growth of the tourism industry and plays a vital role in making Clarkdale distinct. Clarkdale has done a good job of preserving and promoting its historic buildings—a practice it should continue to preserve valuable historic assets for the future. Historic preservation encompasses the maintenance of existing historic buildings, as well as a design review process to ensure future developments are compatible with the character of the area (without mimicking it). Therefore, in the downtown, the preservation of historic buildings or features will be prioritized.

Live-Work-Play Community

True to its founder’s vision, Clarkdale should host opportunities for all residents to live, work, and play.

Clarkdale was founded as a community where employees of local companies could live, work and play. This mantra has persisted for Clarkdale’s current residents and remains an important principle. The Downtown District should exemplify this standard by incorporating all elements of “live, work, play” including attainable housing, desirable recreation and leisure options, and employment opportunities.

Live: Appropriate housing types should be incorporated into the Downtown District to support the downtown’s vitality and provide a wider range of housing options for current or future residents.

Attainable housing can be integrated into the Downtown District by allowing (and encouraging) upper-story apartments above ground floor retail/office space. Allowing vacant lots to be developed into small scale apartment buildings, such as four to eight unit buildings or rowhomes, would be another way to incorporate attainable housing without disrupting the small-town, historic character of the downtown. Added housing in the downtown will also increase foot-traffic in the district, bringing advantages for local businesses as well.

Work: Enhancing the Downtown District’s appeal to tourists, Verde Valley locals and Clarkdale residents can bolster the success of small businesses, grow Clarkdale’s economy, and sustain local employment opportunities.

Retail trade plays an important role in Clarkdale’s economy, providing job opportunities and supporting a sustainable, local economy in the downtown area. Growing the downtown’s retail sector could also expand opportunities in recreation and tourism. The Downtown District is the ideal place to feature and support Clarkdale’s history and character, as well as capitalize on opportunities to attract visitors and consumers from the Verde Valley region and beyond. Branding efforts will reinforce Clarkdale’s appeal to consumers (local and visiting).

Slow Tourism

Clarkdale is uniquely suited for a slow tourism economy due to its history and cultural assets, events, and natural resources, including the only free-flowing river in Arizona. The concept of slow tourism relies on the quality of experiences over quantity and emphasizes getting to know a place as a local, rather than an outsider. From the local’s perspective, a slow tourism economy balances the needs of the community with visitors, ensuring tourism does not crowd out resident demand.

To foster slow tourism within the Downtown District, Clarkdale should prioritize improved connections between the downtown and popular natural attractions, including Tuzigoot National Monument and the Verde River. Clarkdale’s downtown economy could also be bolstered by building a stronger link between the downtown and the Verde Canyon Railroad. These connections could be forged through stronger branding and wayfinding strategies (e.g., public art, signage, event programming), as well as coordinated tourist attraction strategies between the downtown and various sites. In future efforts, Clarkdale should protect and restore both natural and manmade attractions. Highlighting the community’s numerous historic buildings within and adjacent to the Downtown District (including Main Street, but also the proximal historic neighborhoods) is another option for strengthening the tourism economy.
Economic growth

Economic growth is a central goal for Clarkdale and its residents. In a downtown setting, new developments and businesses can be supported by strong infrastructure, a pleasant pedestrian realm, and improved multi-modal accessibility and connections. Walkways and bikeways are helpful to reduce use of private cars, so it is important to identify feasible locations for economic activities, recreation, or tourism that are accessible by foot or bike. In service of this goal, the Downtown District should develop a plan for basic multi-modal infrastructure, including walkable facilities and bikeways to connect commercial corridors and community areas.

Economic resilience

Economic resilience should be enhanced in the Downtown District through encouraging redevelopment, maintaining valuable assets and infrastructure, and avoiding an overreliance on one economic driver. As Clarkdale seeks to grow the tourism industry, the Downtown should ensure that it can survive on resident and regional support, so as to avoid over-reliance on tourism. Preventative infrastructure maintenance is generally cheaper than replacement or taking care of costly repairs from years of neglect. Maintaining infrastructure also encourages development by making Clarkdale a safe and appealing place to invest. Fostering redevelopment of vacant buildings or lots can bring new consumers to the Downtown District that may patronize multiple businesses, not just the one that initially attracted them to the area, and, thus, represent a benefit to the Main Street economy beyond just the sales they make.

Play: The Downtown District represents an important hub of leisure and recreation activity for tourists and residents alike. Expanding the entertainment and recreational opportunities will further strengthen Clarkdale’s main street economy.

Downtown Clarkdale already provides many opportunities for leisure and recreation. Residents can take advantage of restaurants, the Arizona Copper Museum, kayak rentals, and Clarkdale Park, as well as several festivals and special events hosted in the downtown throughout the year. Fostering entertainment, leisure and recreation in the Downtown District will only enhance Clarkdale’s appeal to residents and tourists alike (see Figure 5.19). To build upon its existing activities, Clarkdale could consider adding unique public art (e.g., murals, playful sculptures) and establishing a marketable...
self-guided historic sites tour. Additionally, the town could assist local businesses in developing district-wide promotional events, such as downtown “passport” events that encourage visitors to explore local businesses (and collect stamps in their Downtown District passport) or cross-business promotions (see Figure 5.20). Clarkdale should also support development opportunities that could bring new entertainment options into the Downtown District, including the restoration of the historic theater.

**Sustainability**

The surrounding environment is an important asset to the Town of Clarkdale. Sustainable practices should be a primary focus in the design of Downtown Clarkdale.

Clarkdale is committed to sustainable practices, especially water conservation. Clarkdale is located in the Arizona desert, where water resources are scarce. Additionally, Clarkdale takes pride in being one of the few cities in Arizona to have a free flowing river—an asset they want to protect; thus, low-water use is of utmost importance. New developments should be mindful of Clarkdale’s commitment to sustainability. Landscape plans should incorporate xeriscaping practices, conserving as much water as possible. Other sustainable practices that would protect the surrounding and natural environment should also be implemented within Downtown Clarkdale, including sustainable building materials and energy conservation measures. Historic preservation will also contribute to Clarkdale’s sustainability values by prioritizing the use of existing buildings over using consuming more materials and energy to construct new buildings.

**Desired Uses**

Allowing and encouraging the right mix of uses is essential to creating a vibrant downtown. In small communities, downtowns often serve as a cornerstone and the hub of social and economic activity. As a source of community pride and history, it is important that Clarkdale deliberately supports a mix of appropriate uses in the Downtown District. The desired uses for the Downtown District are those that help Clarkdale fulfill its ethos of a community where people can live, work, and play (see Figure 5.21).

**5.4 Downtown District Design Guidelines**

The following design guidelines are intended to establish a guiding vision for the Downtown District. For each topic (e.g., desired uses, streetscape, building facades), the Planning Workshop offers a brief vision statement followed by specific recommended and not recommended actions or features. The guidelines are intended to be flexible, facilitating discussion and highlighting key issues of concern or opportunity as new developments or renovations are proposed for the district. The guidelines provide more detailed recommendations to support the design principles (section 5.3, above) and reflect community input.

**Figure 5.20** 5.1.20 Clarktoberfest Flyer

**Figure 5.21** Results from question 9 of the VPS during the Clarkdale stakeholders meeting with ASU
Recommended

Mixed and Supportive Uses

1. Zoning in Clarkdale’s Downtown District should allow for a range of complementary uses, within single buildings (e.g., mixed-use buildings) and throughout the downtown. In particular, buildings that include retail on the ground-level with residential or office uses on upper-stories are greatly encouraged. This style of mixed-use has traditionally existed in small historic downtowns like Clarkdale. A great example of this type of use would be the new Smelter Town Brewery which includes a brewery on the ground level and hotel accommodations on the upper-level (see Figures 5.22 and 5.23).

2. Businesses that complement, rather than replicate, existing ones are recommended with the goal of strengthening the downtown economy and bolstering local businesses through symbiotic developments.

3. Uses that support activity throughout the day and contribute to a lively downtown are favored. A downtown with a variety of uses and businesses naturally fosters activity throughout the day.

Historic Uses

4. When possible, reestablishing historic uses in presently vacant historic buildings is preferred. It may not always be appropriate to restore vacant historic buildings to their original use, however (see Figure 5.24). Related uses that support the overall character of the Downtown District are also encouraged.

5. When reestablishing a historic use is not appropriate, adaptive reuse of existing buildings is desirable. In these cases, restoration of historic buildings should strive to highlight the historic use when possible. Clarkdale’s former bank building offers an excellent example: although it now hosts a new use, the building retains key historic features like the teller stations as depicted in Figure 5.25.

Figure 5.22 Front of Smelter Town Brewery with the hotel on the upper level.

Figure 5.23 Side of Smelter Town Brewery with the hotel on the upper level.

Figure 5.24 The old Clarkdale Theatre that can be reestablished or redeveloped.

Figure 5.25 Original teller booths inside of the original bank building.
6. New developments or rehabilitation projects should balance serving Clarkdale residents with catering to tourists.

a. The downtown should incorporate uses that serve residents’ needs. Examples of community-identified needs for the Downtown District include:

i. Small-scale healthcare; a grocery; service-oriented businesses like banking, salons or daycare; attainable housing; and commercial space.

ii. As mentioned above, residential uses should be incorporated into multi-story buildings with retail on the ground floor, when possible.

iii. Small-scale multi-family developments would also be appropriate within the Downtown District including low-rise apartment buildings or townhouses.

b. Uses that attract tourists and support the tourism industry are also desired within

the Downtown District. Examples of appropriate tourism uses include (see Figures 5.26 and 5.27):

i. Lodging; event space; art and culture-based businesses like museums or galleries; and experience-based business like kayak rentals, glass blowing, and tours.

c. Uses that serve both tourists and residents are highly recommended. Examples of appropriate uses include:

i. Locally owned unique retail shops, restaurants, entertainment and service-oriented businesses like florists or spas.

ii. Consideration may also be given to uses that will attract regional visitors and appeal to residents. Uses or businesses that do not presently exist in the surrounding towns but serve a need or fulfill a desire would qualify. One example is a movie theater.

Not Recommended

1. Single-use or otherwise rigid zoning that hinders mixed-use or constrains complementary development in the Downtown District is not recommended.

2. Industries or businesses that may hamper activity in the Downtown District are discouraged. These would include uses that are exceptionally noisy or odorous.

3. Large-scale, “one-stop” businesses, large chain businesses or franchised restaurants are discouraged, as they do not complement the Downtown District’s objectives for locally-owned small businesses or a slow tourism economy. Some of these uses may be more appropriate in the 89A Commercial Corridor. Where these uses are considered within the Downtown District, they should be viewed with caution and development plans should include elements that support Clarkdale’s historic and unique features (see additional design guidelines, below).

4. New single-family detached housing is discouraged as it does not contribute to a mixed-use atmosphere and may detract from Clarkdale’s valuable historic appeal in the downtown-adjacent historic neighborhoods. Where single-family housing is considered, it should be focused on infill opportunities in the downtown-adjacent neighborhoods and respect the historic fabric of the residential area.
Façade Materials and Ornamentation

Results from the Visual Preference Survey illustrate residents prefer the façade and architecture in the Downtown District to retain and/or complement the existing historic fabric. Thus, Clarkdale should continue to protect and preserve its historic façades and advise property owners against historically inappropriate alterations. Any new development or redevelopment projects should take note of historic façade materials and ornamentation styles within the District. As recognized by the National Register of Historic Places, historical architectural styles of Clarkdale include Classical Revival, Bungalow/Craftsman, and/or Mission/Spanish Revival, any of which should be used as inspiration for future development. However, developers should use caution to not mimic historic styles; instead modern designs should complement, but not replicate historic buildings. The priority for development in the Downtown District is maintaining historical integrity, while encouraging an appropriate degree of diversity—in other words, allowing for differing design elements, while still aligning with the same overarching theme.

**Recommended**

1. Developers should maintain exposed brick exterior façades as much as possible. Incorporating stucco detailing over brick allows for a fresher look on new development, while still allowing for potential to relate to historical architectural styles (see Figure 5.28).

2. Tile roofing should be implemented when appropriate, as it has been used in historical downtown architectural styles.

3. Ornamentation and details should remain historically accurate and be preserved in instances of building renovation.

4. Historic buildings undergoing structural repairs or significant renovation should maintain—either through preservation or restoration—the exterior façade very close to its original design style, whenever possible. Any exceptions should be made in consideration with other recommendations within the guidelines.

5. On new developments, ornamentation should be used to create a cohesive relationship with the historic character of the Downtown District. New development should strive to complement, not mimic historic building designs.

**Not Recommended**

1. Renovation of historic buildings should avoid any attempt to remove or cover historic building features, including original facades or ornamentation.

2. New development or renovation projects should avoid the use of modern façade materials that could alter the historic atmosphere of Downtown Clarkdale or detract from sustainability goals.

3. Any new development proposals that seek to mimic historic architecture should be strongly discouraged.
**Façade Color Scheme**

Beyond materials, building facades should draw inspiration from historically appropriate color palettes. Broadly speaking, there should be flexibility to allow for differentiation in the colors used on details, with certain limitations in place.

**Recommended**

1. Building façades should incorporate historically appropriate color schemes.

2. Storefronts and signs should complement the color palette of the established façade.

3. Within the Downtown District, adjacent properties should contribute to a cohesive, historically relevant color scheme, without necessitating uniform color palettes or creating a “cookie cutter” appearance (see Figure 5.29).

4. A certain number of contrasting colors on ornamental details, window banners and doorway decorations should be permitted, while still supporting a cohesive identity throughout the Downtown District.

**Not Recommended**

1. Extremely bold or bright colors outside of historic color schemes are strongly discouraged (see Figure 5.30).
Building Orientation and Storefronts

The Downtown District should strive for an inviting, vibrant atmosphere, including street activation with pedestrian-friendly storefront design. The current orientation of downtown storefronts are indicative of a traditional Main Street, including no front or side setbacks that establish a walkable, urban experience. This orientation was strongly preferred by stakeholders during the Visual Preference Survey. Future development should continue the downtown pattern, emphasizing the pedestrian experience and traditional downtown storefront features.

Recommended

1. Any new development should maintain the zero setbacks found throughout the Downtown District.

2. New buildings or building additions should respect the current scale of surrounding buildings in both height and width (see Figure 5.31). Generally, building height should be limited to no more than four stories.

3. As buildings undergo rehabilitation, developers should take care to preserve original entryways, storefronts, and ornamentation details to the fullest extent possible (see Figures 5.32 and Figure 5.33).

4. As a general rule of thumb, display windows should be 65% to 75% of the overall façade in the Downtown District.

5. Display windows should be at a pedestrian-level and support an “eyes on the street” feel within the district. In addition to enhancing pedestrian safety, visually open storefronts contribute to a more vibrant atmosphere (see Figures 5.34 and 5.35).

6. When possible, historically appropriate awnings should be included on building façades to create shade in the pedestrian realm, as well as visual interest.
**Not Recommended**

1. Storefront façade designs that are overly modern and do not complement historic styles are strongly discouraged.

2. Blank and/or flat walls without ornamentation, windows, decoration, plants, or detailing are not recommended (see Figure 5.36).

3. Building owners should avoid walls or fencing that obstruct views or fragment the pedestrian atmosphere.

**Figure 5.36** Image from LA Walkability Checklist, Ch.08. Comparison between a recommended and not recommended look for a typical storefront. The recommended walls have dimension while the not recommended walls are completely flat.

**Streetscape**

When entering the Downtown District, the streetscape offers the first visual signal that visitors have “arrived.” Thus, it is important for the streetscape to help create a cohesive identity for the Downtown District. During community input, stakeholders expressed support for the existing streetscape and the guidelines seek to reinforce those preferences. Currently, the streetscape consists of reasonably wide sidewalks for pedestrians, street furniture, and street trees. Parallel parking spots are located adjacent to the public right of way.

**Recommended**

1. To the fullest extent possible, new developments should include elements that support the existing streetscape design, such as appropriate landscaping and streetscape amenities.

2. The streetscape design should prioritize the safe usage of multiple modes of transportation, including bicycles, pedestrians, and automobiles.
   a. Where applicable, traffic calming measures should be implemented to maximize community safety. This includes, but is not limited to stop signs, narrow roads, raised crosswalks or intersections.
   b. Crosswalks should be easy to identify. At key crossings, pedestrian crosswalk lights are encouraged to maximize safety and emphasize the walkability of the Downtown District.
   c. Beyond ADA requirements, sidewalks should be accessible to multiple types of users. Ramps should be available for visitors to get from the parking to the sidewalks (see Figure 5.37) and into any business (see Figure 5.38).

**Figure 5.37** Sketch showing how the corner curb of a sidewalk and street should incorporate a ramp for ease of access from street parking to stores.

**Figure 5.38** Sketch showing how a ramp to a door should be implemented if it is not already at ground level.
d. Bike lanes should be incorporated into the Downtown District, enabling a separation of users (i.e. pedestrians versus bicyclists) (see Figures 5.39 and 5.40).

3. The sidewalk zone should be wide enough to accommodate pedestrians—a minimum of 6-feet is encouraged, as well as expanded retail or dining spaces. Business expansion onto the sidewalk creates a more attractive and cohesive downtown community. Expansion opportunities may include outdoor dining areas for restaurants, diners, breweries, or other similar businesses, or additional display racks that draw in customers to products without stepping foot into the store (see Figures 5.41-5.44).

4. Appropriate streetscape amenities should be provided to accommodate different types of visitors. This includes enough parking, bike storage, pedestrian-scale lighting and seating throughout the Downtown District (see Figures 5.6.9 and 5.6.10).

5. Streetscape design should maintain a cohesive network between other design guidelines mentioned later in this document, including landscaping, parking, and signage.
Figure 5.43 Example of how a retail store can expand their business onto the sidewalk. Displays strategically being placed in front of the store, with open doors, on the sidewalk.

Figure 5.44 Sketch of how wide a sidewalk should be.

Figure 5.46 Example of public seating on the sidewalk.

Figure 5.45 Example of a bike storage design

**Not Recommended**

1. The Downtown District should not have empty sidewalks, absent streetscape amenities.

2. Streetscape elements that depart from the cohesive streetscape theme should be avoided.

3. Narrow sidewalks or other streetscape elements that impede the movement of multiple types of transportation (e.g., pedestrians, bicyclists) should be discouraged.
Landscaping

The landscaping guidelines aim to protect Clarkdale’s unique desert landscape and conserve natural resources. Landscaping within the Downtown District should complement the community’s natural open spaces and support its sustainability mission. Sustainable landscaping standards can help protect the Verde River, among other natural features in and around Clarkdale. Downtown landscaping can also enhance the public realm and make the downtown more attractive to visitors and residents.

**Recommended**

1. Developers should prioritize shade opportunities to the fullest extent within the Downtown District. Wherever possible, shade should be created from natural sources, including native desert trees. If natural shading is not possible, man-made shade structures can be considered (see Figure 5.47).

2. Xeriscape landscaping should be prioritized within the Downtown District, which could include native wildflowers (see Figure 5.48), cacti or succulents (see Figure 5.49), or trees and shrubs (see Figure 5.50).

3. Low maintenance landscaping should be emphasized within the Downtown District, minimizing both maintenance costs and water usage. Landscaped areas can also promote water retention during storm events.

**Not Recommended**

1. While landscaping is an important feature within the Downtown District, it should not impede safety, access, or visibility (see Figure 5.51).
Sustainable Building Measures

The Town of Clarkdale values the environment and sustainability, with a special focus on water conservation. Development projects throughout Clarkdale, including within the Downtown District, should recognize these values by incorporating sustainable building measures. While the initial investment in sustainable building practices can be cost prohibitive, their long-term benefits tend to outweigh early expenses over time. Financial resources and incentives are available for green building strategies to help defray development costs.

Recommended

1. Whenever feasible, existing buildings in the Downtown District should be preserved and restored, rather than building new developments.

2. Green building practices should be used whenever possible to support Clarkdale’s commitment to sustainability. Practices can include:
   a. Net-zero buildings that consume as much energy on an annual basis as the renewable energy it produces or consumes as much water as it recycles (see Figure 5.52);
   b. Climate resiliency practices that incorporate measures to ensure the building can withstand extreme weather patterns and natural disasters—in Clarkdale’s case, it could mean preparing for extreme heat events;
   c. Green Certification programs, such as Green Star Certification, Leader in Energy and Environmental Design (LEED) Certification, and/or Excellence in Design for Greater Efficiencies (EDGE) Certification (see Figure 5.53);
   d. Distributed Energy Systems through the use of sensors, meters and actuators for the system to observe and improve a building’s performance (e.g., heating, cooling, lighting);
   e. The use of sustainable building materials (e.g., grasscrete, bamboo, recycled plastic, wood, and hempcrete) (see Figure 5.54); or
   f. Energy efficient measures, such as LED lighting, EnergyStar appliances, multi-paned windows, or energy-rated insulation (see Figure 5.55).
3. Low-pressure water fixtures should be incorporated through a development (both the interior and exterior) (see Figures 5.56 and 5.57).

4. Waste streams should be separated into landfill, recycling, and composting (both within the building, but also at the refuse storage point outside) (see Figure 5.58).

Not Recommended

1. Whenever feasible, buildings without any green building practices should be discouraged (see Figure 5.59).

Potential funding resources for historic preservation and/or green building practices:

- The National Park Service Federal Historic Preservation Tax Incentives program
- The National Park Service State Historic Preservation Program (SHPO) Historic Preservation Fund (HPF) Grant Program
- The National Park Service Save America’s Treasures (SAT) Grant Program
- Department of Housing and Urban Development (HUD) Federal Housing Administration (FHA) Loan Program
- Arizona State Parks & Trails State Property Tax (SPT) Program for Incoming Producing Properties
- Federal Business Energy Investment Tax Credit (ITC)
- Arizona State Solar and Wind Equipment Sales Tax Exemption (ITC)
- Arizona Public Service (APS) Multifamily Energy Efficiency Program
- UniSource Energy Services (UES) Commercial Energy Efficiency Rebate Program
- APS Energy Efficiency Solutions for Business Program
- Federal Clean Renewable Energy Bonds (CREBs)
- Federal Renewable Electricity Production Tax Credit (PTC)
- U.S. Department of Energy Loan Guarantee Program
- Federal Income Tax Credits and Other Incentives for Energy Efficiency
- Energy Efficiency and Renewable Energy Financial Opportunities
Parking

In the Visual Preference Survey, community members indicated strong support for street parking within the Downtown District; however, the results showed a preference for diagonal street parking over parallel options. Maximizing parking within the Downtown District is an important aim, supporting Clarkdale’s local economy and tourism industry.

Recommended

1. Where possible, Clarkdale should consider replacing parallel parking with diagonal spaces, reducing the stress of parallel parking (see Figure 5.60). This design maximizes parking capacity, while minimizing congestion.

2. Clarkdale should consider opportunities to site new parking behind buildings or in strategically-placed parking lots. This approach can help to alleviate parking demand during major events and from multi-day visitors, without reducing parking along Main Street.

3. Parking should be considered part of the streetscape with a relationship to adjacent landscaping.

4. As parking is maintained, consider incorporating permeable paving or other opportunities to improve stormwater drainage (see Figures 5.61 and 5.62).

5. On-street parking along Main Street should be reserved for visitors to the Downtown District. Employees and long-term visitors should be encouraged to park in nearby areas.

Not Recommended

1. While over-parking should be avoided within the Downtown District, under-parking should also be a concern.

2. At present, Clarkdale should retain a free on-street parking program and avoid implementing any fee structures.

Figure 5.60 Diagonal parking placement.

Figure 5.61 Example of permeable paving technique.

Figure 5.62 Example of permeable paving technique.
Alleys

During the community input, Clarkdale residents expressed interest in activating alleys in the Downtown District (see Figures 5.63 and 5.64). Alley activation includes the creation of an inviting atmosphere and the implementation of safety measures, such as adequate lighting and access. Alley activation can increase street connectivity within the Downtown District, as well as catalyze new pedestrian and bike opportunities. Alleys can also add a whimsical element to the area, contributing to Clarkdale’s rich history.

**Recommended**

1. To facilitate an improved pedestrian experience, businesses should prioritize the screening of large dumpsters and other utilities (see Figure 5.65).
2. To catalyze alley activation, existing businesses should intentionally create, and clearly mark, alley entrances or spaces whenever possible.
3. Pedestrian-scale street lights (or other lighting strategies) should be implemented within activated alleys to increase pedestrian visibility and safety.
4. Where applicable, activated alleys should incorporate public art to showcase the location as a unique space. Local artists and art that showcases Clarkdale’s identity is strongly encouraged. This strategy is particularly useful near the alley’s intersections with public streets (see Figure 5.66).
5. Alley signage should be visible and support the brand and identity of the Downtown District.

**Not Recommended**

1. Property owners should avoid large, unscreened dumpsters that deter people from walking down the alleyway.
2. Any landscaping should be maintained and should not impede pedestrian visibility.
3. Property owners should avoid alley conditions that create safety concerns (e.g., broken pavement) or inadequate stormwater drainage (e.g., impermeable pavement materials), reducing walkability within the alleys.

Figure 5.63 Example of before and after picture for a revitalized alleyway.

Figure 5.64 Example of an activated alleyway.

Figure 5.65 Diagram and picture of how a dumpster should be screened.

Figure 5.66 Example murals that can be incorporated into the alleys.
Signage

Signage plays two important roles: it offers information (e.g., directional, informational) and it can contribute to a sense of place. Within the Downtown District, signage contributes to the usability and identity of the area. Like streetscape, wayfinding signage can signal to visitors that they have “arrived” in a special place. Perhaps more importantly, signage is an important tool for local businesses, enabling them to identify their buildings and attract customers. The signage guidelines aim to identify suitable signage types to support the character and history of the Downtown District, while allowing for reasonable degrees of variation for purposes of site suitability and visual interest.

**Recommended**

1. Signs (and sign materials) should be compatible with the historic character of the Downtown District, including materials and colors.

2. Signs should preserve, complement, and enhance buildings within the Downtown District (see Figures 5.67 and 5.68).

3. Signs should be proportionally appropriate to the building and/or storefront. Signs should be integrated into the building facade and highlight, not detract from, architectural features (see Figure 5.67).

4. Signage should have a human-scale and be readily viewable by (and legible to) pedestrians. A mix of signage types are encouraged within the Downtown District, including wall/facade, window, awning, and projection signage (see Figure 5.68).

5. Signs should have constant lighting and halo or backlit lighting is recommended.

6. Wayfinding signage should be distinct and easily recognizable to visitors, employing a consistent theme and/or color palette throughout the area (see Figures 5.69 and 5.70).

**Not Recommended**

1. Signs should not obscure or damage historic building features or ornamentation.

2. Signs in the Downtown District should not use excessively bright color schemes (e.g., fluorescent colors) or rely on color combinations that impede its legibility.

3. While neon signs should not be strictly prohibited, they should be viewed with caution and should be well-designed if they are considered.

4. Digital signage is strongly discouraged within the historic Downtown District.

5. Signs should not incorporate flashing lights.

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**Figure 5.67** An example of retail signage implemented well.

**Figure 5.68** Preferred retail signage by residents of Clarkdale; determined from the results of the VPS from the Clarkdale stakeholders meeting with ASU.

**Figure 5.69** An example of a well made wayfinding signage in Downtown Davis.

**Figure 5.70** Preferred wayfinding signage by residents of Clarkdale; determined from the results of the VPS from the Clarkdale stakeholders meeting with ASU.
**Place-making: Artistic, Historic & Cultural Atmosphere**

Placemaking strategies can connect time, space, peoples, and cultures with a specific location. Often taking the form of public art, placemaking can enhance community pride, identity, and culture. Through a placemaking strategy, Clarkdale can reinforce the vibrancy of the Downtown District with community-reflective art, combining the elements of partnership and creative branding. Installations will not only foster a sense of play within the town, but also a sense of pride. By inviting a community of artists, Clarkdale can maintain and hone the historic, timeless and unique character of the Downtown District, while highlighting local talent. The emphasis of art in the Downtown District will aid in creating a culture where generations can connect in a meaningful, distinctive space.

**Recommended**

1. The Downtown District should encourage public art features at key locations throughout the district. Public art can add to the appeal of the district, while supporting slow tourism and the local economy. Potential opportunities for public art within the Downtown District include:
   a. Alleyways (see Figure 5.71)
   b. Blank facades or natural features (within reason) (see Figure 5.72)
   c. Neighborhood entrances (see Figure 5.73)

![Figure 5.71 Slightly upgraded alleyway with attractive lighting and signage](image1.png)

![Figure 5.72 Individual segments of a backyard reimagined as colorful backgrounds](image2.png)

![Figure 5.73 Mountain Gate community sign](image3.png)

![Figure 5.74 Public seating area designed to look like a Victorian lamp. Also provides lighting and shade](image4.png)

![Figure 5.75 Whimsical trailhead entrance made from natural materials](image5.png)

![Figure 5.76 Transit stop creatively altered to look like an old television](image6.png)
d. Public facilities

e. Seating areas (see Figure 5.74)

f. Trailheads (see Figure 5.75)

g. Transit stops (see Figure 5.76)

2. Placemaking features should draw upon historically and culturally appropriate themes, helping to solidify the Downtown District’s identity. Potential themes might include: Verde River, mining-related themes (e.g., mines, railroad, copper or other mining materials), desert themes, or mountain themes. (see Figures 5.77 - 5.81).

3. As buildings are developed or renovated, developers and/or the Town, perhaps through public-private partnerships, are encouraged to incorporate art installations—particularly in public spaces, such as within the streetscaping zone or other community spaces. Detailed suggestions for art installations include:

a. Public Spaces

i. Installations of any kind are encouraged to be produced locally.

ii. Installation or project should enhance the public realm (see Figures 5.82 and 5.83).

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Figure 5.77 Mural of miner gazing

Figure 5.78 Metal sculpture of javelina with flowers

Figure 5.79 Metal sculpture of prickly pear cactus

Figure 5.80 Scenic view of the Verde River

Figure 5.81 Verde Canyon railroad hugging a bend near the mountain side

Figure 5.82 Public ramada with imaginative touches

Figure 5.83 Planters lining Grand Ave. in Phoenix, creating eye-catching art along the streetscape
iii. Installations should draw the public into and through a space.

iv. Installations should enhance connectivity between neighborhoods.

v. Installations with a functional use (e.g., bike racks, shade structures, sustainability features) are encouraged (see Figures 5.84-5.86).

vi. Installations should support the Downtown District brand, either directly or indirectly (see Figure 5.87).

vii. Installations are encouraged to draw inspiration from historically relevant time periods for the Downtown District, including art deco, art nouveau, cubism, and/or futurism (see Figures 5.88 and 5.89).
b. Murals
   i. Mural artists should be welcome to revive spaces with color and expression, while at the same time highlighting a personal skill set for the public aesthetic (see Figures 5.90 and 5.91).
   ii. Mural themes should support the character and branding of the Downtown District.

c. Sculpture
   iv. Sculptures that celebrate local history and culture, whether from a historical or playful perspective, are encouraged (see Figure 5.92).
   v. Sculptural materials should be appropriate for the Downtown District, including glass, wood, metal, stone, and clay (see Figures 5.93-5.96).

Not Recommended
Public art that conflicts with the pedestrian-friendly design of the Downtown District should be avoided.
Public art installations should not obstruct scenic views within the district.
Public art installations should not harm or detract from the historic character of a building or the Downtown District.
**Other Recommendations**

Clarkdale’s Downtown District is a rich historic and cultural asset that should continue to shape the community’s identity for years to come. This section provides an overview of the various techniques Clarkdale could use to help apply the Downtown District design principles and guidelines. These recommendations offer additional suggestions that will assist in generating a supplementary tax base and contribute to Clarkdale’s economic prosperity. The recommendations include incentives and programs.

**Incentives**

Incentives, often financial, are one strategy for business attraction or retention within a downtown. Government entities often grant these incentives; at the local level, governments can include non-financial incentives, such as expedited processes or other supports. Incentives can be either uniform or customizable, targeting specific types of support to an individual business’ needs. Incentives could be a useful strategy for Clarkdale, enabling the Town to catalyze new economic growth within the Downtown District. The following list offers a range of potential incentive strategies for Clarkdale:

1. **Accelerated Permitting Process**: This strategy offers a non-financial incentive, aimed to reduce the start-up time (and, therefore, costs) for a new development and/or business. The sooner a business can begin operating, the sooner the Downtown District can benefit.

2. **Fee Waiver or Reduction of Permit Fees**: Fee waivers or reductions can help make projects more feasible for local developers or businesses. This strategy can be used to assist in business relocation, local business expansion, or new development at a key location. This approach may also apply to tenant finishes and plan reviews.

3. **Performance-Based Sales Tax Rebates**: This incentive is related to public infrastructure or retail, where a developer or business owner receives a rebate for a portion of the tax revenues their project generates. The rebate is generally time-limited (e.g., two to five years). For a developer, the rebate can incentivize investment in streetscape and other public-facing infrastructure; for business owners, it can incentive new businesses or expansion.

4. **Financial Incentives**: There is a wide array of financial incentives that can target economic growth. These include temporary low-interest rate loans programs or grants to businesses that will grow the tax and/or job base.

5. **Targeted small business grants**: There are a range of small business programs and grants to consider, many of which originate from federal agencies (e.g., the Small Business Administration (SBA)) or non-profits. In addition, there are small business grants that target specific sub-populations, including women and people of color. Some of these existing grant programs include: the Eileen Fisher Women-Owned Business Grant program; the National Association for the Self-Employed (NASE) Growth Grants; or the SBA 8(a) Business Development Program.

6. **Negative Incentives (also known as disincentives)**: This is a form of financial punishment for taking certain actions, designed to ensure new developments align with current regulations. While disincentives can be effective, they should be used sparingly.

**Programs**

Programs may be the easiest, yet oftentimes most overlooked plan of action. Programs and partnerships should be used to help accomplish a specific action by working together with other community or regional stakeholders to achieve a common goal. Potential programs to support the Downtown District include:

1. **Clarkdale should create a support system for small businesses within the Downtown District that provides small, local businesses with support and resources needed to succeed.**

   a. **Clarkdale should continue collaborating with Local First Arizona to promote the Town’s local economy and celebrate local businesses. Local First provides entrepreneurs with valuable educational and development resources and connects businesses.**

   b. **Clarkdale should explore small downtown programs, such as the Main**
Street Program (administered by the Main Street Center of the National Trust for Historic Preservation), to find resources and strategies to assist with the Downtown District’s long-term vision.

c. A small business incubator program provides entrepreneurs with the support and technical assistance they need to begin their businesses. In this program, startup companies share resources and services in an effort to decrease startup and operational costs. The Town of Clarkdale should coordinate with the Yavapai College to coordinate this program and foster small businesses growth in the Town and larger community.
6. **89A Commercial Corridor: Design Principles and Guidelines**

6.1 Introduction

6.2 Existing Land Uses

6.3 89A Commercial Corridor Design Principles

6.4 89A Commercial Corridor Design Guidelines
Chapter 6. 89A Commercial Corridor: Design Principles and Guidelines

6.1 Introduction

State Route (SR) 89A (referred to as the 89A Commercial Corridor) serves as the central transportation corridor for Clarkdale. The corridor is also one of Arizona’s most scenic drives, transporting residents, commercial freight, and tourists alike throughout the Verde Valley region.

The 89A Commercial Corridor connects Clarkdale to several other north/central Arizona communities, including Jerome, Prescott, Cottonwood, and Sedona. Originally designated as US 89A, the 89A Corridor was the “alternate” or faster highway route in the region relative to US Route 66. However, it eventually lost its highway status and was officially renamed to SR 89A. Much of the corridor has since been altered to help facilitate traffic flow and safety within populated communities, although some segments retain their historic highway-feel (Pry, 2011).

Today, the 89A Commercial Corridor holds great potential for development activities that will help achieve Clarkdale’s longer-term visions for its community, as well as bolster its economic resilience. Owing to its connectivity throughout the region, the corridor offers opportunities to entice tourists traveling through the Verde Valley, in addition to attracting new businesses and jobs. In addition, the 89A Commercial Corridor offers a “blank canvas” to incorporate a cohesive wayfinding strategy into the community and strengthen Clarkdale’s brand within the region.

Chapter 6 introduces a set of design principles and guidelines (referred to as guidelines in the rest of the chapter) intended to guide future development and investments in the 89A Commercial Corridor. The guidelines reflect community input gathered during the stakeholder meeting and meetings with Town staff. The intention of the guidelines is to:

- Support Clarkdale’s elected officials, boards, commissions, and staff as they evaluate current development proposals and consider future opportunities for the 89A Commercial Corridor.
- Inform and inspire current property owners and developers interested in the 89A Commercial Corridor, offering a flexible vision for appropriate uses and design aspects along a regional arterial.
- Assist in future planning efforts along the 89A Commercial Corridor, providing a cohesive vision that may guide discussions about what Clarkdale hopes the corridor looks like in the future.

The 89A Commercial Corridor guidelines complement those of Downtown Clarkdale. Clarkdale’s character, history, and charm should be celebrated and preserved through new development in the 89A Commercial Corridor. This chapter aims at overcoming the identified challenges in this focus area to offer clear design expectations to attract and retain desired businesses and that have a limited negative impact on the surrounding residential properties and increase tourism in this area.

6.1.1 Purpose

The purpose of the 89A Commercial Corridor guidelines is to enhance the area’s natural beauty and support future development that is sustainable, attractive, and productive for Clarkdale. This objective aligns with the 2016 SR 89A Focus Area Master Plan, as well as community feedback gathered during this planning process. The guidelines will serve several functions. They offer broad design principles to guide work within the corridor, supported by specific design recommendations for development along 89A. Together, the guidelines ensure the corridor’s vision supports Clarkdale’s need for community-centered services, balanced tourism, and sustainability. The guidelines assure that future development projects will continue to align with current infrastructure capacity and zoning regulations, while complementing (but not imitating) the historic nature of Clarkdale’s downtown. Additionally, the guidelines seek to support economic resilience and growth for the Town of Clarkdale and within the Verde Valley.

These guidelines act as a promise to residents, business owners, visitors and investors that Clarkdale will continue its commitment to sustainable growth and meet the needs of local residents, as well as visitors. The overarching goal of the guidelines is fostering a cohesive, vibrant, uniquely Clarkdale brand for the 89A Commercial Corridor.
6.2 Existing Land Uses

This section identifies key challenges and opportunities for future development along the arterial, including unique circumstances impacting the three key opportunity areas. Although many parcels along the corridor are currently vacant, most of the land is zoned for commercial uses. Existing businesses include: a convenience store, a discount retailer, two wineries, a restaurant, and a church. Presently, some (but not all) of the corridor has the infrastructure to accommodate new development. The 89A Commercial Corridor is also contained within a 500-foot commercial overlay district that establishes design standards along the highway right of way, promoting a pedestrian-friendly environment.

The 89A Commercial Corridor focus area focuses on the portion of 89A that runs through Clarkdale, inclusive of its adjacent parcels (see Figures 6.1 and 6.2). For the town, the 89A corridor extends from its intersection with the Clarkdale Parkway roundabout to the north and its boundary with the City of Cottonwood to the south. For the purposes of this project, the Planning Workshop and Town staff prioritized the corridor into three opportunity areas (identified below). The guidelines target the first priority area, which was deemed the ripest for development due to its current infrastructure capacity and existing land uses. The key opportunity areas, in ranked order, include:

Key Opportunity Area 1

The SR89A/Cottonwood Commercial Corridor, bounded by the Scenic Drive roundabout to the north and the Lisa Street roundabout to the south. This key opportunity area offers private developable owned land, infrastructure, adjacent residential communities, secondary access roads, and established businesses.

Key Opportunity Area 2

The SR 89A Commercial Corridor Overlay, bounded by the Clarkdale Parkway roundabout to the north and the Lisa Street roundabout to the south. This key opportunity area includes both public and private landholdings and established businesses.

Key Opportunity Area 3

The SR 89A/ Jerome Commercial Corridor, bounded by the Clarkdale Parkway roundabout to the east and Desert Sky Drive to the west. This key opportunity area includes privately owned land, infrastructure, and no established businesses.
6.2.1 Challenges

Since the mid-20th century, the interstate highway system has been the backbone of America, allowing massive expansion in metropolitan areas and connecting rural communities. Yet, other small communities were not so fortunate and faded away, as the highway system passed them by. Like other Verde Valley communities along State Route 89A, Clarkdale’s highway frontage represents an opportunity to harness economic growth for its residents and to leverage regional tourism. However, the area also has challenges that could limit the potential of the 89A Commercial Corridor. This section examines the challenges facing the corridor.

Fast Highway and Economic Leakage

The Town of Clarkdale’s position along SR 89A is an asset, but also poses a challenge to fostering a slow tourism destination. Tourists participating in slow tourism are often more willing to spend money in locally owned restaurants and businesses versus larger chains so as to fully immerse themselves in the culture and surroundings. However, the 89A corridor was constructed as a “faster,” high-traffic volume alternative for the region, meant to move people through the area quickly. The inherent lack of slow tourism elements along the 89A Commercial Corridor is a challenge for retaining tourism dollars in the local economy versus national chains. This challenge is also referred to as economic leakage and can negatively impact the town’s economy. Absent efforts to encourage the literal slowing of vehicles and pedestrians—through traffic calming and walkable infrastructure, as well as the growth of slower tourism destinations that play off Clarkdale’s scenic vistas and rich history, the community will be vulnerable to economic leakage. This challenge is applicable to all three Key Opportunity Areas, as each lacks the infrastructure and services that encourage tourists to linger.

Barriers to Development

Commercial development is critical to 89A Commercial Corridor, generating tax revenue for critical infrastructure and services within the town and providing services to local residents. At present, Key Opportunity Area 1 experiences many barriers to commercial development, including a lack of established businesses, insufficient infrastructure to support new growth, and graded parcels that are complicated to develop (see Figure 6.3) Critically, infrastructure gaps are a substantial hurdle for potential businesses, who are likely deterred from the area because of the added expense. Key Opportunity Areas 2 and 3 possess similar challenges, although their impact may be less as development in Area 1 may make subsequent projects easier and more attractive.

There is a need for a cohesive plan to guide investments with the Key Opportunity Areas that would allow for innovative ideas and creative business plans from private developers. As part of the plan process, Town staff could confer with developers to assess a project’s feasibility, as well as its desirability for the community. This interaction between planning staff and property owners could support a coordinated development vision for the 89A Commercial Corridor.

Limited Access on State Highway

The Arizona Department of Transportation (ADOT) has a limited access plan that requires a creative approach for design and development along its state highways. As a limited access road, the entirety of the 89A Commercial Corridor is constrained by these ADOT restrictions. Limited access roads prevent or limit vehicular access to properties along the arterial to ADOT-authorized points, effectively controlling the number and placement of curb cuts. While an understandable strategy for managing highway traffic flow, this restriction can also make it difficult for ingress and egress to and from retailers and other services. This challenge can be addressed through creative approaches to traffic flow and site access, including the use of the Old Jerome Highway as an access point and road for the businesses along the commercial corridor.
Pedestrian-Challenged Highway Corridor

Clarkdale has expressed a clear goal to foster a pedestrian and bike-friendly environment along the 89A Commercial Corridor. While this is not unusual for Verde Valley communities, the corridor’s designation as a state highway does pose challenges. At present, there is a sidewalk along much of the 89A Commercial Corridor, although there are no traffic calming measures in place and pedestrian crossings at roundabouts can be difficult (see Figure 6.4). Each Key Opportunity Area, beginning with 1, has a need for more established businesses that could significantly increase consumer presence, walk-in traffic, and the potential for future income—essentially creating the reason for someone to walk along the corridor. Additionally, the 89A Commercial Corridor requires basic infrastructure to support a safe and welcoming environment for pedestrians and bikes, including (but not limited to) streetscaping, shade infrastructure, bike lanes, and traffic calming measures at key points along the corridor (see Figure 6.5).

6.2.2. Opportunities

The State Route 89A Commercial Corridor is uniquely situated to play a special role for the Town of Clarkdale and the surrounding area. As much of it has not been developed yet, it holds significant potential for the future. The development of this corridor brings opportunities to attract tourists, provide new and desired services to residents, and leverage the highway location to support businesses that require high volumes of traffic to thrive.

Slow Tourism as a Community Gateway

The Town of Clarkdale is full of opportunities for slow tourism—the type of tourism industry most preferred by the community. Slow tourism focuses on discovery, learning, and sharing activities. It creates opportunities for visitors to interact and connect with local people, rather than attracting large, fast-moving groups with one-stop attractions. The 89A Commercial Corridor boasts access to many scenic trails and high-visibility via the highway. By investing in slow tourism opportunities (e.g., experiential businesses, such as wineries, and connections with recreational opportunities) and creating lodging for these tourists, it is possible to catalyze a new tourist draw along the corridor. Perhaps more importantly, slow tourism along the 89A Commercial Corridor can function as a gateway for Clarkdale, generating interest in the rest of the community (including the Downtown District) and encouraging longer tourist stays.
This principle applies to all Key Opportunity Areas, with each offering the potential to encourage specific slow tourism tactics, such as locally-owned businesses and features that highlight the town’s natural and historic amenities. The benefits from incorporating slow tourism concepts throughout the length of the 89A Commercial Corridor will help distinguish Clarkdale as a slow tourism destination and prevent (or at least slow) economic leakage.

**Development that Fulfills Community Needs**

As residents expressed during public input, Clarkdale’s existing businesses are unable to meet the full spectrum of community needs. As a result, residents must leave Clarkdale to purchase fresh produce and meats (among other items). The 89A Commercial Corridor offers a number of vacant parcels that could accommodate new businesses to meet community demands locally. During community outreach, residents highlighted strong support for a local grocery and bakery. Entertainment opportunities, such as a movie theater, are scarce throughout the Verde Valley; inclusion of these types of uses along the 89A Commercial Corridor could draw people from throughout the region (see Figure 6.6). Importantly, Clarkdale stakeholders and Town staff expressed strong support for locally-owned and/or niche business models, enabling the community to build upon its unique character while also growing its local economy. While this principle applies to all Key Opportunity Areas, Area 1 is an early priority owing to its existing infrastructure and the opportunity to generate synergies with existing businesses in the area.

**Ample Flexibility for Development**

The 89A Commercial Corridor offers greenfield development opportunities, allowing for creative development models and reducing logistical challenges. The existence of infrastructure and utilities in portions of the corridor also facilitates a smoother, more efficient development process for new businesses and Town staff. The Key Opportunity Areas offer specific advantages. Key Opportunity Area 2 has several large, publicly-owned parcels, offering the opportunity for the Town to partner with developers to facilitate development or achieve certain goals. These partnerships could include a Request for Proposal process to generate plans for new development or more formal arrangements, such as public-private partnerships to support new business growth. Similarly, Key Opportunity Area 3 offers several developable greenfield parcels with existing infrastructure connections.

**High Visibility, Strong Destination Opportunity**

The 89A Commercial Corridor is a busy, high-volume highway that brings regional populations, as well as visitors, through Clarkdale on a daily basis. Its traffic counts offer an opportunity to build business branding and visibility throughout the corridor, capturing market share and generating new tax revenue. Key Opportunity Area 1 should strategically be highlighted as an iconic entryway for Clarkdale. By introducing unique features, such as public art and a distinctive wayfinding system, Clarkdale can build a brand that clearly distinguishes it from its regional neighborhoods (particularly Cottonwood), while highlighting...
its unique history and identity. The creation of a celebratory entry point along the 89A Commercial Corridor will signal to visitors that they have “arrived” somewhere special and solidify Clarkdale’s brand within the region. Subsequently, there are opportunities to extend wayfinding and branding strategies, including with streetscape and public art investments, throughout Key Opportunity Areas 2 and 3, strengthening economic development along the length of the corridor.

6.3 89A Commercial Corridor Design Principles

Small-Town Preservation

Preserve the town’s identity and history in order to maintain its close-knit community while providing residents with needed resources.

Similar to the Downtown District’s principles of increasing economic activity while preserving and maintaining its historic character, the 89A Commercial Corridor should strategically support and complement Clarkdale’s historic, small-town identity. New businesses along the 89A Commercial Corridor should provide job opportunities to local residents and the surrounding communities. Development projects should respond to community input for locally owned and niche businesses. Generic big-box projects should be avoided when possible and should emphasize smaller-scale projects over large retail footprints (see Figure 6.7). Architecturally, development should complement the Downtown District with modern Southwest styles, but not copy a historic character. New buildings should be designed with an attractive small-town concept in mind and remain at a human-scale (see Figure 6.8). Collectively, these concepts will help solidify Clarkdale’s brand within the community and throughout the region.
Live-Work-Play Community

Make Clarkdale a livable place for all by providing residents with attainable housing options, entertainment and recreational activities, and local employment opportunities.

Clarkdale was founded as a community where employees of local companies could live, work and play. This mantra has persisted for Clarkdale's current residents and remains an important principle. The 89A Commercial Corridor should embrace this standard by incorporating corridor-appropriate elements of “live, work, play” including attainable housing, desirable recreation and leisure options, and employment opportunities.

Live: Attainable housing opportunities should be incorporated into the 89A Commercial Corridor to support Clarkdale’s growth and provide a wider range of housing options for current or future residents with close proximity to employment centers and recreation.

Presently, several residential neighborhoods border the 89A Commercial Corridor, providing single family housing options to Clarkdale. To complement these housing choices and fully encompass the “live, work, play,” the corridor should incorporate attainable housing options to increase choices within the community (see Figure 6.9). The close proximity of these housing options to commercial development, employment centers, and recreational opportunities would benefit existing and future residents. Further, additional attainable housing would help narrow the existing housing pressures in the area, making Clarkdale a livable place for all.

Work: Foster the 89A Commercial Corridor as an opportunity for regionally-connected tourism, mixed-use development, and a balance of locally owned and small-scale retail businesses.

Slow tourism

Clarkdale is uniquely suited for a slow tourism economy due to its history and cultural assets, events, and natural resources, including the only free-flowing river in Arizona. The concept of slow tourism relies on the quality of experiences over quantity and emphasizes getting to know a place as a local, rather than an outsider. From the local’s perspective, a slow tourism economy balances the needs of the community with visitors, ensuring tourism does not crowd out resident demand.

Mixed-Use Economic Development

Clarkdale needs new businesses to bolster the local economy, as well as a broader spectrum and supply of housing choices. To meet the town’s tax base and housing needs, the 89A Commercial Corridor should encourage mixed-use development opportunities that accommodate both locally owned businesses and affordable housing units (see Figures 6.10 and 6.11). Through the implementation of mixed-use zoning along the corridor, Clarkdale can ensure 89A is able to support the community in multiple ways. In addition to increasing

The 89A Commercial Corridor offers an opportunity to catalyze a regionally-connected tourism network between Clarkdale, Cottonwood, and Jerome, featuring historical and cultural assets as well as trails and parks. Under regional initiatives, marketing the 89A Commercial Corridor as a slow tourism corridor—and Clarkdale as a slow tourism destination within the Verde Valley—will attract tourists that appreciate Clarkdale’s history and natural landscape.

Importantly, Clarkdale should develop a complete slow tourism strategy that identifies clear, complementary goals for the Downtown District and 89A Commercial Corridor. Relative to a downtown-centered strategy, which may aim to draw higher quantities of tourists via events and higher densities of uses, the 89A Commercial Corridor could contribute to a quieter, slower tourist experience that encourages visitors to linger at specific destinations (e.g., an afternoon at the winery).
employment opportunities, mixed-use projects are synergistic with residents supporting the businesses and vice versa. Multi-family residential along the 89A Commercial Corridor can also meet attainable housing demands from workforce renters, filling a serious gap within the community.

Finally, the mixed-use development principle can support Clarkdale’s goal to create a pedestrian-friendly environment within the 89A Commercial Corridor. This can be particularly important for populations who cannot or choose not to drive, as well as for tourists who are seeking a slow tourism experience.

Figure 6.10 A walkable and job rich mixed-use environment

Figure 6.11 Housing and retail mixed-use development

Local Businesses & Economic Resiliency

During community input, Clarkdale’s stakeholders expressed strong support for small, locally-owned businesses over large-scale, big-box retailers. Their preferences stemmed from a desire to preserve Clarkdale’s small-town identity and unique character, as well as a desire to grow the community’s local economy. The town has struggled with economic leakage, as local and tourist dollars leave Clarkdale’s economy via big-box stores. By emphasizing and supporting small, locally-owned businesses, Clarkdale hopes to grow its local economy and tax base while responding to the needs of its residents.

Play: The 89A Commercial Corridor offers important opportunities for connecting recreational activities, including trail systems, with leisure activities, including restaurants and wineries, for tourists and residents alike. Expanding entertainment and recreational opportunities will further strengthen Clarkdale’s economy.

The 89A Commercial Corridor should leverage its existing recreational assets, in addition to encouraging new entertainment and recreational businesses that will provide Clarkdale’s residents—from youth to seniors—with opportunities to spend leisure time along the corridor. Alongside the live and work principles, play will help sustain Clarkdale as a livable place for all.

Sustainability

In alignment with Clarkdale’s Sustainability Values and to protect existing environmental resources, sustainable practices that set standards for responsible growth should be prioritized in the revitalization of the SR 89A Commercial Corridor.

Clarkdale’s residents support the notion that the town should develop to meet the needs of the present without compromising the ability of future generations to meet their own needs. As the community’s major arterial, the 89A Commercial Corridor plays an important role in the town’s commerce and for its community. The corridor should also strive to meet the community’s sustainability goals, including support for walkability, xeriscaping, and a local economy (as supported by other principles). As a water-conscious community, new development should incorporate xeriscaping practices, conserving as much water as possible. Protecting the Verde River, water resources, and desert environment should be a primary consideration for new development projects.
6.4 89A Commercial Corridor Design Guidelines

The following design guidelines are intended to establish a guiding vision for the 89A Commercial Corridor. For each topic (e.g., desired uses, streetscape, building facades), the Planning Workshop offers a brief vision statement followed by specific recommended and not recommended actions or features. The guidelines are intended to be flexible, facilitating discussion and highlighting key issues of concern or opportunity as new developments or renovations are proposed for the district. The guidelines provide more detailed recommendations to support the design principles (section 6.3, above) and reflect community input.

**Desired Uses & Development Patterns**

Land use control through zoning is one of the foremost cornerstones of urban planning and one of the most powerful tools in shaping the development of an area. The 89A Commercial Corridor is presently zoned for commercial uses, broadly including a variety of retail, amusement, and residential uses. Within this zoning category, however, there are a number of more specific uses that would satisfy community needs and support the vision for Clarkdale's primary arterial. Guided by stakeholder input, the priorities for the 89A Commercial Corridor include attainable housing options and a larger tax base through sales-based businesses. The desired uses for the 89A Commercial Corridor fulfill Clarkdale’s objectives of meeting resident needs locally and eliminating existing retail/service gaps within the town.

**Recommended**

**Mixed Uses**

1. In order to meet Clarkdale’s housing and commercial needs, mixed-use developments that include residential units should be allowed and encouraged where possible along the 89A Commercial Corridor. The addition of mixed-use projects to the corridor will support Clarkdale’s goals to address housing needs within the community, as well as foster a more vibrant mix of uses to support the town's urban, walkable corridor objectives.

2. Mixed-use buildings that include retail and/or office uses on a ground-level and residential uses on upper-stories in low- to mid-density developments are encouraged (see Figure 6.12).

**Residential Uses**

3. Low- to mid-density multi-family housing developments are encouraged throughout the 89A Commercial Corridor, including mid-rise apartment buildings (e.g., 2-4 stories), townhomes, or other innovative arrangements (see Figure 6.13). Specifically, housing options that provide increased attainable housing choices to Clarkdale are strongly recommended. New multi-family housing can complement the existing single-family residential neighborhoods already located near the corridor.
Commercial Uses

4. Commercial uses that can address existing service gaps for Clarkdale’s residents, causing them to seek alternatives in other Verde Valley communities (and spend their dollars out of Clarkdale), are strongly encouraged. Community-supported uses included restaurants, banks, and pharmacies. Special prioritization should be given to:

a. A full-service grocery store is a strongly preferred use. A neighborhood/community-scale grocery would immediately serve the needs of Clarkdale’s residents, in addition to slowing economic leakage and generating tax revenue for the town. The community is particularly interested in niche grocery stores that can provide a unique food retail experience within the Verde Valley.

a. Entertainment uses, such as a movie theater or bowling alleys, are notably absent in the Verde Valley and highly demanded by local residents. New entertainment uses along the 89A Commercial Corridor could become an attractive feature that serves residents and tourists alike (see Figure 6.14).

Development Scale and Businesses

5. Local businesses should be strongly encouraged, when possible, in support of Clarkdale’s goals of maintaining its small-town character and strengthening its local economy. While a chain or franchise business may be appropriate in some instances—especially if they fill an existing service gap, they are generally not preferred. The 89A Commercial Corridor is the preferred location for larger-scale commercial projects within Clarkdale, however the Town should review their development plans with caution to ensure they support the vision and character of the corridor.

Not Recommended

1. New single-family detached housing is strongly discouraged along the 89A Commercial Corridor. Beyond its inappropriateness for a highway arterial, single-family residential uses would adversely impact Clarkdale’s valuable commercially zoned space along the corridor and inhibit the broader vision for the area.

2. Cultural uses, such as museums, are generally discouraged from the 89A Commercial Corridor, as they are likely more appropriate within the Downtown District. Where these uses are considered along the 89A Commercial Corridor, they should be careful to engage with the character of the area and support, not detract, from the Downtown District’s uses.

3. Large-scale, “one-stop” businesses, large chain businesses or franchised restaurants are generally discouraged from the 89A Commercial Corridor. Community stakeholders indicated these businesses are, in most instances, incompatible with Clarkdale’s brand and have the potential to detract from the town’s goals of a locally-based economy. Where these uses are considered for the 89A Commercial Corridor, the development proposals should be viewed with caution, with preference given to those that match Clarkdale’s character and fill local service gaps.

4. Industrial development proposals are generally considered inappropriate for the 89A Commercial Corridor and should preferably be located in other areas of Clarkdale (e.g., the town’s industrial area), in order to preserve and protect the commercial and residential nature of this corridor.

5. Strip mall commercial centers, like those in the Prescott Valley, are generally discouraged, as community stakeholders identified the development format as incompatible with Clarkdale’s goals (see Figure 6.15). Strip mall projects should be avoided in favor of projects that showcase unique buildings and small-town characteristics (see additional design guidelines, below).

Figure 6.15 Prescott Valley Strip Mall
Development Scale and Site Layout

Results from the Visual Preference Survey indicate that buildings reminiscent of Clarkdale’s historic downtown resonate most with local residents—this was true for the Downtown District, but also for the 89A Commercial Corridor. Drawing upon community input and Clarkdale’s historic fabric, the following recommendations should guide development along the 89A Commercial Corridor. The priority for development is to: (1) preserve Clarkdale’s small-town character, ensuring continuity with the Downtown District and protecting the community’s cultural identity; (2) and catalyze economic growth by showcasing Clarkdale as a unique experience within the Verde Valley.

Recommended

1. Street-facing building faces should maintain human-scale facades, in order to capture passerby’s attention and support pedestrian activities along the 89A Commercial Corridor. This could include glazing, patios or other pedestrian spaces, and/or secondary building entrances.

2. Buildings within the 89A Commercial Corridor should incorporate a variety of building heights and orientations to generate visual interest and avoid repetition. The buildings’ height, mass and scale should contribute to the corridor’s contemporary southwestern vision (see Figure 6.16).

3. To assist in activating a building’s ground-level and maintaining a human-scale, new developments should target mid-sized buildings, ranging from three to five stories.

4. Developers should consider incorporating building stepbacks (height) and articulated facades (length) to create variation and to help breakup building length along primary streets.

5. New developments should screen utilities and refuse areas appropriately. Roof-mounted equipment should be screened from the ground-level views of adjacent properties. Service areas, including refuse and recycling collection areas, should be located to the side or rear of the building and should also be screened from the view of the adjacent property (see Figure 6.17).

Not Recommended

1. Buildings in excess height and mass are discouraged as they may obstruct the view of the natural environment and landscape along the scenic roadway (see Figure 6.18).
Architectural Styles

As described in Chapter 5, the Downtown District hosts a range of historic architectural styles, including: Classical Revival, Bungalow/Craftsman, and Mission/Spanish Revival. While the vast majority of the 89A Commercial Corridor will include new development, the area still offers opportunities to draw inspiration from Clarkdale’s historic identity. Developers should use caution to not mimic historic styles; instead modern designs should complement, but not replicate historic buildings. The priority for development in the 89A Commercial Corridor is to establish a cohesive brand for Clarkdale that draws from contemporary southwestern styles, while complementing the historic downtown core.

Recommended

1. New development should include architectural styles that complement Clarkdale’s identity and brand. New buildings should draw inspiration from local assets and natural features to create a contemporary southwestern architectural style (see Figure 6.19).

2. Future development should include a mixture of southwestern and modern architectural styles that include a range of design elements (enumerated below) (see Figure 6.20).

Not Recommended

1. Modern facade and architectural styles that would alter the historic character and southwestern vision of Clarkdale (see Figure 6.21).

2. Developments that seek to imitate historical building styles are discouraged.
**Facade Materials and Ornamentation**

**Recommended**

1. Regionally-appropriate materials that contribute to the overall sustainability of a development are encouraged. This includes design elements that promote energy and water efficiency standards.

2. In most instances, new development should use building materials that complement Clarkdale’s natural features, as well as its history. Potential facade materials could include exposed brick, natural stone masonry, or adobe-style facades. More modern materials should be reviewed cautiously (see Figure 6.22).

3. The use (and proportion) of glass should respect the historic and contemporary southwestern style. Glass should be selected for its desired transparency and reflectiveness.

4. Clay and concrete tile roofing should be incorporated, when appropriate.

5. New buildings should use building ornamentation to complement, not mimic, historic building styles. For example, precast masonry, metal trim and cornice elements are highly encouraged to help differentiate buildings and incorporate historically relevant details into new development (see Figure 6.23).

**Not Recommended**

1. Building facades should avoid extensive use of more modern or industrial materials, including glass curtain walls on upper and lower levels, reflective glass, concrete finish, and metal coatings (see Figures 6.24 and 6.25).

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*Figure 6.22 Brick Facade Mixed Use Building*

*Figure 6.24 Metal Coating on a Facade*

*Figure 6.23 Facade Accent Example*

*Figure 6.25 Reflective Glass Building*
**Architecture: Façade Color Scheme**

Beyond materials, building facades should draw inspiration from the natural environment along the 89A Commercial Corridor. Broadly speaking, there should be flexibility to allow for differentiation in the colors used on details, with certain limitations in place.

**Recommended**

1. Building color palettes should be appropriate for Clarkdale’s southwest context, as well as the contemporary southwestern architecture of the 89A Commercial Corridor.

2. Potential color schemes for the 89A Commercial Corridor could include natural woods, desert landscape, and copper hues (see Figure 6.26 and 6.27). Generally speaking, façade colors should represent natural, muted shades and be conscientious of their light reflectance value.

**Not Recommended**

1. Using paint and stain color palettes, including accent colors, that are too bright and distract from the natural landscape along the 89A Commercial Corridor (see Figure 6.28).
**Streetscape**

The streetscape offers a clear signal to visitors that they are entering a “place.” For the 89A Commercial Corridor, it is particularly important to visually identify the area as a distinct destination that is separate from other segments of 89A within the Verde Valley. Additionally, streetscaping offers the opportunity to create an arterial-scale brand that complements the Downtown District. A well-designed streetscape is able to create balance with the existing natural landscape, built environment, and pedestrian realm.

**Recommended**

1. The 89A Corridor should provide a linear streetscape including sidewalks, bike lanes, landscaping, clearly marked pedestrian crossings—potentially incorporating signaled or crosswalk lights at appropriate intersections to establish a clear pedestrian realm (see Figure 6.29).

2. At strategic points along the 89A Commercial Corridor, the streetscape should include an enhanced public realm with more intense landscaping, streetscape amenities (e.g., benches), or other wayfinding elements. Key points may include major corners or access points for businesses or residential zones.

3. A secondary streetscape layer should focus on access roads and the pedestrian realm, enhancing walkability along the 89A Commercial Corridor. An enhanced pedestrian realm may include wider sidewalks, native vegetation, street furniture, signage, and/or public art reflective of the character of Clarkdale (see Figure 6.30). These features may be accommodated on public or private property, as appropriate).

4. Streetscape elements should be part of a cohesive theme that is consistent with the contemporary southwestern style of the corridor. Decorative streetscape elements may include murals, street furniture, and/or wayfinding signage that uses a similar aesthetic style and/or color palette appropriate to the corridor.

**Not Recommended**

1. The 89A Commercial Corridor should avoid any stretches without streetscaping. Most critically, the corridor should ensure sidewalks are consistent and connected, avoiding instances where the pedestrian realm suddenly stops (see Figure 6.31).

2. Inconsistent streetscaping that does not correspond to a cohesive theme should be discouraged, as it reinforces the impression of a discontinuous corridor.

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**Figure 6.29 Pedestrian Friendly Streets with Sidewalk**

**Figure 6.30 Public Realm**

**Figure 6.31 Bare Highways**
Landscaping

The landscape guidelines seek to enhance the quality of life and economic vitality of the 89A Commercial Corridor. Corridor landscaping should complement Clarkdale’s natural vistas and uphold its sustainable values, including water conservation and xeriscaping. Sustainable landscaping standards can help protect the Verde River, among other natural features in and around Clarkdale.

Recommended

1. Landscaping should support the obvious safety and visibility requirements for the 89A Commercial Corridor. Landscape designs should be mindful of plant heights and positioning, so as to not block sightlines at intersections, key signage (for the highway or businesses), or impede pedestrian sightlines (see Figure 6.32).

2. Landscape zones should be sited for optimal plant health and minimal maintenance.

3. Shade should be an important aspect of landscaping along the 89A Commercial Corridor, supporting other landscape elements and the pedestrian realm. Wherever possible, shade should come from natural sources, including native desert trees. If natural shading is not possible, artificial shade structures should be considered.

4. Xeriscape landscaping should be prioritized within the 89A Commercial Corridor, including native plants, shrubs, and trees (see Figures 6.33 and 6.34).

5. Landscaping should reinforce the streetscape design of the 89A Commercial Corridor and signal the importance of the pedestrian realm.

6. When possible, landscaping to create areas of interest for pedestrians and drivers. For example, an intensive landscaping zone at a key intersection could include pedestrian features or public art.

7. Landscaping should be used to establish a safety buffer between high-speed traffic and pedestrian areas. One alternative is a bioswale design, which enables water retention during storm events (see Figure 6.35).
Not Recommended

5. While landscaping is an important feature within the 89A Commercial Corridor, it should not impede safety, access, or visibility (see Figure 6.36).

6. Landscaping should not conflict with ADOT requirements.

7. Landscape zones should not create areas where garbage collects along the side of the arterial.

Sustainable Building Measures

The Town of Clarkdale values the environment and upholds a variety of sustainability practices. New construction and development projects along the 89A Commercial Corridor should recognize these values by incorporating sustainable building measures. While the initial investment in sustainable building practices can be cost prohibitive, their long-term benefits tend to outweigh early expenses over time. Financial resources and incentives are available for green building strategies to help defray development costs.

Recommended

1. Green building practices should be used whenever possible to support Clarkdale’s commitment to sustainability. Practices can include:
   a. Net-zero buildings that consume as much energy on an annual basis as the renewable energy it produces or consumes as much water as it recycles;
   b. Climate resiliency practices that incorporate measures to ensure the building can withstand extreme weather patterns and natural disasters—in Clarkdale’s case, it could mean preparing for extreme heat events;
   c. Green Certification programs, such as Green Star Certification, Leader in Energy and Environmental Design (LEED) Certification, and/or Excellence in Design for Greater Efficiencies (EDGE) Certification;
   d. Distributed Energy Systems through the use of sensors, meters and actuators for the system to observe and improve a building’s performance (e.g., heating, cooling, lighting);
   e. The use of sustainable building materials (e.g., grasscrete, bamboo, recycled plastic, wood, and hempcrete); or
   f. Energy efficient measures, such as LED lighting, EnergyStar appliances, multi-paned windows, or energy-rated insulation.

2. Low-pressure water fixtures should be incorporated through a development (both the interior and exterior) (see Figure 6.37).

3. Waste streams should be separated into landfill, recycling, and composting (both within the building, but also at the refuse storage point outside).

Not Recommended

1. Whenever feasible, buildings without any green building practices should be discouraged.
Parking & Access

As a matter of planning, few aspects impact the layout of a site as much as parking does. Where parking is placed and how people park changes the streetfront, dictating building placement and access. The following parking guidelines aim to ensure adequate parking, while integrating other areas of concerns including streetscape and landscape design.

**Recommended**

2. Parking and access decisions should be made with consideration for the development patterns they reinforce. For instance, siting parking lots along the 89A Commercial Corridor frontage privileges vehicle access and may discourage pedestrian access (see Figure 6.38). New development should consider how pedestrian flows are maintained alongside parking access from the 89A corridor, as well as secondary access roads.

3. New parking lots should use strategies to ensure safe pedestrian movement, such as narrower lots or pedestrian islands throughout (see Figure 6.39).

4. Businesses along the 89A Commercial Corridor are encouraged to explore shared parking opportunities, where appropriate. This strategy can reduce the amount of space allocated to parking and maximize efficiencies. Neighboring businesses with different time-of-use needs (e.g., a church and a restaurant) are especially encouraged to explore these opportunities.

5. Parking areas should utilize landscaping to create safe, clear pedestrian pathways. This measure will also encourage more attractive parking lots.

6. When possible, bike parking should be incorporated alongside parking lots to support non-vehicular modes of transportation and integrate with Clarkdale’s nearby trail systems.

7. Given 89A’s status as a highly trafficked state highway, developers should give special attention to curb cuts that facilitate parking access. Whenever possible and in coordination with ADOT requirements, curb cuts should incorporate traffic calming measures to slow vehicles turning off the highway and protect pedestrian crossings.

**Not Recommended**

1. Developments should avoid large-scale parking lots without clear pedestrian pathways and landscaping articulation. These open, asphalt parking areas are cumbersome, unsightly, and unsustainable, contributing to heat island effects and stormwater runoff (see Figure 6.40). This style of parking lot does not support the corridor’s goals for walkable, human-scale development and should be avoided.

2. Parking garages along the 89A are discouraged because of their detrimental effect on the area’s scenic views, as well as the lack of support from community members.
Signage

Signage plays two important roles: it offers information (e.g., directional, informational) and it can contribute to a sense of place. Along the 89A Commercial Corridor, signage is a critical component to both the functionality and the brand of the corridor, conveying information to cars traveling at highway speeds and adding to the pedestrian environment. The signage guidelines aim to identify suitable types of signage to support Clarkdale’s identity, while allowing for reasonable degrees of variation for purposes of site suitability and visual interest.

**Recommended**

1. Signs (and sign materials) should be compatible with the rest of the development.

2. All signage should be legible to the appropriate user. For instance, signage adjacent to the 89A Commercial Corridor should be sufficiently large to clearly convey information to drivers on the arterial (e.g., monument signs) (see Figure 6.41). Signage on buildings should be appropriately scaled for pedestrians (e.g., wall or projecting signs).

3. Signs along the corridor should be positioned perpendicular to the highway and easily readable by opposing traffic.

4. Signs to complement the character of the 89A Commercial Corridor with respect to style and color scheme. Signs that are appropriate for the contemporary southwestern aesthetic of the area are encouraged—however, they do not have to explicitly use southwestern design elements.

5. Signs should have constant lighting and halo or backlit lighting is recommended.

**Not Recommended**

1. Signs should not use excessively bright color schemes (e.g., fluorescent colors) or rely on color combinations that impede its legibility (see Figure 6.42). While neon or digital signs are not strictly discouraged, they should be considered with significant caution and should be well-designed if they are considered. Digital signage, in particular, can be excessively distracting on a highway corridor.

2. Signs should not incorporate flashing lights.

3. Sign lighting should avoid spillover into adjacent properties or spillover that detracts from the natural environment (e.g., dark skies).
Place-making: Cultural Atmosphere

The 89A Commercial Corridor offers a blank canvas for the Town of Clarkdale. While much of the corridor is undeveloped, this provides an opportunity to both welcome new businesses and establish a brand to signal entry into the community. Clarkdale prides itself as a small-town community with strong relationships and historic roots. Drawing from community input, the 89A Commercial Corridor offers the opportunity to create a modern southwest identity—one that welcomes current residents and tourists alike—in a unique setting for the Verde Valley. Placemaking and public art can support these efforts.

**Recommended**

1. As the 89A Commercial Corridor develops, the Town, in partnership with developers, should identify opportunities to incorporate placemaking features into new developments. Placemaking strategies could be incorporated into the public right of way, as well as within the development itself.

2. To aid in the development of a cohesive 89A Commercial Corridor brand, Clarkdale should explore opportunities to incorporate placemaking into the arterial, including (but not limited to): artistic monument signage or an archway to mark a traveler's arrival within the corridor; or streetscaping strategies, such as flags or other artistic markers for the corridor (see Figure 6.43).

3. Public art should reflect the modern southwestern appeal of Clarkdale's identity. Materials and colors should complement the corridor, as well as the natural amenities throughout Clarkdale (see Figure 6.44).

4. In support of pedestrian-friendly branding for the 89A Commercial Corridor, developers are encouraged to incorporate public amenities (e.g., small plazas or benches) (see Figure 6.45) into the corridor. Public art should be featured within these areas.

5. Whenever possible, new development should include different forms of public art that represent Clarkdale’s identity and unique location within the Verde Valley. Public art should feature multiple artists, with a preference for local artists. Suggestions for public art include:

   a. Murals located within the 89A Commercial Corridor should reflect the culture and history of Clarkdale. Murals could be placed on sides of buildings or other locations that would capture pedestrian and driver's attention (see Figures 6.46 and 6.47).

   b. Where appropriate, sculptures or statues should be located along pedestrian routes within the 89A Commercial Corridor. Sculptures or statues could draw inspiration from Clarkdale's founders and history, ranging from historical figures to more playful imagery (see Figures 6.48 and 6.49).

**Not Recommended**

1. Public art that conflicts with the vehicular or pedestrian-friendly design of the 89A Commercial Corridor should be avoided.

2. Public art installations should not obstruct scenic or vehicular views within the corridor (see Figure 6.50).

3. Public art installations should not harm or detract from the identity or brand of the 89A Commercial Corridor (see Figure 6.51).
Other recommendations

Commercial corridors are local assets as they provide space for communities, commerce, and tourism to intersect and connect. The land use and types of development that fill this space help define and express the heritage, culture, and social characteristics of the community. Various transportation planning documents emphasize the unique ability that state interchanges, highways, and freeway systems have in attracting land development opportunities. Land with reliable access to transportation infrastructure is more readily able to develop compared to land without access to these services (Vanka, 2005). Additionally, commercial corridor development can support an array of uses, including: retail, office spaces, residential developments, tourist attractions, and public uses (Land et al, 2000).

This section provides an overview of the various techniques Clarkdale could use to help apply the 89A Commercial Corridor design principles and guidelines. These recommendations offer additional suggestions that will assist in generating a supplementary tax base and contribute to Clarkdale's economic prosperity. The recommendations include incentives, policies, best practices, and programs.

Incentives

Incentives are a type of mechanism used in persuading an interested party into participating in a certain action. Incentives vary, but the most effective type of incentive for attracting new development and businesses are often financial. These financial incentives, in the form of small
business loans, tax rebates, and fee waivers for building permits, are used to help motivate a business to set up shop in a certain location. The incentives assist in accelerating the permitting and construction process making it financially attractive for businesses to want to develop. Municipal governments can also deter a business from locating in a particular part of town or from straying away from the recommended design guidelines through the use of disincentives, or negative financial incentives—although these should be used sparingly. The use of incentives is a more practical tool for Clarkdale to use in generating more economic growth and helping regulate the design guidelines.

1. To catalyze strategic development opportunities, Clarkdale should consider fee waivers or reduced fees for permits and other development applications, as well as an accelerated approval process for these applications.

   a. These types of incentives can encourage developers to invest in the 89A Commercial Corridor.

   b. Large fees and a long approval process can deter developers and businesses from wanting to invest in an area. Fee waivers or discounts for permit and development applications, as well as an expedited approval process, can be a useful strategy for enticing development along the 89A Commercial Corridor.

2. Small business loans can provide local entrepreneurs with the capital necessary to begin their businesses. Often these loans originate from other sources (e.g., the Small Business Administration), but can be promoted by local governments. This is an investment in the community to continue to foster economic growth on a small, local scale.

3. Tax credits redistribute a portion of the tax revenues generated by a business or development back into the business. Often restricted to a short time frame (e.g., two to five years), tax credits can help increase investments in streetscape or facilitate business relocation and/or expansion. In addition, tax credits can be used to incentivize investment in sustainable building practices (e.g., solar panels).

Policies and Regulations

Policies and regulations can help ensure that expectations are clear, as new developers or businesses seek to locate within an area. Policies are beneficial when used for achieving a specific goal, like a design guideline. Policies are often confused with regulations, like zoning ordinances. Regulations are often restrictive in nature, labeling certain actions as non-compliant and punishing the responsible actors through fees or other means. A drawback to a policy is that it is not easily enacted, and a drawback to a regulation is that it is not easily changed. The process is long and political. Clarkdale should consider the following policies or regulations for the 89A Commercial Corridor:

1. Examine an overlay district designed to facilitate development around 89A Commercial Corridor by regulating land uses in a manner that works in harmony with the Arizona Department of Transportation’s access regulations (Vanka, 2005).

   a. Include zoning for multi-story, pedestrian-oriented developments that will include a mix of small and large commercial spaces for businesses; in addition, give consideration to existing businesses within the corridor.

2. Clarkdale should implement policies and plans that are in-line with access management guidelines.

   a. Access management efforts seek to balance land development and traffic flow. (Vanka, 2005)

   b. Utilizing a zoning tool like planned unit developments can be useful along the 89A Commercial Corridor to manage land use and preserve transportation.

3. Incorporate additional regulations, where appropriate, that allow for shared parking lots and spaces.

   a. Shared parking lots between businesses and developments will reduce the amount of land used for hard surfaces and will increase the amount of land used more efficiently.

4. Clarkdale should consider a business diversity ordinance.

   a. By setting aside space, or small storefronts on the first floor of a new building for locally-owned businesses in
a new development, Clarkdale can help catalyze new local business growth and support its slow tourism aspirations.

b. This type of ordinance helps to ensure that large chains do not overcrowd the smaller independent businesses (Mitchell, 2019).

Programs and Partnerships

Programs may be the easiest, yet oftentimes most overlooked plan of action. Programs and partnerships should be used to help accomplish a specific action by working together with other community or regional stakeholders to achieve a common goal.

1. Continue to be a part of the Verde Valley Regional Economic Organization (VVREO) to provide access to resources for business creation, attraction, retention, and expansion. The VVREO has a Revolving Loan Program, similar to the small business loan incentive described earlier, to help those who may be thinking about opening a business, expanding an existing business, or even relocating a business to the 89A Commercial Corridor.

2. Clarkdale should create a support system for small businesses that provides small, local businesses with the resources needed to succeed.

a. Clarkdale should continue collaborating with Local First Arizona to promote the Town’s local economy and celebrate local businesses. Local First provides entrepreneurs with valuable educational and development resources and connects businesses.

b. A small business incubator program provides entrepreneurs with the support and technical assistance they need to begin their businesses. In this program, startup companies share resources and services in an effort to decrease startup and operational costs. The Town of Clarkdale should coordinate with the Yavapai College to coordinate this program and foster small businesses growth in the Town and larger community.

3. Clarkdale should encourage a business alliance among establishments in the 89A Commercial Corridor. The alliance creates the opportunity for businesses to share resources with the common goal to excel as individual organizations and strengthen the local economy. For example, the alliance could help facilitate partnerships between churches and nearby retail options for shared parking. In addition, the alliance can sponsor clean-ups and other events and activities around the 89A Commercial Corridor to promote a sense of community.

4. While local governments regulate the development of land, state agencies (i.e., ADOT) hold authority over land adjacent to highways, like the 89A Commercial Corridor (Vanka, 2005). Local government’s willingness to cooperate and work with its state’s DOT is still crucial in the coordination of managing these lands for development.

References


7. Catalytic Concept

7.1 Overall Design Concept
**Chapter 7. Catalytic Concepts**

Renderings help to communicate possibilities and enable a vision of what a place might look like in the future. As a tool for exploring the potential impacts of the design principles and guidelines in the Downtown District, the Planning Workshop created conceptual models with Sketchup and Photoshop to reimagine Downtown Clarkdale and highlight key concepts from the planning document.

**7.1 Overall Design Concept**

As these guidelines are implemented in Clarkdale, the vision of a resilient, vibrant, and historic downtown will come to fruition. Improvements to the alley, landscaping, and streetscape will welcome more pedestrian activity. In turn, the increased street activity will support a thriving downtown economy. Art installations, public amenities, historic landmarks and signs, and other place-making techniques will help crystallize the Downtown District’s identity, further showcasing Clarkdale’s unique character within the Verde Valley region. The enhanced public realm will draw residents back to the downtown to socialize, dine, and shop, while inviting tourists to experience the community and all it has to offer. Wayfinding signage will highlight Clarkdale’s many downtown assets while facilitating connections between visitors and businesses. The design principles and guidelines establish clear vision and priorities for the Downtown District, while enabling the flexibility required to allow for a range of (feasible) development projects. Historic facades and features will be preserved, while vacant buildings are given new life through redevelopment.

Figures 7.1 and 7.2 illustrate several of the Downtown District guidelines along Main Street between 9th and 10th Streets. Thoughtful landscaping provides both shading and a buffer from vehicular activity for pedestrians. Outdoor dining and benches encourage pedestrians to linger and patronize local businesses. The lively sidewalk contributes to a sense of safety and community. With pleasant lighting and building uses that foster activity throughout the day and night, the Downtown District will support “eyes on the street” and serve as a continuously welcoming environment. Historic buildings will be returned to active uses that support local residents, as well as a slow tourism industry—perhaps a niche grocery store will anchor the eastern edge of the district, while cafes, a pharmacy, and a day spa extend down the block. Main Street’s buildings will have transparent windows, creating visual interest for pedestrians and bikers moving down the street and preserving Clarkdale’s small-town charm. The street is friendly and safe for cars and bikes, encouraging multi-modal access and ensuring Main Street serves as more than a thoroughfare for drivers. As the rendering depicts, Downtown Clarkdale can flourish into an attractive destination for residents and visitors alike.
8. Conclusion & Next Steps

8.1 Using the Design Principles and Guidelines
8.2 Integrating the Design Principles and Guidelines with Existing (and Future) Plans
8.3 Conclusion
CHAPTER 8. CONCLUSION & NEXT STEPS

As part of ASU’s Project Cities program, the Town of Clarkdale and SGSUP’s Planning Workshop established a partnership to examine potential opportunities (and challenges) for two major destinations within the community: the historic Downtown District and the regionally-serving 89A Commercial Corridor (see Figure 8.1). Accompanying these opportunities are uncertainties about how to move forward. The aim of the Spring 2020 Planning Workshop was to create a planning document that could help support Clarkdale’s goals, establish a guiding vision, and create a strategy to help the Town implement that vision. The analysis and recommendations offered in this plan were drawn from a student-led analysis of existing conditions and demographics, as well as a community participation process with key Clarkdale stakeholders.

Collectively, the Planning Workshop dedicated more than 2,000 hours to the preparation and assembly of this plan, research best practices and creating a series of design principles and guidelines to assist the Town as they consider the future of the Downtown District and 89A Commercial Corridor.

8.1 Using the Design Principles and Guidelines

The Design Principles and Guidelines for the Town of Clarkdale’s Downtown District and 89A Commercial Corridor is intended to guide visioning and development decisions within the two primary study areas. The following section describes who should use the plan and how the plan can be used.

Who will use this plan?

This plan serves as a visioning tool and policymaking guideline for a number of key stakeholders.
Clarkdale stakeholders. Town staff should rely on the plan as a foundation for visioning and policy development within the Downtown District and along the 89A Commercial Corridor. The plan provides a platform for starting a conversation about new opportunities (e.g., development projects, infrastructure investments, business startups) and helps support a cohesive vision as those opportunities arise. Key Town staff members include the Town Manager and staff in the departments of Community Development and Public Works.

The guidelines are also meant to act as a resource for elected officials, as well as appointed board and commission members. These stakeholders should utilize the plan to help guide conversations about decisions within the Downtown District 89A Commercial Corridor, including reviews of development proposals and zoning changes. Here too, the plan is intended to create consensus around a shared vision of Clarkdale and provide elected and appointed stakeholders with a basis for decision making. These stakeholders include Clarkdale’s Mayor, Vice Mayor, and Town Council; the Planning Commission, and the Design Review Board.

Lastly, Clarkdale’s residents and stakeholders can also benefit from the guidelines, as they help shape future investments and decision making for the community. Most applicably, current (and potential) business owners and developers should use the plan to understand the community’s vision for the Downtown District and 89A Commercial Corridor. The guidelines could help inform the kinds of businesses that Clarkdale most desires for the two focus areas, as well as the community’s priorities for architectural styles and amenities. Importantly, the guidelines also identify the key features of the two focus areas the community wishes to preserve, as well as opportunities for new innovations and growth. The plan should remain publicly available to support a cohesive, community-led vision for Clarkdale and inspire new opportunities from those (current and future) stakeholders seeking to invest in Clarkdale’s future.

**How should the plan be used?**

This plan is intended to function as a living document that can be updated to meet the evolving vision(s) of the Town staff, elected and appointed officials, and the community. The plan provides useful and relevant information about Clarkdale’s priorities, along with clear objectives to guide future (re)development in support of a cohesive vision. Ongoing updates to the plan allow for flexible application of the guidelines and enable it to evolve alongside the preferences of Clarkdale’s stakeholders, as well as respond to future challenges and new developments. These guidelines should help to promote Clarkdale’s two main business districts, the Downtown District and the 89A Commercial Corridor, as complementary destinations, emphasizing local economic development and supporting Clarkdale’s live-work-play identity, while preserving its small-town character.
8.2 Integrating the Design Principles and Guidelines with Existing (and Future) Plans

The Design Principles and Guidelines for the Town of Clarkdale’s Downtown District and 89A Commercial Corridor supports the goals of Clarkdale’s existing planning efforts, including the 2012 General Plan: Instilling a Culture of Sustainability (Figure 8.2), Central Business District Focus Area Plan, SR 89A Focus Area Master Plan, and the Sustainable Community and Economic Development Plan (Figure 8.3). In addition, this plan serves as a foundation for future planning efforts, including the current update to the General Plan. The community input and recommendations contained within this plan can help shape the vision for Clarkdale’s General Plan update and guide future community discussions. Additionally, the design principles and guidelines can provide a foundation for new zoning and development regulations as Clarkdale moves forward.

8.3 Conclusion

This plan provides the vision and recommendations to help the Town of Clarkdale confidently pursue new development and revitalization within its community. The plan will assist Town staff as they form official design standards and propose a new General Plan, as well as discuss development opportunities within the Downtown District and 89A Commercial Corridor. It will also provide a vision for Clarkdale’s future brand and can help support renewed efforts to attract businesses and employers, as well as expand its slow tourism industry. By utilizing the plan’s recommendations found, the Clarkdale community can achieve its goals, attract growth and development, and protect its treasured historic identity.
Appendix: Visual Preference Survey and Results