City of Safford General Plan

Mayor and Council Adoption Public Hearing: November 2016

saffordaz.gov

Prepared for:

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Executive Summary

To achieve the community vision expressed by the community of Safford and compete in today's world it requires more than just being the low-cost alternative. The City of Safford understands that major employers are no longer lured by just the notion of cheap land and low utility rates; they are also looking for unique value. Economic development has become more complex with an entirely new set of variables such as global competition, advance technologies, and ever-changing and evolving labor force, and the amenities desired by workers, including safe and thriving neighborhoods, affordable housing for all income ranges and a healthy community where residents can live, work, play, shop, and learn. Providing shovel ready, low-cost sites is only part of the package. In today's competitive world, Safford must embrace the desired quality of life that encourages entrepreneurship and attracts and develops a work force with a high degree of intellectual capital.

The key to success is thinking regionally and acting locally by offering a viable infrastructure, adopting the latest technologies, training the workforce, providing quality education and public services, retaining our youth, taking advantage of our location as Arizona's Southeaster Gateway in the Gila River Valley, strengthening our regional public/private partnerships, offering quality housing for all income ranges and providing the desired amenities that enhance Safford's unique heritage, character and sense of place.

A healthy community is one where its members, the environment and the economy thrive. A healthy community promotes well-being and offers a high quality of life. Healthy communities can be measured along seven dimensions which contribute significantly to a community's ability to thrive. The Safford General Plan addresses the impact from these seven dimensions:

- Social Networks
- Physical Assets
- Infrastructure
- Economic Opportunity
- Human Development
- Environment

The City of Safford General Plan takes into consideration Safford's entrepreneurial spirit and the City's strategic location in the Gila Valley to:

1. Solidify the City's position as a premier center for commerce and trade and the Gateway of Southeastern Arizona;
2. Use the railroad to the City's benefit for ancillary industry, intermodal inland port, trade and economic development;
3. Revitalize downtown as an attractive, mixed-use historic urban core with small town character that capitalizes on its proximity to the Gila River, US Highway 70 and US Highway 191;
4. Take full competitive advantage of the Safford Regional Airport;

5. Create the employment and retail base needed to secure the long-term fiscal vitality of the City;
6. Provide a safe, convenient and efficient transportation system that includes fully integrated vehicular, transit, pedestrian and bicycle modes;
7. Conserve significant natural resources and open spaces while taking full advantage of eco-tourism and geo-tourism opportunities;
8. Support the phased infrastructure expansion and updates required to serve the existing and anticipated growth of the City
9. Promote the public and private construction of timely and fiscally sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity;
10. Support the services needed to serve the City's current and future population; and
11. Identify, pursue and secure grants and other funding sources to successfully implement the General Plan.

Together we can achieve the extraordinary!

Regional Sports Complex and Recreation Facilities Concept along the Gila River, The Planning Center, 2015

The complete Safford General Plan Executive Summary is provided as a stand a standalone document. It is available in electronic format both at the City of Safford website and at the City of Safford Planning and Community Development Department.

Table of Contents

	PAGE
EXECUTIVE SUMMARY	i
TABLE OF CONTENTS	iii
INTRODUCTION AND OVERVIEW	1
COMMUNITY VISION	10
GROWTH AREAS ELEMENT	1.1
LAND USE AND CHARACTER AREA ELEMENT	2.1
HISTORIC PRESERVATION ELEMENT	3.1
PARKS, RECREATION, TRAILS AND OPEN SPACE	4.1
TRANSPORTATION AND CIRCULATION	5.1
ECONOMIC DEVELOPMENT	6.1
HOUSING ELEMENT	7.1
COMMUNITY DESIGN ELEMENT	8.1
ENVIRONMENTAL PLANNING AND WATER RESOURCES ELEMENT	9.1
PUBLIC SERVICES AND FACILITIES ELEMENT	10.1
PUBLIC COMMUNITY SERVICES ELEMENT	11.1
COST OF DEVELOPMENT ELEMENT	12.1
GENERAL PLAN ADMINISTRATION	13.1
GENERAL PLAN IMPLEMENTATION	14.1

LIST OF EXHIBITS

EXHIBIT 1: REGIONALCONTEXT	7
EXHIBIT 2: SAFFORD PLANNING AREA OR STUDY AREA	8
EXHIBIT 3: SAFFORD DESIGNATED GROWTH AREAS	1.3
EXHIBIT 4: SAFFORD'S CHARACTER AREAS	2.14
EXHIBIT 5: PARKS, RECREATION, TRAILS AND OPEN SPACE	4.2
EXHIBIT 6: PROPOSED CONCEPTUAL FUTURE TRANSPORTATION/CIRCULATION	5.2

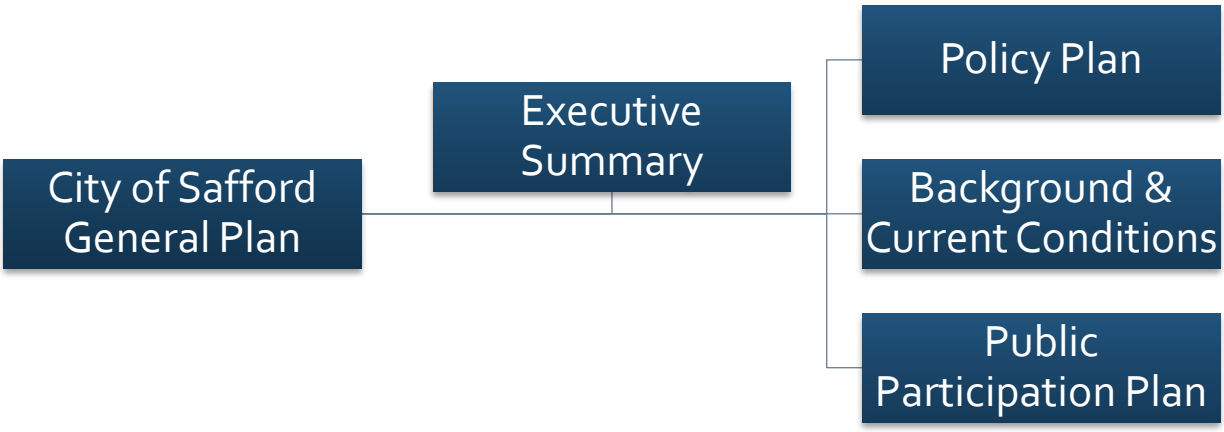
CITY OF SAFFORD GENERAL PLAN

INTRODUCTION

The City of Safford General Plan (the General Plan) is the roadmap guiding development and redevelopment within the City. Its planning process defines the vision of the community, encompasses a thorough analysis of opportunities and challenges, and includes the policy framework guiding development within the City as well as the implementation strategies necessary to implement the plan.

The General Plan serves as a guide for appointed and elected officials in the evaluation of proposals for development and redevelopment, in the identification of capital improvements projects, and in the development of more specific studies. It includes background data and current conditions and provides a policy framework for the refinement of existing implementation tools such as the zoning ordinance and the subdivision regulations. It also defines the administrative and monitoring mechanisms necessary to administer and manage the General Plan as well as all implementation strategies needed to implement the General Plan.

THE GENERAL PLAN DOCUMENT INCLUDES THE FOLLOWING VOLUMES:



- **The Executive Summary** is provided under separate cover. This document summarizes the General Plan planning process and serves as a marketing tool for the City.
- **This Policy Plan** volume serves as the regulatory document guiding development and redevelopment efforts within the City and includes the community vision, guiding principles, goals, policies and implementation measures and the administrative tool to manage, monitor and implement the General Plan.
- **The Background and Current Conditions** volume contains all pertinent analysis supporting the Policy Plan. This volume serves as the backbone supporting the General Plan. This volume takes a comprehensive look at the physical, regulatory, demographic, socioeconomic and fiscal realities impacting development within the City.
- **The Public Participation Plan** volume is provided under separate cover and includes the public engagement program in compliance with the State of Arizona Revised Statutes.

General Plan Legislative Framework

Section 9-461.05 of the Arizona Revised Statutes requires municipalities to designate the proposed general distribution and location and extent of uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality. It also requires that the City updates its plan every ten years to ensure that it appropriately addresses social, physical, regulatory, environmental and economic impacts not foreseen in previous updates. Arizona statutory requirements are further discussed in the Background and Current Conditions volume.

This General Plan responds to legislative mandates by creating a broader policy framework that more fully recognizes the complexities of the City of Safford and the Gila Valley region. Within this framework, public investment decisions regarding infrastructure and other capital facilities, redevelopment, and revitalization can be phased and pursued in a citywide context. This effort allows for greater recognition and understanding of the implications of such decisions.

This General Plan is premised on the existing and projected population of the City. It also takes into consideration the need to attract new economic development opportunities to ensure its fiscal viability.

General Plan Intent

This Safford General Plan seeks to provide a model for regional planning through addressing the City's challenges and maximizing its opportunities while supporting a thriving region. This General Plan Update is created to provide specific guidance for Safford, Arizona that not only supports the long-range viability of the City as a unique place to live, work, learn, visit and play, but that also continues to further the regional synergies necessary to sustain a vibrant region.

This General Plan takes into consideration Safford's entrepreneurial spirit and the City's strategic location in the Gila Valley to:

1. Solidify the City's position as a premier center for commerce and trade and the Gateway of Southeastern Arizona;
2. Use the railroad to the City's benefit for ancillary industry, trade and economic development;
3. Revitalize downtown as an attractive, mixed-use historic urban core with small town character that capitalizes on its proximity to the Gila River, US Highway 70 and US Highway 191;
4. Take full competitive advantage of the Safford Regional Airport;
5. Create the employment and retail base needed to secure the long-term fiscal vitality of the City;
6. Provide a safe, convenient and efficient transportation system that includes fully integrated vehicular, transit, pedestrian and bicycle modes;
7. Conserve significant natural resources and open spaces while taking full advantage of eco-tourism and geo-tourism opportunities;
8. Support the phased infrastructure expansion and updates required to serve the existing and anticipated growth of the City
9. Promote the public and private construction of timely and fiscally sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity;
10. Support the services needed to serve the City's current and future population; and
11. Identify, pursue and secure grants and other funding sources to successfully implement this General Plan.

General Plan Elements

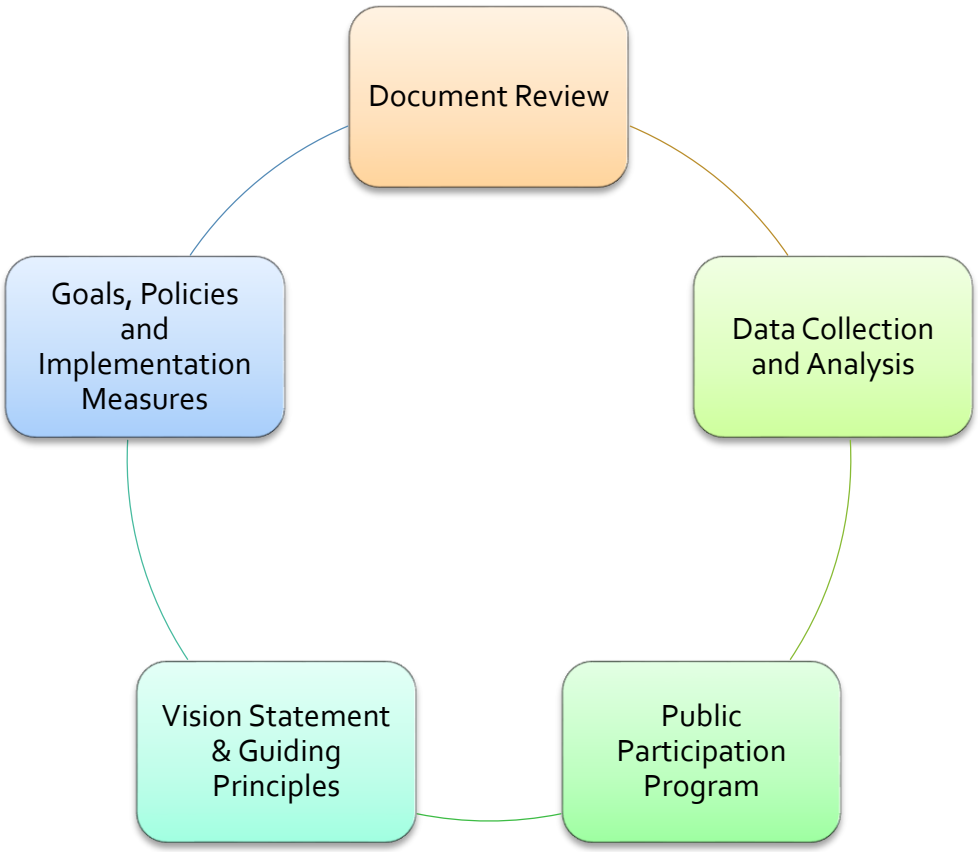
This General Plan exceeds the statutorily required elements and includes the following elements:

1. Growth Areas
2. Use of Land and Character Areas
    a. Gila River Restoration
    b. Agriculture/Agribusiness/Future Residential
    c. Safford Neighborhoods
    d. Safford Downtown
    e. Medical Corridor
    f. Commerce and Employment
    g. Commercial Highway Corridor
    h. Safford Regional Airport
    i. Industry
    j. Aggregate/Extraction
    k. Gila River Regional Recreation and Sports Complex
3. Historic Preservation
4. Parks, Recreation, Trails and Open Space
5. Transportation and Circulation
6. Economic Development
7. Housing
8. Community Design
9. Public Facilities and Services
10. Environmental Planning and Water Resources
11. Energy
12. Cost of Development
13. General Plan Administration
14. General Plan Implementation

General Plan Planning Process

The General Plan planning process involves five basic steps:

1. Document review and benchmarking;
2. The collection and analysis of pertinent data concerning the physical and socio-economic characteristics of the area, accomplished through the preparation of the Background and Current Conditions volume. Although not an adopted document with legal status, it provides the foundation and basis for the formulation of the General Plan;
3. The preparation, coordination and facilitation of an all-inclusive Public Participation Program;
4. The formulation of a vision statement for future growth and development; and
5. The preparation of guiding principles, goals, policy framework and implementation measures that serve as the road map for future development.



GENERAL PLAN FRAMEWORK

The Growth Areas Element sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability of Safford and strengthen the fiscal vitality of the City. This approach identifies character areas and defines growth areas, infill areas and redevelopment areas based on each area's specific needs, opportunities and challenges. The growth areas element:

- Identifies areas of the City where future growth, employment, industry, and higher density development may be appropriate;
- Views land use and transportation network in an integrated manner in order to provide the connectivity needed to support orderly and well-managed growth;
- Prioritizes quality of life activities and regional opportunities needed to retain Safford's youth and to attract high quality employment;
- Attracts the latest technology, advance telecommunications infrastructure and bio-industry markets; and
- Identifies opportunities to create a diversified, vibrant and viable economy that includes the strong retail/service base needed to provide community services to future generations.

MAJOR GENERAL PLAN DEFINITIONS

Safford Planning Area or Study Area: The entire Safford planning area shown in **Exhibit 2**.

Planning Areas: All growth, infill, and character areas are planning areas.

Growth Areas: These are areas with development potential located inside the City limits and within the Safford Designated Growth Boundary or Study Area. (Establishing growth areas as part of the General Plan planning process is mandated by the Arizona Revised Statutes.)

Infill Areas: Areas of the built environment with few or small vacant parcels available for development.

Character Areas: Places within the Study Area that present unique opportunities and challenges requiring area-specific strategies. Examples of Character Areas in Safford include Safford Downtown, Neighborhoods, and the Gila River Restoration Area.

Exhibit 1 shows regional context.

Exhibit 2 shows the Safford Planning Area or Study Area.

Exhibit 1: Regional Context

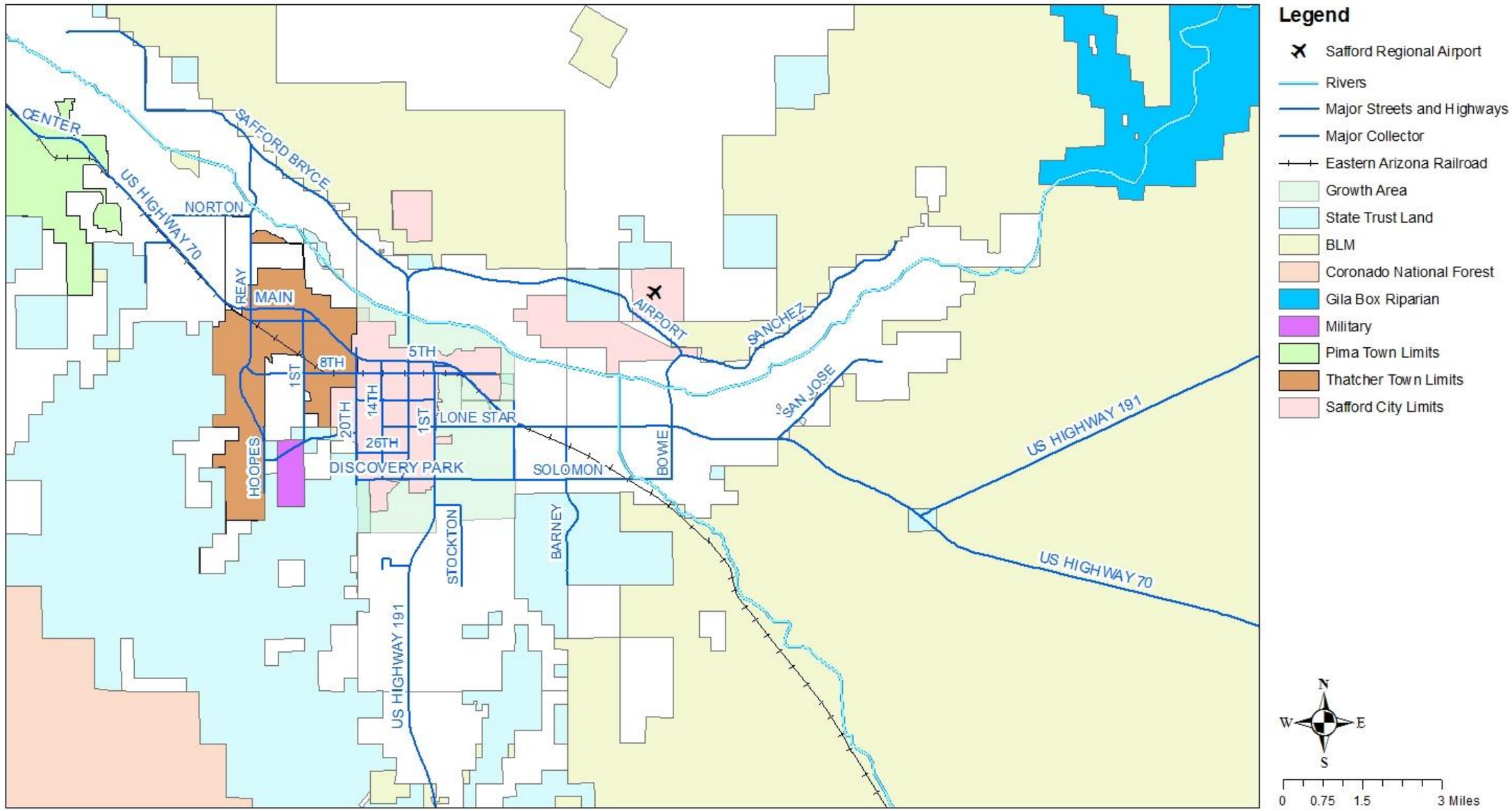
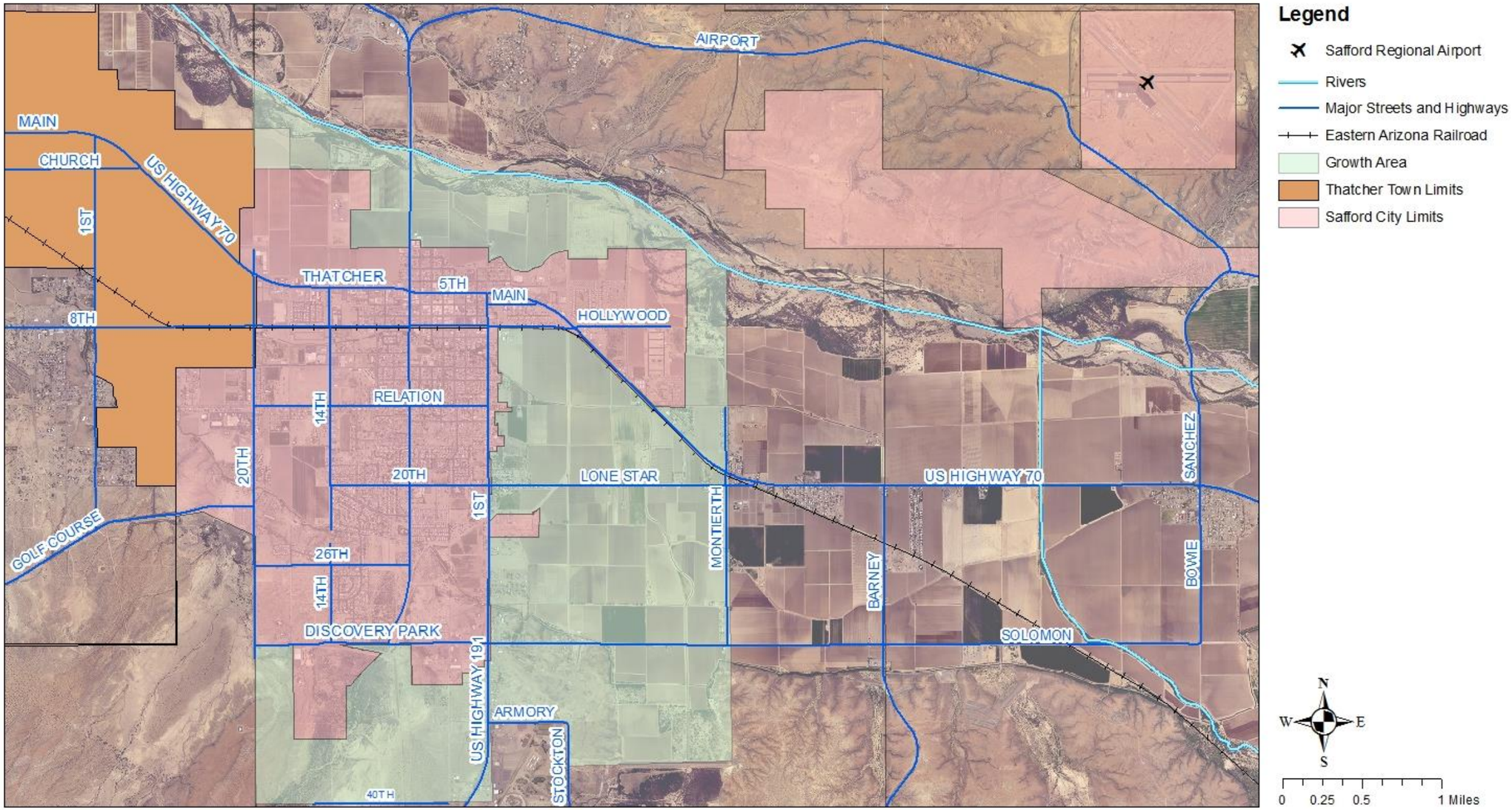


Exhibit 2: Safford Planning Area or Study Area



Safford General Plan Public Participation Plan

The policy framework provided in this General Plan serves as the road map for development and redevelopment within each growth area and character area. Such policy framework balances the needs, desires and recommendations of the residents, businesses, major stakeholders, community organizations, and decision-makers expressed during four major public engagement opportunities defining the Envision Safford General Plan public participation process:

- The Graham County Fair Envision Safford public engagement process, which provided information and gathered comments in the form of comment board and community surveys;
- The Envision Safford General Plan week-long Design Charrette, which provided a full week of workshops and meetings collecting input and survey responses;
- The 60-day review period required by the Arizona Revised Statutes; and
- The Planning and Zoning Commission and Mayor and Council public hearings.

This General Plan includes the direction provided by the community during these major public engagement processes, which included the Community Vision guiding the General Plan and the Guiding Principles guiding the goals on each element of the plan. The Public Participation Plan is available under separate cover.

Goals, Policies and Implementation Measures

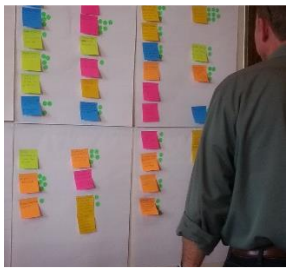
The goals, policies and implementation measures identified in this General Plan are based on analysis of opportunities and challenges summarized in the Background and Current Conditions volume and community input provided during the Envision Safford public participation process which included a week-long Design Charrette. These terms are defined as follows:

Goals: general statements expressing the desired outcomes the community of Safford seeks with regards to the future development of the City.

Policies: action statements providing a framework for present and future decisions and guiding the formulation of specific programs and strategies enumerated under the implementation measures.

Implementation Measures: specific actions or strategies required to carry out the policies of the General Plan and achieving or implementing its goals.

Community Vision



A community vision is a concise statement of the desired outcome supported by guiding principles, goals, policies and implementation strategies. The Safford Community Vision is the product of analysis of all the input received during the Envision Safford Public Participation Program.

Safford's Community Vision

Safford is a welcoming, attractive, economically viable, walkable, and bicycle-friendly healthy community with a small town feel, where people live, shop, play, learn, work, and recreate. Its thriving downtown exudes civic pride. Its skilled and integrated workforce attracts high wage employment. Sustainable infrastructure, excellent community services, mining, agribusiness, sustainable agriculture and food production, safe and livable neighborhoods, affordable housing for all income ranges, vibrant retail, a restored riverfront, exceptional education, regional recreation and sports facilities, and spectacular mountain views make Safford a destination in the Gila Valley and the Main Gateway to Southeastern Arizona.

Safford General Plan Design Charrette

Safford General Plan Guiding Principles

After careful examination of existing documents, analysis of demographic and socioeconomic trends, assessment of physical and regulatory opportunities and challenges and incorporation of public input obtained during the Envision Safford public participation program, guiding principles for each element of the General Plan were established to guide the vision of Safford. Guiding Principles are included under each element of the General Plan.

Healthy Community Principles

A healthy community is one where its members, the environment and the economy thrive. A healthy community promotes well-being and offers a high quality of life. Healthy communities can be measured along seven dimensions which contribute significantly to a community's ability to thrive. The General Plan is guided by the following Healthy Community Principles:

Social Networks: A healthy community has strong social networks that offer mutual support opportunities, facilitates social exchange, and the sharing of skills, resources, and assets.

Physical Assets: A healthy community has physical assets, such as buildings, parks, streetscapes, commercial, and other public spaces that are safe, clean, and comfortable, and provide opportunities for interaction and exchange. The physical assets of the community are aesthetically pleasing and offer the community a sense of identity.

Infrastructure: A healthy community includes the infrastructure required to sustain the healthy and safe operation of its functions.

Economic Opportunity: A healthy community provides a robust economic opportunity structure. The structure fosters innovation and allows all of its members to participate in the creation and production of goods and services that contributes positively to a healthy and sustainable high quality of life.

Human Development: A healthy community provides individual community members with opportunities for personal growth and improvement. Individuals will be able to gain knowledge, develop skills, talents, and abilities, including the ability to express themselves creatively.

Environment: A healthy community understands the sustaining functions of the environment and its relevance as an economic development tool and as a venue for an active and healthier life style.

Local Institutions: A healthy community has community based institutions that sustain, respect, and support each of the dimensions described above.

HEALTHY COMMUNITY

Social Networks

Physical Assets

Infrastructure

Economic Opportunity

Human Development

Environment

Local Institutions

GROWTH AREAS ELEMENT

INTRODUCTION

The Growth Areas Element considers those factors which will affect the growth of the City of Safford, both within the existing corporate boundaries and within the projected growth areas during the 20-year planning horizon. It sets the framework necessary to address the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of the City with the intent to achieve sustainability.

INTENT

The Growth Areas Element examines the opportunities and constraints to growth within the City of Safford Planning Area. The City of Safford Planning Area or study area encompasses the area shown in **Exhibit 1** included at the end of this element. In accordance with state statutes, this element identifies those areas that are particularly suitable for planned multimodal transportation and infrastructure expansion and improvements designed to support a planned concentration of a variety of uses such as residential, office, commercial, tourism and industrial uses. In conformance with Section 9-461.05 of the Arizona Revised Statutes, this element includes goals, policies and implementation measures designed to:

a) Make automobile, transit and other multimodal circulation more efficient, make infrastructure expansion more economical, and provide for a rational pattern of land development;

b) Conserve significant natural resources and open space areas in these growth areas, and coordinate their location to similar areas outside the growth area's boundaries.

c) Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financing planning that is coordinated with development activity.

Growth Areas Guiding Principle

Safford's north, east, and south growth areas are carefully planned to expand the City's revenue base and maintain the small town feel of Safford. Growth Areas invigorate the region's economic engine, support sustainable agriculture, agribusiness, and clean energy, sustain high quality neighborhoods and vibrant industry, provide bicycle and pedestrian connectivity to the Downtown and restore the Gila River as a regional recreation asset.

Safford General Plan Design Charrette

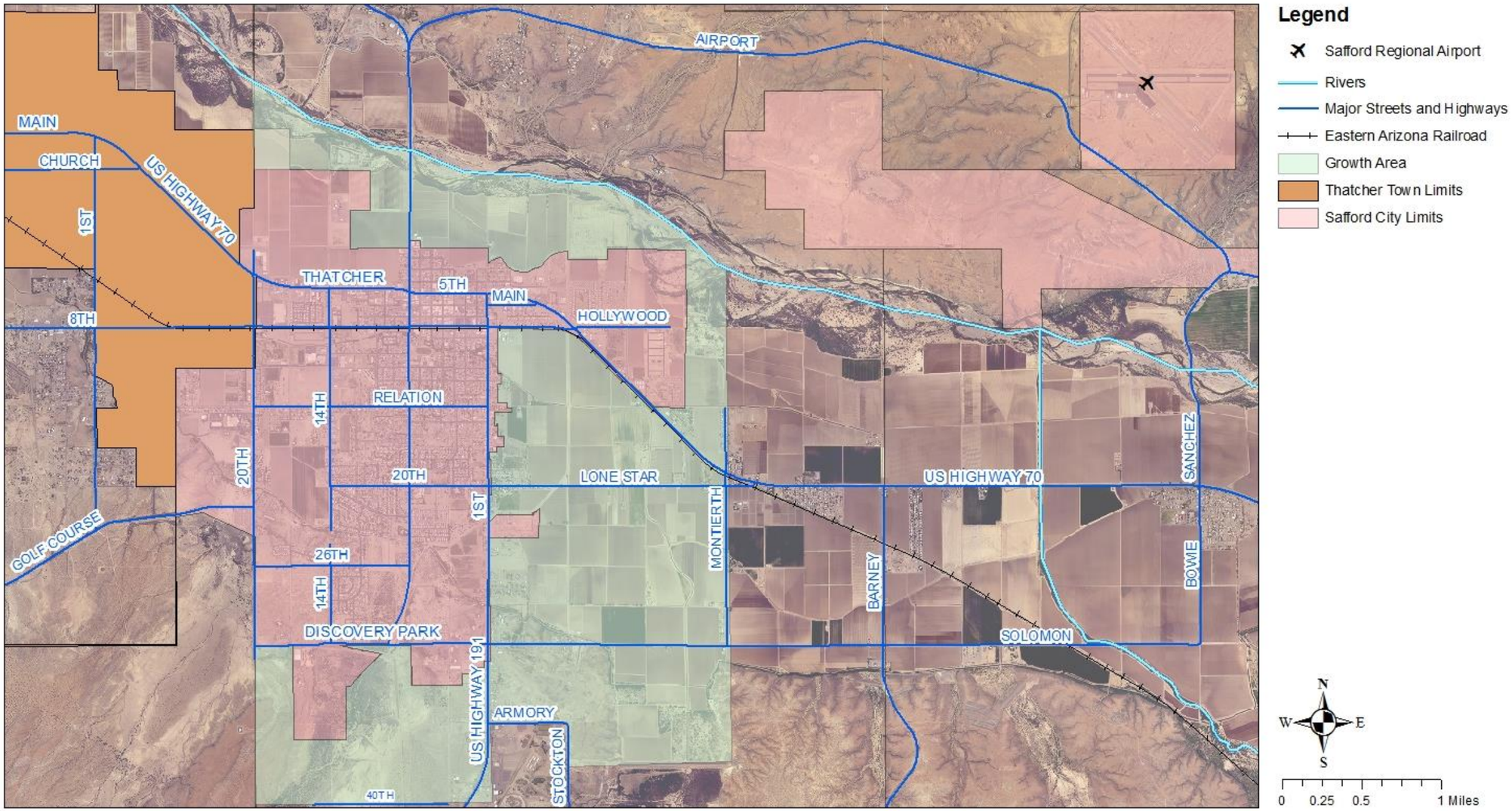
Safford's Growth Areas

Three major growth areas are identified within the Safford Planning Area, the north, east and south growth areas. The north, east, and south growth areas are carefully planned to expand Safford's revenue base, support sustainable agricultural practices, agribusiness, and clean energy, maintain the small town feel of Safford while invigorating the region's economic engine, sustain high quality neighborhoods and vibrant industry, provide bicycle and pedestrian connectivity to the cultural and entertainment heart of the community, Safford's Historic Downtown and restore the Gila River as a regional recreation asset. **Exhibit 2** depicts the three major growth areas identified within the Safford Planning Area.

Safford's Growth Areas Goals and Policies

The goals, policies and implementation measures identified in this section are based on analysis of opportunities and challenges identified in the Background and Current Conditions volume and community input provided during the Envision Safford public participation process. Safford's Growth Areas are shown in **Exhibit 3**.

Exhibit 3: Safford Designated Growth Areas



Goal 1: Ensure that Safford has available land to meet future growth and achieve fiscal viability

POLICIES

1. Establish growth areas to meet the growth needs of the City.
2. Develop an Annexation Strategy that allows the City to expedite the annexation process in areas with potential growth opportunities.

IMPLEMENTATION MEASURES

a. Define Safford's growth areas and identify land use mix appropriate for the character of each growth area.
b. Working collaboratively with Graham County, prepare an Annexation Strategy that helps expedite the process of annexation.

Goal 2: Establish Safford as the Gateway of Southeastern Arizona and the Gila Valley while encouraging a regional approach to growth

POLICIES

1. Integrate land use, transportation and circulation, economic development, infrastructure, environmental planning, parks, recreation and open space, and facilities planning efforts to create the synergies needed to support Safford and the Gila Valley region.

IMPLEMENTATION MEASURES

a. Continue to work collaboratively with:
    i. South Eastern Arizona Government Organization (SEAGO);
    ii. Arizona Department of Transportation (ADOT);
    iii. Graham County;
    iv. Town of Thatcher;
    v. The Gila Valley Economic Development Corporation;
    vi. Graham County Flood Control District;
    vii. Major Land Owners; and
    viii. Other Major Stakeholders.

Goal 3: Encourage growth to occur in areas suitable for development while balancing natural resource protection and economic development opportunities

POLICIES

1. Prioritize growth in areas with planned or existing infrastructure.
2. Take a balanced approach to development to ensure that sustainability and fiscal viability goals are met.
3. Encourage a land use mix that is conducive to multi-modal transportation options.
4. Support new higher density and intensity development in the north, south and east growth areas provided that such development:
    a. Responds to all applicable policy direction included in this General Plan.
    b. Is compatible with the character of its respective growth area.
5. Encourage mixed-use development within the growth areas of the City.

IMPLEMENTATION MEASURES

a. Identify character, priorities, and land use mix for each designated growth area in the Safford Planning Area.
b. Work collaboratively with SEAGO, ADOT, Graham County and Town of Thatcher as appropriate

Goal 4: Align growth areas development potential and natural resource conservation with economic development priorities in a sustainable manner

POLICIES

1. Promote the efficient and productive use of industrial and commercial land resources to maximize jobs and revenue.
2. Restore the Gila River to protect wildlife habitats and promote passive recreation, geo-tourism and eco-tourism.

IMPLEMENTATION MEASURES

a. Identify character, priorities, and land use mix for each designated growth area in the Safford Planning Area.
b. Work collaboratively with SEAGO, ADOT, Graham County, Town of Thatcher and all applicable federal and state agencies in the identification of funding for the long-range restoration of the Gila River.

Goal 5: Future growth and economic development is supported by seamless connectivity throughout the City and its growth areas.

POLICIES

1. Set aside sufficient right-of-way within the undeveloped portions of each designated growth area to provide for a system of arterial and collector roads consistent with the Transportation and Circulation Element of this General Plan.
2. Support development proposals which provide for the dedication of right-of-way consistent with the extension of critical arterial streets.
3. Require development along Commercial Corridors and within growth areas to make full use of site development potential without restricting access to adjoining properties.
4. Encourage development proposals which do not restrict access to adjoining undeveloped lands

IMPLEMENTATION MEASURE

a. Prepare a plan for the acquisition of right-of-way for the extension of critical arterial streets proposed in the Transportation and Circulation Element of this General Plan
b. Work with developers as part of the development review process to ensure that:
    i. All development proposals include the dedication of right-of-way as applicable and in consistency with the proposed extension of critical arterial streets included in the Transportation and Circulation Element of this General Plan.
    ii. The proposed development access needs are fulfilled without restricting access to adjoining properties
c. Discourage the parceling out of remaining large undeveloped parcels with highway frontage in a manner that restricts access to adjoining land

Goal 6: Forge the public and private partnerships necessary to support the implementation of the General Plan with a regional approach throughout Safford's growth areas

POLICIES

1. Encourage and support the establishment of an Intergovernmental Agreement (IGA) with Graham County for joint efforts within Safford's growth areas to:
    a. Provide for joint planning and zoning administration within the designated growth areas
    b. Support the adoption of equivalent land use regulations
    c. Develop an annexation strategy that expedites the annexation process

IMPLEMENTATION MEASURE

a. Form a Safford/Graham County Task Force including elected and appointed officials from the City of Safford and Graham County to determine the feasibility, and pros and cons of entering an IGA for joint planning efforts if both entities support such an effort

NORTH GROWTH AREA

The North Growth Area is located south of the Gila River and north of US Highway 70 and encompasses the area depicted in light green on the figure below. Exhibit 2 depicts the three designated growth areas within the Safford Planning Area.

Goal 7: Take full advantage of the Gila River Corridor within the North Growth area as an environmental asset offering a variety of sustainable economic development opportunities.

POLICIES

1. The North Growth Area invigorates the region's economic engine by:
    a. Supporting sustainable agriculture, agribusiness, and clean energy,
    b. Including high quality neighborhoods and vibrant commerce and industry
    c. Providing bicycle and pedestrian connectivity to the Downtown

d. Restoring the Gila River as a regional recreation asset

POLICIES

2. The North Growth Area is master planned in an integrated manner that considers, assesses and/or includes:
    a. US Highway 191 alignment to alleviate traffic along US Highway 70, improve regional access and mobility, provide flood control, and open economic development opportunities.
    b. High quality commerce, industry, employment, mixed-use and residential development.
    c. Higher education in close proximity to regional recreation, sports facilities and Downtown.
    d. A thriving US Highway 70 Commercial Corridor that complements Safford's Historic Downtown.
    e. Establishment of a Regional Recreation District along the Gila River
    f. Resort, equestrian, and tourist-oriented industry in close proximity to the Gila River.
    g. River Restoration including:
        i. Removal of salt cedar and other invasive wildfire prone and high water consuming plant species
        ii. Wildlife habitat and corridors restoration
        iii. 100-year floodplain review and possible revisions
        iv. Feasible alternatives for the channelization of the Gila River
    h. 20th Avenue, 14th Avenue, Welker Road, 1st Street, Hollywood, and Montierth Road extensions and alignments in conformance with the Transportation and Circulation Element.

IMPLEMENTATION MEASURES

a. Form a joint task force made up of officials and/or representatives from the City of Safford, Graham County, Town of Thatcher, the Gila Valley Economic Development Corporation, ADOT, Arizona Game and Fish, Arizona Department of Water Resources, Arizona State Parks, SEAGO, the Bureau of Land Management and major property owners to explore options for the development of a Regional Gila River Restoration project and assess the feasibility of:
    i. Forming a Regional Recreation District
    ii. Realigning US Highway 191 within the North Growth Area
    iii. Channelizing the Gila River.

b. Identify funds for the preparation of a Gila River Restoration Master Plan that address river restoration and channeling options, flood control, wildfire prevention, habitat restoration, US Highway 191 realignment and extension, arterial roads alignments and extensions, other infrastructure needed to support economic development, regional recreation efforts and other opportunities and challenges that may arise during the master planning process in an integrated manner.

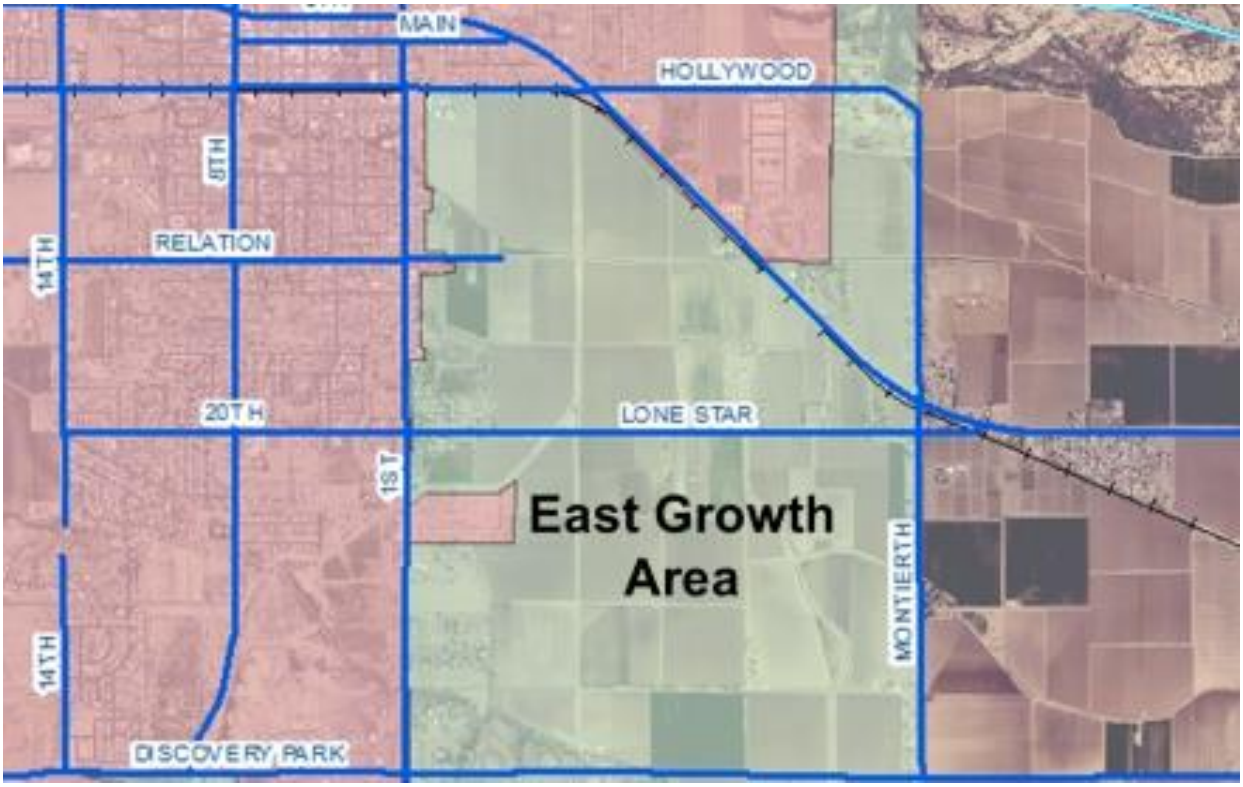
c. Work closely with SEAGO, the Gila Valley Economic Development Corporation and Graham County to include specific economic development strategies for this growth area in the Safford Economic Development Strategy.

EAST GROWTH AREA

The East Growth Area extends north-south from Solomon Road to Hollywood Drive and US Highway 70 and east-west from US Highway 91 to Montierth Lane. Historically, this area has been associated with raw crop agricultural uses. Currently, the area includes cotton and corn fields, residential areas and the Safford Agricultural Research Center.

Due to its proximity to the railroad, the northern portion of this area offers opportunities for the establishment of an inland intermodal port. This area supports industrial uses. Goals and policies related to these are respectively included in the Land Use and in the Transportation and Circulation Element of this General Plan.

Road extensions needed to support this area are shown in the Proposed Future Transportation Network exhibit included in the Transportation and Circulation Element. North-south road extensions are proposed for Welker Road and Montierth Lane. East-west road extensions are proposed for Solomon Road, 26th Street, 20th Street, Relation Street and Hollywood Drive.



Goal 8: Take full advantage of the existing and potential assets for sustainable economic development within the East Growth Area.

POLICIES

1. The East Growth Area invigorates the region's economic engine by supporting:
    a. US Highway 191 Commercial Corridor;
    b. Sustainable agribusiness, agriculture, and food production;
    c. Agricultural research;
    d. Solar energy generation facilities;
    e. High quality residential development;
    f. Industry and commerce north of East Relation Street and in proximity to the railroad;
    g. An inland intermodal port in close proximity of the railroad; and
    h. US Highway 70 Commercial Corridor.
2. Support existing uses within the East Growth Area by:
    a. Protecting access to existing uses;

b. Avoiding encroachment of incompatible uses into agricultural areas; and

c. Providing buffers such as linear parks and trail amenities between existing uses and new development which is higher in density and or intensity.

3. Position this growth area as the Eastern Gateway to Safford/Thatcher, the Gila Valley and Southeastern Arizona.

4. Establish main entrances to Safford Historic Downtown from US Highway 70 to Safford's north Main Street

IMPLEMENTATION MEASURES

a. Work closely with SEAGO, the Gila Valley Economic Development Corporation and Graham County to include specific economic development strategies for this growth area in the Safford Economic Development Strategy.
b. Work closely with SEAGO, the Gila Valley Economic Development Corporation, Graham County, the Arizona Eastern Railroad and Freeport-McMoRan Corporation in the preparation of a study to address the full potential of an inland intermodal port.
c. Continue to support the University of Arizona Safford Agricultural Research Center and its programs as regional assets supporting sustainable agricultural practices.
d. Identify areas with site development potential for solar energy fields.
e. Establish a major Gateway to Safford/Thatcher, the Gila Valley and Southeastern Arizona at the entrance of US Highway 70 into this growth area.
f. Implement the policy direction and concepts for gateways and entrance to Historic Safford Downtown from US Highway 70 included in the Transportation and Circulation Element.

SOUTH GROWTH AREA

The South Growth Area extends from the 20th Avenue alignment on the west to the Montierth Lane alignment on the east, and from Discovery Park/Solomon Road south as delineated on the figure below. This area currently includes extraction and few industrial uses. The area includes Safford's Southern Main Gateway.

Goal 9: Take full advantage of the existing and potential assets for sustainable economic development within the South Growth Area.

POLICIES

1. The South Growth Area invigorates the region's economic engine by supporting:
    a. US Highway 191 Commercial Corridor;
    b. Industry;
    c. Existing Aggregate extraction activities;
    d. Commerce and employment at the main gateway to Safford;
    e. Solar and wind generation facilities; and
    f. High quality residential development.
2. Establish this growth area as the Southeastern gateway of Safford.
3. Direct residential development to areas where it is not cost effective to develop commerce and industry due to slopes and terrain.

IMPLEMENTATION MEASURES

a. Work closely with SEAGO, the Gila Valley Economic Development Corporation and Graham County to include specific economic development strategies for this growth area in the Safford Economic Development Strategy.
b. Establish a major Gateway to Safford, the Gila Valley and Southeastern Arizona at the entrance of US Highway 191 into this growth area.

ANNEXATION STRATEGY

Annexation is the process by which Safford may assume jurisdiction over unincorporated territory adjacent to its boundaries. Annexation represents a serious step towards the overall growth of the City. In Arizona, annexation requires the consent of the owners of at least one-half of the value of the real and personal property and more than one-half of the property owners in the territory to be annexed. In addition, the consent and action of the City of Safford Mayor and Council is required.

Goal 10: Adopt criteria for annexation and a plan to provide infrastructure and services to areas within the designated growth areas being annexed to the City of Safford.

POLICIES

1. Prioritize the provision of infrastructure and services as areas outside of the City corporate boundary are considered for annexation as part of the City annexation criteria.
2. Adopt quality, development standards consistent with the development intent and character of designated character areas as part of the City's annexation policy.
3. Eliminate county enclaves surrounded by incorporated City limits is a priority.
4. Encourage the annexation of more than one parcel at a time when possible and require that:
    a. The parcels to be annexed to be adjoining and be located in a logical grouping, providing a continuous City boundary;
    b. One of the parcels shall be contiguous with City property on at least two sides;
    c. When a request is made to annex a given property, the City will initiate discussions with adjoining property owners to encourage them to annex. However, the City's attempts at annexing adjoining parcels shall not jeopardize the annexation of the requesting parcel, as determined by the City.
5. In the case of an annexation within an existing county enclave, or in other areas identified by the City's Long Term Annexation Map as a proactive annexation area, if the number of properties consenting to annexation is two or more, the City will add additional properties to that annexation with or without the consent of the property owner. Every attempt will be made to convince the property owner of the benefit of annexing into the City prior to recommending properties be annexed without their consent.
6. Annexed properties with existing improvements and uses on the site shall be vested and comply with the development code regulations of the jurisdiction having regulatory authority over the area in which they were originally constructed. Following annexation, any construction or improvements on the site shall comply with all applicable development regulations and building codes.
7. In unique circumstances, the City of Safford Mayor and Council may consider an annexation and development agreement to address certain development standards for economic

development purposes. In the case of compliance with other City ordinances, the City will work cooperatively with property owners in addressing situations not in compliance at the time of annexation, unless these situations are designated as grandfathered, as determined by the City Attorney.

8. Future development desiring the use of the City's wastewater treatment and water systems will require annexation. This will help ensure that all properties using the urban infrastructure are part of the urban area providing the service.

IMPLEMENTATION MEASURES

a. Work collaboratively with Graham County in the preparation of an Annexation Plan that includes:
    i. Infrastructure priority areas (road extensions, water, sewer, flood control);
    ii. Critical public services priority areas (fire, police, EMS);
    iii. Annexation map showing annexation priority areas based on items i and ii above; and
    iv. Annexation strategy for lands adjacent to the Safford Regional Airport.

LAND USE AND CHARACTER AREA ELEMENT

INTRODUCTION

The City of Safford Land Use and Character Area Element provides for the balanced development of compatible land uses within the existing corporate boundary and the City's growth areas addressed in the Growth Areas Element. A comprehensive, systematic and inclusive approach is used to define growth, infill and redevelopment areas based on each area's specific character, needs and opportunities and challenges.

CHANGES IN CONSUMER PREFERENCE

Changing consumer preferences, employer location strategies, and transportation planning trends reflect a shift towards sustainable development. The convergence of these trends results in an urban fabric that incorporates safe, efficient and multimodal transportation, urban densities, a mixed of uses and services at a walkable distance, and the open spaces, recreation, entertainment and public realm definitions necessary to reflect a strong and well defined sense of place to work, live, shop, learn, and play.

CHANGES IN HOUSING DEMAND

Housing demand is also changing because of major demographic shifts. These shifts include the aging of baby boomers, a decrease in household size, changes in family structure, and the fact that younger adults prefer urban, mixed-use environments. The National Center for Transit Oriented Development provides that two-thirds of demand is still for large single-family dwellings and a third is for smaller housing choices, including apartments, townhomes, live-work, and bungalows.

Although recent market trends indicate an increase of this type of housing, Safford's market isn't fully meeting this demand, and the increasing competition for units in denser, mixed-use neighborhoods paired with the current economic recession may increase the demand for these housing products.

COMMUNITY DESIRES

During the Envision Safford public participation program, which included a week-long design charrette, the community voiced the need to:

- Establish Safford as the main gateway of Southeastern Arizona;
- Provide a larger diversity of housing types for different income ranges;
- Continue to revitalize downtown;
- Allow opportunities for mixed-use development in character with the community scale;
- Increase the quality of life by providing access to quality parks, recreation, trails and open space;
- Attract high wage employment and industry;
- Increase the City's retail and revenue base;
- Diversify the City's economic development portfolio to ensure long-range livability;
- Restore the Gila River Corridor and explore opportunities for regional recreation, eco-tourism and geo-tourism;
- Support and retain current major employers and local businesses;
- Retain Safford's youth; and
- Provide high quality public services.

At the convergence of these trends is an opportunity to create the structure for a new growth and development strategy that meets the demand for location-efficient mixed-use places that support regional economic growth strategies, and increases housing affordability by increasing supply in neighborhoods with lower transportation costs. Such development encourages walking and cycling, has a mix of retail, commercial and residential uses, and a diversity of housing types suited for different generations and incomes. These must be achieved while maintaining the distinct character that makes Safford unique. It is the one strategy that promises to simultaneously meet these seemingly disparate goals.

This Land Use and Character Area Element addresses these complexities in an integrated manner. It provides a flexible land use framework that supports the emerging trends and assists the City and the community in attaining its shared vision. Such vision is achieved by identifying the distinct character areas that make Safford unique while enhancing its identity, character and sense of place.

Intent

The land use and character areas goals and policies as well as the Safford's Character Areas map provide an adequate supply of land for the anticipated growth for the 20-year planning horizon. The rate of growth accommodated by this plan is more than what is projected by the population and employment forecasts. This Land Use and Character Areas Element guides the decisions of the City Council, Planning and Zoning Commission and Planning staff in directing the future growth and development of the City through the year 2035.

Land Use Guiding Principle

Align land use, infrastructure, economic development, public services, environmental resources and amenities to take full advantage of Safford's strategic location in the Gila River Valley and establish a thriving and sustainable regional economy that supports the long-range viability of the region, promotes a healthy, vital and competitive economic climate, retains, attracts, and supports a skilled workforce and promotes an appropriate mix of mining, agriculture, housing, retail, services, mixed-use, commerce, employment, and industry.

Safford General Plan Design Charrette

Place-Based Urban Design Framework

The City of Safford includes places such as neighborhoods, highway corridors, employment centers, river corridor, etc. – each expresses a mix of land use, physical forms, and connective tissue that reflect and enhances the unique identity of its corresponding character area. Along with the General Plan vision of livability, economic opportunity, fiscal viability, and sustainability, these places create context.

Placemaking institutes land use and zoning by using policies and future public investments to organize land uses, their form and character; to infuse them with Safford's values, identity, culture and heritage; and to provide for economic development opportunities – all in the service of achieving the desired place the community envisions.

In Safford, places are distinguished by their infrastructure skeleton – transportation routes, water and sewer lines, shared paths, parks, trail system, and sidewalks. Each of the character areas includes a group of land uses and building types that reflect the identity of the area working together to accommodate a variety of life's daily functions – living, working, playing, learning – in a manner which reflects the local values, historical form, and attitudes that make up Safford.

City of Safford Overlay Zones

Overlay zones provide a mechanism for modifying the conditions of underlying zoning districts while preserving their intent and purpose. Existing overlay Zones in Safford include:

1. Redevelopment District
2. Downtown Overlay District
3. Historic Preservation District
4. Entertainment District

REDEVELOPMENT DISTRICT

Intended to designate those areas of the City, both commercial and residential, which have experienced general deterioration or obsolescence of buildings or infrastructure.

DOWNTOWN OVERLAY DISTRICT

Intended to encourage the articulation of a walkable historic Downtown with a variety of retail, service, government, entertainment and mixed-use land uses in close proximity to each other and other complementary uses through the use of incentives while preserving the rights under the existing district designation.

HISTORIC PRESERVATION DISTRICT

Provides a designation for areas and individual properties within the City, which possess unique architectural, cultural, and historical significance.

ENTERTAINMENT DISTRICT

Intended to encourage development in close proximity to each other, entertainment uses and complementary uses through the use of incentives while preserving rights under the existing district designation.

Citywide Land Use Goals and Policies

The analysis of opportunities and constraints included in the Background and Current Conditions volume and the public input provided during the Envision Safford public participation program serve as the foundation for the goals, policies and implementation measures of this element. As previously defined, goals are general statements defining the desired outcome expressed by community members in regard to the future development of the City. Policies provide a specific framework for present and future decisions and guide the formulation of specific programs and strategies designed to meet General Plan goals. Implementation measures are specific actions required to achieve a goal.

Citywide land use goals and policies apply to the Safford Planning Area, which includes Safford's Growth Areas and Safford's Character areas.

Goal 1: Ensure that future development is managed to achieve orderly growth.

POLICIES

1. Promote a compatible mix of land uses throughout the Safford Planning Area.

IMPLEMENTATION MEASURES

a. Encourage the location of new residential development close to commerce and employment to increase walkability, foster active life styles and minimize vehicular traffic.

b. Locate higher density/intensity uses and transportation dependent uses along arterial streets and major highways.

c. Establish appropriate buffer zones between high density/intensity development and residential areas to protect established neighborhoods.

d. Continue to prevent random parceling of agricultural lands when dealing with minor land division.

e. Support development proposals that are consistent with this General Plan.

Goal 2: Plan land use, infrastructure and economic development in an integrated manner to protect Safford's assets, achieve the quality of life valued by Safford's citizens and ensure the City's economic success while maintaining a regional perspective

POLICIES

1. Establish an appropriate mix and distribution of residential, business, employment, industry, services, education, recreation, parks and open space uses that:

    a. Positions Safford as the main gateway to the Gila Valley and Southeastern Arizona;

    b. Prioritizes development and infill efforts on designated growth areas within City boundaries where infrastructure is planned or in place to support development;

c. Restores the Gila River corridor and protects it as an asset for regional recreation, wildlife habitat, eco-tourism and geo-tourism;

d. Attracts and promotes a diversified employment portfolio that includes:

   1. High-wage paying industries;
   2. Business incubators;
   3. Innovation and technology;
   4. Small businesses; and
   5. Home-based businesses.

e. Promotes, encourages and supports commercial retail and food service industries;

f. Incorporates arts, culture, entertainment, streetscapes, plazas, community gathering spaces that serve as amenities accessible to all;

g. Supports and promotes health and other human service uses not currently available; and

h. Appropriately positions US Highway 191 and US Highway 70 as Commercial Corridors.

2. Protect Safford's existing agricultural areas from becoming landlocked.
3. Balance the support of farming activity within the City with strategic planning for farmland conversion to more urban uses.

IMPLEMENTATION MEASURES

a. Define Safford's growth areas an identify land use mix appropriate for each growth area in the Growth Area Element of this plan.

b. Define Safford's Character Areas and identify land use mix appropriate for each distinct character areas.

c. Establish mechanisms and incentives such as expedited development review process to encourage infill development north of 8th Street to the County line.

d. Coordinate planning efforts with Graham County and the Town of Thatcher.

e. Amend the code to include character area definitions in conformance with this General Plan.

f. Give review priority to expansion of existing businesses as well as new projects that bring quality jobs to the Safford Planning Area.

g. Review the zoning code, subdivision and development standards, and other City documents to allow for mixed-use development within growth areas identified in the Growth Area Element once land is annexed to the City.

h. Revise the codes governing home occupations to allow more opportunities for live/work units.

Goal 3: Employ mechanisms and best practices for the efficient and orderly development of land

POLICIES

1. Continue to use Community Master Plans (CMP) as a tool for cohesive development of large tracts of land.
2. Allow sufficient densities and mixed uses in proximity to commerce and employment to encourage walkability and bikeability.
3. Incentivize cluster development that uses land more efficiently than conventional subdivisions in urban and suburban areas.

IMPLEMENTATION MEASURES

a. Adopt code provisions requiring that parcels larger than 40 acres located outside of Safford's Downtown and redevelopment areas be developed as CMP.
b. Adopt code provisions to incentivize cluster development in urban and suburban areas.

Goal 4: Balance land use mix with the preservation of the regional and community's environmental assets as an economic development strategy

POLICIES

1. Support efforts to restore the Gila River corridor as a vital community asset that supports wildlife corridors, ecosystem functions, regional recreation and tourism.
2. Require the preservation and incorporation of riparian areas in site design.

IMPLEMENTATION MEASURE

a. Comply with all applicable goals, policies and implementation strategies related to the Gila River Corridor included in the different elements of this General Plan.
b. Include BLM in discussions related to the implementation of the Gila River Corridor.

Goal 5: Allow sufficient land for future growth in an efficient and sustainable manner

POLICIES

1. Encourage higher residential densities along major transportation corridors with appropriate transitions to adjacent/established lower density neighborhoods.
2. Design mixed use employment centers that incorporate easy, safe and convenience access for all residents, employees and visitors and all travel modes.
3. Cluster commercial sites to minimize access points, to enhance the character of Safford and to eliminate strip commercial development.
4. Coordinate with Safford School District and proposed charter schools to site new schools in safe locations that are easily accessible by all modes of travel.
5. Work with Safford School District and charter schools to locate public parks adjacent to schools and to promote the joint sharing of facilities, where applicable.

IMPLEMENTATION MEASURE

a. Comply with all applicable character area goals, policies and implementation strategies to ensure efficient and sustainable growth.
b. Work closely with developers during the development review process to encourage quality sustainable development.
c. Coordinate school siting and public parks location with the Safford School District.

Goal 6: Ensure a diversity of housing opportunities

POLICIES

1. Encourage a wide range of housing types and price ranges within new developments to support the current and projected populations.
2. Support master planning, zoning and subdivision processes that incorporate a diversity of housing types, densities, and prices to ensure the future stock of affordable housing for all income ranges.
3. Encourage mixed-use development in Safford's Downtown, employment centers, growth areas and other appropriate areas.

IMPLEMENTATION MEASURES

a. Consider implementing strategies that encourage affordable housing utilizing creative tools including but not limited to density bonuses and incentives.
b. Develop design and siting standards for mixed use that consider housing affordability.

c. Develop design and siting standards that include standards for manufactured homes and manufactured home subdivisions that consider housing affordability to replace deteriorated homes in older areas of the city.

Goal 7: Ensure that Zoning and Subdivision ordinances reflect the specific needs of each Growth Area and Character Area within the Safford Planning Area and implement this General Plan

POLICIES

1. Ensure that amendments to the Zoning and Subdivision ordinances support and implement this General Plan and are consistent with the policy direction provided in the Safford's Growth Areas and Land Use and Character Areas elements.

IMPLEMENTATION MEASURES

a. Systematically review and amend or rewrite the Zoning and Subdivision ordinances and other development ordinances to implement this General Plan in accordance with the following criteria:
    i. Administrative consistency;
    ii. Consistency with this General Plan;
    iii. Consistency with the distinct character of each Growth Area and Character Areas inside the Safford Planning Area; and
    iv. Consistency with the overall character of Safford.
b. Systematically examine the Zoning Map and initiate rezoning in areas where current zoning is inconsistent with this General Plan.
c. Systematically examine the Zoning Map and initiate rezoning in areas where current zoning could result on the deterioration of a neighborhood.

Goal 8: Provide for sufficient land to expand the City's commercial, employment and industry base.

POLICIES

1. Designate major Commercial Corridors with commercial, employment and industry potential.

2. Identify lands within Commercial Corridors with sufficient frontage and depth for commercial development.
3. Require site design to include circulation and access, and phased infrastructure that:
    a. Clearly establishes access points; and
    b. Discourages random parceling that would limit a site's development potential.
4. Identify areas appropriate for industrial use along Commercial Corridors especially in areas with potential access to a railroad spur.
5. Identify areas for employment development along commercial corridors in close proximity to downtown
6. Phase out inappropriate industrial uses on small parcels adjacent to residential development.

IMPLEMENTATION MEASURES

a. Designate US Highway 191 and US Highway 70 as Commercial Highway Corridors and determine these highway corridors' potential for community and regional commercial, employment and industry by:
    i. Surveying developable parcels to determine their highest and best use;
    ii. Identifying residential structures and groups of structures that could be converted into commercial use; and
    iii. Identifying abandoned and dilapidated residential structures that need to be demolished to open opportunities for commercial uses identified in the Commercial Highway Corridor Character Area.
b. Adopt code provisions requiring that commercial, employment and industry parcels 40 acres or larger require the preparation of a CMP
c. Explore potential of developing an intermodal inland port along the Eastern Arizona Railroad to support industry along US Highway 70
d. Conduct a land use study to identify parcels with adequate size and access for employment and industrial development
e. Adopt development standards for industrial development.
f. Develop a rezoning strategy to rezone small parcels currently zoned as industrial which are adjacent to residential uses to more compatible uses.
g. Adopt development standards to establish railroad right-of-way as a light industrial zone between Central Business District and residential areas.

Goal 9: Support sustainable agricultural practices while assessing opportunities for agricultural conversion into urban and suburban uses where applicable and feasible

POLICIES

1. Ensure that new growth proceeds in accordance to the policy direction established in the Growth Areas Element for the North, East and South Growth Areas.

IMPLEMENTATION MEASURES

a. Implement the measures under the East Growth Area provided in the Growth Areas Element.

Goal 10: Promote a healthy and balanced mix of land uses that recognize the distinct character of Safford Character Areas and instills a character, identity and sense of place that reflects Safford's heritage

POLICIES

1. Recognize and support the distinct characteristics of each identified Character Area.
2. Ensure that future development continues to promote the distinct character, identity and sense of place that makes Safford a unique community.
3. Identify Safe-by-Design standards that enhance the character, identity and sense of place of each Character Area.
4. Ensure that all land uses incorporate safe vehicular, pedestrian, and bicycle connectivity.
5. Ensure that new development in and adjacent to rural areas maintains the rural feel of existing neighborhoods.
6. Provide safe and accessible connectivity between residential and supporting non-residential uses.
7. Establish a hierarchy of gateways and entry features that promotes a sense of arrival to a destination and to the different areas of the City.
8. Design street improvements in the East Growth Area in concert with and not in conflict with the rural character of adjacent agricultural land uses.

IMPLEMENTATION MEASURES

a. Develop and adopt design guidelines and standards appropriate to each Character Area.

b. Consider adoption of design standards for new residential development that maintains a high aesthetic quality and that encourages a variety of building types, setbacks, colors, and street orientations.

c. Establish design guidelines for gateways and entry features in accordance with guidance provided in the Community Design Element.

d. Ensure that amendments to the Zoning and Subdivision ordinances support and implement this General Plan and are consistent with the policy direction provided in Safford's Growth Areas and Character Areas.

Goal 11: Protect the Safford Regional Airport's economic viability from encroachment of non-compatible development

POLICIES

1. Work with Graham County and regional economic development organizations to protect the Safford Regional Airport from encroachment of residential and other non-compatible uses that may compromise the long-range economic vitality of the airport.

IMPLEMENTATION MEASURES

a. Working collaboratively with Graham County, SEAGO and the Gila Valley Economic Development Corporation in the identification of funds and in the preparation of the Safford Regional Airport Master Plan and ensure that such plan considers airport expansion needs as well as airport compatible development

b. Work closely with Graham County to include policy as part of the City of Safford Annexation Strategy that ensures the transfer of Graham County permitted uses to City of Safford uses that are compatible with and support the Safford Regional Airport.

c. Amend the City of Safford Zoning Code to include City of Safford Annexation Strategy reflecting the direction expressed in item b above.

Safford Character Areas

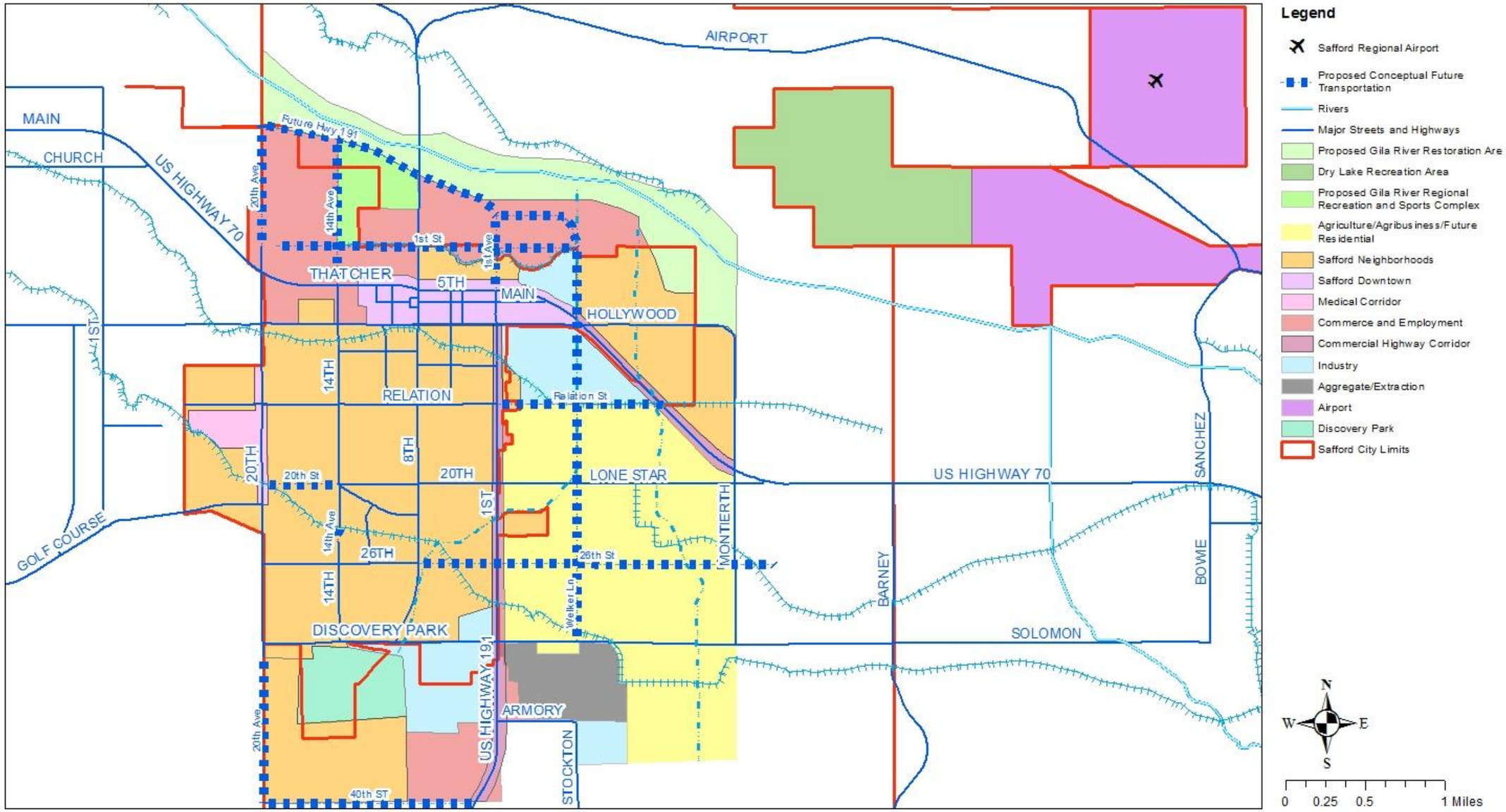
In addition to the growth areas described in the Growth Areas Element, several distinct character areas have been identified within Safford. These character areas provide the framework necessary to formulate the area-specific master plans, infrastructure plans, redevelopment, infill and revitalization efforts, and economic development strategies that will support Safford's vision and assist in the implementation of the Safford General Plan.

Each character area presents a set of unique characteristics, development, infill or redevelopment potential, opportunities and challenges. **Exhibit 4** shows Safford's character areas and the generalized land uses supported within these areas.

These Safford Character Areas include land intended for development when demand approaches. Development utilizing existing underlying zoning is not precluded. Character Areas identified in this General Plan include:

1. Gila River Restoration
2. Agriculture/Agribusiness/Future Residential
3. Safford Neighborhoods
4. Safford Downtown
5. Medical Corridor
6. Commerce and Employment
7. Commercial Highway Corridor
8. Safford Regional Airport
9. Industry
10. Aggregate/Extraction
11. Gila River Regional Recreation and Sports Complex

Exhibit 4: Safford's Character Areas



Source: City of Safford General Plan Design Charrette, The Planning Center, 2015, City of Safford GIS Department, 2016

Gila River Restoration Character Area

The following goals and policies apply to the Gila River Restoration Character Area located inside the North Growth Area. Also see Growth Areas Element.

Goal 12: Promote the restoration of the Gila River Corridor as a wide-ranging land mitigation strategy that protects environmental assets and fosters economic development

POLICIES

1. Identify cost effective and feasible approaches, funding mechanisms and partners for the preparation of the Gila River Restoration Project as a multi-jurisdiction effort to restore the Gila River segment from Safford to Pima and ensure that the project integrates:
    a. A land conservation strategy that preserves the environmental and ecosystem value of the Gila River Corridor by:
        i. Removing wildfire prone and high water consuming invasive plant species such as salt cedar;
        ii. Reintroducing native trees to redefine the river corridor;
        iii. Restoring habitat for wildlife; and
        iv. Supporting flood protection, wildfire prevention, and water conservation measures and strategies
    b. An economic development strategy that positions Safford, Graham County and the Town of Thatcher as the gateway to the Gila Valley and Southeastern Arizona;
    c. Explores opportunities for regional recreation, resort, eco-tourism and geo-tourism;
    d. Explores opportunities to realign US Highway 191 to open the North Growth Area for commerce, employment; and resort; and
    e. Assess flood control measures such as levee construction and river channelization in conjunction with highway expansion to ensure an integrated, comprehensive and systematic land use approach.

IMPLEMENTATION MEASURES

a. Identify partners and funding sources for the preparation of the Gila River Restoration Project.
b. Form a regional task force that includes representatives from:
    i. City of Safford
    ii. Graham County

iii. Graham County Flood Control
iv. Town of Thatcher
v. Town of Pima
vi. SEAGO
vii. Gila Valley Economic Development Corporation
viii. Arizona Department of Transportation (ADOT)
ix. Arizona Game and Fish Department
x. Army Corps of Engineers
xi. Bureau of Land Management (BML)
xii. Bureau of Reclamation
xiii. Freeport McMoRan Copper and Gold
xiv. Arizona Rock Production Association
xv. Sonoran Institute
xvi. Eastern Arizona College
xvii. University of Arizona (UofA)
xviii. Arizona State University (ASU)
xix. Northern Arizona University (NAU)
xx. Other major stakeholders

Agriculture/Agribusiness/Future Residential Character Area

The following goals and policies apply to the Agriculture/Agribusiness/Future Residential Character Area located inside the East Growth Area. Also see Growth Areas Element.

Goal 13: Protect the agriculture, agribusinesses and low density residential character of this area while supporting a mix of compatible land uses in conformance with the East Growth Area policies

POLICIES

1. Ensure that new residential and non-residential development within this area supports the overall character of the area by:
    a. Complying with all applicable goals and policies for the East and South growth areas included in the Growth Area Element; and
    b. Supporting the following land use mix:
        i. US Highway 191 Commercial Corridor;
        ii. Sustainable agribusiness, agriculture and food production;
        iii. Agricultural research;
        iv. Solar energy generation facilities;
        v. Residential; and
        vi. Commercial uses supporting the character of the area.
    c. Support existing uses by:
        i. Protecting access to existing uses;
        ii. Avoiding encroachment of incompatible uses into agricultural areas; and
        iii. Providing appropriate buffers such as linear parks and trail amenities between existing uses and new development which is higher in density and/or intensity.

IMPLEMENTATION MEASURES

a. Continue to support agriculture, agribusiness and food production.
b. Continue to support the University of Arizona Safford Agricultural Research Centers and its programs as a regional assets supporting sustainable agricultural practices.
c. Require a CMP for residential development larger than 40 acres.

Safford Neighborhoods Character Area

Including Safford's established neighborhoods, this character area supports enhancements and amenities that increase the quality of life of established neighborhoods. It also provides guidance for future development adjacent to existing ones. **Exhibit 3** shows this character area and includes generalized land uses permitted within this area.

Neighborhood Enhancement Examples: *Irrigation Canal 8th Street and 8th Avenue (before) and Conceptual Linear Park along Irrigation Canal 8th Street and 8th Avenue (After), The Planning Center, 2015*

Goal 14: Support infill, land uses, strategies, and programs that enhance Safford's existing neighborhoods and increase the quality of life of Safford's residents

POLICIES

1. Make the best use of available vacant parcels within the existing corporate boundaries to support infill and compact forms of development such as mixed-use, and a wide diversity of residential densities and housing types where appropriate within the Safford Neighborhood Character area provided that:
    a. Mixed-use and higher density residential subdivisions:
        i. Are located along arterial roads;
        ii. Provide appropriate transitions of mass, scale, and height when located adjacent to lower density residential development;
        iii. Provide a shared buffer zone that includes trails and landscape amenities along the edges adjoining existing residential development;

iv. Include pedestrian and bicycle connectivity to parks, regional shared paths and trail systems and open space;

v. Upgrades edges along major arterials to incorporate sustainable street principles including native trees that provide shade, water harvesting and native desert landscapes; and

vi. Comply with all applicable goals and policies provided in the Transportation and Circulation Element and in the Parks, Recreation, Trails and Open Space Element.

2. Support beautification and enhancements projects and amenities that increase the quality of life of established neighborhoods, including:
   a. Pedestrian and bicycle connectivity;
   b. Landscape enhancements;
   c. Community and neighborhood parks;
   d. Community-oriented commercial at the intersection of arterial roads;
   e. Revitalization and redevelopment; and
   f. Clean up and beautification efforts.
3. Pursue street extensions identified in the Transportation and Circulation Element to increase access and multimodal connectivity among the different land uses and to improve circulation citywide and in the Safford Neighborhoods Character Area.
4. Make the best use of available parcels within the existing corporate boundaries to support Safford's neighborhoods.
5. Provide neighborhood commercial and neighborhood-oriented service opportunities along arterial roads dispersed at regular intervals throughout this character area.

IMPLEMENTATION MEASURES

a. Broaden nonstandard lot provision in Zoning Code to encourage residential construction on vacant parcels in older portions of the City.

b. Adopt density bonus provisions to encourage high quality mixed use, higher density residential and other forms of compact development where appropriate, especially in proximity to employment and Safford Downtown.

c. Identify vacant parcels along arterial roads with neighborhood commercial potential.

d. Direct low density residential development that is not associated with agricultural production to hillsides and other areas unsuitable for medium to high density residential development.

e. Adopt ordinance provisions to ensure access to undeveloped parcels such as site planning and site layout concepts providing a clear circulation plan that includes a main access point with an entry driveway from which access to the different parcels is clearly layout.

f. Comply with all applicable goals and policies provided in the Redevelopment and Revitalization section of this Element.

Safford Downtown Character Area

Extending north-south from 8th Street on the south to the north side of US Highway 70 on the north and east-west from the Intersection of Welker Lane with US Highway 70 to 11th Avenue, the Safford Downtown Character Area or Central Business District (CBD) serves as the civic, cultural, arts, retail, and historic core of Safford.

Multi-purpose Government Center Concept for Downtown Safford: *Existing conditions (before) and conceptual government center for Safford's Historic Downtown (After), The Planning Center, 2015*

Downtown Safford's Golden Age covered a period of nearly forty years from the end of World War II until the early 1980's. Downtown Safford was the commercial center of an area extending approximately forty miles in all directions. Cotton, copper and cattle were still the three "C's" of the Arizona economy.

A healthy agricultural sector and full employment at the Phelps-Dodge Morenci supported direct employment and strong secondary jobs in the retail and service sectors. Wages in the copper industry were at historic highs, and the industry provided economic security for three generations of miners.

Beginning in 1983, the economic climate of Downtown Safford took a sharp decline with the loss of mining jobs. Because Safford was, and remains, the primary trade center for Clifton and Morenci, as well as the Gila Valley communities, the 1983 strike had a devastating effect on the local economy.

Since 1990, several redevelopment and revitalization efforts have taken place. These are efforts are summarized in the Background and Current Conditions volume of this General Plan. In 2015, during the Safford General Plan Design Charrette conducted as part of this General Plan Update planning process, the community continued to express the need to revitalize Safford's downtown. Incorporating participants' ideas and the themes from previous efforts, The Planning Center planning and design team prepared conceptual images expressing the input received by the community during the week-long design charrette and throughout the Envision Safford community input process.

Goal 15: Integrate land use and economic development strategies with multimodal transportation opportunities to define a vibrant and viable Downtown or Central Business District

POLICIES

1. The Downtown or CBD serves as the civic, cultural, arts, retail and historic core of Safford and supports the following land uses:
    a. Government and civic uses;
    b. Retail, commercial, services, and professional offices;
    c. Mixed-use and higher density multifamily development;
    d. Civic Center, Library, Police and other Public services;
    e. Multi-purpose community center;
    f. Special events and activities; and
    g. Centralized and shared public parking
2. Support Safford's Downtown and CBD as a walkable destination with opportunities for outdoor activities that attract residents and visitors such as farmers market, art fairs, performances, art competitions, parades, special events and entertainment.
3. Prepare a Safford Downtown/Central Business District Redevelopment Plan that:
    a. Establishes the CBD as a redevelopment area;
    b. Incentivizes and supports strategies to attract new businesses;
    c. Includes opportunities for higher density residential and mixed-use development appropriately scaled for Safford's CBD along the edges and along Main Street east of US Highway 191;
    d. Incorporates walkability, connectivity and landscape and hardscape amenities to define the public realm;
    e. Includes courtyards, plazas, and gathering places at scales appropriate to the character of Safford;
    f. Encourages opportunities for Temporary Revocable Easements (TREs) and parklets; and
    g. Explores opportunities for the establishment of an Arts and Entertainment District.

Adaptive Reuse of Cotton Gin – Market Place and Historic District Mixed-use and Higher Density Residential Concept*, The Planning Center, 2015*

IMPLEMENTATION MEASURES

a. Identify incentives to support the redevelopment of the Central Business District.

b. Prepare and adopt a Safford Downtown/Central Business District Area Plan that: (1) clearly identifies the boundaries of the CBD and of the Redevelopment Area; (2) establishes mechanisms to encourage infill of vacant parcels; and includes guidelines that ensure cohesive development and respects the historic character of Safford's Downtown; and includes development guidelines for historic buildings and for new development for the four distinct areas of the CBD:

    i. Along US Highway 70 and US Highway 191;

    ii. Along 8th Street;

    iii. East of US Highway 191; and

    iv. West of US Highway 70.

c. Continue to identify deteriorated residential development within the CBD that can be transformed into retail and commercial offices.

d. Update the code to include the boundaries of the Central Business District and the Downtown Redevelopment Area.

e. Pursue funding and grants such as CDBG for façade enhancements, streetscape improvements, and other needed improvements.

f. Explore opportunities for land acquisition by the City within the CBD for the creation of mixed-use opportunities.

g. Pursue opportunities for adaptive reuse of the historic Safford Cotton Gin for arts, retail and entertainment.

h. Encourage the establishment of an Arts District Program in connection with the Safford City-Graham County Library.

***Downtown Multi-purpose Community Center Concept (8th Street)**, The Planning Center, 2015*

Successful Examples of Small Town Downtown Revitalization

Medical Corridor Character Area

The choice and ability of Safford residents to lead healthy lives emerged as a critical health priority from the recent Envision Safford public participation program conducted as part of this General Plan update. This priority encompasses behavioral, medical and public health concerns, land use strategy, access, economic development and environmental factors that need to be addressed in an integrative manner in order to: (1) support Mount Graham Regional Medical Center's current and future needs; (2) achieve healthy lifestyles; and (3) Attract high-wage quality medical and health services employment to the region; and (4) expand Safford's retail base. The Medical Corridor Character area is located along 20th Avenue and supports the expansion of Mount Graham Medical Regional Center as well as a variety of medical and medical support services, including quality assisted living. **Exhibit 3** shows this character area.

Medical Character Area Corridor Definition: *Existing conditions 20th Avenue (before) and conceptual corridor definition (After), The Planning Center, 2015*

Goal 16: Integrate the land use strategy and the economic development strategy with multimodal transportation opportunities to attract medical support industries to lands designated Medical Corridor Character Area along 20th Avenue

POLICIES

1. Support Mount Graham Regional Medical Center expansion by encouraging compatible land uses in the Medical Corridor Character Area that include, but are not limited to:
    a. Medical and behavioral health services and offices;
    b. Health campus;
    c. Rehabilitation facilities;
    d. Medical instrumentation and technology;
    e. Off-patient clinics;

f. Nurse practitioners' offices;
g. Urgent care;
h. Physical therapy and alternative medicine;
i. Quality assisted living;
j. Other medical support services and industry compatible with the scale of this corridor; and
k. Commercial, retail and service uses that support the needs of the medical corridor.

2. Plan this corridor in an integrated and cohesive manner by providing pedestrian, bicycle and vehicular connectivity along the corridor.

IMPLEMENTATION MEASURES

a. Work collaboratively with medical service providers to ensure this corridor responds to medical and health services current and future expansion needs.

b. Work closely with developers during the Development Review Process to ensure that site design incorporates seamless connectivity and promotes the identity of a medical industry corridor.

c. Include strategies to attract medical and health related land uses to this character area in the Regional Economic Development Strategy.

Commerce and Employment Character Area

The Commerce and Employment Character Area is located in the North Growth Area and extends west to 20th Avenue and the Safford/Thatcher corporate boundary, south to Main Street and to US Highway 70, and north and east to the boundaries of the Gila River Restoration Character Area as depicted in **Exhibit 3**.

Regional Commercial Shopping Center including Retail, Restaurants, Services, Mixed-use and Outdoor Space along 14th Street*, The Planning Center, 2015*

The success of this character area depends largely on the integration of land use, economic development, regional recreation, and transportation best practices. It also depends on circulation improvements and transportation network enhancements which include the following road extensions/alignments:

1. US Highway 191 (as a US Highway 70 Alternate Route);
2. 1st Street (from US Highway 70 to Welker Lane);
3. Welker Lane (from US Highway 70 to US Highway 191 proposed realignment)
4. 20th Avenue (from US Highway 70 to US Highway 191 proposed realignment); and
5. 14th Avenue (from US Highway 70 to US Highway 191 proposed realignment)

See also Transportation and Circulation and Economic Development elements.

Goal 17: Integrate land use, regional recreation, river restoration and economic development strategies and best practices to create a vibrant employment and commerce destination

POLICIES

1. The Commerce and Employment Character Area supports the following land uses:
    a. Commercial, office and services;
    b. Regional commercial shopping centers including retail, restaurants, services, high density residential and mixed-use;
    c. High density residential;
    d. Mixed-use, lofts and live/work at walking distance to commerce and employment uses;
    e. High wage employment and associated work force housing;
    f. Higher education;
    g. Resorts, lodging, conference, and tourist-oriented industry; and
    h. Parks, recreation, trails and open space.
2. Encourage the use of planning tools and development best practices that assist in achieving a cohesive development pattern within this area that offers connectivity to regional amenities such as regional recreation and the Gila River Corridor.

IMPLEMENTATION MEASURES

a. Develop and implement design standards for regional commercial and employment uses consistent with best practice.
b. Adopt code provisions requiring that commercial and employment parcels larger than 20 acres be developed as Planned Area Developments based on low impact development best practices and sustainable design standards of site development that:
    i. Define ingress and egress points that are consistent with site design, circulation and wayfinding best practices;
    ii. Provide site orientation that incorporates passive solar and respects mountain view corridors;
    iii. Include pedestrian and bicycle access; and
    iv. Provide connectivity to regional amenities.
c. Identify lands with sufficient frontage and depth for commercial and employment development as part of the land use strategy.
d. Include strategies that support the Commerce and Employment Character Area in the Regional Economic Development Strategy.

e. Work closely with SEAGO, Graham Country, City of Thatcher, and Gila Valley Economic Development Corporation and Chamber of Commerce to identify shovel ready sites and aggressively market this character area.

Employment centers including commerce, housing, recreation and open space in an integrated manner.

Commercial Highway Corridor Character Area

The US Highway 191 segment (from Safford's southern gateway to US Highway 70) and the US Highway 70 segment (from Montierth Lane to the western gateway of the City) are designated Commercial Highway Corridor. US Highway 70 supports commerce and employment-oriented uses and UA Highway 191 supports commerce and serves adjacent neighborhoods. **Exhibit 3** shows this character area. Right-of-way cross-section options recommended for this character areas are included in the Transportation and Circulation Element of this plan.

US Highway 70 Main Gateway to Safford, Safford's Downtown, Thatcher and The Gila Valley (option with Median): *Existing conditions US Highway 70 (before) and conceptual gateway defining the entrance to Safford's Historic Downtown (After), The Planning Center, 2015*

Goal 18: Integrate land use and economic development strategies with multimodal transportation opportunities to define US Highways 191 and 70 as vibrant Commercial Highway Corridors serving the region

POLICIES

1. Support opportunities for Commercial Highway Corridor development that considers the unique economic development potential of each highway as follows:
    a. US Highway 70
        i. Serves as the east-west spine of the City;
        ii. Includes the east and west gateways to the Gila Valley (City of Safford and Town of Thatcher);
        iii. Serves as the gateway to Safford's Downtown;
        iv. Supports commerce and employment oriented uses; and
        v. Supports industry and inland intermodal transportation port land uses.

b. US Highway 191

   i. Considers US highway 191 extension north of US Highway 70 as part of an integrated Gila River Restoration project

   ii. Serves as the north-south spine of the City;

   iii. Includes the southern gateway to Safford;

   iv. Includes the gateway to Safford's Historic Downtown;

   v. Supports higher density residential development;

   vi. Identifies opportunities for mixed-use development in proximity to Safford's downtown

   vii. Includes commerce and retail and serves adjacent neighborhoods.

c. New commercial or higher density/intensity development or expansions of existing commercial development along these highway corridors:

   i. Reflects the character of the community;

   ii. Incorporates height and mass transitions and landscaped buffers along its edges when abutting adjacent neighborhoods;

   iii. Programs site design in a manner that limits access points and avoids strip mall development patterns; and

   iv. Integrates pedestrian and bicycle connectivity.

US Highway 191 Gateway to Safford's Downtown along Safford's Main Street, The Planning Center, 2015

IMPLEMENTATION MEASURES

a. Prepare and adopt development design standards for Commercial Highway Corridor.

b. Identify and designate sites with sufficient highway frontage and depth to accommodate commercial development along these corridors.

c. Work collaborative with ADOT, SEAGO, Graham County, Town of Thatcher and other regional partners to assess the feasibility of extending US Highway 191 north of US Highway 70 in conjunction with the Gila River Restoration project.

d. Include strategies for Commercial Highway Corridor in the Regional Economic Development Strategy.

Safford Regional Airport Character Area

In 2006, in recognition of the importance of aviation as a key component of economic development and transportation planning, the Safford Regional Airport Master Plan was completed. The plan assessed the role of the airport in the region and provided guidance regarding future airport development priorities. While important, the master plan was conducted prior to the recession and is outdated. An update of the Safford Regional Airport Master Plan is needed to properly assess the current opportunities and challenges. In addition, the airport should be incorporated in the Regional Economic Development Strategy. This character area strengthens the Safford Regional Airport as a regional economic development driver. **Exhibit 3** shows this character area.

Goal 19: Integrate the land use strategy in areas adjacent to the Safford Regional Airport with the economic development strategy in a manner that supports the vital role of the airport in the regional economy

POLICIES

1. Abide by all applicable Federal Aviation Regulations (FAR) protecting the safe and efficient functionality of the airport to support its mission in the regional economy.
2. Comply with all applicable State of Arizona legislation regarding Accident Potential Zones (APZs) and Noise Contours.
3. Prohibit residential development encroachment into areas of future airport expansion
4. Encourage complementary land uses in the vicinity of the airport that support airport expansion, including, but not limited to:
    a. Airport support businesses
    b. Airport support industry
    c. Aerospace and defense industry
    d. Commercial Air Travel
    e. Other appropriate uses identified during the Safford Regional Airport Master Plan Update.

IMPLEMENTATION MEASURES

a. Work with regional partners to identify funds and conduct an update of the Safford Regional Airport Master Plan 2006

b. Work with regional partners to include strategies that support the Safford Regional Airport in the Regional Economic Development Strategy.

Industry Character Area

The industry character areas are located in areas served by US Highways 191 and 70 and/or in close proximity to the Railroad. In addition to supporting general industry, industrial parks, warehouse and distribution, manufacturing and assembly, areas in close proximity to the rail road may also support:

- A full service inland port, rail yard, and intermodal facility;
- Working rail spur;
- Industrial freezer, cold storage, manufacturing, and distribution buildings; and
- International and domestic intermodal containers.

Three areas have been identified within the City of Safford Planning Area offering opportunities for industry and employment generating land uses. These areas are shown in **Exhibit 3** and include:

- **Industry North:** East of US Highway 191 and South of US Highway 70 in close proximity to the railroad;
- **Industry East:** East of US Highway 191 and North of US Highway 70; and
- **Industry South:** West of US Highway 191 and north and south of Discovery Park Boulevard.

Goal 20: Integrate the land use strategy and the economic development strategy with intermodal transportation opportunities to attract industry to those lands designated Industry Character Area

POLICIES

1. Identify and designate sites suitable for industrial development within the north, east and south Industry Character Areas.
2. Encourage the following uses within the Industry Character Area include:
    a. General industry;
    b. Industrial and business parks;
    c. Warehouse and distribution;
    d. Manufacture and assembly;
    e. High technology and innovation and technology parks; and
    f. Other appropriate industry uses identified by a highest and best use study.

3. In addition to uses permitted under Policy 2 above, the following uses are also permitted within areas served by railroad within Industry East:
    a. Full service inland port, railyard and intermodal facility;
    b. Working rail spur;
    c. Industrial freezer and cold storage;
    d. Manufacturing and distribution buildings;
    e. International and domestic intermodal containers; and
    f. Other appropriate industry uses identified by a highest and best use study.

IMPLEMENTATION MEASURES

a. Conduct a study to determine highest and best industry uses appropriate for the City of Safford and the Gila Valley region.

b. Work with regional partners to identify economic development strategies that support industry uses as part of the Regional Economic Development Strategy.

c. Amend the Zoning code to include definitions and standards for industry uses necessary to implement policies 1 and 2.

AGGREGATE/EXTRACTION

In conformance with Arizona Revised Statutes, this land use protects existing aggregate/extraction businesses currently operating within the City of Safford planning area. **Exhibit 3** shows this character area.

Goal 21: Support existing aggregate/extraction businesses operating within Safford's planning area

POLICIES

1. Comply with State Arizona Revised Statutes 9-461.05. (g) regarding the preservation of aggregate/extraction sources.
2. Avoid encroachment of existing aggregate/extraction areas from incompatible land uses as required by Arizona Revised Statutes.
3. Permitted uses within this character area include:
    a. Aggregate extraction and operation;
    b. Offices related to aggregate extraction and operation management;
    c. Aggregate storage area;
    d. Accessory uses such as mineral crushing, screening, sorting, washing, drying, stockpiling and vehicular parking.

IMPLEMENTATION MEASURES

a. Include sources of currently identified aggregates from maps that are available from state agencies, as required by Arizona Revised Statutes, when such maps are available.

b. Work collaboratively with aggregate/extracting companies.

Gila River Regional Recreation and Sports Complex Character Area

If properly planned, the restoration of the Gila River, the alignment of US Highway 191 through the North Growth Area, and the utilization of floodplain areas along the river for compatible uses such as passive or user-based recreation and sports fields, can position the City as a regional destination for recreation, eco-tourism and geo-tourism. These efforts can also ignite the economic development of the region. Success is contingent to the conscious and careful study of opportunities and challenges along the Gila River and the establishment of the regional public/private partnerships needed to support such interdependent efforts.

A Parks, Recreation, Shared Paths, Nature Trails and Open Space Master Plan is recommended to address the local and regional needs and connect the different recreational opportunities and programs scattered throughout the City, including the Safford Golf Club and other parks and recreational spots. Goals and policy for this master planning effort is included in the Parks, Recreation, Trails and Open Space Element.

Multi-purpose Regional Recreation and Sports Complex Concept along the Gila River, The Planning Center, 2015

Goal 22: Integrate land use and economic development strategies with regional recreation and sports that serves area and regional residents and attracts resort, eco-tourism and geo-tourism uses

POLICIES

1. The Gila River Recreation and Sports Complex Character Area supports the following land uses:
    a. Passive recreation such as parks, nature study, hiking trails and equestrian trails along the Gila River corridor;
    b. Outdoor sports and ball fields within flood prone areas; and
    c. Sports complex, regional recreation multi-purpose facility, and indoor/outdoor ball courts outside of the flood prone area.

IMPLEMENTATION MEASURES

a. Carefully master plan the Gila River Recreation and Sports Complex Character Area in an integrated manner that includes:
    i. Assessing existing regional and recreation facilities and programs;
    ii. Establishing Level of Service standards for parks, recreation, trails and open space;
    iii. Incorporating findings from Gila River Restoration project and US Highway 191 realignment;
    iv. Establishing a hierarchy of parks for Safford that includes pocket, neighborhood, community and regional parks;
    v. Assessing the establishment of a recreation fee for non-residents; and
    vi. Exploring the feasibility of the establishing a Regional Recreational district.

Revitalization and Redevelopment

The following goals and policies apply to areas in need of redevelopment and revitalization within the City of Safford.

Goal 23: Encourage revitalization and redevelopment efforts that support each character area

POLICIES

1. Continue to support the development efforts of all approved Specific Plans.
2. Develop programs and provide incentives and support for the redevelopment of deteriorating residential and commercial districts.
3. Ensure that redevelopment efforts include mixed-use development providing connectivity to future adjacent employment and commerce where applicable and appropriate.

Goal 22: Halt and reverse the deterioration of older residential and commercial areas of the City

POLICIES

1. Designate both commercial and residential areas of the City in which there is a predominance of properties exhibiting physical deterioration or functional obsolescence as Redevelopment Districts.
2. Develop and support revitalization programs that provide incentives for private property owners to improve deteriorating residential and commercial properties.
3. Proactively enforce code provisions addressing the abatement of nuisances and dangerous building.
4. Support redevelopment efforts through systematic infrastructure improvements
5. Support community clean-up programs to assist with disposal of debris on residential and commercial lots.
6. Identify dangerous buildings with absentee property owners and enforce demolition when irreparable damage exists making such structures a hazard.

IMPLEMENTATION MEASURES

a. Support redevelopment efforts through systematic infrastructure improvements.
b. Develop and adopt a comprehensive redevelopment strategy that:
    i. Designates a Redevelopment District;

ii. Inventories and identifies buildings and structures in a state of disrepair with absent owners within the Redevelopment District;

iii. Determines which buildings and structures with absentee owners need to be demolished;

iv. Assesses appropriate upgrades for salvageable buildings and structures;

v. Identifies strategies for redevelopment and revitalization; and

vi. Identifies funding sources for the implementation of redevelopment and revitalization efforts.

c. Make special provisions for infrastructure improvements for designated redevelopment areas within the Public Works Capital Improvements Program.

d. Consider hiring a part-time grant writer dedicated to the identification of funds and the preparation of grants for redevelopment and revitalization efforts.

e. Seek funding to establish grants and low interest loans for property improvements.

f. Adopt zoning and building code provisions that support the improvement of older properties.

g. Continue to implement free dump weeks and community clean up days programs with the landfill to dispose dangerous structures and buildings with absentee property owners while actively pursuing legal action against chronic offenders.

h. Support redevelopment and revitalization strategies as part of the Regional Economic Development Strategy.

i. Work with the Gila Valley Economic Development Corporation and Chamber of Commerce to support redevelopment and revitalization efforts.

Historic Preservation Element

A historic district is a group of buildings, properties, or sites that have been designated by one of several entities on different levels as historically or architecturally significant. Buildings, structures, objects and sites within a historic district are normally divided into two categories, contributing and non-contributing. Districts greatly vary in size: some have hundreds of structures, while others have just a few. The U.S. federal government designates historic districts through the United States Department of Interior under the auspices of the National Park Service. Federally designated historic districts are listed on the National Register of Historic Places.

National Register of Historic Places

The National Register of Historic Places is the official list of the Nation's historic places worthy of preservation. Authorized by the National Historic Preservation Act of 1966, the National Park Service's National Register of Historic Places is part of a national program to coordinate and support public and private efforts to identify, evaluate, and protect America's historic and archeological resources. A total of 28 historic buildings, structures or sites within Safford are registered in NRHP.

State Historic Preservation Office

The State Historic Preservation Office (SHPO) is responsible for the identification, evaluation, and protection of Arizona's prehistoric and historic cultural resources. The SHPO staff represents various areas of expertise, including history, prehistoric and historic archaeology, historical architecture, and grants management. The programs and services provided by the staff are diverse and meet a range of needs within the public and private sectors of Arizona.

The Arizona SHPO assists private citizens, private institutions, local governments, tribes, and state and federal agencies in the identification, evaluation, protection, and enhancement of historic and archaeological properties that have significance for local communities, the state of Arizona, or the nation. The role and function of the SHPO is defined in both state law (Arizona Historic Preservation Act) and federal law (National Historic Preservation Act, as amended). In 1980, Congress established a framework for local preservation programs through an amendment to the National Historic Preservation Act. This program recognizes political subdivisions of Arizona, such as cities and counties, which may apply to the SHPO to become Certified Local Governments. Once certified, the entities are eligible for specialized assistance and funds for developing their own local preservation programs.

Certified Local Governments

In 1980, the National Preservation Act of 1966 was amended to provide support to grassroots historic preservation (HP) efforts as a function and responsibility of local governments. Certification of the local government (CLG) HP program by National Park Service is administered by the State Historic Preservation Office (SHPO). In concert with national and state HP programs, the ability to perform three fundamental program functions qualify a local government for certification:

1. **Identification** – Through survey, properties (buildings, structures, objects, and districts) within the local jurisdiction are identified for potential designation within the local register as worthy of preserving.
2. **Designation** – As Authorized by the local government zoning ordinance, the establishment of an HP overlay zone designates properties of historical importance at the national, state, and local level for their association within the context of broad patterns of history, association with a person important in history, or association with a distinctive aesthetic style of movement or school of design, architecture, or landscape planning.
3. **Protection** – Establishment of an HP advisory commission for design review pursuant to the Secretary of the Interior's Standards for the Treatment of Historic Properties.

The commission guides the local government's actions in issuing permits for building permits for additions or alterations that directly affect designated properties, or issuing permits for new construction within designated districts, and demolition permits.

Definitions Pertaining to Historic Preservation

Within Safford Historic District, the following definitions apply:

1. **Historic Site, Structure, or Landmark**: a site or structure with special significance including attached signs which:
    a. Is documented as dating from a particular significant period(s) in Safford's history;
    b. Is associated with the lives of historic people, significant historic events or occurrences;
    c. Exemplifies the architectural period in which it was built and has distinguishing characteristics of an architectural style or method of construction;
    d. Contributes information of archaeological, historical, cultural or social importance relating to the heritage of the community; and/or
    e. Relates positively to buildings in the immediate vicinity in terms of scale, size, massing, etc., so that its removal would be an irreparable loss to the setting.

Parks, Recreation, Trails and Open Space Guiding Principle

Protect and preserve the historic heritage of Safford and its historic Main Street and downtown.

Safford General Plan Design Charrette

Goal 1: Ensure that Future development is consistent with Safford's unique character and heritage

POLICIES

1. Actively promote the preservation of Safford's historic buildings, neighborhoods, structures, landmarks and sites.

IMPLEMENTATION MEASURES

a. Work with State Historic Preservation Office (SHPO) to become certified under the Certification of the Local Government (CLG) Historic Preservation program in order to qualify for funds and assistance to identify, designate and preserve historic buildings, structures, landmarks and sites.

b. Establish a Historic Preservation Design Review Board tasked with reviewing the renovation and/or rehabilitation of historic buildings as well as infill and new constructions within the Safford Historic District.

c. Adopt a local historic preservation ordinance and historic building development standards that includes criteria for plan evaluation and criteria for renovation, rehabilitation, infill and new construction that addresses:

i. Design Review Process
ii. Incentives to support the preservation of historic buildings
iii. Mass, scale and building heights
iv. Setbacks
v. Architectural style and materials
vi. Façade treatments
vii. Division of building lots and minimum lot size
viii. Demolition
ix. Installation of solar panels in historical buildings

Parks, Recreation, Trails and Open Space Element

Introduction

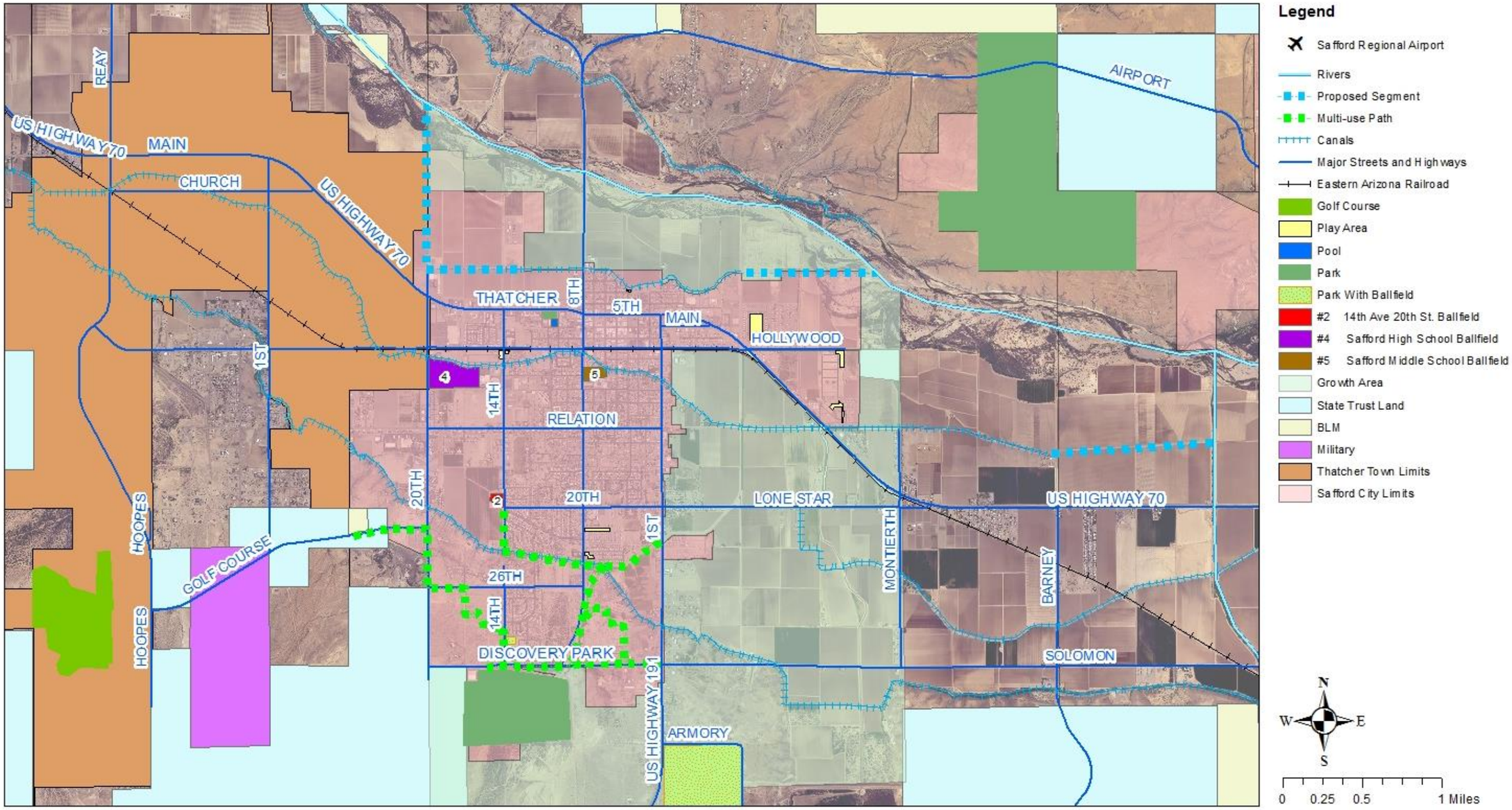
The Parks, Recreation, Trails and Open Space Element considers those factors which will affect quality of life and sustain healthy active life styles as the City of Safford grows, both within the existing corporate boundaries and within the designated growth areas during the 20-year planning horizon. This element sets the framework necessary to address challenges, maximize opportunities, sustain the long-term viability and fiscal vitality of the City and support the recreational needs of the region.

Intent

Based on a preliminary assessment of opportunities and constraints for the provision of parks, recreation, trails and open space summarized in the Background and Current Conditions volume and on input provided during the Envision Safford public participation program, this element provides general guidelines to direct the improvement of existing parks and the provision of passive and active recreation and connectivity throughout the Safford Planning Area. It also includes policy direction for future open space land acquisition and explores the establishment of a regional recreation district. The City of Safford Planning Area or study area encompasses the entire area shown in **Exhibit 2**, included in the Introduction and Overview chapter.

Exhibit 5 shows proposed conceptual trail connectivity throughout the region.

Exhibit 5: Safford's Proposed Regional Trail Connectivity



Parks, Recreation, Trails and Open Space Guiding Principle

Develop a regional integrated system of quality parks, recreation, sports, shared paths, and nature trails that provides connectivity to all growth and character areas, Downtown, the Safford Golf Club and regional attractions such as the Gila River and incorporates hiking and equestrian trail systems along the Gila River.

Safford General Plan Design Charrette

Linear Park Concept (8th Street and 8th Avenue), The Planning Center, 2015

Local and Regional Recreation Amenities

As provided in the Gila River Regional Recreation and Sports Complex Character Area included in the Land Use and Character Area Element, the community expressed the need to address recreation from a regional perspective. A regional approach requires the City to work in partnership with other jurisdictions in the region and to identify the public/private partnerships needed to succeed. It also requires an integrative and comprehensive assessment that takes advantage of existing regional assets such as the Gila River and Mt. Graham that could open additional opportunities for geo-tourism and eco-tourism. The preparation of a Regional Parks, Recreation, Trails and Open Space Master plan is essential to address a variety of issues comprehensively and to explore opportunities for restoring the Gila River and establishing a Regional Recreation District in an integrated and cost efficient manner.

Goal 1: Areas within the Gila River 100-year floodplain unsuitable for other development, restore the integrity of the River Corridor, serve as regional recreation amenities and support economic development strategies such as eco-tourism and geo-tourism

POLICIES

1. Address the Gila River Corridor north of Safford as a major regional recreation asset in an integrated and sustainable manner by:
    a. Considering revisions to the existing Federal Emergency Management Agency (FEMA) 100-year floodplain along the Gila River to determine the accuracy of the current delineation;
    b. Restoring the integrity of the Gila River Corridor, including removal of salt cedar and other invasive, high fire prone and high water consuming vegetative species;
    c. Restoring wildlife habitat and wildlife corridors;

d. Supporting regional recreation planning efforts on lands within the 100-year floodplain that are unsuitable for other development;

e. Reestablishing the river corridor as an economic development strategy that opens the area for regional recreation, nature trails, nature study, equestrian trails and other passive recreation amenities attracting sustainable eco-tourism and geo-tourism industries; and

f. Exploring the establishment of regional recreation multi-use facilities, sports complexes and resort industry outside of the 100-year floodplain providing pedestrian, equestrian and bicycle connectivity to the Gila River Corridor.

2. Include the Gila River Corridor potential for parks, recreation, trails and open space as a vital component of the regional economic development strategy

IMPLEMENTATION MEASURE

a. Form a joint task force made up of officials from the City of Safford, Graham County, Town of Thatcher, Arizona Game and Fish, Arizona Department of Water Resources, Arizona State Parks, Arizona State Land Department, the Bureau of Land Management and other major stakeholders to explore options for the development of a Regional Gila River Restoration Project and the feasibility of forming a Regional Recreation District

b. Prepare and Periodically update a City of Safford Parks, Recreation, Trails and Open Space Master Plan

Goal 2: Storm water retention areas serve a dual function as regional, community or neighborhood parks and public open space

POLICIES

1. Landscape and equip stormwater retention areas as parks, public open space or green open space where sufficient area exists.
2. Discourage the use of dry deep retention basins to handle storm water runoff when sufficient space is available for parks and/or green open space.

IMPLEMENTATION MEASURE

a. Draft and adopt expanded development standards to be incorporated into the Drainage Ordinance.

Goal 3: All recreation and greenspace owned by the City of Safford are maintained and developed to their full potential for use and enjoyment

POLICIES

1. Schedule development of recreation and greenspace as part of the Capital Improvements annual budget in conformance with the recommendations and Level of Service Standards provided in the Safford Recreation, Parks, Trails and Open Space Master Plan.
2. Adequately maintain existing parks, recreation, trails and open space.

IMPLEMENTATION MEASURE

a. Prepare a Parks, Recreation, Trails and Open Space Master Plan that:
    i. Comprehensively assesses short-term and long-range recreation opportunities and challenges;
    ii. Provides cost-benefit analysis;
    iii. Includes recommendations;
    iv. Incorporates the Safford Golf Club;
    v. Assesses the possibility to establish a Regional Recreation District with a fee structure;
    vi. Identifies feasible short-term and long-range priorities for the planning horizon.

b. Secure the services of design professionals to prepare improvement plans and cost estimates for City recreation, parks and greenspace projects identified in the adopted Parks, Recreation, Trails and Open Space Master Plan and scheduled in the Capital Improvements annual budget.

c. Identify grants and other outside sources of funding to supplement City resources.

d. Identify funds to increase staffing in the parks maintenance division to adequately maintain recreation and open space sites.

Goal 4: Discovery Park achieves its full potential by becoming a recreational and educational world destination attracting national and international visitors to Safford

POLICIES

1. Continue to support Discovery Park through both direct and in-kind contributions to ensure that it remains a viable entity.
2. Work with Eastern Arizona College (EAC) and the Gila River Economic Council to ensure that Discovery Park achieves its full potential as a world destination and a regional economic development asset.

IMPLEMENTATION MEASURE

a. Work with (EAC) to expand Discovery Park's recreational, educational and scientific use in conjunction with Mount Graham telescopes.

Goal 5: The City of Safford and the Safford Unified School District benefit from working cooperatively to develop and share the use of the District's recreational facilities

POLICIES

1. Explore the re-establishment of a mutually beneficial Facilities Intergovernmental Agreement (IGA) with the Safford Unified School District that encompasses recreational programs and facilities and ensures convenient public access to all recreational facilities.

IMPLEMENTATION MEASURE

a. Work cooperatively with the Safford Unified School District to re-establish a mutually beneficial Intergovernmental Agreement (IGA) that satisfies both parties.

Goal 6: The Mt. Graham Golf Course and clubhouse is a key component of the regional recreation and economic development strategy of the City, meets the needs and expectations of local users, and attracts visitors to the region

POLICIES

1. Explore opportunities to establish a Regional Recreation District that includes the Mt. Graham Golf Course.
2. Establish and/or strengthen public/private partnerships needed to collaborative manage the golf course as a regional recreation and economic development asset.
3. Reevaluate the management structure of these facilities to ensure the highest rate of return to the City of Safford and regional partners for the golf course assets.
4. Maintain a high level of customer service.
5. Work collaboratively with regional public/private partners to improve and maintain the Mt. Graham Golf Course and clubhouse to maintain a high level of customer services, meet local expectations and attract visitors to the region.
6. Support the compatible development of City-owned land adjacent to the Mt. Graham Golf Course thought he use of planning tools such as CMPs to provide a feasible and appropriate mix of land that includes, but is not limited to:
    a. Low, medium, and high density residential uses;
    b. Mixed-use development;
    c. Lodging;
    d. Trails and bike connectivity to Mt. Graham Golf Course; and
    e. RV development on the vacant parcel west of the golf course if evaluation deems it favorable.

IMPLEMENTATION MEASURE

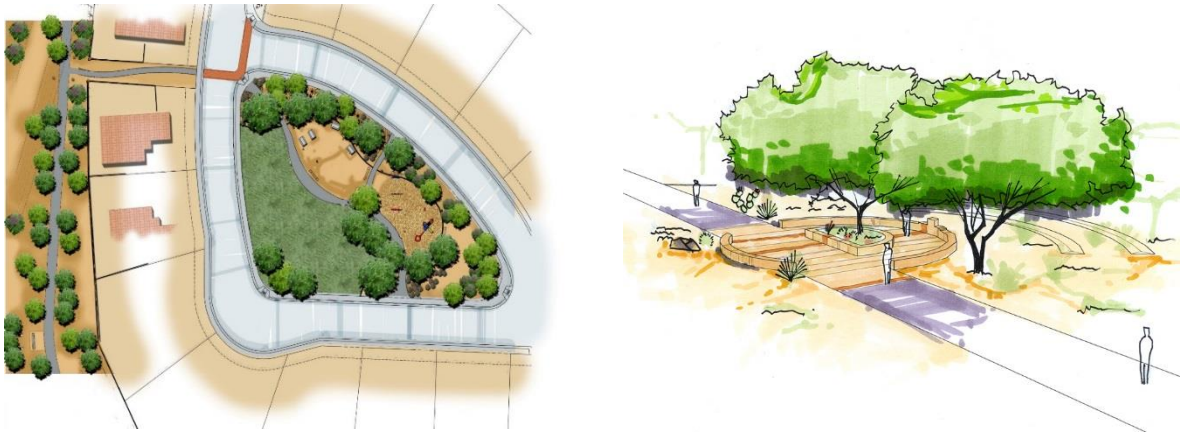
a. Identify the public/private partnerships necessary to regionally manage this and other recreation opportunities and assets.

b. Include an assessment of the Mt. Graham Golf Course and club house as part of the Regional Parks, Recreation, Trails and Open Space Master Plan.

c. Include economic development strategies that support the Mt. Graham Golf Course and club house in the Regional Economic Development Strategy.

d. Require new development on lands in the vicinity to the Mt. Graham Golf Course and club house to prepare a CMP as part of the development review process.

Multi-Use Trail System And Overal Connectivity



Multi-use Trail Connectivity to Residential Areas and Parks (Left) and Multi-use Trail Rest Area (Right)

Goal 7: The Multi-use Trail system and bicycle paths are extended throughout the City and into Safford's Growth Areas in an organized and consistent manner as development occurs

POLICIES

1. Require new development within Safford's growth areas to provide connectivity to existing and proposed Multi-use trails, shared paths, bicycle paths, pedestrian ways, and nature trails
2. Encourage and support development proposals that make provision for trails and bike paths
3. Incorporate the extension of Multi-use Trail System and bicycle paths into the overall street improvement plan.

IMPLEMENTATION MEASURES

a. Prepare and update periodically the Safford Parks, Recreations, Trails and Open Space Master Plan including the Multi-Use Trail System and bicycle paths**. Exhibit 5** included earlier in this element shows conceptual proposed regional connectivity.

b. Require all new development during the Development Review Process to provide Multi-use Trail System connectivity.

c. Continue to seek funding to complete all phases of the Multi-use Trail System.

Goal 8: Provide Multi-use Trail System throughout the City of Safford and to the Town of Thatcher and Graham County trail systems

POLICIES

1. Provide Multi-use Trail System connectivity to residential, schools, recreation, sports complex facilities, parks, linear parks, nature trails, Gila River corridor and other riparian areas, Mt. Graham Golf Course, and greenbelt sites in the City of Safford and to the Town of Thatcher and Graham County trail systems.
2. Provide Multi-use Trail System connectivity to existing and proposed major north-south and east-west corridors. **Exhibit 5** included earlier in this element shows conceptual proposed regional connectivity.
3. Require new development to install sidewalks and provide trail connectivity.

IMPLEMENTATION MEASURES

a. Continue to support budget, in-kind expenditures and grant applications to complete the Multi-Use Trail System.
b. Support enhancements to the Multi-Use Trail System through the installation of landscaping, benches, shade structures, and exercise equipment.
c. Work with the Irrigation District to assess trail establishment along irrigation canals.
d. Include an assessment of trail connectivity and Level of Service Standards (LOS) for all trail types as part of the Regional Parks, Recreation, Trails and Open Space Master Plan.
e. Support trail connectivity as part of the Regional Economic Development Strategy to create opportunities for eco-tourism and geo-tourism.
f. Through the development review process require new development to install sidewalks and provide trail connectivity

Regional Sports Complex and Recreation Facilities

Regional Sports Complex and Recreation Facilities along the Gila River, The Planning Center, 2015

Goal 9: Align regional recreation, land use and economic development strategies by supporting a regional sports complex and multi-purpose recreation facilities along the Gila River

POLICIES

1. Comprehensively evaluate the Gila River restoration, the alignment of US Highway 191 along the North Growth Area, and the property adjacent to the City of Safford treatment plant as the potential location of a regional sports complex and multi-use recreational facility, including sports fields, ball courts, exercise and fitness facilities, and an aquatic center.
2. Plan regional sports complex and multi-use facilities in an integrated manner.
3. Identify and establish the public/private partnerships needed to establish regional recreation facilities that meet local expectations and needs and attract visitors to the region.

IMPLEMENTATION MEASURES

a. Include evaluation for this facilities in the Safford Parks, Recreation, Trails and Open Space Master Plan.

b. Support the development of these facilities as part of the Regional Economic Development Strategy.

c. Work collaboratively with identified local and regional public/private partners towards achieving this long-range goal.

d. Identify grants and funding sources for the preparation of preliminary feasibility and river restoration studies needed to evaluate this long-range goal in a cost-efficient manner.

e. Engage the regional partners in the preparation of a Sports and Recreational Facilities Master Plan that includes phases and costs estimates for inclusion in the Capital Improvements Program.

Goal 10: Support improvements to Fry Mesa Reservoir and Roper Lake as part of the regional recreation strategy

POLICIES

1. Work cooperatively with BLM, Arizona Game and Fish, and other regional partners to further existing BLM improvements plans for this facility.
2. Participate in feasibility studies, preliminary design, and cost estimate preparation for the Fry Mesa Reservoir site.

IMPLEMENTATION MEASURES

a. Explore the possibility of entering into cooperative agreements, work collaboratively with regional partners and identify and secure outside funding to support:

   i. The preparation of a study that includes preliminary site layout that considers bank space for recreational development, right-of-way for road improvements and vehicular access and other site-specific needs and provides cost estimates; and

   ii. The planning, design and construction phases of this project if deemed favorable and feasible.

Open Space and Land Conservation

Arizona State Legislature Article 9-464 defines **open space lands or open area** as any space or area characterized by great natural scenic beauty or whose existing openness, natural condition or present state of use, if retained, would maintain or enhance the conservation of natural or scenic resources, or the production of food and fiber. The same article defines **open space land acquisition** as the acquisition of interests or rights in real property for the preservation of open spaces or areas constitutes a public purpose for which public funds may be expended or advanced.

Article 9-461.05. General plans; authority; scope, Arizona State Legislature requires an open space element that includes:

a. A comprehensive inventory of open space areas, recreational resources and designations of access points to open space areas and resources;

b. An analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources; and

c. Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.

The City of Safford includes a developed urban core with opportunities for infill development and few cotton fields within its current corporate boundary. Its designated growth areas include the Gila River Corridor, aggregate extraction, residential, commercial and agricultural fields. Most of the undeveloped land within the study area is privately owned.

As provided in the Growth Areas and Land Use and Character Area elements and in this Parks, Recreation and Open Space Element, the City is taking a leadership role on regional recreation and open space, including the restoration of the Gila River Corridor addressed from multiple angles in various elements of this general plan and in the preservation of existing agricultural fields.

This Park, Recreation and Open Space Element includes goals and policies for the establishment of a Regional Recreation District if determined feasible and for the restoration of the Gila River utilizing a regional approach. It also includes goals, policies and implementation strategies to further establish recreational resources and to promote a regional system of integrated open spaces and recreational resources. Therefore, this open space chapter only addresses inventory of open space areas and recreational resources and designation of access points to open space areas and resources.

Although the City of Safford plays a leading role in the region in the preservation of open space and recreational resources, the vast majority of open space and scenic lands are located in Graham County, outside of the City of Safford's corporate boundaries and its designated growth areas. As provided in the Multi-use Trail System, the City is committed to providing connectivity to Graham County and Town of Thatcher trail systems.

Goal 11: Think regionally and act locally by supporting Graham County's open space and land conservation efforts

POLICIES

1. Support the County in its open space conservation and in open space land acquisition efforts that have regional impact.

IMPLEMENTATION MEASURES

a. Strengthen the partnership with the County and participate in County-initiated open space land acquisition efforts that have regional impact.

Goal 12: Restore the Gila River Corridor as an open space amenity, wildlife corridor, passive recreation area and economic development asset for geo-tourism and eco-tourism

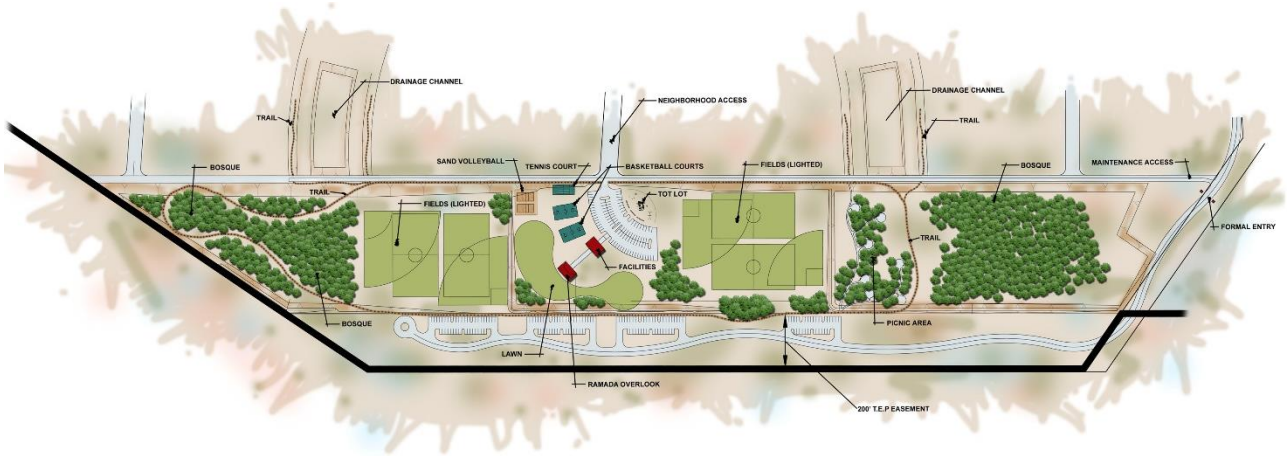
POLICIES

1. Identify and establish the local, regional and state public/private partnerships needed to engage in the Gila River restoration efforts.
2. Protect riparian areas and wildlife corridors along the Gila River.

IMPLEMENTATION MEASURES

a. Work with public/private partners to identify priorities and funding sources for the Gila River Restoration project in conformance with policy direction provided in this and the Growth Areas and Land Use and Character Area elements.

Park System, Adventure Sports and Endurance Sports



Goal 13: Establish a park system that ensures the provision of parks to meet the needs of the current and future population

POLICIES

1. Establish a hierarchy of parks that includes regional, community, neighborhood, linear, pocket and dog parks.
2. Adopt Level of Service Standards (LOS) for the provision of parks and passive and active recreation that exceed national minimum standards.
3. Require new subdivisions to provide parks and recreation concurrent with adopted LOS for park system.

IMPLEMENTATION MEASURES

a. Establish a park hierarchy structure and LOS for parks and recreational facilities as part of the Parks, Recreation, Trails and Open Space Master Plan.

b. Update the code to include park standards, LOS, in lieu fees system and concurrency management measures for the park system.

c. Require subdivisions to provide parks or in lieu fees for the provision of parks based on adopted LOS.

Goal 14: Incorporate opportunities for adventure sports as part of the City's recreation program

POLICIES

1. Establish and properly maintain adventure sports programs such as paint ball, BMX, mountain biking, motocross, and other adventure sports desired by the community.
2. Establish and properly maintain skateboard parks.

IMPLEMENTATION MEASURES

a. Assess adventure sports as part of the Parks, Recreation, Trails and Open Space Master Plan.
b. Identify the public/private partnerships and funds needed for the establishment of these adventure sports.

Goal 15: Incorporate endurance sports as part of the City's recreation and economic development strategies

POLICIES

1. Establish an annual "Runner's Tour" connecting all current City parks and major landmarks and beginning and ending at Safford Downtown.
2. Re-establish the annual "Bike Tour of Safford" as an endurance sport and a regional economic development strategy attracting visitors to the City and region.

IMPLEMENTATION MEASURES

a. Assess endurance sports as part of the Parks, Recreation, Trails and Open Space Master Plan.
b. Identify the public/private partnerships and funds needed for the establishment of these endurance sports if this is a feasible alternative.

EQUESTRIAN TRAILS

Goal 16: Explore opportunities to include regional equestrian trails as part of the Gila River restoration as both a recreational opportunity and an economic development strategy

POLICIES

1. Consider the establishment of a regional equestrian trails as part of the Gila River project that serves the needs of the region and attracts visitors to the area.
2. Work collaboratively with other public/private regional partners to assess the impact of equestrian trails as eco-tourism and geo-tourism activities.

IMPLEMENTATION MEASURES

a. Address equestrian trails as part of the Parks, Recreation, Trails and Open Space Master Plan.
b. Identify the public/private partnerships and funds needed for the establishment of equestrian trails if this is a feasible alternative.

Transportation and Circulation Element

INTRODUCTION

The Arizona State Legislature requires municipalities to provide a circulation element that includes provisions for the improvement of circulation of traffic as part of the general plan. The circulation element may also include:

a. A transportation element showing a comprehensive transportation system. This element of the plan may also include aviation and related facilities; and

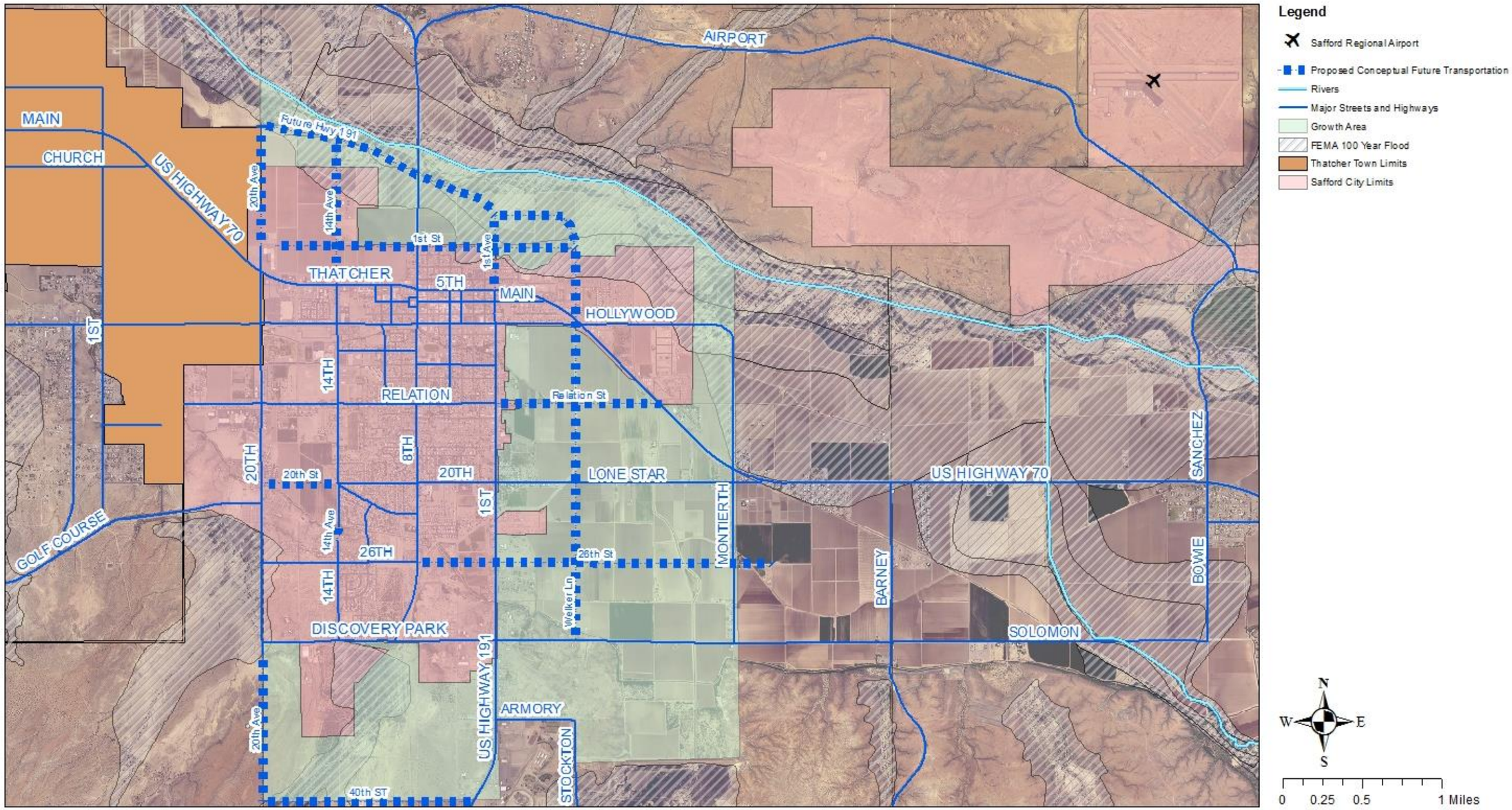
b. A transit element showing a proposed system of rail or transit lines or other mode of transportation as may be appropriate.

This Transportation and Circulation element exceeds legislation requirements by addressing circulation, transportation, gateway development, roadway viability, and multimodal connectivity in an integrated manner based on sustainable street network principles. In Safford, the street network connects people to each other and to destinations. It also fosters economic development activity and provides public space for human interaction. The street network forms an effective, flexible framework for building the community. It is planned in an integrated manner with land use and economic development following healthy community principles.

As part of its comprehensive and regional approach, this element identifies opportunities for enhancements along US Highway 191 and US Highway 70. It provides guidance to position the Safford Regional Airport as a major transportation hub and explores opportunities for the development of an inland port along the existing railroad. Finally, it anticipates regional collaboration with a multiplicity of public and private partners, including the Arizona Department of Transportation (ADOT), the South Eastern Arizona Government Organization (SEAGO), The Arizona Eastern Railway (AZER), Graham County and the Town of Thatcher.

A preliminary assessment of transportation and circulation opportunities and constraints is summarized in the Background and Current Conditions volume. This element provides general guidance to direct the multimodal street system improvements needed throughout the City and its designated Growth Areas to foster economic development and serve the current and projected populations. The City of Safford Growth Areas are shown in **Exhibit 2** and include the north, east and south Growth Areas. The proposed conceptual extensions of the City's future street network are shown in **Exhibit 6**.

Exhibit 6: Proposed Conceptual Future Transportation/Circulation



INTENT

The City of Safford Transportation and Circulation Element considers those factors which need to be addressed in order to provide a safe, effective and convenient multimodal transportation system within the City of Safford and its designated Growth Areas. Such system balances internal travel and convenient connection with regional access.

TRANSPORTATION AND CIRCULATION GUIDING PRINCIPLE

Safford provides a high quality, safe, efficient and convenient street network that is adequately maintained and supports access, local and regional mobility, alternate modes, and economic development.

Safford General Plan Design Charrette

Recommended Roundabout at US Highway 70 and entrance to Main Street (See also recommended Street Cross-Sections for US Highway 191 and US Highway 70 (Option 2 – Median).

Street Hyerarchy And Multi-modal Connectivity

The street hierarchy is an urban planning technique for laying out road networks. It is conceived as a hierarchy of roads that embeds the link importance of each road type in the network topology (the connectivity of the nodes to each other). Street hierarchy restricts or eliminates direct connections between certain types of links, for example residential streets and arterial roads, and allows connections between similar order streets (e.g. arterial to arterial) or between street types that are separated by one level in the hierarchy (e.g. arterial to highway and collector to arterial.) The City of Safford street hierarchy includes the following functional classifications:

- Highways (US Highway 191 and US Highway 70)
- Arterial
- Collector
- Main Street
- Local Streets

DEFINITIONS

Functionally classified roads in Safford are defined in this section.

Highways. A highway is a main public road connecting towns, cities, major highways and activity centers and incorporating features intended to enhance the road's capacity, efficiency, and safety. Such features include a reduction in the number of locations for user access, the use of dual carriageways with two or more lanes on each carriageway, and grade-separated junctions with other roads and modes of transport as needed. Two highways transverse the City of Safford, US Highway 191 and US Highway 70 also termed Commercial Highway Corridors.

Arterial. An arterial road or arterial thoroughfare is a high-capacity road. The primary function of an arterial road is to deliver traffic from collector roads to freeways or highways and to carry longer-distance flows between important centers of activity. Arterials are laid out as the backbone of a traffic network and should be designed to afford the highest level of service, as is practical. Arterial roads are limited-access roads, or feature restrictions on private access. Where possible, direct access to individual residences is not allowed. Direct access to commercial, employment and industrial uses is limited to avoid strip development.

Collector. A collector road or distributor road is a low-to-moderate-capacity road which serves to move traffic from local streets to arterial roads. Unlike arterials, collector roads are designed to provide access to residential properties. Collector roads can vary widely in appearance. Some urban collectors are wide boulevards entering communities or connecting sections. Others are residential streets, which are typically wider than local roads.

Small-scale commercial areas can be found on collector roads in residential areas. Key community functions such as schools, churches, and recreational facilities can often be found on collector roads. The flow of a collector road usually consists of a mixture of signaled intersections or traffic circles with arterial roads; signals, circles or stop signs (often in the form of a four-way stop) with other collector roads, and unsignalized intersections with local streets which favor traffic movement on the collector.

Local Street. A local street is a street that is primarily used to gain access to the properties bordering it and include neighborhood streets.

Main Street. Safford Main Street is the primary retail street in the City. Main Street is pedestrian oriented and serves as the focal point for shops and retailers in the Safford's Historic Downtown or central business district.

Major Streets and Scenic Routes Plan. The Major Streets Plan is a map and an ordinance that establishes adequate future street widths and setbacks along major streets for the City of Safford and its designated Growth Areas. New developed properties located adjacent to major streets are required to comply with setback, access and height requirements. The setback for major routes is 30 feet plus one-half the future right of way as shown on the map. Future right-of-way widths vary from 80 feet wide for a typical collector street to 150 feet wide for a highway or Commercial Highway.

The Scenic Routes Plan is a map and ordinance that establishes setbacks and other development regulations to preserve and enhance visual resources along designated roadways. The intent of scenic routes is to protect property values and the character of neighborhoods; protect and enhance the unique character of a community, including vegetation, architecture and geology; protect and enhance the economic value of tourism; and protect natural resources. The height and color of buildings and structures located within 200 feet of scenic routes may be restricted.

Example of a Scenic Route protecting mountain views and including multiuse path.

RECOMMENDED RIGHT-OF-WAY FOR FUNCTIONALLY CLASSIFIED ROADS

Table 3.1 shows the recommended right-of-way for functionally classified roads within the City.

Table 3.1: Recommended Right-of-way by Functionally Classified Road

Functional Classification	Right-of-Way Width (Feet)
Highway or Commercial Highway Corridors	100 to 150
Arterial	100
Collector	80
Local Streets	50

Goal 1: Design and implement a cost-effective, smooth, flowing, safe, and efficient multimodal transportation network that improves connectivity throughout the City and the Gila Valley region and reduces emissions

POLICIES

1. Establish a consistent and well-defined hierarchy of roads based on functional classification that:
    a. Supports the current and projected access, transportation and mobility needs of the City of Safford and its designated growth areas;
    b. Improves local and regional access and mobility;
    c. Offers multimodal transportation opportunities; and
    d. Supports local and regional connectivity, access and mobility.
2. This hierarchy of roads should consist at a minimum of the following functionally classified categories:
    a. Highways or Commercial Highway Corridors (US Highway 191 and US Highway 70);
    b. Arterial;
    c. Collector;
    d. Main Street; and
    e. Local Streets.

3. Designate Level of Service standards (LOS) for all functionally classified roads.
4. Define a safe, accessible and efficient network of local streets to serve the needs of established and future neighborhoods.
5. Complete the Multiuse Trail System to provide pedestrian and bicycle connectivity throughout the City, the designated Growth Areas, and to the Town of Thatcher, the Gila River Corridor and the County Fairgrounds.
6. Coordinate regional transportation planning efforts with ADOT, SEAGO, Graham County and the Town of Thatcher.
7. Evaluate the cost-effectiveness of establishing regular transit service linking downtown Safford, Eastern Arizona College, Mount Graham Health Center and other areas based on recommendations provided in the Graham County Transit Feasibility Study completed in 2015.
8. Work with regional partners to establish feasible transit choices.
9. Define Downtown Safford as a bicycle and pedestrian-friendly destination.

IMPLEMENTATION MEASURES

a. Adopt functional classifications and LOS for all functionally classified roads based on direction provided in policies 1-4.
b. Update the City of Safford Transportation Study completed in 2007 to incorporate land use, transportation, circulation, access, mobility and economic development strategies included in this General Plan and identify funding sources for roadway extension.
c. Evaluate the Graham County/Safford/Thatcher/Pima small area transportation study and determined if an update is needed.
d. Work collaboratively with ADOT, SEAGO, Graham County, and the Town of Thatcher on transportation efforts that have regional impact.
e. Work collaboratively with Graham County in the implementation of recommendations included in the Graham County Transit Feasibility Study completed in 2015.
f. Provide vehicular and bicycle parking areas in Downtown Safford in close proximity to shuttle and circulator routes.

Roadway System Maintenance

Goal 2: Maintain the City of Safford roadway system in a state of good repair

POLICIES

1. Prioritize roadway maintenance as a core service of the City of Safford.
2. Consider improvements that are based on ongoing evaluation of roadway conditions through the establishment of the City Pavement Surface Evaluation and Rating (CASER) system.
3. Evaluate existing legal mechanisms for roadway maintenance.
4. Develop a sustainable and equitable participation program for roadway maintenance, resurfacing and improvements to improve major and local roadway conditions.
5. Complete paving of all unpaved streets inside the City.
6. Improve street lighting throughout the City by installing dark-sky compliant lighting in unlighted areas.

IMPLEMENTATION MEASURES

a. Develop and implement a City Pavement Surface Evaluation and Rating (CASER) system that evaluates, prioritizes and schedules roadway network improvements that need to annually be listed in the Capital Improvements Program of the City, including:
    i. Roadway widening, paving, resurfacing, and maintenance;
    ii. Roadway extensions;
    iii. Right-of-way acquisitions needed for the effective maintenance of roads; and
    iv. Installation of dark-sky compliant light fixtures in unlighted areas.
b. Support and seek alternative funding sources for roadway maintenance efforts.
c. Work with local, state, and national legislators to develop a stable funding source for transportation improvements and maintenance.
d. Collaborate with development industry stakeholders to explore options for road maintenance funding, identifying trade-offs and incentives, including private sector involvement.

Traffic Safety and Accident Reduction

Goal 3: Improve traffic safety and reduce accidents on City roads

POLICIES

1. Prioritize roadway safety projects based on ongoing evaluation of crash statistics through the City's Safety Management System.
2. Manage roadway access points to improve safety and accessibility for all users.
3. Advocate for legislative and other agency efforts to increase and improve funding for local government traffic safety programs.
4. Support additional efforts to enforce traffic laws to improve traffic safety and reduce accidents.
5. Identify high accident areas in need of signalization.
6. Support the reduction of wildlife/vehicle collisions.

IMPLEMENTATION MEASURES

a. Work with regional partners to prepare a regional Access Management Plan.
b. Work with City of Safford Police Department to develop and implement a strategic traffic safety and speed management plan.
c. Work with regional partners to develop and implement a region wide traffic signs and pavement marking management plan.
d. Work cooperatively with the region's school districts and charter school providers to coordinate normal and special event traffic demand in an effective and reasonable manner.
e. On a region wide level, continue to work with other agency partners to evaluate opportunities to integrate wildlife crossing features into major regional corridors where appropriate.

Roadway System Construction and Estensions

Goal 4: Support road extensions to provide uninterrupted and consistent routes to improve connectivity within the City, its designated Growth Areas, and the Gila Valley region

POLICIES

1. Restrict development that would block the continuous extension of east-west and north-south road extensions identified in the Proposed Transportation/Circulation map included in this element.
2. Support right-of-way acquisition and street construction of east-west and north-south road extensions identified in the Proposed Transportation/Circulation map included in this element.

3. Require new development and redevelopment to reserve right-of-way for future street extension and include connectivity to Multi-use Trail System.
4. Require private parties working within the City right-of-way to restore work areas to acceptable condition.
5. Continue the systematic construction of sidewalks along streets throughout the City.

IMPLEMENTATION MEASURES

a. Prepare a corridor study that evaluates, prioritizes, provides cost estimates, identifies funding sources and includes a construction schedule for road extensions identified in the Proposed Transportation/Circulation map included in this element.
b. Work with Graham County and Town of Thatcher to prepare and adopt roadway development standards and guidelines for road construction for major thoroughfares, arterial and collector roads to be applied throughout the region.
c. Acquire additional right-of-way as needed to bring City streets to uniform width throughout the City and its designated growth areas.
d. Update the code to require new development and redevelopment to reserve right-of-way for future street extension and to provide connectivity to Multi-use Trail System.
e. Adopt and implement uniform standards for street construction and for work within City right-of-way

Development Impact on Traffic Volume and flow

Goal 5: Continue to evaluate new development impacts on traffic volumes, flow and current and future circulation

POLICIES

1. Continue to require a traffic impact analysis as part of the development approval process at the discretion of the City Engineer.

IMPLEMENTATION MEASURES

a. Continue to include traffic impact analysis requirements for new development as part of the development approval process at the discretion of the City Engineer.

Multi-use Trail System

Goal 6: Provide safe and efficient Multi-use Trail System connectivity for bicycle and pedestrian pathways throughout the City, its designated Growth Areas and major destinations

POLICIES

1. Provide bicycle and pedestrian pathways connectivity via the Multi-use Trail System Throughout the City and to:
   a. Safford designated Growth Areas;
   b. Proposed Gila River Corridor;
   c. Proposed Gila River Recreation and Sports Complex;
   d. Parks and recreation facilities;
   e. Thatcher Trails System;
   f. Graham County Trail System;
   g. Graham County Fairgrounds;
   h. Safford Main Street; and
   i. Other major destinations.
2. Include light fixtures that are desert sky compliant along multi-use trail system to increase user safety.

IMPLEMENTATION MEASURES

a. Complete the Multi-use trail System to provide connectivity to major destinations within the City and to the Thatcher and Graham County trail systems.
b. Continue to seek and match outside funding to complete the Multi-use Trail System and provide light fixtures that are dark skies compliant to increase user safety.

Commercial Highway Corridor US Highway 191

Goal 7: US Highway 191 serves as the north-south main spine road, provides connectivity to identified City Character Areas and designated Growth Areas, functions as the main south gateway to the Gila Valley Region, alleviates traffic congestion along US Highway 70, and supports economic development opportunities that make the Gila Valley region the Main Gateway to Southeastern Arizona

POLICIES

1. Adopt Commercial Highway Corridor development standards that include street cross-sections, rights-of-ways and access management standards to help define the character of this corridor and ensure long-range viability.
2. Create the strategic public/private partnerships necessary to evaluate the extension of US Highway 191 in an integrated manner that:
   a. Reduces US Highway 70 traffic congestion by providing an alternate route;
   b. Improves Citywide and regional connectivity;
   c. Addresses floodplain challenges in the North Growth Area;
   d. Removes key development parcels from the 100-year floodplain;
   e. Contributes to the establishment of a restored Gila River Corridor;
   f. Provides access to Proposed Regional Recreation and Sports Complex facility in the North Growth Area; and
   g. Open economic development opportunities in the North Growth Area by providing access and mobility.

IMPLEMENTATION MEASURES

a. Work collaboratively with ADOT and regional partners to include Commercial Highway Corridor development standards in the City code.
b. Work collaboratively with ADOT, SEAGO, the Gila Valley Economic Development Corporation, Graham County and the Town of Thatcher to identify funds and evaluate the extension of US Highway 191.
c. Seek regional support, identify funding and conduct planning and design studies for the extension of US Highway 191 into the City of Safford North Growth Area.

Commercial Highway Corridor US Highway 70

Goal 8: US Highway 70 serves as the east-west main spine road, provides connectivity to identified City Character Areas and designated Growth Areas, functions as the east and west gateways to the Gila Valley region and supports economic development opportunities that make the Gila Valley region the Main Gateway to Southeastern Arizona

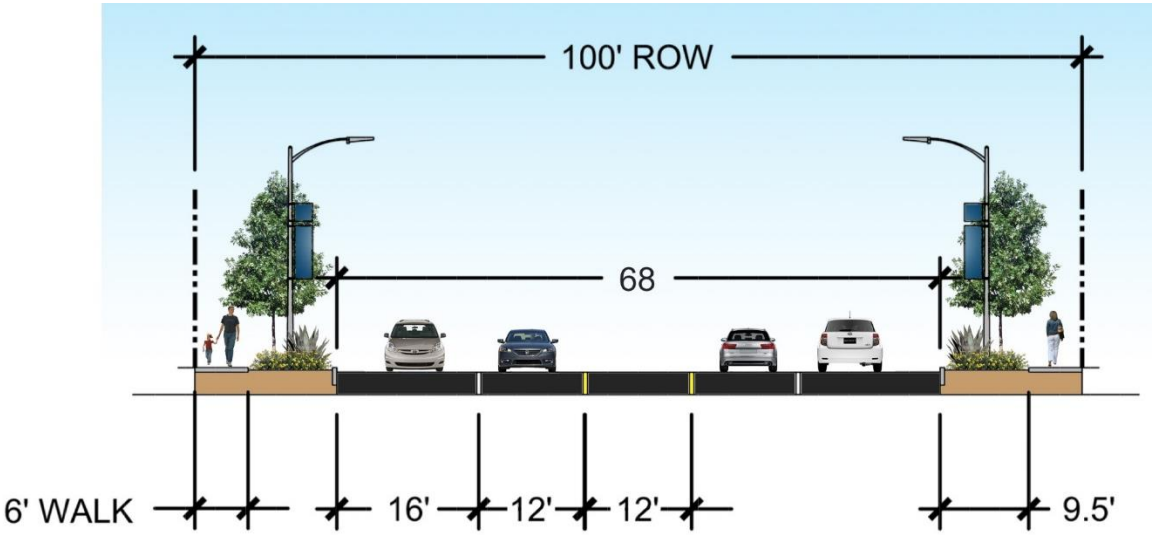
POLICIES

1. Adopt Commercial Highway Corridor development standards that include street cross-sections, rights-of-ways and access management standards to help define the character of this corridor and ensure long-range viability.
2. Create the strategic public/private partnerships necessary to evaluate the location of an inland transportation logistics port in conjunction with the railroad.
3. Is redeveloped to become an extension of the Safford Downtown area.
4. Opens industry opportunities in the North and East growth areas.
5. Includes a roundabout that serves as a major gateway at the intersection with Main Street.

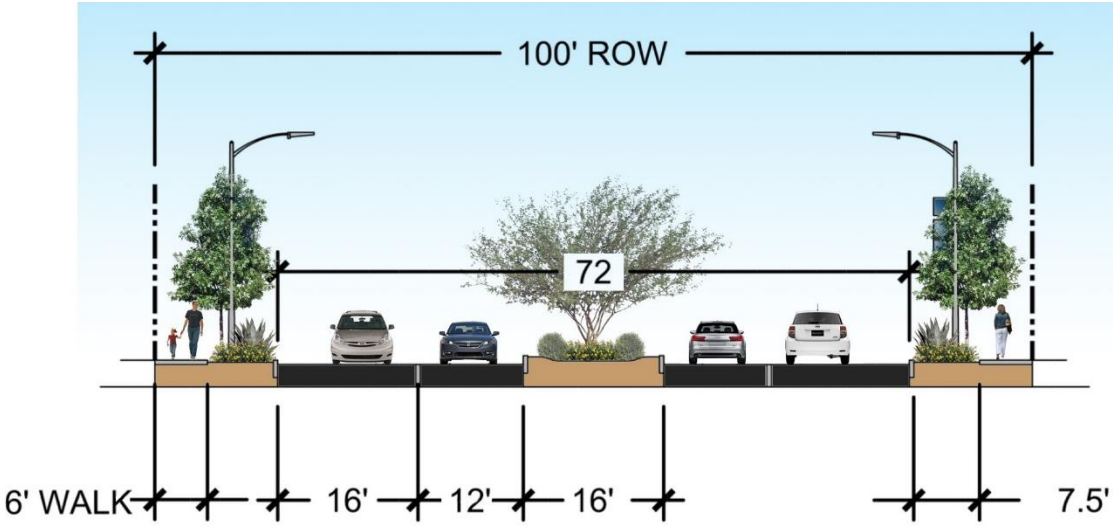
IMPLEMENTATION MEASURES

a. Work collaboratively with ADOT and regional partners to include Commercial Highway Corridor development standards in the City code.
b. Work collaboratively with ADOT, SEAGO, the Gila Valley Economic Development Corporation Graham County and the Town of Thatcher to identify funds and build the gateway roundabout at the intersection of US Highway 70 and Safford's Main Street.
c. Develop and adopt streetscape standards for US Highway 70 to enhance residents and visitors experience.

RECOMMENDED RIGHT-OF-WAY FOR US HIGHWAY 191 AND US HIGHWAY 70



Recommended Right-of-Way for US Highway 191 and US Highway 70 (Option 1 – Turn Lane).



Recommended Right-of-Way for US Highway 191 and US Highway 70 (Option 2 – Median).

Transportation and Economic Development

Goal 9: Promote economic development with strategic transportation investments

POLICIES

1. Support the growth of aerospace, defense, and logistics industries in and around the Safford Regional Airport.
2. Prioritize transportation investments that retain current employers and attract new and permanent jobs to Safford.
3. Work with the railroad and other key regional partners to expand rail infrastructure and intermodal connections along US Highway 70 on areas designated for industry uses in the Land Use and Character Area Element.
4. Support the growth of renewable energy industries and new and permanent jobs to Safford through the development and implementation of low carbon emission transportation options and incentives.

IMPLEMENTATION MEASURES

a. Update the Safford Regional Airport Master Plan to evaluate potential for the location of aerospace, defense, and logistics industries in and around the Safford's airport.
b. Work with regional partners and the Safford Regional Airport to provide the infrastructure needed to best position the airport as a regional employer hub.
c. Seek regional support, identify funding and conduct planning studies to evaluate the feasibility for an intermodal land port along Highway 70 in close proximity to the railroad and in areas designated for industry use in the Land Use and Character Area Element.
d. Continue to work with regional partners in the implementation of the most recent long-range transportation plan prepared by SEAGO.
e. Support and pursue railroad enhancements needed for the successful retention and attraction of industry.

Downtown Safford Access and Mobility

Goal 10: Reduce traffic congestion and improve access to parking throughout Downtown Safford

POLICIES

1. Identify new public parking opportunities and encourage merchants and employees to utilize public parking lots other than parking spaces along streets.
2. Define Downtown Safford as a bicycle and pedestrian-friendly destination.

IMPLEMENTATION MEASURES

a. Conduct a traffic study of Downtown Safford to determine best circulation network to improve circulation, reduce congestion and improve access to parking.
b. Conduct a parking study of Downtown Safford that considers different approaches such as the feasibility for the incorporation of a parking structure and the impact of resizing parking spaces.
c. Provide vehicular and bicycle parking areas in Downtown Safford in close proximity to shuttle and circulator routes.

Economic Development Element

Introduction

The Arizona State Legislature does not require the preparation of an economic development element as part of the General Plan. This element includes the economic development goals and policies needed to ensure the fiscal viability of the City and to support a healthy and vibrant region. It includes overarching regional goals and policies to:

- Diversify the City's economic development portfolio;
- Protect existing employers;
- Create a welcoming climate to new business development, outside investment, and relocation of companies and employers;
- Sustains opportunities for job creation and job growth;
- Support and capitalize upon Safford Regional Airport;
- Capitalizes on existing and potential local and regional assets;
- Leverage SEAGO and the Gila Valley Economic Development Corporation economic development collaboration efforts;
- Strengthen tourism as an economic engine;
- Reaffirm construction of infrastructure, commercial, residential, public and community facilities as an economic stimulus;
- Provide opportunities for innovation and new technology; and
- Repair and restore our streets and highways;

INTENT

The City of Safford Economic Development Element considers those factors needed to diversity and strengthen the fiscal viability of the City and the Gila Valley region.

ECONOMIC DEVELOPMENT GUIDING PRINCIPLE

Invigorate the region's economic engine in a sustainable manner while protecting Safford's assets, resources, and long-range fiscal viability and increasing its resiliency.

Safford General Plan Design Charrette

Gila Valley Regional Partnership

Goal 1: Provide a unique mix of business, industry, medical services, regional recreation and education that reflects Safford's character, complements and supports adjacent residential development and establishes the Gila Valley region as the gateway to Southeastern Arizona

POLICIES

1. Diversify the City's economic development portfolio to achieve long-range fiscal viability and strengthen the Gila Valley region.
2. Recruit companies leading the fields of education, medicine, technology, and science to locate in the area.
3. Provide opportunities for large employment centers as well as for small incubator companies.
4. Support the development of open, campus-like, mixed use work environments that are a draw for businesses and can be utilized by the residents and visitors.
5. Integrate upper education campuses within areas designated for commerce and industry.
6. Encourage flexibility to easily adapt to market fluctuations.
7. Strengthen the public/private partnerships needed to diversify the economic development portfolio to achieve long-range fiscal viability and strengthen the Gila Valley region.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners including ADOT, SEAGO, the Gila Valley Economic Development Corporation, Graham County, the Town of Thatcher, the University of Arizona, Eastern Arizona College and other public/private partners to develop and adopt an Economic Development Strategy that includes specific actions for all economic sectors:
    i. Housing, Retail, Commerce, Industry, Mining and Regional Recreation;
    ii. Employment and Job Training;
    iii. Government;
    iv. Education, Health and Services;
    v. Agriculture;
    vi. Tourism; and
    vii. Clean energy.

b. The Economic Development Strategy supports the quality of life needed to retain and attract major employers, attract seniors and retain youth, including:
    i. Quality safe neighborhoods;
    ii. Quality Retail and services;
    iii. A diversity of market rate and workforce housing affordable to all income ranges;
    iv. Mobility and access (pedestrian, bicycle, transit, vehicular);
    v. Sustainable and cost-efficient infrastructure;
    vi. Job training to support a skilled labor force;
    vii. Access to parks, recreation, trails, open space and sports;
    viii. Needed beautification and enhancements;
    ix. Quality public services and facilities (library, health care, police, fire protection, EMS, communications, other)
    x. GED vocational education and four-year degrees (EAC, UofA, ASU, NAU partnerships)
    xi. Quality child care;
    xii. Sustainable food production; and
    xiii. Arts, entertainment and amenities.
c. Work with the Gila Valley Economic Development Corporation and regional partners to strengthen the Chamber of Commerce and aggressively market the region.
d. Establish the Intergovernmental Agreements (IGAs) needed to strengthen the Gila Valley Partnership.
e. Work collaboratively with EAC, UofA, ASU, and NAU to establish the partnerships needed to take competitive advantage of technology, innovation, and startup business incubators.

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Job Retention, Expansion and Attraction

City of Safford's efforts to promote economic development, job growth and rising income within the region are focused on four specific strategy areas to protect our existing employer base, create new opportunities for job growth to revitalize tourism, promote a positive environment for business investment, and position the Gila Valley region as the gateway to Southeastern Arizona. These business retention, expansion and attraction efforts require region wide collaboration.

Goal 2: Strengthen regional public and private partnerships to ensure the long-term viability of the region

POLICIES

1. Work collaboratively with public/private partners to coordinate economic development strategies.
2. Engage businesses, Gila Valley Economic Development Corporation, Chambers of Commerce, and trade groups in ongoing analysis of needs and opportunities including response to business surveys and other process input.

IMPLEMENTATION MEASURES

a. Work collaboratively with the Office of the Governor, the Arizona Commerce Authority, ADOT, the Arizona Board of Regents, SEAGO, the Gila Valley Economic Development Corporation, Graham County, Town of Thatcher, Eastern Arizona College, related business advocacy groups, the school district serving the planning area and the private sector to coordinate economic development strategies.

Goal 3: Align economic development strategies, programs, incentives and initiatives with land use, transportation, infrastructure, services and natural resource conservation decisions to support the long-term viability of the City and the Gila Valley region

POLICIES

1. Ensure that all land use, transportation, infrastructure, services and natural resource conservation decisions take into consideration the long-range viability of the region.
2. Work with water providers to effectively implement water management practices that enhance system reliability and resiliency and encourages new business and industry recruitment and investment.

IMPLEMENTATION MEASURES

a. Work collaboratively at the federal, state and regional level with government agencies and regulators, utility providers, private property owners and other relevant stakeholders to develop a competitive set of incentives, targeted at winning new business to the area and thereby expanding the tax base available to pay for community priorities.
b. Develop a process for customer service oriented, rapid, coordinated response to site selectors.
c. Lead effort to extend US Highway 191 north of US Highway 70 to alleviate US Highway 70 traffic congestion, provide an alternate route, and open the North Growth Area for development.
d. Inventory concept-ready sites available for sale or lease for the location of new primary employment centers or for the expansion of existing employers;
e. Support infrastructure expansion and mixed income residential, education, community service, passive and active recreational amenities for land use in future live, work, learn, play balanced land uses.
f. Identify and secure funding for road and infrastructure maintenance programs and investments.

Goal 4: Protect the region's existing employers

POLICIES

1. Support and assist existing employers from every industry to foster their success and expansion needs.
2. Work closely with existing private employers to support their success including continuing to improve permit processes, development services, utility access and elimination of code barriers.
3. Develop a menu of incentives to encourage additional capital investment and hiring by existing employers.
4. Address proactively government and community issues articulated by private employers.
5. Identify ways to help private employers to expand their business into new markets.
6. Assist private employers in reducing or mitigating workforce and capital barriers to business expansion.

IMPLEMENTATION MEASURES

a. Identify barriers for businesses and work collaboratively to reduce such barriers.
b. Work with the Gila Valley Economic Development Corporation, the Chamber of Commerce and regional partners to assist business expansion.
c. Develop an action plan to establish a business one stop center.

Goal 5: Create opportunities for jog growth

POLICIES

1. Develop a cohesive economic development strategy to:
   a. Create opportunities for job growth;
   b. Support employment opportunities that increase the area median income to provide for personal discretionary income as a component of quality of life; and
   c. Market the region's assets with the purpose of increasing opportunities for job growth.
2. Support the Safford Regional Airport as an engine for job creation.
3. Work with the railroad to identify opportunities for the establishment of an inland intermodal port.
4. Partner with emerging technology sectors to address climate challenges and attract clean high tech industries to the region.
5. Establish incentives based on national best practices to attract jobs and industries.
6. Encourage and assist private land holders in developing their industrial lands and consolidating multiple land holdings to attract companies.
7. Maintain a safe and efficient transportation network and the infrastructure required to support job growth.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation, and the Chamber of Commerce to develop a cohesive strategy to create opportunities for job growth and to promote and market the region's assets.
b. Identify specific industry sectors that promise the most return as part of the region's Economic Development Strategy and proactively target specific companies within those sectors.
c. Update the Safford Regional Airport Master Plan to assess the establishment of aerospace and defense oriented businesses and other airport compatible uses in the vicinity of Safford Regional Airport to position the airport as a regional economic engine for job growth.
d. Attract suppliers and support businesses to aerospace and defense-related companies.
e. Provide concept-ready sites and aggressively markets these to the supply chain of existing companies.
f. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico and the opportunity to establish an intermodal inland port in Safford along Highway 70 in close proximity to industry uses.
g. Add incentives to attract industry that creates or utilizes alternative energy sources.
h. Maintain an inventory of the zoned industrial land (private and publicly owned).
i. Encourage SEAGO's Economic Development Committee to proactively engage in projects which provide both immediate and short-term benefit to the region.

j. Identify and aggressively market the region's industrial and other appropriately zoned, concept-ready sites.
k. Solicit input from site selectors about barriers to entry in Safford and work aggressively to remove identified barriers.
l. Work collaboratively with regional partners to gain regional support for creating resources and funding specifically used to attract desirable employers, grow the long-range tax base and increase contributions and funding for community priorities.
m. Encourage appropriate residential and commercial construction to serve employment center areas for the convenience of employees.
n. Promote specialized employment centers that promote synergistic development of like industries such as Discovery Park.
o. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial land such as:
    i. Development agreements with property owners;
    ii. Joint ventures and public private partnerships;
    iii. Transfer of Development Rights (TDRs); and
    iv. Other mechanisms.
p. Identify funds and schedule the public infrastructure (water and sewer) and major utilities to meet the industry requirements at economically critical sites, to make industrially zoned lands concept-ready for development.
q. Develop a policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment.
r. Work with local school districts and support pre-K through 12th grade public education and the importance of secondary property taxes and bonding capacity of school districts toward attracting economic development.
s. Utilize available land, lease, training and tax incentives wisely with a long-range goal of increasing the region’s median income levels.
t. Work with Eastern Arizona College and other job training providers to offer training to upgrade the skills of the region's current workers.
u. Develop an industry attraction incentive matrix as part of the regional economic development strategy that provides a list of available support, fees, incentives and waivers from all sources available to attract business.

Goal 6: Align transportation, land use, infrastructure, and economic development goals to support the Safford Regional Airport as a logistics center and a job creator

POLICIES

1. Prioritize public infrastructure investments along Airport Road.
2. Update the Safford Regional Airport Master Plan and explore the possibility of improving and/or extending current runways.
3. Work with the Safford Regional Airport, ADOT, FAA and other regional partners to provide the infrastructure needed to best position the Safford Regional Airport as a sub-regional employer.
4. Recognize the importance and value of the Airport Road as an economic development engine.

IMPLEMENTATION MEASURES

a. Identify funds and work collaboratively with regional partners in the update and implementation of the Safford Regional Airport Master Plan.
b. Work with the Gila Valley Economic Development Corporation to position the Safford Regional Airport as a logistics center and a job creator.

Goal 7: Explore the feasibility of establishing an intermodal land port as a key transportation and logistics center in Safford

POLICIES

1. Support efforts to extend rail access throughout the region.
2. Support rail enhancements, construction and extensions needed for the successful operation on an intermodal land port.
3. Work with regional partners to support an economic development strategy that increases rail access to support agriculture, mining, commerce, electronics, technology and innovation, and aerospace and defense.
4. Utilize rail access to attract subsidiary and secondary industries and to promote the entire region.
5. Explore the region's ability to be a key transportation and logistics center.

IMPLEMENTATION MEASURES

a. Work collaboratively with SEAGO, Eastern Arizona Rail/Union Pacific, ADOT and other partners to identify appropriate regional rail infrastructure expansion opportunities and position the Gila Valley region as a key transportation and logistics center.

b. Actively participate in the State planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.
c. Collaborating with regional partners to promote the region.
d. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities.
e. Actively seek financial resources to repair and rebuild roads to aid the logistics industry and improve the overall condition of our streets.

Tourism as an Economic Development Strategy

Goal 8: Work with regional partners to make the Gila Valley a tourism destination

POLICIES

1. Protect the Gila River Corridor and natural environment as great tourism attractions.
2. Support efforts to restore the Gila River Corridor as a regional natural attraction and recreation corridor and as an eco-tourism and geo-tourism destination.
3. Establish inviting main gateways along US Highway 191 and US Highway 70 that convey a sense of arrival to the Gila Valley.
4. Take advantage of natural attractions as regional destinations to revitalize the tourism industry.
5. Support beautification and clean-up projects to create a good first impression.
6. Diversify sports attractions by encouraging soccer and other field sports as emerging sports.
7. Build new regional recreation facility and repurpose existing facility infrastructure to attract amateur and youth tournaments.
8. Support the international and domestic cycling tourism industry.
9. Take advantage of the Gila River, Mount Graham, local geography, topography and natural environment to develop Geo-Tourism opportunities.
10. Promote the Multi-use Trail System and other regional trails as regional attractions.

IMPLEMENTATION MEASURES

a. Create the public/private strategic partnerships needed to identify funds and conduct a successful Gila River Restoration project that serves as a regional magnet for nature lovers, bird watchers, bicycle riders, hikers and horseback riding aficionados.
b. Include tourism, eco-tourism, and geo-tourism in the Economic Development Strategy.
c. Adopt a Visit the Gila Valley attitude and work collaboratively with all regional partners to identify funding to support tourism marketing efforts.

d. Increase tourism opportunities by discounting facility rental fees.
e. Leverage proximity to Mexico and take advantage of demand for US goods by visitors from Mexico.
f. Expand visitor marketing programs with Canada which ranks second in overnight visitors to Arizona.
g. Promote a story of the Gila Valley region that showcases its uniqueness and diversity as a destination, fosters as sense of pride and instills a sense of place in residents and visitors alike.
h. Promote regional cycling events that attract an international community by showcasing the Gila Valley.
i. Continue building bicycle facilities and promoting regional bicycle events.
j. Protect our dark skies through light pollution abatement efforts/investments.
k. Protect and preserve the rich natural heritage of native species and habitats along the Gila River Corridor and mountain view corridors.
l. Support, maintain and expand the Multi-use Trail System.
m. Invest in regional recreation as a tourist attraction.
n. Promote destination resorts in the region that attract out of state visitors and the international community.
o. Revitalize the Mt. Graham Golf Course as a key regional asset attracting visitors.
p. Explore medical tourism opportunities by working with Eastern Arizona College, regional medical centers and physician groups.
q. Diversify sports attractions with Minor League Soccer (MLS) teams.

Positive Climate for Businesses and Entrepreneurs

Goal 9: Create a positive climate for business and entrepreneurship

POLICIES

1. Create a positive climate for business and entrepreneurs that:
   a. Fosters and encourages private business initiative and entrepreneurship;
   b. Collaboratively works with business to reduce barriers to investment, growth and expansion.
   c. Takes a regional collaborative approach by working with other jurisdictions and strengthening public/private partnerships and networks;
   d. Encourages public/private partnerships for infrastructure and other creative projects that improve the region including transit expansion;
   e. Supports shopping and buying locally as a region;
   f. Prioritizes projects, programs and efforts that support local businesses and enhance the entire region such as road and infrastructure improvements and maintenance;

g. Promotes utilization of new communication technologies such as new wireless and fiber networks that invigorate business and encourage investment;

h. Builds bridges between libraries and workforce development;

i. Provides programs for business start-up success;

j. Recognizes the importance of urban form (walkability, connectivity, character, identity, and sense of place) in economic development;

k. Provides accelerated permitting time-frames; and

l. Improves automated permitting and regulatory system as new technologies emerge.

2. Continue to advocate for good public policy that benefits businesses by:

a. Providing business-friendly governance that promotes healthy people, economy and environment;

b. Supporting competitive utility fees and providing incentives for the use of alternate energy sources;

c. Prioritizing road and infrastructure maintenance; and

d. Centralizing business centers to serve new and emerging young entrepreneurs.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation, Chambers of Commerce, major employers and other interested agencies and partners to strengthen the public/private partnerships needed to create a positive climate for business throughout the Gila Valley region.

b. Develop a Business Resource One Stop Center and/or resources network to serve business development needs ranging from the single entrepreneur to all size business including access to capital, tax assistance, regulatory compliance, and marketing.

Worksforce as an Economic Driver

Goal 10: Develop a workforce strategy designed to meet the business needs of the Gila Valley region

POLICIES

1. Develop a workforce strategy designed to meet the business needs of the region by:
    a. Encouraging employment centers to integrate housing, jobs and retail services in a walkable and bikeable setting with access to transit;
    b. Supporting state and local efforts to assure that affordable, subsidized child care is accessible to all employment centers;
    c. Incorporating workforce housing in mixed-use activity centers, where appropriate;
    d. Examining livable wages and setting a standard for business incentives to meet that bar;
    e. Acknowledging the poverty in the region, identifying its roots, and eliminating barriers to growing a healthy community with a productive workforce; and
    f. Investing in early childhood education, daycare and other educational opportunities to give workforce a head-start.
2. Invest in workforce development with established targeted, measurable outcomes, to ensure a highly qualified talent pool for new and existing jobs at sustainable wage levels by:
    a. Providing job training that recruits and builds a workforce from high school forward;
    b. Working with Eastern Arizona College, the Safford City-Graham County Library, JTED, and the high schools to improve relevancy and quality of occupational education and build community/industry support for targeted occupational education programs;
    c. Working with regional business in all sectors to establish and fund year-round job internships for high school, undergraduate and graduate students;
    d. Constructing special outreach and investment in disadvantaged populations that are underrepresented in the workforce;
    e. Diversifying the region's economic portfolio to avoid reliance on growth to spur the economy and to minimize labor fluctuations;
    f. Designing and providing basic education and basic computer skills for adults and late teens to overcome educational deficiencies and prepare them for skilled labor positions; and
    g. Improving applicant confidence, employment opportunities and job satisfaction by establishing and making available a full spectrum of computer technology education for residents and employees via the Safford City-Graham County Library; and

h. Promoting and encouraging lifelong learning and educational attainment by supporting literacy programs, book festivals, community workshops, and educational aid.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation, Eastern Arizona College, the University of Arizona and the Safford City-Graham County Library to identified funds and develop a Workforce Training Program that:
    i. Engages businesses as co-sponsors based on their immediate workforce needs and long-term interests;
    ii. Provide competencies that match jobs;
    iii. Align with credit bearing coursework and transfer to professional degrees;
    iv. Provide portable credential or certifications that enhance trainee's employability; and
    v. Offer supportive services to trainees to aid with childcare, transit, or job search
b. Explore the establishment of a regional One-Stop Workforce System that facilitates coordination of workforce services provided by multiple state, local and private entities, and support grant proposals by other agencies that want to collaborate
c. Support Safford City-Graham County Library programs designed to improve workforce skills.

Art Districts and Entertainment

Goal 10: Capitalize on the market potential of Safford Downtown to support the creative economy and to grow jobs and wealth

POLICIES

1. Work with Safford Downtown partners to fund and support the arts as an indirect economic driver in the region.
2. Consider the establishment of an Art District in Safford Downtown as a tool for revitalizing of the Downtown Character Area.

IMPLEMENTATION MEASURES

a. Work collaborative with Safford Downtown partners and the Safford City-Graham County Library to identify funds for the possible establishment of:
   i. An Art District in Safford Downtown; and
   ii. An Artist Relocation Program if desired to support local artists and attract artists to the area.
b. Identify areas within the Safford Downtown with potential for the formation of art districts;
c. Support art programs at the Safford City-Graham County Library and other public facilities;
d. Identify vacant or under-utilized buildings in Safford Downtown that may serve creative uses to spur economic development;
e. Identify and adopt guidelines for the boundaries and activities appropriate for art districts including:
   i. Live/work opportunities for artists;
   ii. Communal gallery space;
   iii. Restaurants and outdoor cafes;
   iv. Outdoor gathering spaces including courtyards, plazas, and amphitheaters to host a variety of community events such as art festivals, performances, farmers' markets, healthy foods, and music venues;
   v. Specialty shops; and
   vi. Bed and breakfast hospitality.
f. Include plazas and courtyards in the design of new public buildings to be located in Downtown Safford to allow space for art, music festivals and other events that celebrate the arts and culture of the region.

Goal 11: Capitalize on the market potential of Safford Downtown as a destination by supporting entertainment for residents and visitors

POLICIES

1. Continue to support regional entertainment events and venues such as parades, art and spring fairs, outdoor music festivals, and other community events that bring visitors to the Downtown.
2. Support digital, media, performing arts and film industries venues in Safford Downtown to create a vibrant downtown.

IMPLEMENTATION MEASURES

a. Work collaborative with regional partners, the Gila Valley Economic Development Corporation, the Safford City-Graham County Library and Safford Downtown businesses to identify funding and appropriate entertainment venues for Safford Downtown:
b. Include plazas and courtyards in the design of new public buildings to be located in Downtown Safford to allow space for art, music festivals and other events that celebrate the arts and culture of the region.

Construction as An Economic Development Strategy

Goal 11: Support efforts to sustain the return of the construction industry to sustainable levels of employment and construction activity

POLICIES

1. Prioritize construction of infrastructure and public facilities as an essential component to economic development and construction employment.
2. Within current legal parameters, promote procurement policies to contract locally for construction projects.
3. Work collaboratively with residential and commercial construction industry representatives to improve permitting processes, infrastructure planning processes, including specifications, standards and materials that innovate, reduce costs and shorten timeframes.

IMPLEMENTATION MEASURES

a. Review City of Safford procurement practices and procedures and change as appropriate to conform to state legal practices.
b. Monitor job training needs in the construction sector.
c. Continue to attract federal funding and other investments for public construction projects
d. Continue working with construction trade representatives to review standards, codes and guidelines used in the regulatory processes.
e. Work with industry leaders to encourage the retrofitting and rehabilitation of Safford's housing stock.
f. Support and encourage new and innovative construction practices that conserve resources, add to energy conservation, and provide unique affordable housing options.

Housing Element

Introduction

Housing is a vital component of a vibrant, livable, and healthy economy. The City of Safford includes housing in urban, suburban, and rural setting. Creating quality places means ensuring that a full range of live-work-play options are provided. This includes having a mix of vibrant destinations and walkable neighborhoods.

Historically, the City of Safford developed horizontally in suburban and rural patterns including affordable and market-rate housing surrounding a historic urban core, Safford Downtown. Housing and transportation costs consume a significant portion of most household budgets leaving less disposable income for other necessities. The housing cost burden is felt not just by low-income households and seniors and students on fixed-incomes, but also by moderate income households. Providing a variety of housing options for different income ranges is an essential component of a healthy community.

Housing affordability is not just market price but also depends on access to essential services such as health care, healthy foods, libraries, community centers, recreation, and lower-cost transportation options (walking, biking and transit). In order to introduce a diversity of housing options for different income ranges, including mixed use developments, it is important to ensure compatibility with existing neighborhoods through the use of community design tools.

Intent

The goals and policies in this element address the provision of a wide variety of housing types to meet varying needs, access to services and supplies, safe and healthy housing, fair practices, and services to retain housing.

Housing Guiding Principle

Derive the housing policy from a concrete assessment of the existing housing data and characteristics. Recognize the fact that good housing is the building block of excellent neighborhoods, and those excellent neighborhoods are the building blocks of great communities.

Safford General Plan Design Charrette

Creating Livable Communities

Goal 1: Support a housing strategy that encourages the development of quality, livable, viable residential neighborhoods within the economic reach of residents of all income ranges

POLICIES

1. Ensure a safe, diverse, and quality housing supply for all income ranges that meets the needs of existing and future populations.
2. Provide a variety of quality housing options that support a diverse population ranging from lower density residential areas to higher-density workforce housing in proximity to employment.
3. Support the creation of mixed-use development in Downtown Safford and in the vicinity of employment centers as a means to increase housing supply while promoting diversity, economic viability and neighborhood vitality.
4. Support multi-generational housing accessible to jobs, multi-modal transportation, education, recreation, and commerce.
5. Develop programs or incentives to encourage market-rate affordable housing.
6. Respect existing homes and neighborhoods by requiring higher density development to provide compatible transitions and buffers.

IMPLEMENTATION MEASURES

a. Consider establishing an incentive program for developers to build innovative residential housing types and designs of varying densities.
b. Develop, adopt, and implement development standards and guidelines for quality residential and mixed-used development.
c. Develop, adopt and implement voluntary residential guidance programs for "Aging in Place".
d. Review effectiveness of existing Zoning Code and consider amendments necessary to encourage aging in place, universal design, and accessibility.

Safe and Healthy Housing Stock

Goal 2: Maintain a safe and healthy housing stock

POLICIES

1. Ensure existing owned and rental housing is maintained at a level of human habitability meeting basic life and safety standards while minimizing displacement of residents.
2. Support and adopt a "Healthy Housing Standards" for the City of Safford.
3. Encourage the use of Health Impact Assessments (HIA) as a tool for measuring the health impacts of housing in public and publicly funded policies, programs and projects.
4. Encourage the rehabilitation of the existing housing stock for rental and ownership markets.
5. Improve sub-standards housing and identify unsafe and structurally unsound owner-absent housing units that need to be demolished.

IMPLEMENTATION MEASURES

a. Consider developing a Housing Assessment Inventory Tool to inventory and assess housing stock on a regular and ongoing basis to identify:
    i. Housing in substandard condition including crowding, lack of adequate plumbing, heating and cooling or structural problems;
    ii. Resources and process for the condemnation of buildings and structures unfit for human occupancy and for the demolition of such structures;
    iii. Collaborations that support regulatory compliance processes and funding resources to address substandard housing conditions; and
    iv. Resources for relocation of inhabitants and/or replacement of substandard housing.
b. Explore processing fee waivers or establishing incentives to bring unpermitted improvements into compliance.

c. Convene a stakeholders group to review and consider adopting sections of the International Property Maintenance Code for all residential dwellings with a focus on safe, decent, sanitary housing.

d. Consider adoption of a Rental Inspection Program as outlined in Arizona Revised Statutes Title 11, Chapter 12 Residential Rental Inspection program.

e. Consider adopting parts or all of the National Healthy Housing Standards developed by the American Public Health Association and the National Center for Healthy Housing.

f. Support, identify, and implement best practices to inform residents and property managers on healthy housing standards and methods to maintain healthy homes (e.g. green improvements; use of fewer chemicals in cleaning; redesign of landscapes to provide for safe, active lifestyles).

g. Pursue and support local, state and federal funding for "Healthy Homes" implementation.

Housing Affordability

Goal 3: Ensure safe, decent and affordable housing for a wide range of economic levels, household sizes, and age groups located in proximity to employment centers, schools and other community facilities such as libraries, transit centers, community centers, and parks and recreation

POLICIES

1. Incentivize the integration of affordable housing developments to provide new rental and for-sale dwelling units priced for households earning below the area medium income.
2. Preserve affordable housing stock.

IMPLEMENTATION MEASURES

a. Actively develop and adopt housing policy to promote the creation of new affordable housing and address existing substandard housing conditions.

b. Support, develop and adopt regulatory incentives that provide affordable housing in new developments.

c. Work closely with local nonprofit and for profit housing developers to attract Arizona Low Income Housing Tax Credit investment to the region.

d. Pursue private and public local, state, and federal financial assistance programs and initiatives that promote affordable housing development including, but not limited to:

   i. Private Activity Bonds;

   ii. Community Land Trusts funds;

   iii. Housing Trust Funds;

iv. Affordable Housing General Obligation Bonds;

v. Arizona Department of Housing;

vi. U.S. Department of Agriculture;

vii. U.S. Department of Housing and Urban Development;

e. Inventory vacant and underutilized land to identify and prioritize parcels ideal for mixed income residential affordable housing developments.

f. Identify City-owned property for affordable housing developments as appropriate for potential private/public partnerships.

g. Encourage strategies that preserve and subsidize affordable housing, including but not limited to:

i. Community land trusts;

ii. Deed restrictions;

iii. Equity sharing arrangements; and

iv. Cooperatives.

h. Support private, public, and non-profit home repair and weatherization efforts to assist very low- and low-income owner and renter households to improve their homes to a safe, sanitary, and decent state of repair.

i. Encourage the housing industry to develop do-it-yourself home repair programs to provide education opportunities.

j. Pursue HOME Investment Partnership Program (HOME) grants for homeownership and rental housing development, rehabilitation and preservation.

k. Pursue funds to leverage federal, state and local housing funding sources.

l. Engage housing stakeholders through the Gila Valley region to develop strategies for the investment in affordable housing projects.

Housing Choices

Goal 4: Provide safe, decent and affordable market-rate housing for a wide range of income levels, household sizes and age groups

POLICIES

1. Provide a range of housing densities and types appropriately scaled for Safford.
2. Incentivize the integration of affordable market-rate housing units into residential developments to provide new rental, rent-to-own, and for sale dwelling units for all income ranges.
3. Encourage the development of workforce housing, especially in Safford Downtown and in areas including employment.
4. Encourage the development of mixed-use and multi-family development in Safford Downtown and major employment areas at appropriate scales for Safford.
5. Includes opportunities for Aging in Place and other older adult active communities.
6. Support opportunities for quality assisted living.

IMPLEMENTATION MEASURES

a. Work with housing industry stakeholders to determine policies and incentives that integrate affordable market-rate housing units in single-family, multi-family, and mixed-use developments.

Increasing Home Ownership

Goal 5: Increase home ownership and rental stability and decrease foreclosures and damaged credit

POLICIES

1. Support strategies and programs designed to increase home ownership.
2. Increase public awareness about their rights, opportunities and obligations regarding financial education, debt management, and foreclosure prevention and establishing good credit.

IMPLEMENTATION MEASURES

a. Identify funding and resources for the establishment of strategies and programs to increase home ownership.

b. Encourage home-buying opportunities by providing housing resources, information, and services.

c. Partner with regional partners to develop programs that offer counseling related to legal rights and responsibilities of home ownership, rental, and tenure.

d. Map and identify areas with a high index of foreclosures to inform outreach strategy.

e. Map and identify areas with a low index of foreclosures to better understand influencing factors.

f. Provide programs to revitalize, restore and redevelop struggling neighborhoods.

Fair Housing

Goal 6: Proactively promote fair housing and equal housing opportunity

POLICIES

1. Promote healthy, sustainable, and diverse communities and meet federal and state fair housing obligations by affirmatively furthering fair housing, supporting fair housing enforcement, and providing fair housing education services to the public, housing providers, and others.

IMPLEMENTATION MEASURES

a. Work collaboratively with housing agencies to prepare and update the Analysis of Impediments to Fair Housing Choice.

b. Integrate fair housing (or fair housing goals) into City planning and development process.

c. Ensure that fair housing practices are in place.

d. Further fair housing that provides for a range and mix of household incomes and family sizes.

e. Promote a wide range of affordable housing opportunities throughout the City.

Community Design Element

Introduction

Healthy community design refers to the practice of planning and designing communities that make it easier for people to live healthy lives. Healthy community design links destinations that promote health, such as schools, parks, grocery stores, and work places, via a transportation network that facilitates safe travel for pedestrians, bicyclists, public transportation users, and automobile occupants. Community design can influence the overall health of a community by making healthy lifestyle choices easily available and accessible to all community members. It also promotes the community character, identity and sense of place.

Intent

During the General Plan design charrette, the community emphasized the need to incorporate community design guidance in the General Plan to make Safford a welcoming and attractive destination. Although not a required element, this element addresses citywide enhancements and beautification and provides direction for new development and redevelopment within Safford within the character areas identified in the Land Use and Character Area Element.

Community Design Guiding Principle

New development, infill, and redevelopment includes design features that further the vision of Safford. These identity features include gateways located at major entrances to the City of Safford and in character areas, neighborhoods and major developments. They also include landscape amenities and inviting streetscapes, overall beautification such as façade improvements along Main Street, and the multimodal connectivity and recreational amenities needed to position Safford as a destination in the Gila Valley.

Safford General Plan Design Charrette

Creating a Destination

Goal 1: Establish a hierarchy of gateways to create a sense of arrival to the Gila Valley, the City of Safford and its different character areas

POLICIES

1. Establish a strong hierarchy of gateways that conveys a sense of arrival to a destination, incorporates scale-appropriate design themes, monumentation, materials and plant palettes, instills community character and sense of place, and facilitates visitors' wayfinding by defining:
    a. **Main Gateways:** Signature entrances to the City and the Gila Valley along US Highway 191 and US Highway 70 defining a sense of arrival to a major destination, Southeastern Arizona.

Main Gateway Concept US Highway 70

b. **Main Street Gateways:** Main entrances to the Safford Historic Downtown and Main Street along US Highway 191 and US Highway 70.

Main Street Gateway/Entrance to Historic District Concept US Highway 191

c. **Character Area Gateways:** Include entry features to major character areas including entrances to the Gila River Corridor, the Gila River Regional Recreation Center and Sports Complex, Safford Regional Airport, Safford's Neighborhoods and major employment areas.

Entrance to Downtown Character Area Concept 8th Avenue

2. Ensure that gateway features, monumentation, and streetscape treatments:
    a. Reflect the character of the Gila Valley;
    b. Are appropriately scaled to serve the area they represented;
    c. Reflect the character, identity and sense of place of the character area;
    d. Provide safe and convenient connectivity to pedestrian and bicycle users;
    e. Do not block visibility triangles for motorized vehicle users;
    f. Incorporate plant palettes that are drought tolerant;
    g. Promote the use of local materials, including copper; and
    h. Incorporate when feasible water harvesting and drip irrigation.

IMPLEMENTATION MEASURES

a. Prepare adopt and implement development guidelines for gateways and entry features that convey a hierarchy of place described in the policy section.

Place-Based Design

Goal 2: Encourage place-based designs that support cohesiveness and build a strong sense of community

POLICIES

1. Promote high quality architecture and landscape design in private and public spaces.
2. Establish and integrate valuable environmental amenities and features into the built environment.
3. Integrate public art into development designs.
4. Create visual interest from off-site as well as on-site.
5. Ensure efficient use of a development parcel;
6. Incorporate mountain view corridors in site design;
7. Minimize monotony along the street frontage.
8. Design building placement, orientation, height, and massing to:
    a. Create visual interest from off-site as well as on-site;
    b. Ensure efficient use of a development parcel; and
    c. Minimize monotony along the street frontage.

9. Encourage unique building façades and details to create visual interest through the interplay of light, shadow, color and texture.

IMPLEMENTATION MEASURES

a. Prepare, adopt and implement place-based design standards and guidelines that support cohesiveness and build a strong sense of community.

Quality Development and Redevelopment

Goal 3: Support quality development and redevelopment at appropriate scales

POLICIES

1. Support development and redevelopment that exhibit the physical design characteristics of pedestrian-oriented, store front-style retail and encourage physical activity, alternative transportation, social interaction and activation of the public realm in the Downtown Character Area and it proximity to employment centers.
2. Require that redevelopment and new development include landscape amenities and inviting streetscapes with shading trees at scales and massings appropriate for the character area in which they are located.
3. Require that redevelopment efforts along Main Street and within the Downtown Character Area is compatible with the historic character of this area.

IMPLEMENTATION MEASURES

a. Prepare, adopt and implement mixed-use design standards and guidelines that activate the public realm and include:
    i. Human-scale neighborhood-serving retail, services and other similar uses on the ground floor and residential uses above non-residential space (vertical mixed use); and
    ii. Human-scale neighborhood-serving retail, services, and other similar uses within walking distance to residential areas (horizontal mixed use).
b. Incorporate trees, other landscape amenities and hardscape features such as benches that promote pedestrian activity and use of outdoor spaces.

Character Area Definition

Goal 4: All new development and redevelopment reflects the scale, character and sense of place of the character area in which it is located

POLICIES

1. Define an authentic identity and sense of place at appropriate scales in urban, suburban and rural areas in a manner that reflects and defines the character area's intent, identity, sense of place, small Arizona town feel, desert setting and Safford's history and heritage.
2. Encourage development in suburban areas to be integrated with its desert setting by:
   a. Encouraging desert color palette that is not limited to earth tones;
   b. Incorporating the site's prominent existing natural features (rock formations, etc.) as part of the design, where appropriate;
   c. Supporting contemporary and energy efficient versions of vernacular architectural styles;
   d. Utilizing a drought-tolerant plant palette that emphasizes both the use of native species and precludes the use of non-native invasive plant species near;
   e. Protecting existing food production and fiber agricultural fields;
   f. Establishing trail linkages to surrounding natural areas; and
   g. Maximizing the use of shade devices where most appropriate including planting trees for pedestrians.
3. Encourage development in proximity to the Gila River to be integrated with the riparian ecosystem by:
   a. Incorporating features that help define a river front;
   b. Requiring development in proximity to this area to respect wildlife corridors and natural habitats;
   c. Protecting the integrity, biodiversity and economic potential of the river corridor;
   d. Establishing trail linkages to surrounding natural areas; and
   e. Providing opportunities for habitat integration in site design.

IMPLEMENTATION MEASURES

a. Prepare, adopt and implement design guidelines that reflect the needs and character of each character area.

Active Design and Safe-by-Design Strategies

Goal 5: New development and redevelopment incorporate Active Design and Safe-by-Design principles, strategies and best practices to the extent feasible and possible

POLICIES

1. Encourage principles, strategies and best practices for creating healthier buildings, streets, and urban spaces, based on the latest research and best practices of Active Design. Such guidelines include:
    a. Urban design strategies for creating neighborhoods, streets, and outdoor spaces that encourage walking, bicycling, and active transportation and recreation;
    b. Building design strategies for promoting active living through the placement of design features and indoor and outdoor spaces;
    c. Shade and the reduction of urban heat island effect that encourage outdoor activity by the inclusion of shade trees, landscaping, and shade structures;
    d. LID and Healthy Communities principles and strategies applicable where feasible and appropriate; and
    e. Safe-by-design principles and strategies that reduce crime.
2. Develop regional guidelines for planning and design of development including transportation networks that help define the public realm based on principles of Active Design

IMPLEMENTATION MEASURES

a. Prepare and adopt voluntary Active Design/Safe-by-Design Guidelines in partnership with other jurisdictions, City departments, the housing industry and major stakeholders.

Green Building and Site Design

Goal 6: Encourage green building and site design methods, techniques, and materials.

POLICIES

1. Decrease heat island effect and reduce water run-off through site development strategies.
2. Reduce outdoor water use by encouraging water-efficient practices such as:
    a. Low water use, drought tolerant or native vegetation (xeriscapes) with the exception of local food production and cotton farm fields;
    b. Drip irrigation;
    c. Increase use of reclaimed water and rainwater harvesting; and
    d. Low Impact Development (LID) principles such as preserving and recreating natural landscape features and minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product where applicable and feasible.
3. Reduce indoor water use by installing water-efficient fixtures and appliances.
4. Increase building energy efficiency by incorporating active and passive solar methods of construction.
5. Incentivize the use of local materials for buildings and historically efficient building construction methods and styles.

IMPLEMENTATION MEASURES

a. Periodically update existing codes and regulations to include the latest green methods, techniques and material.

Health Impact Assessment

Goal 7: Explore the benefits of instituting a Health Impact Assessment program for public and publicly-funded projects based on healthy communities' principles

POLICIES

1. Explore implementing Health Impact Assessment processes for publically-funded projects to:
    a. Encourage physical activity through walkability and bicycle ridership;
    b. Increase access to healthy foods via community gardens, roof gardens, urban agriculture, and contained farming;
    c. Improve air and water quality;
    d. Minimize the effects of cyclical climate change and improve climate resiliency;
    e. Incorporate natural areas within the built environment;
    f. Incorporate alternative energy sources;
    g. Include water harvesting and mitigation of heat island effect;
    h. Incorporate complete streets designed and operated to enable safe access for all users, including pedestrians, bicyclists, motorists and transit riders of all ages and abilities where appropriate;
    i. Strengthen the community social fabric;
    j. Support economic viability;
    k. Provide access to livelihood, education, workforce training, health care and other resources; and
    l. Encourage healthy, safe, and energy efficient housing (both owner and renter occupied).

IMPLEMENTATION MEASURES

a. Explore grant funds availability to develop, adopt and periodically update a Health Impact Assessment Program (HIA) in partnership with other jurisdictions, Graham County, City of Safford departments and stakeholders.
b. Partner with local community organizations to explore these.

Environmental Planning Element

Introduction

The Environmental Planning Element includes goals, policies and strategies to address anticipated effects of implementation of plan elements on natural resources using a regional approach. Policies and strategies under this plan element are designed to have citywide applicability. Protection of biological resources is considered an essential component of land-use planning and economic development.

During the General Plan design charrette, the community emphasized the need to incorporate guidance in the General Plan to support the restoration of the Gila River Corridor. Restoration encompasses removal of invasive species, river bank enhancements and habitat restoration as well as the incorporation of hiking and equestrian trails along the Gila River Corridor. Specific policies for the Gila River Restoration are also included in the Growth Areas, the Land Use, and Economic Development elements.

This element implements Arizona Growing Smarter (A.R.S. 9-461.05 and 11-821) mandates and specific requirements related to the Environmental Planning Elelement addressed in the Project 20/20 and/or the City of Safford Water Management Plan. These documents are periodically updated as required by Arizona Revised Statutes.

Intent

This element addresses: environmental planning; cultural resources; visual resources, air and water quality, energy, and climate. This element considers those factors which will need to be addressed in order to preserve, protect, and in some cases, restore the environment to ensure the sustainable future growth and development of the City.

Environmental Planning Guiding Principle

Improve the sustainability of Safford by promoting energy efficiency, protecting water resources, embracing natural resources as economic development assets, and preserving the Gila Valley wildlife corridor, habitats, native vegetation, washes, groundwater, watersheds, and mountain views.

Safford General Plan Design Charrette

Environmental Planning

Goal 1: Protect valuable environmental resources and restore the Gila River to create regional opportunities throughout the Gila Valley

POLICIES

1. Work with regional partners to establish an integrated river restoration program that addresses:
    a. Removal of salt cedar and other invasive wildfire prone and high water consuming plant species;
    b. Restoration of wildlife habitat and corridors;
    c. 100-year floodplain review and possible revisions and flood control;
    d. Feasible alternatives for the channelization of the Gila River;
    e. Opportunities for regional recreation; and
    f. Evaluation of US Highway 191 extension into the North Growth Area.
2. Protect environmentally sensitive riparian areas and wildlife corridors as community assets and as economic development resources for eco-tourism, geo-tourism, and regional user-based passive recreation (nature trails, equestrian trails, nature learning and bird watching)
3. Support Safford's uniqueness by preserving its mountain view corridors.

IMPLEMENTATION MEASURES

a. Work with state, regional and local partners and Graham County Flood Control District to identify funds for the Gila River Restoration Program.

b. Address river restoration program in an integrated manner in conformance to policy direction provided in the Growth Areas, Land Use, Parks, Recreation, Trails and Open Space, Transportation and Circulation and Economic Development elements.

c. Prepare and adopt mountain view corridor protection standards and guidelines and implement these as part of the development review process.

Water Quality, Supply and Demand

Goal 2: Maintain a supply of high quality water that meets the needs of current and future populations

POLICIES

1. Require all proposed development projects to comply with the requirements of the Clean Water Act.
2. Assess the potential detrimental impact on surface and/or groundwater quality of all development proposals.
3. ~~Apply water conservation and reuse and water harvesting methods, techniques and best practices.~~

IMPLEMENTATION MEASURES

a. Work with applicants during the development review process to:

   i. Ensure compliance with Clean Water Act;

   ii. Assess and analyze the potential impact of proposed development on surface and/or groundwater quality; and

   iii. ~~Incentivize water conservation and reuse such as water harvesting, drip irrigation, and use of recycled water.~~

Goal 3: Achieve water sustainability through integrated regional planning that coordinates water supply, demand, management, climate variability, economic growth and environmental protection

POLICIES

1. Explore ways to maximize water resources including water rights acquisition, protection and management.
2. Make beneficial use of ~~effluent~~ reclaimed water for agriculture, regional recreation and environmental restoration where practical and feasible.
3. Maximize available City water assets, including the production and use of reclaimed water for direct reuse, environmental restoration and aquifer replenishment.
4. Increase reliance upon renewable water supplies.
5. Promote the efficient utilization of existing infrastructure and the construction of additional infrastructure needed for a safe, reliable and renewable water supply.
6. Protect groundwater-dependent ecosystems including springs, perennial and intermittent streams and shallow groundwater areas.
7. Minimize effect of development upon water supply for existing and future residents of the City through water conservation measures appropriate to offset the impacts as conditions of rezonings.
8. Apply water conservation and reuse and water harvesting methods, techniques and best practices.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners to prepare an Action Plan for Water Sustainability.
b. Develop incentives to encourage beneficial use of stormwater and other conservation methods.
c. Periodically update the Water and Wastewater Master Plan.
~~c.~~d. Incentivize water conservation and reuse such as water harvesting, drip irrigation, and use of recycled water.

Goal 4: Support efficient water demand management practices and strategies that protect both local and basin-wide water supplies

POLICIES

1. Integrate efficient water demand management practices and strategies in land use decisions.
2. Direct new development to areas ~~that~~ where the City could obtain additional water sources to supplement the existing water supply, or to specific areas within the City's distribution systems that

have capacity to serve additional development. ~~are served by water providers with a renewable and potable supply or the ability to create the same.~~

3. Encourage new construction to implement efficient water practices and use renewable water resources where feasible and available.
4. Encourage the use of renewable water sources including reclaimed water and water harvesting.
5. Encourage efficient investment and coordination for potable and renewable supply, treatment and conveyance infrastructure.
6. Promote, and incentivize, where appropriate, long-term water conservation strategies such as:
    a. Low water use fixtures and appliances in building codes;
    b. Low water use drought tolerant native landscapes;
    c. Drip irrigation;
    d. Increase use of reclaimed water and rainwater harvesting; and
    e. Low Impact Development (LID) principles such as preserving and recreating natural landscape features and minimizing effective imperviousness to create functional and appealing site drainage that treat stormwater as a resource rather than a waste product where applicable and feasible.
7. Require that solar energy generating fields utilize solar technologies that minimize consumption of water.

IMPLEMENTATION MEASURES

a. Work collaboratively with regional partners to prepare an Action Plan for Water Sustainability.
b. Develop incentives to encourage beneficial use of stormwater and other conservation methods.
c. Establish goals for regional water use, decrease the use of wells found in groundwater dependent ecosystems, and increase the use of reclaimed water.
d. Update existing codes and regulations as necessary to include long-term water conservation strategies.
e. Coordinate across departments to prepare and adopt voluntary LID guidelines.
f. Support educational programs on water conservation.
g. Develop guidelines for water efficient solar systems or options to offset water use.
h. Periodically revise and update water conservation and management tools with input from stakeholders and regional partners.

Goal 5: Ensure a sufficient water supply for economic development

POLICIES

1. Prioritize infill and growth areas with economic development potential that are lacking public water service and identify options for cost effective water service to those areas.
2. Encourage water conservation and water efficiency when recruiting new businesses or expanding existing businesses.

IMPLEMENTATION MEASURES

a. Work cooperatively with regional partners to prioritize water supply for new economic development which both provide basic employment (jobs with a multiplier effect) and use water efficiently.

b. Educate potential new businesses on water conservation strategies and approaches.

Goal 6: Acquire additional high quality water sources outside the Gila River impact area to provide for projected growth

POLICIES

1. Actively pursue a program for the acquisition of well sites and existing wells producing high quality water at consistent yields.
2. Formulate an annexation policy to require that development of large tracts in annexation areas set aside well sites or develop additional high quality water sources to supplement the existing water supply system.

IMPLEMENTATION MEASURES

a. Schedule well site and existing well acquisition in the Capital Improvements Program.

b. Prepare and adopt an annexation policy that includes water and well site acquisition strategies.

Goal 7: Continue efforts to increase the yield of the current water supply system

POLICIES

1. ~~Identify needed~~Support upgrades to Bonita Line to carry maximum flows ~~to~~ from Bonita source identified in the 20/20 Vision Water System.

IMPLEMENTATION MEASURES

a. Schedule identified upgrades in the Capital Improvements Program.

b. Periodically update the Water and Wastewater Master Plan.

Goal 8: Reduce water system demand and the growth of future demand through water conservation strategies

POLICIES

1. Implement the provisions of the Water and Wastewater Master Plan and the Emergency Water Management Plan.
2. Continue to expand water use education programs.
3. Require new development to utilize drought tolerant native plants and efficient watering systems.
4. Encourage and promote the planting of low-water-use lawns and plants throughout the City.

IMPLEMENTATION MEASURES

a. Periodically update the Water and Wastewater Master Plan and the Emergency Water Management Plan.

b. Continue to fund and support water use education programs.

c. Periodically update the Landscape Ordinance to incorporate the latest water conservation strategies, methods and techniques.

~~d. Periodically update the Water and Wastewater Master Plan.~~

Goal 9: Implement existing and emerging technologies and best practices ~~for the recycling and reuse of water~~ to maintain the current level of water quality

POLICIES

1. Continue to monitor water quality and incorporate existing and emerging technologies and best practices as needed to maintain the current level of water quality.

IMPLEMENTATION MEASURES

a. Periodically update the Water and Wastewater Master Plan.
b. Explore the cost-effectiveness of developing ~~a~~a treatment plant for potable water.

Air Quality

Goal 10: Continue to maintain high standards of air quality for visibility and the health benefits of clean air

POLICIES

1. Continue to monitor and reduce ambient (outdoor) air pollutants throughout the City.
2. Require all development projects to follow City dust control procedures.
3. Continue to enforce and monitor all applicable permits and standards to reduce air pollutants in the City including fugitive dust, asbestos and open burning.
4. Encourage land use patterns and transportation alternatives (walk, bike, and ride) that support the reduction of automobile emissions.
5. Work collaboratively with health providers to identify strategies to reduce adverse health impacts related to air quality such as increases in Valley Fever and other respiratory diseases.

IMPLEMENTATION MEASURES

a. Update and amend as needed City ordinances related to monitoring and reducing air pollutants.
b. Continue to enforce and implement and periodically update standards requiring the use of resurfacing and vegetative ground cover on parking and access areas for all commercial and industrial developments.
c. Continue to implement existing dust, asbestos and open burning regulations and periodically update City ordinances related to reducing air pollutants.

Cultural Resources

Goal 11: Recognize and preserve significant prehistoric and historic cultural resources for the benefit of future generations of Safford residents

POLICIES

1. Take every legal measure necessary to prevent the destruction and integrity of significant prehistoric and historic cultural resources
2. Continue to identify funding sources to assist in the stabilization and preservation of significant prehistoric and historic cultural resources.

IMPLEMENTATION MEASURES

a. Update and amend as needed City ordinances related to the preservation of significant prehistoric and historic cultural resources.

Night Skies and Visual Resources

Goal 12: Protect night skies and mountain views along with other visual resources that define the character of Safford

POLICIES

1. Continue to enforce the preservation of darks skies to support and invigorate astronomy research and related industries.
2. Continue to strictly regulate the placement and design of view impeding structures such as billboards, communication towers, and multi-story buildings.
3. Protect mountain views through site design techniques.
4. Prevent the unnecessary destruction of established mature pecan trees, Arizona Ash, and evergreen trees that define the character of Safford while supporting drought tolerant landscapes on new development.

IMPLEMENTATION MEASURES

a. Continue to periodically update the Sign Ordinance and Outdoor Lighting Code to regulate light pollution, protect night skies and prevent the proliferation of billboards.
b. Prepare, adopt and implement mountain view preservation site design standards and guidelines.

Energy

Goal 13: Increase reliance on clean alternative energy sources to reduce the City's carbon footprint

POLICIES

1. Incentivize passive and active solar methods of site design and building construction in new development and redevelopment.
2. Explore solar and wind as clean alternative energy systems.

IMPLEMENTATION MEASURES

a. Identify incentives for the incorporation of passive and active solar in new development and redevelopment.

b. Prepare and adopt guidelines for low-water consumption solar energy fields.

c. Prepare and adopt guidelines for the incorporation of solar energy features in historic buildings.

d. Establish education programs that explore the advantages of clean alternative energy sources.

e. Identify funding sources such as Choice Neighborhoods that address multiple aspects of redevelopment including establishment of energy efficient systems.

Public Services and Facilities Element

INTRODUCTION

The City of Safford provides design, management and maintenance of the sanitary sewer system including conveyance and treatment systems citywide and within its service area. The extension of sewer lines is the most significant public works infrastructure tool the City has to guide growth and development into its infill and designated growth areas. Safford delivers sanitary sewer service to the City of Thatcher and portions of the unincorporated area of Graham County. Sanitation is provided to rural areas currently outside of the Sewer Service System by individual septic tanks.

The City of Safford currently owns and operates the Graham Landfill. Waste collection and recycling are services provided by the City.

The City of Safford also provides police and fire protection services. Emergency Management services are provided by Graham County. This element includes goals, policies and implementation strategies for: wastewater system; waste removal; recycling and solid waste; flood control as it pertains to working collaborative with Graham County Flood Control District; public safety and emergency services, which includes police, fire and Emergency Management Services (EMS); Healthy Community best practices as they related to the provision of public services and infrastructure; communications; and guidance for the establishment of an Integrated Facilities Systems a general plan monitoring system designed to evaluate facilities planning in an integrated manner.

INTENT

This element addresses those public services and facilities owned, managed and operated by the City of Safford for which the City of Safford has jurisdictional responsibility and includes the supporting goals and policies necessary to provide the high quality services envisioned by the community.

Public Services and Facilities Guiding Principle

Safford supports high quality public services, efficient, cost-effective facilities and the sustainable infrastructure required to serve the current and future populations and needed to support the high quality of life desired by its residents.

Safford General Plan Design Charrette

Wastewater System

Goal 1: Efficiently manage and operate the City's wastewater system

POLICIES

1. Enhance opportunities for aquifer recharging at water reclamation facilities to:
    a. Increase our existing water supply; and
    b. Diversify our regional water resources.
2. Support future sewer system expansions into the City's designated growth areas.
3. Encourage growth in areas with or in close proximity to existing infrastructure.
4. Utilize existing right-of-way for the placement and realignment of public sewer systems while preserving environmentally sensitive areas through a coordinated approach.
5. Continue to support development of regional economic opportunities and new development through well planned, infill sewer system capacity expansions.
6. Continue to improve operational efficiencies to reduce costs.
7. Periodically review policies that recover costs associated with new development to ensure that growth pays for itself.
8. Continue to monitor emerging technologies in wastewater and consider new technologies that improve cost and operational efficiencies within the public sewer system.

9. Incorporate emerging technologies and alternative design and construction practices into guidelines and standards that facilitate new development.
10. Include land use planning in the evaluations and planning for sewer system expansions.
11. Support local businesses by reducing sewer connection fees.

IMPLEMENTATION MEASURES

a. Integrate land use planning changes into sewer system planning.
b. Establish strategies to support infill close to existing sewer infrastructure and to feasibly extend infrastructure to support designated growth areas.
c. Update the Water and Sewer Master Plan to include Priority Development Areas to guide sewer extension projects.
d. Identify shovel-ready, City-owned sites and designate these as Priority Development Areas.
e. Continue to explore opportunities for aquifer recharge via water reclamation facilities.
f. Assure that sewer conveyance system extensions prioritize designated growth areas.

Waste Removal, Recycling and Solid Waste

Goal 1: Waste removal, recycling and solid waste are efficiently and safely managed to protect public and environmental health

POLICIES

1. Continue to identify safe and efficient strategies and promote educational programs for waste removal, reduction, repurposing and recycling.
2. Work with regional partners to ensure that hazardous and non-hazardous wastes are managed in an environmentally sound manner.
3. Encourage resource recovery from waste materials through suitable incentives and efforts.
4. Work with regional partners to provide remedial responses and/or provide oversight to the uncontrolled releases of hazardous and petroleum substances into the environment.
5. Continue to work with all service providers in the provision of solid waste and recycling services.
6. Consider revenue and/or amenity generating opportunities for the utilization of closed landfills for other appropriate land uses such as parks and open space.
7. Secure financial resources to comply with regulatory requirements in landfill closure activities.

8. Work collaboratively with community partners to reduce the amount of food waste entering landfills through public-private waste reduction programs.

IMPLEMENTATION MEASURES

a. Continue to enforce inspection of septic tank cleaners, liquid waste haulers and pumper trucks on an annual basis.
b. Continue to safely and efficiently implement the Waste Tire Program.
c. Work with all jurisdictions in the region to establish and financially support a Regional Household Hazardous Waste program.
d. Develop and update periodically a public education program to educate the public about waste removal programs and the benefits of recycling.

Flood Control

Goal 1: Continue to address citywide flood issues

POLICIES

1. Continue to work with Graham County Flood Control District to address citywide flood control issues.
2. Work with Graham County and Town of Thatcher on regional opportunities such as the establishment of a Gila River Restoration Project that aims at removing lands from the flood plain and at increasing economic development opportunities along the Gila River corridor.

IMPLEMENTATION MEASURES

a. Establish the regional partnerships necessary to support the Gila River Restoration Project.
b. Continue to work with Graham County Flood Control District to identify safe and efficient strategies for flood control to address citywide flood issues.

Public Safety and Emergency Services

Community Threats, Hazards and Emergency Preparedness

Goal 1: Support collaborative, community focused emergency planning

POLICIES

1. Work with regional partners to support health initiatives, programs, and the development of effective plans and resources to protect life and property from public health threats and other emergencies.
2. Support and participate in regional hazard mitigation efforts.
3. Monitor and mitigate drought related socio-economic and public health impacts that decrease air and water quality.

IMPLEMENTATION MEASURES

a. Increase the City capacity to respond to public health emergencies by strengthening the partnership with regional agencies and adjacent jurisdictions.

b. Integrate flood mitigation and response to include specific flood response activities including area specific warning dissemination.

c. Evaluate the community's level of preparedness for power outages triggered by natural events such as flood, wildfire, and drought.

d. Continue to promote awareness of and access to resources for extreme weather events such as acute air quality, wildfire and flooding events.

Public Safety and Law Enforcement

Goal 1: Create a safe environment through the support of public safety and law enforcement

POLICIES

1. Support the Safford Police Department programs, partnerships and crime prevention, proactive inmate management and public safety strategies to increase public safety and create a safe environment.
2. Increase coordination between behavioral health and public safety professionals.
3. Support the Safford Police Department facility expansion needs.

IMPLEMENTATION MEASURES

a. Support educational programs of the Safford Police Department.

b. Utilize social media as a way to disseminate crime prevention tips and share information effectively with the community.

c. Continue to develop partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations.

d. Consider Safford Police Department facilities expansion needs when considering a centralized one-stop government center facility for the provision of government services.

Fire Services

Goal 1: Ensure the provision of fire service within the Safford Fire Department Service area

POLICIES

1. Continue to support the Safford Fire Department needs and programs to effectively serve the planning area.
2. Ensure safe and efficient access to fire trucks and other emergency vehicles to all development and redevelopment.
3. Continue to encourage fire safety in the design of new residential and nonresidential construction.

IMPLEMENTATION MEASURES

a. Require all rezoning applications for urban land uses located within a rural area to include a letter from the Safford Fire Department acknowledging ability to provide adequate fire protection.

b.

Healthy Communities Best Practices

Goal 1: Align Safford public facilities mission with healthy community principles

POLICIES

1. Encourage new City public facilities and the expansion of older public facilities to:
   a. Complement the scale, massing, character and identity of adjacent neighborhoods to create an authentic sense of place;
   b. Incorporate courtyards, plazas, pocket parks, landscape amenities including shade trees, and public art to increase community interaction and create safety by design;
   c. Be grouped where feasible and appropriate to provide complementary public services, have compatible functions to become a one-stop center to have multiple, cross-departmental benefits from such structures;
   d. Incorporate mixed-use compatible with Safford scale in Downtown areas and in proximity to employment centers in the North Growth Area when designing new or expanding existing facilities to provide support services and retail that meet the needs of the community;
   e. Locate in areas accessible by multiple forms of transportation (walking, biking, and transit);
   f. Integrate pedestrian oriented features and bicycle facilities (parking, showers, etc.) to discourage automobile dependence and support active and healthy lifestyles;
   g. Provide outdoor opportunities for farmers' markets, healthy foods and community gardens, and multipurpose community events;
   h. Provide flexibility in the design of facilities to accommodate changing needs (meeting spaces, art studio space, temporary work space for small businesses and ventures, job and skill training, health programs, etc.);
   i. Support economic development efforts; and
   j. Protect environmental resources.

IMPLEMENTATION MEASURES

a. Prepare and adopt design guidelines based on healthy community principles for City public facilities.

COMMUNICATIONS

Goal 1: Improve reliability of fiber for internet connection and wireless systems

POLICIES

1. Work with internet and wireless systems providers to ensure fast, efficient and reliable communication.

IMPLEMENTATION MEASURES

a. Continue to work with private service providers to ensure a fast, efficient and reliable citywide internet and wireless communications system.

INTEGRATED FACILITIES SYSTEM

Goal 1: Explore the possibility of establishing a citywide Integrated Facilities System

POLICIES

1. The Integrated Facilities System (IFS) will:
   a. Integrate land use decisions with transportation systems, water and sanitary sewer infrastructure, library district, parks and recreation, safety, and other City services and facilities;
   b. Prioritize, schedule and identify funding for ongoing maintenance of City-owned, managed and operated public facilities and infrastructure;
   c. Continue to focus on inter-departmental collaboration to periodically assess the needs and deficiencies of each designated character area and growth area;
   d. Provide shared access among departments to databases to reduce duplication of efforts;
   e. Minimize costs, maximize resources and ease the process of grant writing and funding identification by working collaboratively;
   f. Rely on public/private partnerships for the provision of services, where applicable;
   g. Provide higher quality public facilities and services;
   h. Assist in monitoring General Plan progress; and

i. Consider climate preparedness and extreme weather event emergency support needs such as heating and cooling stations in Safford's public facilities and infrastructure planning.

IMPLEMENTATION MEASURES

a. Work collaboratively with City departments overseeing public facilities operation and management to prepare, adopt and implement IFS program that helps monitor General Plan progress.

Public Community Services Element

Introduction

Public community services such as continuing education, health care improvement, recreation, library and other community services and programs improve the quality of life of residents and attract visitors. These element addresses those public community services managed, operated and/or funded by the City of Safford.

Located in the Historic Safford Central Business District, the Safford City-Graham County Library enriches lives and builds community through opportunities to learn, know, interact, and grow. It houses the Safford Mayor and Council Chambers. The Library's resources, community involvement, and leadership help people of all ages, from all walks of life, on their journey to reach their full potential. Embracing the principles that excellence must be defined locally, be attainable for library branches of any size, and be dynamic by nature, the Library provides free programs and services that make learning fun, transcends barriers, and improves lives.

Intent

This element addresses education, health, recreation, library, and other public community services and programs needed to serve the current and future populations as envisioned by Safford's residents.

Public Community Services Guiding Principle

Safford supports high quality public community services with efficient, cost-effective facilities and the programs required to serve the current and future populations and needed to support the high quality of life desired by its residents.

Safford General Plan Design Charrette

Public Community Services

Goal 1: Support the education, health, recreation, library programs and services needed to serve the current and future populations

POLICIES

1. Continue to support regional partners in the provision of needed services.
2. Continue to support the education, art, recreation, library, health, and workforce public programs needed to improve the quality of life desired by local residents and businesses.

IMPLEMENTATION MEASURES

e. Maintain and strengthen public/private partnerships with service providers, non-profit sector, and other jurisdictions for the provision of quality public community services, identification of funding, and needed coordination and support to ensure that such services appropriately serve the current and future populations.

Safford City-Graham County Library

Goal 1: Support the Safford City-Graham County Library as a vital community asset for the provision of a variety of services

POLICIES

1. Support the library's vital functions by adhering to its approved strategic plan.
2. Encourage the library's role as a destination, place of discovery and an active partner in community building, economic development and lifelong learning.
3. Support existing library initiatives, programs and collaborative resources; increasing access and educational opportunity, giving children a strong start in learning and providing places where patrons and visitors, young and old can pursue learning in a collaborative, creative environment.

IMPLEMENTATION MEASURES

a. Work collaboratively with the Safford City-Graham County Library in the development, approval, evaluation and implementation of its strategic plan.
b. Seek grant opportunities to support or expand existing library programs and explore innovation.
c. Design future facilities or expansion/renovation of current facilities to include flexible spaces and the latest technological infrastructure.
d. Maintain an adequate budget to provide for the needs of changing collections including electronic resources.

Cost of Development Element

INTRODUCTION

Economic growth is an essential to ensure adequate revenue to support the City of Safford programs and services prioritized by the Mayor and Council and the community. Essential to economic growth is new development and redevelopment that contributes impact fees, sewer fees, water fees, and processing fees. In conformance with Arizona statutes requirements, this element addresses three key components:

1. It defines the term "**fair share**." State legislation allows the City to define this term based on its unique needs and resources and relates to the portion of costs of infrastructure necessary to support new development to be paid for by developers;
2. It establishes a **measure of fairness**. This guarantees that costs borne by new development result in a benefit to the development; and provides a reasonable relationship between development costs and the burden imposed on the City of Safford for providing additional necessary public services for the development. It is not the intent of the Cost of Growth element to overburden the growth industry or be a disincentive to private sector capital investment in the development of quality residential, mixed use and commercial enterprises; and
3. It identifies various **options** that can be used to fund and finance additional, necessary public facilities and services.

The Cost of Development Element addresses meeting community needs for infrastructure and services in an equitable and reasonable manner. The Cost of Development Element cannot and does not address development that has already occurred; it is limited to new development and redevelopment of existing sites. This element meets the intent of the Cost Development Element required in Arizona Statutes.

INTENT

This Cost of Development element establishes the goals and policy framework for developing implementation measures that will result in public-private cost sharing of capital facilities and services needed to serve new development and redevelopment. These measures clarify the roles of the public and private sectors, which are critical to achieving the City's economic development.

Cost of Development Guiding Principle

Develop implementation measures that will result in public/private fair cost sharing of capital facilities and services needed to serve new development and redevelopment.

Safford General Plan Design Charrette

Integrated Infrastructure and Land Planning

Goal 1: Maximize the efficient use of land by planning land uses and infrastructure in designated Growth Areas and redevelopment areas in an integrated manner

POLICIES

1. Encourage the development of retail, commerce, employment and mixed-use residential projects in Growth Areas and in other character areas where infrastructure is in place or planned.

IMPLEMENTATION MEASURES

a. Target infrastructure expansion land uses appropriate in size and location for future employment and revenue generating development to those areas of the City identified as Growth Areas and redevelopment areas.

b. Minimize barriers for future employment or revenue generating land uses through the use of tools such as Transfer of Development Rights and other land mitigation strategies where reasonable and appropriate.

c. Consider the cost/benefit ratio of new development proposed in designated Growth Areas as part of the approval process.

d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects and work out innovative development terms to help fund the infrastructure improvements.

e. Prepare and implement an Economic Development Strategy that aggressively markets designated Growth Areas and Commercial Corridors such as US Highways 70 and 191 to potential employers, retailers and commerce.

Goal 2: Maintain a water supply adequate to meet requirements for growth and development within Safford Character Areas and Growth Areas

POLICIES

1. Implement the water resources goals, policies and implementation strategies contained in the Environmental Planning Element.

IMPLEMENTATION MEASURES

a. Update the Water Master Plan to reflect the direction of this General Plan.

Goal 3: Systematically expand and improve fire, police and administrative facilities to meet existing and future needs

POLICIES

1. Schedule needed fire, police and administrative facilities expansion and improvements in the City of Safford Capital Improvements Plan.

IMPLEMENTATION MEASURES

a. Annually review the Capital Improvements Plan to schedule needed updates.

Cost Recovery

Goal 4: Recover the cost of public facilities and services required to serve new development or redevelopment that are not met by impact fees, wastewater fees and other development related fees or taxes.

POLICIES

1. Identify all legally available financial mechanisms to recover the cost of public facilities and services required to serve new development and redevelopment.

IMPLEMENTATION MEASURES

a. Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, community facilities districts, development fees, in-lieu fees, facility construction dedications, service privatization, and consolidation of services.

b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the City by new development to provide services to such development.

c. Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility.

d. Update development fee studies on a regular basis to ensure establishment of reasonable fees.

e. Encourage the growth or relocation of industries that generate local tax revenue and employment.

f. Encourage planned development as it also generates local tax and employment.

g. Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.

Goal 5: Achieve Fairness in allocating the costs of new development

POLICIES

1. Balance public and private interests to achieve fairness in allocating the costs of new development with sensitivity to impacts on housing costs and housing affordability.
2. Recognize the non-monetary burden that places a cost on development in the form of time delays, land set-asides, or expensive entitlement processes.
3. Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project).
4. Establish development incentive areas or other incentives, such as an Infill Incentive District, Mixed-use District, Central Business District, or Arts District that may allow reduced cost recovery obligations for projects to foster development activity within those areas as well as other community benefits such as additional recreation, affordable housing, and mixed uses.

IMPLEMENTATION MEASURES

a. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities.

b. Ensure that the identified benefits of the new public facilities and services are received by the development charged with paying for them.

c. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services.

d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and Commercial Corridors (US Highway 191 and 70).

e. Allow infrastructure to be incrementally brought on line, or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk.

f. Consider new opportunities for using best practices in public/private partnerships.

Impact of Development on Regional Systems

Goal 6: Work with regional partners to address the impacts of development on regional systems.

POLICIES

1. Seek local and regional cooperation to address the impacts of development on regional systems and to identify new or enhanced revenues for regional infrastructure.

IMPLEMENTATION MEASURES

a. Work collaboratively with Arizona Department of Transportation, SEAGO, Graham County, Town of Thatcher and other partners in seeking new and additional revenue-sharing opportunities from State or Federal sources for designing, constructing, and maintaining facility improvements that impact and/or benefit the region such as the Gila River Restoration Project and the US Highway 191 extension along the Growth North Area.

b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.

c. Working collectively with regional partners seek new or additional revenue-sharing opportunities from the State of Arizona.

Additional Revenue Sources

Goal 7: Identify and secure additional revenue sources

POLICIES

1. Identify additional revenue sources to provide supplemental revenues and ensure that adopted Levels of Service standards are maintained.

IMPLEMENTATION MEASURES

a. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the City, property owners, investors and developers to complete new development projects.

b. Consider prioritizing public maintenance of infrastructure improvements depending on critical importance to the City.

c. Assign costs for maintenance over a long term budget, and budget for costs.

Available Mechanisms to Fund and Finance Development

The City of Safford has a menu of options it can use to fund and finance development costs to allow the public and private sectors to partner and find the best cost recovery approach for each new development. The City also has the flexibility to adjust such approaches as additional methods become available. Currently available funding options which should be fully utilized when expecting new development to pay for the cost of growth include:

1. Pay-As-You-Go out of Current Revenues

This is generally considered the optimum way to pay for service expansion. Current revenues generally consist of primary and secondary property taxes, state excise use taxes, state-shared revenues, user fees, and grants. These revenues are usually necessary to fund day-to-day City operations. While all organizations would prefer to pay for items with current revenues, this is not often feasible since revenues usually follow development while most service expansions must occur prior to or simultaneously with development. Additionally, County expenditures are limited annually by the State Constitution and significant expenditures for infrastructure expansion would cause the City to exceed the limitation.

2. Grants and Low-Interest Loan Programs

A variety of grants may be available to the City from federal, state, and regional agencies. The City has actively pursued and received funding from several agencies and should continue to pursue grants through the Community Development Block Grant Program (general community improvements), State of Arizona Heritage Fund (parks and recreation facilities), and the Governor's Office (health and safety). Additional existing and future funding sources should be investigated as potential financial partners.

3. Property Taxes

The City does have a property tax.

4. General Obligation Bonds

The most commonly utilized large project financing method in the United States is the General Obligation Bond. This is an inexpensive way to finance projects because the bonds' repayment is based on the taxing authority of the jurisdiction and repaid with secondary property taxes. Voter approved property tax supports the issuance of any General Obligation Bonds.

5. Revenue Bonds

Revenue bonds are a method of borrowing to finance service expansions. The bonds are paid back through future revenues that are legally pledged to the bond issuer. Revenues generally utilized for debt service are Highway User Revenue Funds (payments made to the jurisdiction from state taxes), and connection user fees for wastewater service. Use of these bonds must be approved by a public vote.

6. Certificates of Participation

These are methods of borrowing that are paid back by the City General Fund. They are not legally tied to a specific revenue stream, such as revenue bonds. These methods can be utilized by action of the City of Safford Mayor and Council and are not subject to public vote. They are usually secured by the sale and lease back of city buildings.

7. Development Impact Fees

These are fees that are established by the City based on the cost of expanding services to accommodate new development. Development impact fees are then included as part of the development cost. Development impact fees can be fairly narrow in scope. Impact fees must be monitored and updated to ensure they are maintaining adequate funding levels without impeding the quality of development the City desires to attract.

8. User Fees

These are fees that are charged for services provided by the City. The most significant user fee is for wastewater services. User fees cover not only operating costs but also service the debt for financing expanded services.

9. Improvement Districts (Special Taxing Districts)

Improvement Districts can be formed to implement a specific improvement for a particular area of the City as a special assessment district. An improvement district can only be formed by petition of the majority of the property owners in the affected area. This funding mechanism is typically used for neighborhood road improvements, street lighting, utilities and revitalization programs such as the formation of Arts District and others.

10. Community Facilities Financing Districts

The property owners (generally the developer) in the area to be benefited by the project can agree to have the City assess the future property owners to pay back the cost of improvements as a property tax. Improvements can include roads, utilities and enhancements such as parks and recreation. The City of Safford has not used this financing mechanism to date.

11. In Lieu Fees

These are fees that can be used to mitigate or offer alternatives to building required infrastructure such as a park. An in-lieu fee can be made instead of installing a park when the development is small.

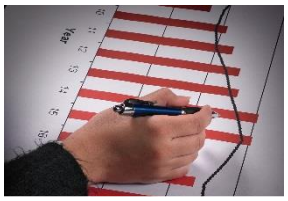
Existing Method of Recovery

The following table summarizes the City's existing methods for cost recovery for infrastructure improvements.

City of Safford Existing Methods of Cost Recovery for Infrastructure Improvements

Infrastructure Type	Impact/ Capacity Fees	Revenue Bonds	General Fund	Other Fees
Wastewater	X	X		Connection & user fees
Water	X	X		Connection & user fees
Police Department			X	
Fire Department			X	
Transportation		X	X	
Parks and Recreation			X	User Fees
Solid Waste				User fees
Library			X	

General Plan Administration



Introduction

This chapter provides guidance to administer, amend and interpret the City of Safford General Plan. The General Plan is the product of a sixteen-month planning process, including extensive community involvement, the engagement of all levels of government, the coordinated efforts of various City departments and the review and support of community leaders, residents, business owners, property owners, other stakeholders, adjacent jurisdictions, and regional and state agencies.

This chapter ensures that future amendments of the General Plan further Safford's vision and strengthen the Gila Valley region, and that the vision, goals, and policies are implemented in a fair and equitable manner. A Guidance Team made up of City department directors, Planning and Zoning Commission and adjacent jurisdictions' representatives, and the consultant team produced and review the General Plan. The analysis included in the Background and Current Conditions volume and the inclusive and extensive community engagement program serve as the foundation for the preparation of this volume of the General Plan.

Policies included in this General Plan are not intended to be applied to land being developed which has already been through legislative review and approval in the City.

General Plan Authority

All policies and implementation measures included in this General Plan follow all applicable federal, state and City of Safford laws and regulations, as may be amended. Safford is committed to protecting private property rights. This General Plan is an important tool in land use planning. It serves as a roadmap for future development. It also protects grandfathered property rights for existing entitlements. The City of Safford recognizes the economic recession and the role new planned development plays in shaping our community and economic future. As such, this General Plan balances the benefits of policies applicable to development and the cost of compliance. This must be done to achieve sustainable growth, provide affordable housing, retain existing businesses, and attract new retail and commercial centers, and companies seeking to invest in job creation in the Gila Valley region.

Authority and direction to plan come from the Revised Arizona State Statutes, expressly the Growing Smarter and Growing Smarter Plus Acts, as amended as well as other directives embedded in Statute. Community involvement was conducted as outlined in the Public Participation Plan adopted at early stages of the General Plan planning process by Safford Mayor and Council as required in Statute. The Public Participation Plan is provided under separate cover.

General Plan Administration

Once the General Plan is adopted, overall day to day administration of the plan falls under the Planning and Community Development Department. Under the guidance of the Planning and Community Development Director, the Plan Monitoring Team (PMT), consisting of different City departments will monitor and oversee General Plan progress. For infrastructure planning, one of the purposes of the Integrated Facilities Management System is to make informed team decisions. Annually, the PMT will submit a written report summarizing the General Plan progress to the City of Safford Planning and Zoning Commission (The Commission). The Commission will evaluate progress and work with the PMT to determine implementation measures that need to be included in the annual the City's Capital Improvements Program.

There are many policies and implementation measures in Safford's General Plan, and they serve different purposes. Most of the policies and measures provide direction to City officials and City staff often working in multidisciplinary teams with other jurisdictions, regional agencies, the non-profit sector and the private sector. Most of the direction in the Economic Development, Public Services and Facilities, and Public Community Services and Facilities elements fall under this category.

Planning tools used to implement the General Plan include the rezoning and Community Master Plan (CMP) processes in accordance to the needs of each distinct character area defined in text and map form in the Land Use and Character Areas Element. Most of these policies appear in the Growth Areas, the Land Use and Character Areas, the Transportation and Circulation, the Parks, Recreation, Trails and Open Space, and the Community Design elements.

There are also policies which serve both purposes. A policy may be primarily directed internally to the City of Safford, however may also be applied to a rezoning or CMP, depending on the size or location of the request. General plan policies are not applied directly to subdivisions or development plans without having been addressed as a condition in a rezoning or CMP approval.

Exceptions are decisions made by a design review committee or when the basis of a general plan policy has been codified into a City ordinance.

Additional planning tools that may be use to implement the General Plan include the preparation of area plans, neighborhood plans and redevelopment plans. These planning processes are described later in this section.

Administration and implementation of the character areas and land use components of the plan fall primarily with the City of Safford Planning and Community Development Department in consultation with other City departments and the City Engineer. The General Plan Implementation Element further describes the process of plan implementation.

General Plan Interpretation

Interpretation authority of any part or parts of this General Plan document lies with the Planning and Community Development Director. Any decision as to application of a specific policy is made by the Planning and Community Development Director in consultation with the director(s) of the department(s) responsible for the implementation of the policy. Appeal of a General Plan interpretation may be made to the City of Safford Mayor and Council.

The words "guideline" or "guidelines" are assumed to mean "voluntary", unless another explanation is provided in context of a specific use of the word. The words "standard" or "standards" are assumed to mean a requirement, unless an explanation is provided in context of a specific use of the word.

Rezoning Process and General Plan Compliance

The growth areas, land use character areas, and proposed transportation/circulation maps included in the Growth Areas, Land Use and Character Areas, and Transportation and Circulation elements set the framework for how the City will grow over time, most notably over the next ten to twenty years. One way of implementing the General Plan and particularly the Land Use and Character Areas Element, is through the rezoning process. This requires a legislative action of the City of Safford Mayor and Council.

Applicable policies are considered in this legislative process. All rezoning requests, CMPs and Planned Area Developments (PADs) must demonstrate conformance to the Character Area Map. Approval of subdivision plats and development concept plans may be necessary to implement a rezoning and its conditions of approval. It is not the intent to mandate land use policies of this plan independently to subdivision plats and development concept plans.

An applicant for rezoning may request any zoning district, except where noted, that conforms to the density requirements and policy direction of the character area in which the property is located. Following review of the application, Mayor and Council, if it desires to approve the project, subject to proper notice, may approve it for any zoning district that it feels best serves the need of the project and the community.

An applicant for rezoning may seek reduction of the minimum density requirement from the Planning and Community Development Director if the applicant believes that environmental site constraints preclude the ability to achieve the minimum density. The Planning and Community Development

Director's decision may be appealed by the applicant to the Mayor and Council hearing for the rezoning request.

Rezoning applications required to provide open space may propose either natural or functional open space, except where natural open space is required. The City of Safford Mayor and Council may require that additional natural or functional open space over what was proposed be provided depending on the context of the proposed rezoning and its adjacent uses. Connectivity to planed or existing trails, bicycle routes or share paths is required on all rezonings at the discretion of the City Engineer.

Site Analysis

Applicants for rezoning of any parcel greater than one acre in size to be developed at a residential density of four or more residences per acre; or greater than one acre in size to be developed for non-residential uses; or greater than five acres in size shall submit a Site Analysis prepared in accordance with all applicable Safford Zoning code requirements.

Map Interpretation

The Character Areas Map included in the Land Use and Character Areas Element lay out a framework for growth and development in the City of Safford. The land use designations permitted within each character area on the Character Areas Map provides a flexible mechanism to assure that rezonings and CMPs' approvals are consistent with this General Plan. Rezoning and CMP applications must comply with this General Plan. In addition, staff reports for conditional use applications should include an analysis of the request in relation to the policies and character area designations of the General Plan.

General Plan maps are created using Geographic Information Systems (GIS) digital information from a variety of sources. Based on best available data and practices, digital files and hard-copy maps may contain errors. Precision may change over time as new technologies and sources are implemented. Maps are for general reference and are not intended for project level planning. Information on Character Area boundaries and other considerations can be obtained from planning staff.

General Plan Adoption, Amendments, and Updates

Arizona Revised Statutes provide the framework for the adoption of, update, and amendments to general plans. The general plan shall conserve the natural resources, ensure efficient expenditure of public monies and promote the health, safety, convenience and general welfare of the public. Pursuant to Arizona Revised Statutes, this section of the General Plan includes definitions for General Plan Update, Major Amendments and Minor amendments.

GENERAL PLAN UPDATE

A General Plan Update is initiated by the City of Safford Mayor and Council and includes the adoption of a new general plan or the update or re-adoption of the existing general plan. The adoption of a new general plan or the update or readoption of the existing general plan shall be approved by an affirmative vote of at least two thirds of the members of the City Council and ratified by the voters pursuant to ARS 9-461.06L when the City reaches the population thresholds or annual growth triggering the ratification process. All general plan updates are subject to the public participation goals and policies provided in the Public Participation Plan available under separate cover.

A General Plan Update shall be conducted at least once every ten years. However, changing conditions may warrant a General Plan update on a more frequent basis as determined by the City of Safford Mayor and Council.

GENERAL PLAN POLICY AMENDMENTS

Adding a new element or substantially changing one or more elements of the General Plan prior to performing a full ten-year General Plan Update shall be processed in accordance with the process for a Major Amendment described later on this section. It must follow the adopted Public Participation Plan included under separate cover. This type of amendment may be initiated at any time of the year by the City of Safford Mayor and Council or the Planning and Zoning Commission.

A change to one or more individual general plan goals or policies for the purposes of clarification that do not change the overall intent of the element does not constitute a major amendment of the general plan and can be performed by staff as needed.

BACKGROUND AND CURRENT CONDITIONS TECHNICAL REPORT AMENDMENTS

The Background and Current Conditions Technical Report summarizes the data and analysis conducted and enumerates physical and regulatory opportunities and constraints guiding the policy framework of the General Plan. This volume of the General Plan, along with the public input, serves as the foundation for the formulation of the vision, guiding principles, goals and policies. As a technical supplement, it can be updated as newer data becomes available. Due to its non-regulatory scope, this document can be updated administratively as needed by City of Safford staff under the direction of the City of Safford Planning and Community Development Director.

GENERAL PLAN MAJOR AMENDMENT

The annual plan amendment program described in this section provides an opportunity to address oversights, inconsistencies or land use related inequities in the General Plan or to acknowledge significant changes in a particular area since the adoption of the plan or plan update.

Pursuant to Arizona Revised Statutes, it is up to the City of Safford to develop the criteria for major and minor amendments of the General Plan. In Safford, a Major Amendment to the General Plan may be initiated by the City of Safford Mayor and Council or requested by private entities. Major Amendments are considered once each year pursuant to Arizona Revised Statutes.

Major Amendment applications must be submitted within the same calendar year they are being considered at a single public hearing. A Major Amendment must be approved by an affirmative vote of at least two-thirds of the members of the City of Safford Mayor and Council and is subject to the public involvement procedures included in Public Participation Plan adopted by the City of Safford Mayor and Council and provided under separate cover.

Major Plan Amendment Application and Approval Requirements

Pursuant to Arizona Revised Statutes, a major amendment is defined as a "substantial alternation of the municipality's land use mixture or balance as established in the municipality's existing general plan land use element." It is up to the municipality to develop the criteria that meets this definition.

1. All Major Amendment applications must be submitted within the same calendar year they are being considered at a single public hearing.
2. All Major Amendments shall be approved by an affirmative vote of at least two-thirds of the members of the City of Safford Mayor and Council and are subject to the public participation goals and policies provided in the Public Participation Plan adopted by the City of Safford Mayor and Council and provided under separate cover.

Criteria for Major Plan Amendments

The following criteria are used to determine whether a proposed amendment to the Land Use and Character Area Element of the General Plan, or any subsequently adopted CMPs or PADs substantially alter the mixture or balance of land uses. A Major Amendment is any development proposal that meets the following criteria:

1. A substantial change in the overall development intent or land use mix of one or more designated character areas within the Land Use and Character Areas as determined by the City of Safford Mayor and Council;
2. A substantial change in the overall development intent or land use mix of one or more growth areas identified in the Growth Areas Element as determined by the City of Safford Mayor and Council;

3. Any development proposal that results in a significant alteration of existing major corridors within City or its North, East or South designated growth areas, including, but not limited to, a change in functional classification that is not currently planned within the General Plan;
4. Any development proposal that generates 50% or more of the total current enrollment of a K-8, middle school and/or high school as determined by the City of Safford Mayor and Council, unless otherwise exempted by the Safford Unified School District.

Safford Character Areas:

1. Gila River Restoration;
2. Agriculture/Agribusiness/Future Residential;
3. Safford Neighborhoods;
4. Safford Downtown;
5. Medical Corridor;
6. Commerce and Employment;
7. Commercial Highway Corridor;
8. Safford Regional Airport;
9. Industry;
10. Aggregate/Extraction
11. Gila River Regional Recreation and Sports Complex

GENERAL PLAN MINOR AMENDMENT

All amendments to the City of Safford General Plan that are not defined as General Plan Updates or General Plan Major Amendments are considered General Plan Minor Amendments. Minor Amendments may be considered by the City of Safford Planning and Zoning Commission and the City of Safford Mayor and Council at any time. Minor Amendments can be processed administratively. In order to provide better customer service, a second window of application is recommended for minor amendments so that two series can be heard in one year. This may require an amendment to the City Zoning Code.

OTHER TYPES OF GENERAL PLAN AMENDMENTS

Mayor and City Council-Initiated Amendments for Immediate Review

This type of amendment may be initiated at any time by the City of Safford Mayor and Council if it determines waiting for the standard amendment period(s) compromises any of the following:

1. Ability to attract or retain quality jobs;
2. The City fiscal viability and tax base;
3. Provision of needed services for disadvantage populations;
4. Provision of affordable housing, mixed use, and compact development;
5. Emergency management response to natural or man-made disasters and hazard mitigation; and
6. Health, safety and welfare of the Safford community.

This type of administrative minor amendments is appropriate if there is evidence that waiting for the normal amendment period would place the community at greater health or safety risks in the form of inadequate waste treatment facilities, inadequate or unsafe transportation improvements, hazardous environmental conditions or insufficient community or governmental services or facilities. This process also applies if a revised FEMA 100-year floodplain designation has been accepted by the Graham County Regional Flood Control District.

Types of Administrative Revisions and/or Minor Amendments

Type 1: This type of amendment addresses annexation, ownership transfers of government land, or minor revisions to character and/or growth areas consistent with accurate FEMA 100-year floodplain information. There is no public hearing but there is "notice to the Planning and Zoning Commission." The item is on the meeting agenda and a short staff report is prepared. The request may be submitted at any time.

Type 2: This is an administrative amendment subject to approval by the Planning and Zoning Commission that a scrivener's error occurred in mapping or in text that did not reflect the City of Safford Mayor and Council action on a property or policy. No public notice is required, a short staff report is prepared, and the Planning and Zoning Commission holds a vote on the amendment. The request may be submitted at any time.

Type 3: This type of amendment applies to properties of 10 acres or less to address a planning error, planning oversight, or an incorrect planned land use designation. The amendment must demonstrate that it was done in error and not changed based on market or physical conditions of a property. Public notice for this amendment type is sent to surrounding property owners as defined in the City of Safford Zoning Code. A short staff report is prepared. The Planning and Zoning Commission and the City of Safford Mayor and Council hold a vote. The request may be submitted at any time.

Concurrent General Plan Amendment/Rezoning

The City of Safford offers a streamlined development rezoning process. This type of General Plan amendment is for applicants to save time by overlapping the plan amendment and rezoning processes. To qualify, the request must have minimal impacts on surrounding properties, it must be consistent with General Plan policies, and the property in question must have no previous concurrent amendments.

A staff report is provided and presented at both Planning and Zoning Commission and City of Safford Mayor and Council public hearings. The request may be submitted at any time.

Non-substantial Modifications and Updates

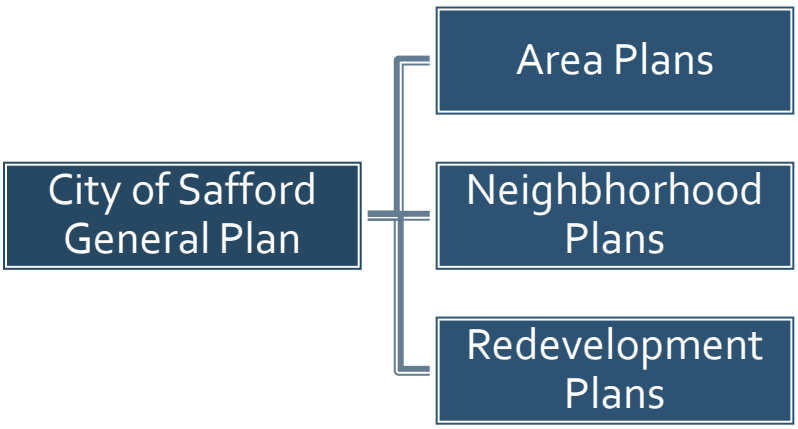
As this general plan will likely be viewed mostly on-line, any updates to URL links, references to other reports or studies that may be amended, online updates to reflect major and minor amendments already approved, and editorial changes may be made administratively under the authorization of the Planning and Community Development Director to keep the plan current.

AREA PLANS, NEIGHBORHOOD PLANS AND REDEVELOPMENT PLANS

More detailed area plans of less specificity than a CMP with focus on a particular growth area, character area, redevelopment area, neighborhood or a discrete geographic area, such as the Gila River Corridors within the City of Safford Planning Area, or that focus on specific element(s) or subject areas of City interest may be adopted. This type of plan provides specific criteria and design guidelines for area and/or neighborhood. The process for developing an area or neighborhood plan may be initiated by area residents, organized neighborhood associations recognized by the City, the Planning and Community Development Department, the Planning and Zoning Commission, or by the City of Safford Mayor and Council. The initiation of the process to develop an area, a neighborhood, or a redevelopment plan shall be determined by the City of Safford Mayor and Council.

Area, neighborhood and redevelopment plans shall undergo public participation, public notice, staff review, and public hearing processes equivalent to the General Plan Update process described previously in this section. This type of plan is considered part of the overall general plan and must be consistent with it. Area plans and neighborhood plans are intended to supplement, not supplant the General Plan. Such plans may consider character area changes. Any of such changes shall be presented separately as amendments to the General Plan.

The following diagram illustrates the relationship of area plans, neighborhoods plans and redevelopment plans to the General Plan.



EXISTING APPROVED ENTITLEMENTS WITH APPROVED ZONING OR DEVELOPMENT AGREEMENTS

There are properties throughout the City of Safford which have received necessary planning and zoning approvals from the City of Safford Mayor and Council and for which their respective property owners have made ongoing investments in anticipation of the recovery of the commercial and residential real estate markets. Their development plans and plats are required to comply with the zoning approval conditions of zoning, CMPs, any other applicable City of Safford ordinances and the terms of signed development agreements. These approved plats and plans are not required to conform to General Plan policies unless these have been captured in a CMP, development agreement, or conditions of a rezoning.

General Plan Progress Monitoring

Progress on implementation of the Safford General Plan shall be monitored and overseen by the Plan Monitoring Team (PMT) formed and operating under direction of the Planning and Community Development Director. The PMT's mission is to assist the City Manager in seeking alignment between the General Plan, the Annual Budget of the City, the Safford's Capital Improvement Program and Budget, and any potential funding programs. Recognizing that performance of the day-to-day City functions transcend the General Plan, the vision, goals and policies of the plan seeking healthy communities should be reflected wherever possible. The work of the team shall be separate from the annual plan amendment cycle covered earlier. The Planning and Community Development Director will chair or co-chair the team at least for the first two years. The PMT will meet at least quarterly to:

1. Oversee the overall implementation program of the General Plan, issuing a 3-5 year, annually updated work program for electronic publication based on input from each participating department.
2. Establish reasonable benchmarks on which to base progress, achievement, and in part, the annual report.
3. Receive timely updates from lead departments on the progress of identified implementation strategies, and any necessary deviations from the strategy.
4. Produce an annual report for the Planning and Zoning Commission, the City of Safford Mayor and Council, the City Manager and electronic publication recognizing projects completed, projects in progress, and projects slated to begin in the new fiscal year.
5. Work collaboratively with appropriate City leadership, develop mechanisms to ensure that the General Plan is both a resource and reference in creation of the annual City budget, capital improvement program and bond programs, should they occur.
6. Recommend text amendments to the General Plan.
7. Annually seek input from private sector and other community stakeholders, including land use professionals, on how the General Plan is affecting businesses, economic growth, and other concerns.
8. Perform other duties as may be assigned by the City Manager or required to meet the mission of the team.

Adjustments in process may be necessary over time to accomplish the mission efficiently and effectively, and be accountable to the Planning and Zoning Commission, the City of Safford Mayor and Council, the City Manager and all participating departments. The intent is to bring alignment, encourage innovation, minimize costs, effectively provide services, and conserve resources.

General Plan Implementation

Introduction

The primary function of this element is to implement the vision, guiding principles, goals and policies of the General Plan. This is achieved by complying with the policy framework of the plan and by fulfilling the implementation measures provided in each element of the General Plan. The Arizona Revised Statutes provides a common starting point for plan implementation and mandates municipal planning agencies to undertake the following actions to implement the General Plan:

1. Adopt and implement the General Plan so that it serves as the community guide for the orderly growth and development and as the basis for the efficient expenditure of City funds related to the subjects of the General Plan.
2. Render an Annual Report to the City of Safford Mayor and Council on the status of the General Plan and the progress of its application.
3. Promote public interest in an understanding of the General Plan and the regulations relating to it.
4. Consult and advise with public officials and agencies, public utility companies, residents, educations, professional, and other organizations and provide opportunities for written comment throughout the General Plan planning process.
5. Upon adoption of the General Plan, every governmental, judicial and quasi-judicial agency or commission should provide a list of proposed plans for capital improvements of construction within or partially within the City. The agency shall list and classify all such recommendations and shall prepare a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program shall be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted General Plan.
6. All acquisitions and dispositions of real property shall be reported to the City department in charge of planning and community development to ensure conformity with the General Plan and supporting plans. The planning agency shall render its report as to conformity with the adopted General Plan within forty days after submittal.

The municipal planning agency of the City of Safford is its Planning and Zoning Commission.

General Plan Implementation Objectives

The Safford General Plan includes an ambitious list of implementation measures. Given the large number of policies and measures and the limited resources available to the City annually, it is not possible to fund every action and program listed in the General Plan at once. Effective implementation of the General Plan requires annual evaluation or plan progress monitoring process to prioritize the actions and programs to determine the priority for funding specific measures and programs each year over the 10-year life of the General Plan.

The Planning and Zoning Commission must review and provide recommendations to the City of Safford Mayor and Council for revisions to this Implementation Plan on an annual basis as stipulated in the General Plan Administration Element. The City Manager must appoint staff responsible for the General Plan Implementation. Appointed staff should monitor the status of each implementation measure throughout the year and provide general recommended framework to the Planning and Zoning Commission for annually updating the Implementation Plan in conformance with the Implementation Matrix included in this element.

To ensure that the City's annual budget decisions are consistent with the General Plan and the community has the opportunity to prioritize General Plan actions and programs prior to the City Council's annual budget decisions, this General Plan Implementation Element establishes a process for making recommendations to the City Council on the status of the General Plan and proposed budget allocations.

1. This approach to General Plan implementation ensures that the plan remains a dynamic and responsive document and that the City's budget decisions are consistent with the overall vision and long-term goals of the General Plan.
2. The main objectives of this Implementation Plan are to ensure that:
    a. The General Plan assists the City in attaining the fiscal viability desired by strategically furthering the economic development intent of each character area and designated growth areas to create the synergies needed to become a sustainable destination;
    b. The effective implementation of the General Plan by coordinating General Plan priorities with the City of Safford Mayor and Council's budget and capital improvement decisions;
    c. The annual budget and capital improvement plan expenditures address current community priorities and needs as well as long-term goals for the physical and economic development of the City;
    d. That the General Plan remains a dynamic, up-to-date and responsive guide for the physical development of the City.

General Plan Implementation Matrix

Implementation measures provided on the different elements of the General Plan are addressed in the General Plan Implementation Matrix (Implementation Matrix). The Implementation Matrix categories are included in the following table.

Implementation Matrix Categories

Matrix Category	Definitions
Implementation Measure	Identifies action necessary to carry out policy statements and support General Plan goals, guiding principles and overall General Plan vision.
Lead Department/Agency	Identifies the primary responsible City department for accomplishing a specific implementation measure.
Anticipated Timeframe	Identifies and prioritizes the intended timeframe for the implementation measure to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the measure based on the Funding Mechanism Matrix ID.
Public/Private Partners	Lists potential public/private partners

The intent of the Implementation Matrix is to prioritize Implementation Measures identified on each element of the General Plan for their timely, effective, and successful completion. The Implementation Matrix provides a summary of implementation measures, responsibilities, timeframes and applicable financing mechanisms for each element of the General Plan in tabular form. The Implementation Matrix components are:

IMPLEMENTATION MEASURE

Identifies actions to carry on the goals and policies provided on each element of the General Plan. Each implementation measure describes the action that will guide development decisions and capital improvements, and it is identified by reference in the Implementation Matrix.

LEAD RESPONSIBILITY

Describes the departments, organizations, and partners that will lead the effort. The following acronyms are utilized in the Implementation Matrix:

1. Acronyms – City Departments:
    - City Manager (CM)
    - Planning and Community Development (PCD)
    - Engineering and Project Management (EPM)
    - Finance (F)
    - Safford Fire Department (SFD)
    - Landfill and Solid Waste (LSW)
    - Safford City-Graham County Library (SGL)
    - Safford Police Department (SPD)
    - Safford Public Works (SPW)
    - Utilities (U)
2. Acronyms – City Processes:
    - Development Review Process (DRP)

ANTICIPATED TIMEFRAME

Prioritizes implementation measures based on immediacy of need, land and infrastructure availability, revenue generating potential, role in achieving the fiscal viability desired by the City, project timeframes and support staff and fund availability and includes the following categories:

1. Immediate Action (initiate no later than 6 months after General Plan adoption by the City of Safford Mayor and Council)
2. Near-Term (1-5 Years) initiate by 2016;
3. Mid-Term (5-10 Years) initiate by 2021;
4. Long-Term (10+ Years) initiate by 2025 or later;
5. Ongoing Action

The timeframe may change over time based on need, opportunity, available personnel, and funding.

FINANCING MECHANISMS

Lists all the applicable financing programs, mechanisms and funding sources available to implement the measure identified. Financing mechanisms and potential funding sources identified in the Implementation Matrix tables are listed and described in tabular form in the financing mechanisms and funding program tables included in this element. Potential financing mechanisms and funding sources assigned to each Implementation Measure have been tabulated by type of funding as provided in the Funding Mechanism Matrix ID table provided in the following page. See also tables provided at the end of this element for lists of specific funding available under these funding categories.

Funding Mechanisms Matrix ID

MATRIX ID	TYPE OF FINANCING MECHANISM/FUND/PROGRAM
1	Typical financial mechanisms available to the City for general government operation and for public infrastructure and services improvements such as general fund, property taxes, and user/capacity fees.
2	Financing mechanisms and fund programs designed to spur economic development and stimulate business expansion.
3	Active/potential Community Development Corporations (community development corporations, community development banks and venture capital firms) providing investment to low-income areas and Artist Relocation Programs.
4	Historic preservation programs.
5	Redevelopment and urban renewal programs (Brownfields Program, CDBG, HUD Choice Neighborhoods, HUD, etc.).
6	Special Improvement District programs include programs for maintenance and improvement of public facilities. Some of these programs include funds for planning, design, construction, managing, marketing activities and business recruiting services. Includes grants and funds available for parks, recreation, open space and trails.
7	Transportation improvement, streetscape enhancement and alternate modes of travel programs.
8	Funds for bus acquisition and other transit capital projects
9	Funds to improve air quality in areas that do not meet clean air standards.
10	Stormwater control facility financing programs.
11	Non-traditional grants and funding programs for beautification, enhancement and public art.
12	Funding programs for infrastructure financing requiring private/public partnerships, including low interest loans, tax incentives and government grants.
13	Infrastructure financing methods including the preparation of an area Infrastructure Financing Plan, City/Developer development agreements, land dedication, impact fees, in-lieu fees and infrastructure construction.
14	Funds for energy efficient compact development, energy efficiency and clean energy sources, Low Impact Development (LID) water conservation, LEED certification and green building.
15	State funding sources for mapping aggregate mining operations and for protecting these areas from further encroachment. State will map aggregate mining operations as State funding becomes available for such purpose.
16	Healthy Communities funds and grants.
17	Workforce Investment Act Funding.
18	Grant funding from a variety of sources.
19	Disaster preparedness programs and grants (floods, wildfires, etc.) FEMA

Public/Private Partners

The list of partners is not exhaustive, may change with subsequent iterations of the Implementation Matrix, and includes the following entities:

1. Acronyms – Jurisdictions and Agencies:
    - Town of Thatcher (TT)
    - Graham County (GC)
    - Graham County Flood Control District (GCFCD)
    - Arizona Department of Transportation (ADOT)
    - Arizona State Land Department (ASLD)
    - Arizona Department of Environmental Quality (ADEQ)
    - Arizona Department of Water Resources (ADWR)
    - Arizona Game and Fish (AGFD)
    - Southeastern Arizona Government Organization (SEAGO)
    - Gila Valley Economic Development Corporation (GVEDC)
    - Bureau of Land Management (BLM)
    - Eastern Arizona College (EAC)
    - University of Arizona (UA)
    - United States Geological Survey (USGS)
    - Federal Emergency Management Agency (FEMA)
2. Acronyms – Private Entities:
    - Major Land Owners (MLO)
    - Major Employers (ME)
    - Freeport McMoRan (FMMR)
    - Other Major Stakeholders (OMS)

Growth Areas Element

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 2 - Implementation Measures:**				
	a. Growth Areas Delineation	PCD	Completed as Part of GP	N/A	Community, stakeholders, and General Plan Guidance Team
	b. Annexation Strategy Preparation	PCD	Immediate	1,2	Graham County, Safford Regional Airport, and property owners
2	**Policies 1 - Implementation Measures:**				
	a. Continue to work collaborative region wide	PCD	Ongoing	1-18	GC, TT, SEAGO, ADOT, GVEDC, GCFCD, FMMR, MLO, OMS.
3	**Policies 1 to 6 - Implementation Measures:**				
	a. Identify character, priorities and land use mix for each designated growth area	PCD	Completed as Part of GP	1	Community, stakeholders, and General Plan Guidance Team
	b. Work collaborative	PCD	Ongoing	1-18	SEAGO, ADOT, GC, TT
4	**Policies 1 to 2 - Implementation Measures:**				
	a. Identify character, priorities and land use mix for each designated growth area	PCD	Completed as Part of GP	1	Community, stakeholders, and General Plan Guidance Team
	b. Work collaborative	PCD	Ongoing	1-18	GC, TT, SEAGO, ADOT, GVEDC, GCFCD,
5	**Policies 1 to 4 - Implementation Measures:**				
	a. Right-of-Way Acquisition Plan Preparation	PCD and EPM	Immediate	1,7	ADOT, SEAGO, GC
	b. Work with Developers a to ensure consistent ROW dedication and appropriate access	PCD and EPM	Ongoing as part of DRP	1	Developers, property owners
	c. Discourage poor site planning of parcels with highway frontage that restricts access to adjoining parcels	PCD and EPM	Ongoing as part of DRP	1	Developers, property owners

Growth Areas Element (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policy 1 - Implementation Measure:**				
	a. From a Safford/Graham County Task Force to explore benefit of IGA	PCD and CM	Near Term	1	Elected and appointed officials from Safford and GC

Growth Areas Element – North Growth Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policies 1 to 2 - Implementation Measure:**				
	a. From a Task Force to address Goal 7 (Gila River Restoration Project) in integrated manner and to assess feasibility for: - Forming a Regional Recreation District - US Highway 191 Realignment - Gila River Channelization	PCD, SPW and EPM	Near Term	1,2,6,7,12	GC, GCFCD, TT, GVEDC, ADOT, AGFD, ADWR, ASP, SEAGO, BLM, MLO
	b. Identify funds for a Gila River Restoration Master Plan	PCD, SPW and EPM	Mid-Term	1,2,6,7,12	GC, GCFCD, TT, GVEDC, ADOT, AGFD, ADWR, ASP, SEAGO, BLM, MLO
	c. Work closely with regional agencies to include strategies for this growth area in the Safford Economic Development Strategy	PCD and CM	Near Term	1,2	GC, TT, GVEDC, SEAGO

Growth Areas Element – East Growth Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 4 - Implementation Measure:**				
	a. Work closely with regional agencies to include strategies for this growth area in the Safford Economic Development Strategy	PCD and CM	Near Term	1,2	GC, GVEDC, SEAGO
	b. Work closely with regional economic development agencies, FMMP, AER to address potential for an inland intermodal port	PCD and CM	Mid Term	1,2,6,7	GC, GVEDC, SEAGO, FMMP, AER
	c. Continue to support UA Safford Agricultural Research Center and its programs	PCD	Ongoing	1,16	UA Safford Agricultural Research Center
	d. Identify areas with site development potential for solar energy fields	PCD and EPM	Mid Term	1,12,14	UA
	e. Establish a Major Gateway to the Gila Valley, Safford, Thatcher at the entrance of US Highway 70 into this growth area	PCD and EPM	Mid Term	1,2,6,7,12	GC, TT, GVEDC, SEAGO, ADOT
	f. Establish Gateway to Safford Historic Downtown from US Highway 70 (See concepts in Transportation and Circulation Element)	PCD and EPM	Mid Term	1,2,5,6,7,12	SEAGO, ADOT

Growth Areas Element – South Growth Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
9	**Policies 1 to 3 - Implementation Measure:**				
	a. Work closely with regional agencies to include strategies for this growth area in the Safford Economic Development Strategy	PCD and CM	Near Term	1,2	GC, GVEDC, SEAGO
	b. Establish a Major Gateway to the Gila Valley, Safford, Thatcher at the entrance of US Highway 191 into this growth area	PCD and EPM	Mid Term	1,2,6,7,12	GC, TT, GVEDC, SEAGO, ADOT

Growth Areas Element – Annexation Strategy

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 8 - Implementation Measure:**				
	a. Work collaboratively with Graham County in the preparation of the Annexation Plan	PCD and EPM	Immediate Action	1,2	Graham County, Safford Regional Airport, Major Land Owners

Land Use and Character Area Element – Citywide Land Use Goals and Policies

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measures:**				
	a. Encourage location of residential development in proximity to commerce and employment uses to increase walkability, foster active life styles, and minimize vehicular traffic.	PCD	Ongoing as Part of the DRP	1	Land owners and developers
	b. Locate higher density/intensity and transportation dependent uses along arterial streets and major highways.	PCD	Ongoing as Part of the DRP	1	Land owners and developers
	c. Establish buffer zones between high density/intensity development and residential areas to protect established neighborhoods.	PCD	Ongoing as Part of the DRP	1	Land owners and developers
	d. Prevent random parceling of agricultural lands when dealing with minor land divisions	PCD	Ongoing as Part of the DRP	1	Land owners and developers
	e. Support development proposals that are consistent with this General Plan	PCD	Ongoing as Part of the DRP	1	Land owners and developers
2	**Policy 1 - Implementation Measures:**				
	a. Define Safford's growth areas and identify appropriate land use mix for each growth area	PCD	Completed as Part of GP	N/A	Community, stakeholders, and General Plan Guidance Team
	b. Define Safford's character areas and identify appropriate land use mix for each character area.	PCD	Completed as Part of GP	N/A	Community, stakeholders, and General Plan Guidance Team
	c. Establish mechanisms and incentives such as streamlined DRP to encourage infill development north of 8th Street to the County line	PCD	Immediate Action	1	Other City departments involved in DRP.

Land Use and Character Area Element – Citywide Land Use Goals and Policies (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policy 1 - Implementation Measures (continued):**				
	d. Coordinate planning efforts with Graham County and the Town of Thatcher	PCD	Ongoing	1-18	Graham County and Town of Thatcher
	e. Amend the Code to include character area definitions	PCD	Immediate	1,2,5,6	Planning & Zoning Commission and General Plan Management Team
	f. Give review priority to expansion of existing businesses as well as new projects that bring quality jobs to the Safford Planning Area	PCD	Ongoing as part of the DRP	1	Other City Departments involved in DRP
	g. Review and update zoning code, subdivision regulations, development standards and other City documents to allow mixed-use development where appropriate within Growth Areas once lands are annexed to the City	PCD	Immediate	1,2	Planning & Zoning Commission and General Plan Management Team
	h. Revise the codes governing home occupations to allow more opportunities for live/work units	PCD	Immediate	1	Planning & Zoning Commission and General Plan Management Team
3	**Policies 1 to 3 - Implementation Measures:**				
	a. Adopt code provisions requiring that parcels larger than 40 acres located outside of Safford's downtown and redevelopment areas be development as CMP	PCD	Immediate	1	Planning & Zoning Commission and General Plan Management Team
	b. Adopt code provisions to incentivize cluster development in urban and suburban areas	PCD	Immediate	1	Planning & Zoning Commission and General Plan Management Team

Land Use and Character Area Element – Citywide Land Use Goals and Policies (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 2 - Implementation Measures:**				
	a. Comply with all applicable goals, policies and implementation strategies related to the Gila River Corridor included in the different elements of the General Plan	PCD	Ongoing	1	Other City Departments, ASLD, ADOT, Game and Wildlife, BLM, SEAGO, Graham County, Town of Thatcher, GVEDC, Chamber of Commerce, Major Land Owners in North Growth Area and others
	b. Include BLM in discussions related to the implementation of the Gila River Corridor	PCD and CM	Ongoing	1	Same listed in (a) above.
5	**Policies 1 to 5 - Implementation Measures:**				
	a. Comply with all applicable character area goals policies and implementation strategies to ensure efficient and sustainable growth	PCD	Ongoing	1	Planning & Zoning Commission, General Plan Management Team, developers
	b. Work closely with developers during the DRP to encourage quality sustainable development	PCD	Ongoing as part of DRP	1	Other City Departments, DRP process applicants and developers
	c. Coordinate school siting and public parks location with the Safford School District	PCD	Ongoing	1	Safford School District and other City Departments
6	**Policies 1 to 3 - Implementation Measures:**				
	a. Consider creative tools like density bonuses, incentives and others to encourage affordable housing	PCD	Ongoing	1,5	HUD, affordable housing agencies and other City Departments
	b. Develop design and siting standards for mixed-use that consider housing affordability	PCD and EPM	Near Term	1,5	Other City Departments and consultants if needed

Land Use and Character Area Element – Citywide Land Use Goals and Policies (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 to 3 - Implementation Measures:**				
	c. Develop design and siting standards that include standards for manufactured homes and manufactured home subdivisions that consider housing affordability to replace deteriorated homes in older areas of the City	PCD and EPM	Near Term	1,5	Other City Departments, community input and consultants if needed
7	**Policy 1 - Implementation Measure:**				
	a. Systematically review and amend or rewrite the Zoning and subdivision ordinances and other development ordinances to implement this General Plan in accordance with criteria (i-iv)	PCD and EPM	Near Term	1	Other City Departments, community input and consultants if needed
	b. Systematically examine the Zoning Map and initiate rezonings in areas where current zoning is inconsistent with this General Plan	PCD	Near Term	1	Other City Departments, community input and consultants if needed
	c. Systematically examine the Zoning Map and initiate rezonings in areas where current zoning could result on the deterioration of a neighborhood	PCD	Near Term	1	Other City Departments, community input and consultants if needed

Land Use and Character Area Element – Citywide Land Use Goals and Policies (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 6 - Implementation Measures:**				
	a. Designate US Highways 191 and 70 as Highway Corridors, and determine these corridors' potential for community and regional commercial, employment (in conformance with i-iii)	PCD and EPM	Immediate Action	1,7	Other City Departments, ADOT, GVEDC, SEAGO, developers, real estate agents, Chamber of Commerce, land owners, developers, investors.
	b. Adopt code provisions requiring the preparation of a CMP for commercial, employment and industry parcels 40 acres or larger	PCD	Ongoing Action as Part of DRP	1	Other City Departments involved in the DRP.
	c. Explore potential for developing an intermodal inland port along the Eastern Arizona Railroad to support industry along US Highway 70	EPM and PCD	Near-Term	1,2,7	Other City Departments, Eastern Arizona Railroad, ADOT, GVEDC, SEAGO, FMMR, developers, real estate agents, Chamber of Commerce, land owners, developers, investors.
	d. Conduct a land use study to identify parcels with adequate size and access for employment and industrial development	PCD and EPM	Near-Term	1,2,7	Other City Departments, MLO, and consultants if needed
	e. Adopt development standards for industrial development	PCD	Near-Term	1	Other City Departments involved in DRP.
	f. Develop a rezoning strategy to rezone small parcels currently zoned as industrial which are adjacent to residential lands to more compatible land uses	PCD	Near-Term	11	Other City Departments involved in DRP and parcel owners. Consider the utilization of TDR (Transfer of Development Rights) if necessary.
	g. Adopt development standards to establish railroad right-of-way as a light industrial zone between CBD and residential areas	PCD and EMP	Near-Term	1,7	Other City Departments involved in DRP and parcel owners.

Land Use and Character Area Element – Citywide Land Use Goals and Policies (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
9	**Policy 1 - Implementation Measures:**				
	a. Implement the measures of the East Growth Area provided in the Growth Area element	PCD and EPM	Ongoing		UofA Agricultural Research Center, MLO, developers. Also see implementation measures for Goal 8 in the Growth Areas Element
10	**Policies 1 -8 Implementation Measures:**				
	Develop, establish and adopt design guidelines and development standards in conformance to Implementation measures a, b, and c	PCD and EPM	Near-term	1,2	Other City Departments involved in the DRP, community, MLO. Also see guidance provided in the Community Design Element
	d. Ensure that amendments to the Zoning and Subdivision ordinances support and implement the General Plan and are consistent with the policy direction provided in Safford's Growth Areas and Character Areas	PCD	Near-term	1	Other City Departments involved in the DRP, community, MLO.
11	**Policy 1 Implementation Measures:**				
	a. Work collaboratively with regional partners in the identification of funds and in the preparation of the Safford Regional Airport Master Plan	PCD, CM and EPM	Near-term	1,2,7	Graham County, Town of Thatcher, ADOT, FAA, Safford Regional Airport, SEAGO, GVEDC, FMMR
	b. Work with Graham County to ensure compatible land uses in the vicinity of the Safford Regional Airport and to prevent encroachment from incompatible land uses	PCD	Ongoing	1	Graham County, Safford Regional Airport, SEAGO, GVEDC
	c. Amend the Safford Zoning Code to include City of Safford Annexation Strategy to reflect the direction expressed in a and b above	PCD	Near-term	1,2	Graham County and other City Departments involved in the annexation process.

Land Use and Character Area Element – Gila River Restoration Safford Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
12	**Policy 1 - Implementation Measures:**				
	a. Identify partners and funding sources for the preparation of the Gila River Restoration Project	PCD and EPM	Mid-Term	1,2,6,7,12	Graham County, Thatcher, Pima, Graham County Flood Control, SEAGO, GVEDC, ADOT, AGFD, Army Corps of Engineers, BLM, FMMR and others

Land Use and Character Area Element – Agriculture/Agribusiness/Future Residential Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
13	**Policy 1 - Implementation Measures:**				
	a. Continue to support agriculture, agribusiness and food production	PCD and CM	Ongoing Action	1,16	Graham County, Thatcher, Pima, Graham County Flood Control, SEAGO, GVEDC, ADOT, Arizona Game and Fish, Army Corps of Engineers, BLM, and others
	b. Continue to support the University of Arizona Safford Agricultural Research Center and its programs as a regional assets supporting sustainable agricultural practices	PCD	Ongoing Action	1	University of Arizona Safford Agricultural Research Center
	c. Require a CMP for residential development larger than 40 acres	PCD	Ongoing Action	1	Other City Departments involved in DRP

Land Use and Character Area Element – Safford Neighborhoods Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
14	**Policies 1 to 5 - Implementation Measures:**				
	a. Broaden nonstandard lot provision in Zoning Code to encourage residential construction on vacant parcels in older portions of the City.	PCD	Near-Term	1	Other City Departments involved in DRP and land owners
	b. Adopt density bonus provisions to encourage high quality mixed use, higher density residential and other forms of compact development where appropriate, especially in proximity to employment and Safford Downtown.	PCD	Near-Term	1,2,5	Other City Departments involved in DRP and development community
	c. Identify vacant parcels along arterial roads with neighborhood commercial potential.	PCD	Near-Term	1	Other City Departments involved in DRP
	d. Direct low density residential development that is not associated with agricultural production to hillsides and other areas unsuitable for medium to high density residential development.	PCD	Ongoing	1	Other City Departments involved in DRP
	e. Adopt ordinance provisions to ensure access to undeveloped parcels such as site planning and site layout concepts providing a clear circulation plan that includes a main access point with an entry driveway from which access to the different parcels is clearly layout.	PCD and EPM	Near-Term	1,7	Other City Departments involved in DRP
	f. Comply with all applicable goals and policies provided in the Redevelopment and Revitalization section of this Element	PCD	Ongoing	1,5	Other City Departments involved in DRP

Land Use and Character Area Element – Safford Neighborhoods Character Area (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
15	**Policies 1 to 3 - Implementation Measures:**				
	a. Identify incentives to support the redevelopment of the Central Business District.	PCD	Ongoing	1,5,18	Other City Departments involved in DRP
	b. Prepare and adopt a Safford Downtown/Central Business District Area Plan that: (1) clearly identifies the boundaries of the CBD and of the Redevelopment Area; (2) establishes mechanisms to encourage infill of vacant parcels; and includes guidelines that ensure cohesive development and respects the historic character of Safford's Downtown; and includes development guidelines for historic buildings and for new development for the four distinct areas of the CBD: i. Along US Highway 70 and US Highway 191; ii. Along 8th Street; iii. East of US Highway 191; and iv. West of US Highway 70.	PCD	Mid-Term	1,3,4,5	Other City Departments involved in DRP
	c. Continue to identify deteriorated residential development within the CBD that can be transformed into retail and commercial offices.	PCD	Near-Term	1,3,4,5	Other City Departments involved in DRP

Land Use and Character Area Element – Safford Neighborhoods Character Area (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
15	**Policies 1 to 3 - Implementation Measures:**				
	d. Update the code to include the boundaries of the Central Business District and the Downtown Redevelopment Area.	PCD	Near-Term	1	Other City Departments involved in DRP
	e. Pursue funding and grants such as CDBG for façade enhancements, streetscape improvements, and other needed improvements.	PCD	Ongoing Action	1,5	Other City Departments involved in DRP
	f. Explore opportunities for land acquisition by the City within the CBD for the creation of mixed-use opportunities.	PCD	Mid-Term	1,2	Other City Departments involved in DRP
	g. Pursue opportunities for adaptive reuse of the historic Safford Cotton Gin for arts, retail and entertainment.	PCD	Mid-Term	1,4,5	Other City Departments involved in DRP, GVEDC, development community
	h. Encourage the establishment of an Arts District Program in connection with the Safford City-Graham County Library	PCD	Mid-Term	1,3	City Council, art programs, GVEDC, SCGCL

Land Use and Character Area Element – Medical Corridor Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
16	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively with medical service providers to ensure this corridor responds to medical and health services current and future expansion needs	PCD	Ongoing Action	1	Other City Departments involved in DRP and medical services providers
	b. Work closely with developers during the Development Review Process to ensure that site design incorporates seamless connectivity and promotes the identity of a medical industry corridor	PCD	Ongoing Action	1	Other City Departments involved in DRP
	c. Include strategies to attract medical and health related land uses to this character area in the Regional Economic Development Strategy	PCD	Near-Term	1,2	Other City Departments involved in DRP, medical services providers, SEAGO and GVEDC

Land Use and Character Area Element – Commerce and Employment Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
17	**Policies 1 to 2 - Implementation Measures:**				
	a. Develop and implement design standards for regional commercial and employment uses consistent with best practice	PCD	Mid-Term	1,2	Other City Departments involved in DRP community and stakeholders
	b. Adopt code provisions requiring that commercial and employment parcels larger than 20 acres be developed as Planned Area Developments based on low impact development best practices and sustainable design standards of site development in conformance with items i to iv of this implementation measure	PCD	Near-Term	1	Other City Departments involved in DRP
	c. Identify lands with sufficient frontage and depth for commercial and employment development as part of the land use strategy	PCD	Near-Term	1,2	Other City Departments involved in DRP, GVEDC
	d. Include strategies that support the Commerce and Employment Character Area in the Regional Economic Development Strategy	PCD	Near-Term	1,2	Other City Departments involved in DRP, SEAGO, GVEDC
	e. Work closely with SEAGO, Graham Country, City of Thatcher, and Gila Valley Economic Development Corporation and Chamber of Commerce to identify shovel ready sites and aggressively market this character area	PCD	Near-Term	1,2,6	Other City Departments involved in DRP, Graham County, City of Thatcher, SEAGO, GVEDC

Land Use and Character Area Element – Commercial Highway Corridor Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
18	**Policy 1 - Implementation Measures:**				
	a. Prepare and adopt development design standards for Commercial Highway Corridor.	PCD	Mid-Term	1,7	Other City Departments involved in DRP, ADOT, community and stakeholders
	b. Identify and designate sites with sufficient highway frontage and depth to accommodate commercial development along these corridors	PCD	Near-Term	1,2,7	Other City Departments involved in DRP
	c. Work collaborative with ADOT, SEAGO, Graham County, Town of Thatcher and other regional partners to assess the feasibility of extending US Highway 191 north of US Highway 70 in conjunction with the Gila River Restoration project	PCD	Ongoing Action	1,2,7	Other City Departments involved in DRP, Graham County, City of Thatcher, ADOT, SEAGO, GVEDC and other regional partners
	d. Include strategies for Commercial Highway Corridor in the Regional Economic Development Strategy	PCD	Near-Term	1,2,7	Other City Departments involved in DRP, Graham County, City of Thatcher, SEAGO, GVEDC

Land Use and Character Area Element – Safford Regional Airport Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
20	**Policies 1 to 3 - Implementation Measures:**				
	a. Conduct a study to determine highest and best industry uses appropriate for the City of Safford and the Gila Valley region	PCD and EMP	Mid-Term	1,2	SEAGO, GVEDC and others
	b. Work with regional partners to identify economic development strategies that support industry uses as part of the Regional Economic Development Strategy	PCD and EMP	Mid-Term	1,2	Safford Regional Airport, Graham County, ADOT, SEAGO, GVEDC and others
	c. Amend the Zoning code to include definitions and standards for industry uses necessary to implement policies 1 and 2	PCD and EMP	Immediate Action	1	Other City Departments involved in the DRP process

Land Use and Character Area Element – Aggregate Extraction Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
21	**Policies 1 to 3 - Implementation Measures:**				
	a. Include sources of currently identified aggregates from maps that are available from state agencies, as required by Arizona Revised Statutes, when such maps are available	PCD and EMP	Mid-Term	15	State mapping sources and FMMR
	b. Work collaboratively with aggregate/extracting companies	PCD and EMP	Mid-Term	1	FMMR

Land Use and Character Area Element – Gila River Regional Recreation and Sports Complex Character Area

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
22	**Policy 1 - Implementation Measures:**				
	a. Carefully master plan the Gila River Recreation and Sports Complex Character Area in an integrated manner that addresses items i to vi of this implementation measure	PCD and EMP	Long-Term	1,2,6,7	Other City departments, Graham County, City of Thatcher, ADOT, SEAGO, GVEDC, AGFD and others

Land Use and Character Area Element – Revitalization and Redevelopment

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
23 -24	**Policies 1 – 3 (Goal 23) and Policies 1-6 (Goal 24) Implementation Measures:**				
	a. Support redevelopment efforts through systematic infrastructure improvements	PCD and EMP	Ongoing Action	1,5,6,7,8	Other City departments, ADOT, HUD and others
	b. Develop and adopt a comprehensive redevelopment strategy that addresses items i to vi included in this implementation measure	PCD	Mid-Term	1,5	EMP and other City departments, Graham County, ADOT, HUD and others
	c. Make special provisions for infrastructure improvements for designated redevelopment areas within the Public Works Capital Improvements Program	EMP	Ongoing Action	1,5,6,7,8	Planning and Zoning Commission, other City departments, Graham County Flood Control District, ADOT, and others
	d. Consider hiring a part-time grant writer dedicated to the identification of funds and the preparation of grants for redevelopment and revitalization efforts	CM	Near-Term	1,5	HUD, CDBG, SEAGO and others
	e. Seek funding to establish grants and low interest loans for property improvements	CM	Ongoing	1,5	HUD, CDBG, SEAGO and others
	f. Adopt zoning and building code provisions that support the improvement of older properties	PCD and EMP	Immediate Action	1	Other City Departments

Land Use and Character Area Element – Revitalization and Redevelopment (continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
23 -24	**Policies 1 – 3 (Goal 23) and Policies 1-6 (Goal 24) Implementation Measures:**				
	g. Continue to implement free dump weeks and community clean up days programs with the landfill to dispose dangerous structures and buildings with absentee property owners while actively pursuing legal action against chronic offenders	LSW	Ongoing Action	1	Community organizations and non-profits
	h. Support redevelopment and revitalization strategies as part of the Regional Economic Development Strategy	PCD	Ongoing Action	1,5	GVEDC, SEAGO, chambers of commerce
	i. Work with the Gila Valley Economic Development Corporation and Chamber of Commerce to support redevelopment and revitalization efforts	PCD and CM	Ongoing Action	1,2,5	GVEDC, SEAGO, chambers of commerce

Historic Preservation Element

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measures:**				
	a. Work with State Historic Preservation Office (SHPO) to become certified under the Certification of the Local Government (CLG) Historic Preservation program in order to qualify for funds and assistance to identify, designate and preserve historic buildings, structures, landmarks and sites	PCD	Ongoing Action	4	SHIPO, Downtown Business Association
	b. Establish a Historic Preservation Design Review Board tasked with reviewing the renovation and/or rehabilitation of historic buildings as well as infill and new constructions within the Safford Historic District	PCD	Near-Term	4	CM and Mayor and Council
	c. Adopt a local historic preservation ordinance and historic building development standards that includes criteria for plan evaluation and criteria for renovation, rehabilitation, infill and new construction that addresses items i to ix included in this implementation measure	PCD	Mid-Term	4	Design Review Board and outside consultant

Parks, Recreation, Trails and Open Space Element – Local and Regional Recreation Amenities

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measures:**				
	a. Form a joint task force made up of officials from the City of Safford, Graham County, Town of Thatcher, Arizona Game and Fish, Arizona Department of Water Resources, Arizona State Parks, Arizona State Land Department, the Bureau of Land Management and other major stakeholders to explore options for the development of a Regional Gila River Restoration Project and the feasibility of forming a Regional Recreation District	PCD and EPM	Immediate Action	1,2,6,7,12	Graham County, Town of Thatcher, AGFD, ADWR, ADEQ, ADOT, ASLD, BLM, Arizona State Parks, GVEDC, SEAGO, and other major stakeholders
	b. Prepare and Periodically update a City of Safford Parks, Recreation, Trails and Open Space Master Plan	PCD	Near-Term	1,6	Other City departments, Graham County and other key stakeholders.
2	**Policy 1 to 2 - Implementation Measures:**				
	a. Draft and adopt expanded development standards to be incorporated into the Drainage Ordinance	EPM	Mid -Term	1,5	PCD and other City departments
3	**Policy 1 to 2 - Implementation Measures:**				
	a. Prepare a Parks, Recreation, Trails and Open Space Master Plan that addresses items i to vi of the implementation measure	PCD	Near-Term	1,6	Other City departments, Graham County and other key stakeholders.

Parks, Recreation, Trails and Open Space Element – Local and Regional Recreation Amenities (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 2 - Implementation Measure:**				
	a. Work with (EAC) to expand Discovery Park's recreational, educational and scientific use in conjunction with Mount Graham telescopes	PCD	Ongoing Action	1,6	Other City Departments, Discovery Park, EAC, GVEDC
5	**Policy 1 - Implementation Measure:**				
	a. Work cooperatively with the Safford Unified School District to re-establish a mutually beneficial Intergovernmental Agreement (IGA) that satisfies both parties	PCD and CM	Near-Term	1	Safford Unified School District
6	**Policies 1 to 6 - Implementation Measures:**				
	a. Identify the public/private partnerships necessary to regionally manage the Mt. Graham Golf Course and other recreation opportunities and assets	PCD	Near-Term	1,6,12,	Other City Departments, Graham County, GVEDC, SEAGO and other regional partners
	b. Include an assessment of the Mt. Graham Golf Course and club house as part of the Regional Parks, Recreation, Trails and Open Space Master Plan	PCD	Mid-Term	1,6	Other City Departments, outside consultants preparing the Regional Parks, Recreation, Trails and Open Space Master Plan
	c. Include economic development strategies that support the Mt. Graham Golf Course and club house in the Regional Economic Development Strategy	PCD and CM	Mid-Term	1,2	Other City Departments, Graham County, GVEDC, SEAGO and other regional partners

Parks, Recreation, Trails and Open Space Element – Local and Regional Recreation Amenities (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 to 6 - Implementation Measures (continued):**				
	d. Require new development on lands in the vicinity to the Mt. Graham Golf Course and club house to prepare a CMP as part of the development review process	PCD	Ongoing Action	1	Other City Departments involved in DRP

Parks, Recreation, Trails and Open Space Element – Multi-Use Trail System and Overall Connectivity (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policies 1 to 3 - Implementation Measures:**				
	a. Prepare and update periodically the Safford Parks, Recreations, Trails and Open Space Master Plan including the Multi-Use Trail System and bicycle paths.	PCD	Near-Term	1,6,7	EMP, other City departments involved in parks, recreation, open space and multi-use trail system and Graham County
	b. Require all new development during the Development Review Process to provide Multi-use Trail System connectivity	PCD and EMP	Ongoing Action	1	Other City departments involved in the DRP
	c. Continue to seek funding to complete all phases of the Multi-use Trail System	CM	Ongoing Action	1,6,7	Other City departments, adjacent jurisdictions, agencies and regional partners

Parks, Recreation, Trails and Open Space Element – Multi-Use Trail System and Overall Connectivity (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 3 - Implementation Measures:**				
	a. Continue to support budget, in-kind expenditures and grant applications to complete the Multi-Use Trail System	CM	Ongoing Action	1,6,7	City Mayor and Council, funding agencies
	b. Support enhancements to the Multi-Use Trail System through the installation of landscaping, benches, shade structures, and exercise equipment	EMP	Ongoing Action	1,6,7	Other City departments involved in parks, recreation, open space and multi-use trail system
	c. Work with the Irrigation District to assess trail establishment along irrigation canals	PCD and EMP	Near-Term	1,5,6,7	Irrigation District
	d. Include an assessment of trail connectivity and Level of Service Standards (LOS) for all trail types as part of the Regional Parks, Recreation, Trails and Open Space Master Plan	PCD and EMP	Mid-Term	1,6,7	Other City departments involved in parks, recreation, open space and multi-use trail system
	e. Support trail connectivity as part of the Regional Economic Development Strategy to create opportunities for eco-tourism and geo-tourism	CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO
	f. Through the development review process require new development to install sidewalks and provide trail connectivity	PCD	Ongoing Action	1	Other City departments involved in the DRP

Parks, Recreation, Trails and Open Space Element – Regional Sports Complex and Recreation Facilities

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
9	**Policies 1 to 3 - Implementation Measures:**				
	a. Include evaluation for these facilities in the Safford Parks, Recreation, Trails and Open Space Master Plan	PCD	Mid-Term	1,2,6,7	Other City departments involved in parks, recreation, open space and multi-use trail system
	b. Support the development of these facilities as part of the Regional Economic Development Strategy	CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO
	c. Work collaboratively with identified local and regional public/private partners towards achieving this long-range goal	PCD and CM	Mid-Term	1,2,6,7	Graham County, Town of Thatcher, GVEDC, SEAGO
	d. Identify grants and funding sources for the preparation of preliminary feasibility and river restoration studies needed to evaluate this long-range goal in a cost-efficient manner	PCD and EMP	Mid-Term	1,2,6,7,12	Other City departments involved in parks, recreation, open space and multi-use trail system
	e. Engage the regional partners in the preparation of a Sports and Recreational Facilities Master Plan that includes phases and costs estimates for inclusion in the Capital Improvements Program	EMP and CM	Mid-Term	1,2,6,7,12	Graham County, Town of Thatcher, GVEDC, SEAGO

Parks, Recreation, Trails and Open Space Element – Regional Sports Complex and Recreation Facilities (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 2 - Implementation Measure (Fry Mesa Reservoir and Roper Lake):**				
	a. Explore the possibility of entering into cooperative agreements, work collaboratively with regional partners and identify and secure outside funding to support items i and ii of this implementation measure	EMP	Mid-Term	1,6	BLM, AGFD, and State Park System

Parks, Recreation, Trails and Open Space Element – Open Space and Land Conservation

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
11	**Policies 1 - 2 Implementation Measure:**				
	a. Strengthen the partnership with the County and participate in County-initiated open space land acquisition efforts that have regional impact	PCD	Ongoing Action	1	Graham County
12	**Policies 1 - Implementation Measure:**				
	a. Work with public/private partners to identify priorities and funding sources for the Gila River Restoration project in conformance with policy direction provided in this and the Growth Areas and Land Use and Character Area elements	PCD		1,2,6,7,12	Graham County, Town of Thatcher, AGFD, ADOT, Arizona State Parks, BLM, SEAGO, GVEDC and other major players in the river restoration

Parks, Recreation, Trails and Open Space Element – Park System, Adventure Sports and Endurance Sports

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
13	**Policies 1 - 3 Implementation Measures:**				
	a. Establish a park hierarchy structure and LOS for parks and recreational facilities as part of the Parks, Recreation, Trails and Open Space Master Plan	PCD	Mid-Term	1,6	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant
	b. Update the code to include park standards, LOS, in lieu fees system and concurrency management measures for the park system	PCD	Mid-Term	1	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant
	c. Require subdivisions to provide parks or in lieu fees for the provision of parks based on adopted LOS	PCD	Ongoing Action	1	Other City departments involved DRP
14	**Policies 1 - 2 Implementation Measures:**				
	a. Assess adventure sports as part of the Parks, Recreation, Trails and Open Space Master Plan elements	PCD	Mid-Term	1,6	Other City departments involved in the preparation of this Master Plan
	b. Identify the public/private partnerships and funds needed for the establishment of these adventure sports	CM	Mid-Term	1,6	Other City departments, Graham County, Town of Thatcher, GVEDC, SEAGO.

Parks, Recreation, Trails and Open Space Element – Park System, Adventure Sports and Endurance Sports (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
15	**Policies 1 - 2 Implementation Measures:**				
	a. Assess endurance sports as part of the Parks, Recreation, Trails and Open Space Master Plan	PCD	Mid-Term	1,6	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant
	b. Identify the public/private partnerships and funds needed for the establishment of these endurance sports if this is a feasible alternative	PCD and CM	Mid-Term	1,6	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant

Parks, Recreation, Trails and Open Space Element – Equestrian Trails

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
16	**Policies 1 - 2 Implementation Measures:**				
	a. Address equestrian trails as part of the Parks, Recreation, Trails and Open Space Master Plan	PCD	Mid-Term	1,6	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant
	b. Identify the public/private partnerships and funds needed for the establishment of equestrian trails if this is a feasible alternative	PCD and CM	Mid-Term	1,6	Other City departments involved in parks, recreation, open space and multi-use trail system and consultant

Transportation and Circulation Element – Street Hierarchy and Multi-modal Connectivity

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 - 9 Implementation Measures:**				
	a. Adopt functional classifications and LOS for all functionally classified roads based on direction provided in policies 1-4	EPM	Near-Term	1,7	Graham County, SEAGO, ADOT
	b. Update the City of Safford Transportation Study completed in 2007 to incorporate land use, transportation, circulation, access, mobility and economic development strategies included in this General Plan and identify funding sources for roadway extension	EPM and PCD	Mid-Term	1,7	Graham County, SEAGO, GVEDC, ADOT consultant
	c. Evaluate the Graham County/Safford/Thatcher/Pima small area transportation study and determined if an update is needed	EPM and PCD	Mid-Term	1,7	Graham County, Town of Thatcher, Town of Pima, SEAGO, ADOT consultant
	d. Work collaboratively with ADOT, SEAGO, Graham County, and the Town of Thatcher on transportation efforts that have regional impact	EPM and PCD	Ongoing Action	1,6,7	Graham County, Town of Thatcher, Town of Pima, SEAGO, ADOT consultant
	e. Work collaboratively with Graham County in the implementation of recommendations included in the Graham County Transit Feasibility Study completed in 2015	EPM and PCD	Ongoing Action	1,8	Graham County, Town of Thatcher, Town of Pima, SEAGO, ADOT consultant
	f. Provide vehicular and bicycle parking areas in Downtown Safford in close proximity to shuttle and circulator routes	EPM	Near-Term	1,5,7,11	PCD and Safford Road Club (bicycle club)

Transportation and Circulation Element – Roadway System Maintenance

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 - 6 Implementation Measures:**				
	a. Develop and implement a City Pavement Surface Evaluation and Rating (CASER) system that evaluates, prioritizes and schedules roadway network improvements that need to annually be listed in the Capital Improvements Program of the City, including improvements listed in items i to iv of this implementation measure	EPM	Near- Term	1,7	CASER
	b. Support and seek alternative funding sources for roadway maintenance efforts	EPM and CM	Mid-Term	1,6,7	Graham County, SEAGO, ADOT and other state and federal funds
	c. Work with local, state, and national legislators to develop a stable funding source for transportation improvements and maintenance	EPM and CM	Ongoing Action	1	Graham County, SEAGO, ADOT and other state and federal funds
	d. Collaborate with development industry stakeholders to explore options for road maintenance funding, identifying trade-offs and incentives, including private sector involvement	EPM and CM	Ongoing Action	1,6,7	Development industry

Transportation and Circulation Element – Traffic Safety and Accident Reduction

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 - 6 Implementation Measures:**				
	a. Work with regional partners to prepare a regional Access Management Plan	EPM	Mid-Term	1,6,7	Graham County, Town of Thatcher, ADOT, SEAGO
	b. Work with City of Safford Police Department to develop and implement a strategic traffic safety and speed management plan	EPM	Mid-Term	1	City of Safford Police Department
	c. Work with regional partners to develop and implement a region wide traffic signs and pavement marking management plan	EPM and CM	Long-Term	1,6,7	Graham County, Town of Thatcher, SEAGO, ADOT and other state and federal funds
	d. Work cooperatively with the region's school districts and charter school providers to coordinate normal and special event traffic demand in an effective and reasonable manner	EPM	Ongoing Action	1	School districts and charter school providers
	e. On a region wide level, continue to work with other agency partners to evaluate opportunities to integrate wildlife crossing features into major regional corridors where appropriate	EMP	Ongoing Action	1,6,7	Graham County, Town of Thatcher, SEAGO, ADOT and other state and federal agencies

Transportation and Circulation Element – Roadway System Construction and Extensions

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 5 - Implementation Measures:**				
	a. Prepare a corridor study that evaluates, prioritizes, provides cost estimates, identifies funding sources and includes a construction schedule for road extensions identified in the Proposed Transportation/Circulation map	EPM and CM	Mid-Term	1,6,7	Graham County, Town of Thatcher, ADOT, SEAGO
	b. Work with Graham County and Town of Thatcher to prepare and adopt roadway development standards and guidelines for road construction for major thoroughfares, arterial and collector roads to be applied throughout the region.	EPM and PCD	Mid-Term	1,6,7	Graham County, Town of Thatcher, ADOT, SEAGO
	c. Acquire additional right-of-way as needed to bring City streets to uniform width throughout the City and its designated growth areas	EPM and CM	Long-Term	1,6,7	PCD and Graham County
	d. Update the code to require new development and redevelopment to reserve right-of-way for future street extension and to provide connectivity to Multi-use Trail System	PCD	Near-Term	1	EPM
	e. Adopt and implement uniform standards for street construction and for work within City right-of-way	EMP	Near-Term	1,6,7	Graham County, Town of Thatcher, SEAGO, ADOT

Transportation and Circulation Element – Development Impact of Traffic Volumes and Flow

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policy 1 - Implementation Measure:**				
	a. Continue to include traffic impact analysis requirements for new development as part of the development approval process at the discretion of the City Engineer	PCD	Ongoing	1	All City departments involved in the DRP

Transportation and Circulation Element – Multi-Use Trail System

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 & 2 - Implementation Measures:**				
	a. Complete the Multi-use trail System to provide connectivity to major destinations within the City and to the Thatcher and Graham County trail systems	EPM	Near-Term	1,6,7	Graham County and Town of Thatcher
	b. Continue to seek and match outside funding to complete the Multi-use Trail System and provide light fixtures that are dark skies compliant to increase user safety.	EPM and CM	Near-Term	1,6,7	Graham County and Town of Thatcher

Transportation and Circulation Element – Commercial Highway Corridor US Highway 191

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively with ADOT and regional partners to include Commercial Highway Corridor development standards in the City code	PCD and EPM	Mid-Term	1,2,6,7	ADOT, SEAGO, Graham County and Town of Thatcher
	b. Work collaboratively with ADOT, SEAGO, the Gila Valley Economic Development Corporation, Graham County and the Town of Thatcher to identify funds and evaluate the extension of US Highway 191	PCD, EPM and CM	Near-Term	1,2,6,7	ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher
	c. Seek regional support, identify funding and conduct planning and design studies for the extension of US Highway 191 into the City of Safford North Growth Area	PCD, EPM and CM	Long-Term	1,2,6,7	ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher

Transportation and Circulation Element – Commercial Highway Corridor US Highway 70

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 5 - Implementation Measures:**				
	a. Work collaboratively with ADOT and regional partners to include Commercial Highway Corridor development standards in the City code	PCD and EPM	Mid-Term	1,2,6,7	ADOT, SEAGO, Graham County and Town of Thatcher
	b. Work collaboratively with ADOT, SEAGO, the Gila Valley Economic Development Corporation Graham County and the Town of Thatcher to identify funds and build the gateway roundabout at the intersection of US Highway 70 and Safford's Main Street	PCD, EPM and CM	Near-Term	1,2,6,7	ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher
	c. Develop and adopt streetscape standards for US Highway 70 to enhance residents and visitors experience	PCD and EPM	Long-Term	1,6,7	ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher

Transportation and Circulation Element – Transportation and Economic Development

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
9	**Policies 1 to 4 - Implementation Measures:**				
	a. Update the Safford Regional Airport Master Plan to evaluate potential for the location of aerospace, defense, and logistics industries in and around the Safford's airport	PCD and EPM	Mid-Term	1,2,6	FAA, Safford Regional Airport, ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher
	b. Work with regional partners and the Safford Regional Airport to provide the infrastructure needed to best position the airport as a regional employer hub	PCD and EPM	Long-Term	1,2,6,7	FAA, Safford Regional Airport, ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher
	c. Seek regional support, identify funding and conduct planning studies to evaluate the feasibility for an intermodal land port along Highway 70 in close proximity to the railroad and in areas designated for industry use in the Land Use and Character Area Element	PCD and EPM	Mid-Term	1,2,6,7	AZER, ADOT, SEAGO, GVEDC, FMMR, Graham County and Town of Thatcher
	d. Continue to work with regional partners in the implementation of the most recent long-range transportation plan prepared by SEAGO	PCD and EPM	Ongoing Action	1	ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher
	e. Support and pursue railroad enhancements needed for the successful retention and attraction of industry	PCD, EPM and CM	Mid-Term	1,2,6,7	AZER, ADOT, SEAGO, GVEDC, Graham County and Town of Thatcher

Transportation and Circulation Element – Downtown Safford Access and Mobility

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 2 - Implementation Measures:**				
	a. Conduct a traffic study of Downtown Safford to determine best circulation network to improve circulation, reduce congestion and improve access to parking	EPM and PCD	Near-Term	1,2,5,6,7	AZER, ADOT, SEAGO, Graham County and consultant
	b. Conduct a parking study of Downtown Safford that considers different approaches such as the feasibility for the incorporation of a parking structure and the impact of resizing parking spaces	EPM and PCD	Near-Term	1,2,5,6,7	ADOT, SEAGO, Graham County and consultant
	c. Provide vehicular and bicycle parking areas in Downtown Safford in close proximity to shuttle and circulator routes	EPM and PCD	Mid-Term	1,5,6,7,8	ADOT, SEAGO, Graham County and consultant

Economic Development Element – Gila Valley Regional Partnership

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 7 - Implementation Measures:**				
	a. Work collaboratively with regional partners and other public/private partners to develop and adopt an Economic Development Strategy that includes specific actions for all economic sectors listed in items i to vii of this implementation measure	PCD and CM	Near-Term	1,2,17	Other City departments, AZER, ADOT, SEAGO, GVEDC, Graham County, Town of Thatcher, UofA, EAC and other public private partners
	b. The Economic Development Strategy supports the quality of life needed to retain and attract major employers, attract seniors and retain youth, including items i to xiii of this implementation strategy	PCD and CM	Near-Term	1,2,17	Other City departments, AZER, ADOT, SEAGO, GVEDC, Graham County, Town of Thatcher, UA, EAC and other public private partners
	c. Work with the Gila Valley Economic Development Corporation and regional partners to strengthen the Chamber of Commerce and aggressively market the region	CM	Mid-Term	1,2	GVEDC, Chamber of Commerce and other public/private partners
	d. Establish the Intergovernmental Agreements (IGAs) needed to strengthen the Gila Valley Partnership	CM	Near-Term	1,2	City Attorney, Graham County, City of Thatcher
	e. Work collaboratively with EAC, UofA, ASU, and NAU to establish the partnerships needed to take competitive advantage of technology, innovation, and startup business incubators	CM	Near-Term	1	EAC, UofA, ASU, NAU.

Economic Development Element – Job Retention, Expansion and Attraction

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively with state, regional and local agencies to coordinate economic development strategies	CM	Ongoing Action	1,2	Office of the Governor, the Arizona Commerce Authority, ADOT, the Arizona Board of Regents, SEAGO, GVEDC, AZER, Graham County, Town of Thatcher, UofA, EAC and other public private partners, business advocacy groups, the school district and the private sector
3	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively at the federal, state and regional to develop a competitive set of incentives targeted at winning new business to the area and thereby expanding the tax base available to pay for community priorities	CM	Mid-Term	1,2	Government agencies and regulators, utility providers, private property owners and other relevant stakeholders
	b. Develop a process for customer service oriented, rapid, coordinated response to site selectors	CM and PCD	Near-Term	1	Other City Departments
	c. Lead effort to extend US Highway 191 north of US Highway 70 to alleviate US Highway 70 traffic congestion, provide an alternate route, and open the North Growth Area for development	CM, EPM and PCD	Ongoing Action	1,2,6,7,13	ADOT, SEAGO, GVEDC, Graham County, Town of Thatcher, major property owners in the North Growth Area
	d. Inventory concept-ready sites available for sale or lease for the location of new primary employment centers or for the expansion of existing employers	PCD	Near-Term	1,2	EPM and other City Departments

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 to 2 - Implementation Measures (continued):**				
	e. Support infrastructure expansion and mixed income residential, education, community service, passive and active recreational amenities for land use in future live, work, learn, play balanced land uses	PCD and EPM	Ongoing Action	1	Other City departments involved in DRP
	f. Identify and secure funding for road and infrastructure maintenance programs and investments	CM and EPM	Ongoing Action	1,6,7,8,12,13	Other City departments
4	**Policies 1 to 6 - Implementation Measures:**				
	a. Identify barriers for businesses and work collaboratively to reduce such barriers	PCD	Ongoing Action	1	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	b. Work with the Gila Valley Economic Development Corporation, the Chamber of Commerce and regional partners to assist business expansion	PCD	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	c. Develop an action plan to establish a business one stop center	PCD	Ongoing Action	1,2,17	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 7 - Implementation Measures:**				
	a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation and the Chamber of Commerce to develop a cohesive strategy to create opportunities for job growth and to promote and market the region's assets	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	b. Identify specific industry sectors that promise the most return as part of the region's Economic Development Strategy and proactively target specific companies within those sectors	PCD and CM	Near-Term	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	c. Update the Safford Regional Airport Master Plan to assess the establishment of aerospace and defense oriented businesses and other airport compatible uses in the vicinity of Safford Regional Airport to position the airport as a regional economic engine for job growth	PCD and EPM	Ongoing Action	1,6,7	Safford Regional Airport, FAA, ADOT, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	d. Attract suppliers and support businesses to aerospace and defense-related companies	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	e. Provide concept-ready sites and aggressively markets these to the supply chain of existing companies	PCD and EPM	Mid-Term	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 7 - Implementation Measures (continued):**				
	f. Consider demand for increased freight infrastructure driven by the rapidly growing industrial base in deep-water port being developed in northern Mexico and the opportunity to establish an intermodal inland port in Safford along Highway 70 in close proximity to industry uses	EPM and PCD	Mid-Term	1,2,6,7	ADOT, AZER, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	g. Add incentives to attract industry that creates or utilizes alternative energy sources	PCD, U and EPM	Mid-Term	1,14	City of Safford's Electric Department, UofA, Graham County, Town of Thatcher, SEAGO
	h. Maintain an inventory of the zoned industrial land (private and publicly owned)	PCD	Near-Term	1	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	i. Encourage SEAGO's Economic Development Committee to proactively engage in projects which provide both immediate and short-term benefit to the region	PCD and CM	Ongoing Action	1	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	j. Identify and aggressively market the region's industrial and other appropriately zoned, concept-ready sites	PCD and CM	Mid-Term	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	k. Solicit input from site selectors about barriers to entry in Safford and work aggressively to remove identified barriers	PCD and CM	Mid-Term	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 7 - Implementation Measures (continued):**				
	l. Work collaboratively with regional partners to gain regional support for creating resources and funding specifically used to attract desirable employers, grow the long-range tax base and increase contributions and funding for community priorities	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	m. Encourage appropriate residential and commercial construction to serve employment center areas for the convenience of employees	PCD, U and EPM	Mid-Term	1	City of Safford's Electric Department, UofA, Graham County, Town of Thatcher, SEAGO
	n. Encourage specialized employment centers that promote synergistic development of like industries such as Discovery Park	PCD and CM	Ongoing Action	1	UofA, Discovery Park, SEAGO, GVEDC, Chamber of Commerce
	o. Identify mechanisms to incentivize the utilization of privately-owned undeveloped industrial land such as DAs, joint ventures, TDRs, and other mechanisms	PCD and CM	Near-Term	1,13	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	p. Identify funds and schedule the public infrastructure (water and sewer) and major utilities to meet the industry requirements at economically critical sites, to make industrially zoned lands concept-ready for development	EPM, PCD and CM	Near-Term	1,2,6,13	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 7 - Implementation Measures (continued):**				
	q. Develop a policy regarding workforce training and other incentives to encourage the attraction and expansion of businesses and employment	PCD and CM	Mid-Term	1	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	r. Work with local school districts and support pre-K through 12th grade public education and the importance of secondary property taxes and bonding capacity of school districts toward attracting economic development	PCD and CM	Ongoing Action	1,17	School Districts, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	s. Utilize available land, lease, training and tax incentives wisely with a long-range goal of increasing the region's median income levels	PCD and CM	Ongoing Action	1	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	t. Work with Eastern Arizona College and other job training providers to offer training to upgrade the skills of the region's current workers	PCD and CM	Ongoing Action	1,17	EAC, other job training providers, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	u. Develop an industry attraction incentive matrix as part of the regional economic development strategy that provides a list of available support, fees, incentives and waivers from all sources available to attract business	PCD, EPM, and CM	Mid-Term	1,2	EAC, other job training providers, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 to 4 - Implementation Measures:**				
	a. Identify funds and work collaboratively with regional partners in the update and implementation of the Safford Regional Airport Master Plan	EPM, PCD and CM	Mid-Term	1,6,7	Safford Regional Airport, FAA, ADOT, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	b. Work with the Gila Valley Economic Development Corporation to position the Safford Regional Airport as a logistics center and a job creator	PCD and CM	Ongoing Action	1,6,7	Safford Regional Airport, FAA, ADOT, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
7	**Policies 1 to 5 - Implementation Measures:**				
	a. Work collaboratively with SEAGO, Arizona Eastern Railroad, ADOT and other partners to identify appropriate regional rail infrastructure expansion opportunities and position the Gila Valley region as a key transportation and logistics center	EPM, PCD and CM	Ongoing Action	1,6,7	AZER, ADOT, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	b. Actively participate in the State planning efforts to explore the potential of an intercity passenger rail line connecting Southern Arizona with the Phoenix metro area.	EPM, PCD and CM	Ongoing Action	1,6,7	ADOT, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	c. Collaborate with regional partners to promote the region	PCD, EPM, and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce

Economic Development Element – Job Retention, Expansion and Attraction (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policies 1 to 5 - Implementation Measures:**				
	d. Support and facilitate the development of critical infrastructure to enable rapid development of employment center opportunities	EPM, PCD and CM	Ongoing Action	1,6,7	AZER, ADOT, FAA, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	e. Actively seek financial resources to repair and rebuild roads to aid the logistics industry and improve the overall condition of our streets	EPM, PCD and CM	Ongoing Action	1,6,7	ADOT, Graham County, Town of Thatcher, SEAGO, state lobbying

Economic Development Element – Tourism as an Economic Development Strategy

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 10 - Implementation Measures:**				
	a. Create the public/private strategic partnerships needed to identify funds and conduct a successful Gila River Restoration project that serves as a regional magnet for nature lovers, bird watchers, bicycle riders, hikers and horseback riding aficionados	PCD, EPM and CM	Ongoing Action	1,2,6,7,12	AZER, ADOT, FAA, Graham County, Town of Thatcher, SEAGO, GVEDC, Chamber of Commerce
	b. Include tourism, eco-tourism, and geo-tourism in the Economic Development Strategy	PCD and CM	Near-Term	1,2	Graham County, Town of Thatcher, SEAGO, Chamber of Commerce
	c. Adopt a Visit the Gila Valley attitude and work collaboratively with all regional partners to identify funding to support tourism marketing efforts	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, SEAGO, Chamber of Commerce
	d. Increase tourism opportunities by discounting facility rental fees	PCD and CM	Ongoing Action	1,2	State Park System, Graham County, Town of Thatcher
	e. Leverage proximity to Mexico and take advantage of demand for US goods by visitors from Mexico	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	f. Expand visitor marketing programs with Canada which ranks second in overnight visitors to Arizona	PCD and CM	Ongoing	1,2	PCD and CM

Economic Development Element – Tourism as an Economic Development Strategy (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 10 - Implementation Measures (continued):**				
	g. Promote a story of the Gila Valley region that showcases its uniqueness and diversity as a destination, fosters as sense of pride and instills a sense of place in residents and visitors alike	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	h. Promote regional cycling events that attract an international community by showcasing the Gila Valley	PCD and EPM	Ongoing Action	1,2	Safford Road Club, Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	i. Continue building bicycle facilities and promoting regional bicycle events	PCD and EPM	Ongoing Action	1,6,7	Safford Road Club, Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	j. Protect our dark skies through light pollution abatement efforts/investments	PCD	Ongoing Action	1	Mount Graham Observatory, UofA, Graham County, Town of Thatcher
	k. Protect and preserve the rich natural heritage of native species and habitats along the Gila River Corridor and mountain view corridors	PCD	Ongoing Action	1,2,6	All City departments involved in DRP, Graham County and Town of Thatcher
	l. Support, maintain and expand the Multi-use Trail System	PCD and EPM	Ongoing Action	1,6,7	All City departments involved in DRP, Graham County and Town of Thatcher
	m. Invest in regional recreation as a tourist attraction	CM, PCD and EPM	Ongoing Action	1,6,7	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce

Economic Development Element – Tourism as an Economic Development Strategy (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 10 - Implementation Measures (continued):**				
	n. Promote destination resorts in the region that attract out of state visitors and the international community	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	o. Revitalize the Mt. Graham Golf Course as a key regional asset attracting visitors	PCD and EPM	Near-Term	1,2,6	Mt. Graham Golf Course, Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	p. Explore medical tourism opportunities by working with Eastern Arizona College, regional medical centers and physician groups	PCD and CM	Ongoing Action	1,2	EAC, regional medical centers, physician groups, Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	q. Diversify sports attractions with Minor League Soccer (MLS) teams	PCD	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce

Economic Development Element – Positive Climate for Business and Entrepreneurs

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
9	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation, Chambers of Commerce, major employers and other interested agencies and partners to strengthen the public/private partnerships needed to create a positive climate for business throughout the Gila Valley region	PCD and CM	Ongoing Action	1,2	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, major employers
	b. Develop a Business Resource One Stop Center and/or resources network to serve business development needs ranging from the single entrepreneur to all size business including access to capital, tax assistance, regulatory compliance, and marketing	PCD and CM	Mid-Term	1,2,17	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce

Economic Development Element – Positive Climate for Business and Entrepreneurs

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaboratively with regional partners, the Gila Valley Economic Development Corporation, Eastern Arizona College, the University of Arizona and the Safford City-Graham County Library to identified funds and develop a Workforce Training Program that addresses items i to v of this implementation measure	PCD and CM	Mid-Term	1,17	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, EAC and the Safford City-Graham County Library
	b. Explore the establishment of a regional One-Stop Workforce System that facilitates coordination of workforce services provided by multiple state, local and private entities, and support grant proposals by other agencies that want to collaborate	PCD and CM	Mid-Term	1,17	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, EAC and the Safford City-Graham County Library
	c. Support Safford City-Graham County Library programs designed to improve workforce skills	PCD and CM	Mid-Term	1,17	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, EAC

Economic Development Element – Art Districts and Entertainment

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaborative with Safford Downtown partners and the Safford City-Graham County Library to identify funds for the possible establishment of an Arts District in Safford Downtown and an Artist Relocation Program (if desired) to support local artists and attract artists to the area.	PCD and CM	Long-Term	1,3,11	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, Safford Downtown Association, Safford City-Graham County Library
	b. Identify areas within the Safford Downtown with potential for the formation of art districts	PCD and CM	Mid-Term	1,3,11	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, Safford downtown partners, Safford City-Graham County Library
	c. Support art programs at the Safford City-Graham County Library and other public facilities	PCD and CM	Ongoing Action	1,3	Safford City-Graham County Library
	d. Identify vacant or under-utilized buildings in Safford Downtown that may serve creative uses to spur economic development	PCD	Near-Term	1,5	Safford Downtown Association
	e. Identify and adopt guidelines for the boundaries and activities appropriate for art districts including items i to vi of this implementation strategy	PCD	Long-Term	1,3,5,11	Other City departments, Safford Downtown Association, consultant
	f. Include plazas and courtyards in the design of new public buildings to be located in Downtown Safford to allow space for art, music festivals and other events that celebrate the arts and culture of the region	PCD	Ongoing Action	1,3,5	Different City departments relocating to Safford Downtown area

Economic Development Element – Art Districts and Entertainment (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
11	**Policies 1 to 2 - Implementation Measures:**				
	a. Work collaborative with regional partners, the Gila Valley Economic Development Corporation, the Safford City-Graham County Library and Safford Downtown businesses to identify funding and appropriate entertainment venues for Safford Downtown	PCD and CM	Ongoing Action	1,2,3	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, Safford Downtown Association, Safford City-Graham County Library
	b. Include plazas and courtyards in the design of new public buildings to be located in Downtown Safford to allow space for art, music festivals and other events that celebrate the arts and culture of the region	PCD	Ongoing Action	1,3,5,11	Different City departments relocating to Safford Downtown area

Economic Development Element – Construction as an Economic Development Strategy

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
12	**Policies 1 to 3 - Implementation Measures:**				
	a. Review City of Safford procurement practices and procedures and change as appropriate to conform to state legal practices	CM	Near-Term	1	City finance department
	b. Monitor job training needs in the construction sector	CM	Ongoing Action	1,17	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce, EAC
	c. Continue to attract federal funding and other investments for public construction projects	EMP and Public Works	Ongoing Action	1,6	Graham County, Town of Thatcher, GVEDC, SEAGO, Chamber of Commerce
	d. Continue working with construction trade representatives to review standards, codes and guidelines used in the regulatory processes	PCD and EMP	Ongoing Action	1,6	City departments involved in DRP and code enforcement
	e. Work with industry leaders to encourage the retrofitting and rehabilitation of Safford's housing stock	PCD	Ongoing Action	1,5	Industry leaders and development community
	f. Support and encourage new and innovative construction practices that conserve resources, add to energy conservation, and provide unique affordable housing options	PCD	Ongoing Action	1,14	City departments involved in DRP and code enforcement

Housing Element – Creating Livable Communities

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 6 - Implementation Measures:**				
	a. Consider establishing an incentive program for developers to build innovative residential housing types and designs of varying densities	PCD	Mid-Term	1	Development community
	b. Develop, adopt, and implement development standards and guidelines for quality residential and mixed-used development	PCD	Near-Term	1	Other City departments involved in the DRP
	c. Develop, adopt and implement voluntary residential guidance programs for "Aging in Place"	PCD	Mid-Term	1,5	National Council on Aging
	d. Review effectiveness of existing Zoning Code and consider amendments necessary to encourage aging in place, universal design, and accessibility	PCD	Mid-Term	1,5	Zoning inspector and other City departments involved in zoning code implementation

Housing Element – Safe and Healthy Housing Stock

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 to 5 - Implementation Measures:**				
	a. Consider developing a Housing Assessment Inventory Tool to inventory and assess housing stock on a regular and ongoing basis that addresses items i to iv of this implementation measure	PCD	Near-Term	1,5	Other City departments and community organizations involved with housing
	b. Explore processing fee waivers or establishing incentives to bring unpermitted improvements into compliance	PCD and CM	Mid-Term	1	Other City departments and community organizations involved with housing
	c. Convene a stakeholders group to review and consider adopting sections of the International Property Maintenance Code for all residential dwellings with a focus on safe, decent, sanitary housing	PCD	Mid-Term	1,5	Other City departments and community organizations involved with housing
	d. Consider adoption of a Rental Inspection Program as outlined in Arizona Revised Statutes Title 11, Chapter 12 Residential Rental Inspection program	PCD	Mid-Term	1	Other City departments and community organizations involved with housing
	e. Consider adopting parts or all of the National Healthy Housing Standards developed by the American Public Health Association and the National Center for Healthy Housing	PCD	Mid-Term	1,16	Other City departments and community organizations involved with housing

Housing Element – Safe and Healthy Housing Stock (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 to 5 - Implementation Measures (continued):**				
	f. Support, identify, and implement best practices to inform residents and property managers on healthy housing standards and methods to maintain healthy homes (e.g. green improvements; use of fewer chemicals in cleaning; redesign of landscapes to provide for safe, active lifestyles)	PCD	Ongoing Action	1,5,16	Other City departments and community organizations involved with housing
	g. Pursue and support local, state and federal funding for "Healthy Homes" implementation	PCD	Ongoing Action	1,5,16	Other City departments and community organizations involved with housing

Housing Element – Housing Affordability

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 to 2 - Implementation Measures:**				
	a. Actively develop and adopt housing policy to promote the creation of new affordable housing and address existing substandard housing conditions	PCD	Near-Term	1,5,16	Other City departments and community organizations involved with housing
	b. Support, develop and adopt regulatory incentives that provide affordable housing in new developments	PCD	Near-Term	1,5	Other City departments, community organizations involved with housing, and local developers
	c. Work closely with local nonprofit and for profit housing developers to attract Arizona Low Income Housing Tax Credit investment to the region	PCD	Ongoing Action	1	Other City departments, HUD Choice Neighborhoods program, Arizona Partnership for Healthy Communities and other state agencies, and community organizations involved with housing
	d. Pursue private and public local, state, and federal financial assistance programs and initiatives that promote affordable housing development including, but not limited to items i to vii in the implementation strategy	PCD	Ongoing Action	1,5	Other City departments, HUD, HUD Choice Neighborhoods program, Arizona Partnership for Healthy Communities and other state agencies, and community organizations involved with housing
	e. Inventory vacant and underutilized land to identify and prioritize parcels ideal for mixed income residential affordable housing developments	PCD	Immediate Action	1	Other City departments and community organizations involved with housing
	f. Identify City-owned property for affordable housing developments as appropriate for potential private/public partnerships	PCD	Immediate Action	1	Other City departments and community organizations involved with housing

Housing Element – Housing Affordability (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 to 2 - Implementation Measures (continued):**				
	g. Encourage strategies that preserve and subsidize affordable housing, including but not limited to: community land trusts; deed restrictions; equity sharing arrangements; and cooperatives	PCD	Ongoing Action	1	Other City departments and community organizations involved with housing
	h. Support private, public, and non-profit home repair and weatherization efforts to assist very low- and low-income owner and renter households to improve their homes to a safe, sanitary, and decent state of repair	PCD	Ongoing Action	1,5	Other City departments, HUD, HUD Choice Neighborhoods program, Arizona Partnership for Healthy Communities and other state agencies, and community organizations involved with housing
	i. Encourage the housing industry to develop do-it-yourself home repair programs to provide education opportunities	PCD	Ongoing Action	1	Other City departments, community organizations involved with housing, and housing industry
	j. Pursue HOME Investment Partnership Program (HOME) grants for homeownership and rental housing development, rehabilitation and preservation	PCD	Ongoing Action	1,5	Other City departments, community organizations involved with housing and HOME
	k. Pursue funds to leverage federal, state and local housing funding sources	PCD	Ongoing Action	1,5	Other City departments, community organizations involved with housing and all federal and state housing programs

Housing Element – Housing Affordability (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 to 2 - Implementation Measures (continued):**				
	l. Engage housing stakeholders through the Gila Valley region to develop strategies for the investment in affordable housing projects	PCD	Ongoing Action	1,5	Other City departments and community organizations involved with housing, Graham County, Town of Thatcher, SEAGO, GVEDC

Housing Element – Housing Choices

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 6 - Implementation Measure:**				
	a. Work with housing industry stakeholders to determine policies and incentives that integrate affordable market-rate housing units in single-family, multi-family, and mixed-use developments	PCD	Ongoing Action	1	Other City departments, housing industry stakeholders, and community organizations involved with housing

Housing Element – Increasing Home Ownership

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 2 - Implementation Measures:**				
	a. Identify funding and resources for the establishment of strategies and programs to increase home ownership	PCD	Ongoing Action	1	Other City departments, increase homeownership programs, and community organizations involved with housing
	b. Encourage home-buying opportunities by providing housing resources, information, and services	PCD	Ongoing Action	1	Other City departments, increase homeownership programs, and community organizations involved with housing
	c. Partner with regional partners to develop programs that offer counseling related to legal rights and responsibilities of home ownership, rental, and tenure	PCD	Ongoing Action	1	Other City departments, increase homeownership programs, and community organizations involved with housing
	d. Map and identify areas with a high index of foreclosures to inform outreach strategy	PCD	Immediate Action	1,5,16	Other City departments involved in monitoring housing foreclosures and City GIS/mapping staff
	e. Map and identify areas with a low index of foreclosures to better understand influencing factors	PCD	Immediate Action	1,5,16	Other City departments involved in monitoring housing foreclosures and City GIS/mapping staff
	f. Provide programs to revitalize, restore and redevelop struggling neighborhoods	PCD	Ongoing Action	1,5,16	Other City departments, HUD, CDBG, and community organizations involved in neighborhood revitalization

Housing Element – Fair Housing

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policy 1 - Implementation Measures:**				
	a. Work collaboratively with housing agencies to prepare and update the Analysis of Impediments to Fair Housing Choice	PCD	Near-Term	1,5	Other City departments, HUD, community organizations and housing agencies involved in fair housing
	b. Integrate fair housing (or fair housing goals) into City planning and development process	PCD	Ongoing Action	1	Other City departments involved in fair housing and the DRP
	c. Ensure that fair housing practices are in place	PCD	Ongoing Action	1	Other City departments involved in fair housing and the DRP
	d. Further fair housing that provides for a range and mix of household incomes and family sizes	PCD	Ongoing Action	1	Other City departments involved in fair housing and the DRP
	e. Promote a wide range of affordable housing opportunities throughout the City	PCD	Ongoing Action	1	Other City departments involved in fair housing and the DRP

Community Design Element – Creating a Destination

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 2 - Implementation Measure:**				
	a. Prepare adopt and implement development guidelines for gateways and entry features that convey a hierarchy of place described in the policy section	PCD and EPM	Near-Term	1,6,7	Other City departments involved in community beautification and access and regional partners (ADOT, Graham County, Town of Thatcher, SEAGO, GVCDC)

Community Design Element – Place-Based Design

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 to 9 - Implementation Measure:**				
	a. Prepare, adopt and implement place-based design standards and guidelines that support cohesiveness and build a strong sense of community	PCD	Near-Term	1,5	Other City departments involved in community beautification and redevelopment

Community Design Element – Quality Development and Redevelopment

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
3	**Policies 1 to 3 - Implementation Measure:**				
	a. Prepare, adopt and implement mixed-use design standards and guidelines that activate the public realm and include items i and ii of this implementation measure	PCD and EPM	Near-Term	1,5	Other City departments involved in the DRP
	b. Incorporate trees, other landscape amenities and hardscape features such as benches that promote pedestrian activity and use of outdoor spaces	PCD and EPM	Ongoing Action	1,6,7	Other City departments involved in the DRP

Community Design Element – Character Area Definition

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 3 - Implementation Measure:**				
	a. Prepare, adopt and implement design guidelines that reflect the needs and character of each character area	PCD and EPM	Near-Term	1,5	Other City departments involved in the DRP

Community Design Element – Active Design and Safe-by-Design Strategies

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 2 - Implementation Measure:**				
	a. Prepare and adopt voluntary Active Design/Safe-by-Design Guidelines in partnership with other jurisdictions, City departments, the housing industry and major stakeholders	PCD and EPM	Near-Term	1,5	Other City departments involved in the DRP

Community Design Element – Green Building and Site Design

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 to 5 - Implementation Measure:**				
	a. Periodically update existing codes and regulations to include the latest green methods, techniques and material	PCD and EPM	Ongoing Action	1,14	Other City departments involved in the DRP

Community Design Element – Health Impact Assessment

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policy 1 - Implementation Measures:**				
	a. Explore grant funds availability to develop, adopt and periodically update a Health Impact Assessment Program (HIA) in partnership with other jurisdictions, Graham County, City of Safford departments and stakeholders	PCD	Ongoing Action	1,16	Health Impact Assessment Program (HIA), Graham County, City of Safford departments and stakeholders
	b. Partner with local community organizations to explore these	PCD	Ongoing Action	1,16	Health Impact Assessment Program (HIA), workforce training, health organizations and other community services and resources

Environmental Planning Element – Environmental Planning

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 3 - Implementation Measures:**				
	a. Work with state, regional and local partners and Graham County Flood Control District to identify funds for the Gila River Restoration Program	PCD and EPM	Mid-Term	1,2,6,7,12	State, regional and local partners and Graham County Flood Control District
	b. Address river restoration program in an integrated manner in conformance to policy direction provided in the Growth Areas, Land Use, Parks, Recreation, Trails and Open Space, Transportation and Circulation and Economic Development elements	PCD and EPM	Mid-Term	1,2,6,7,12	State, regional and local partners and Graham County Flood Control District
	c. Prepare and adopt mountain view corridor protection standards and guidelines and implement these as part of the development review process	PCD and EPM	Near-Term	1,6	Other City departments involved in the DRP

Environmental Planning Element – Water Quality, Supply and Demand

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policies 1 to 2 - Implementation Measures:**				
	a. Work with applicants during the development review process to meet items i to ii of this implementation strategy	PCD, EPM, and Public Works	Ongoing Action	1	Other City departments involved in compliance with Clean Water Act, analyzing the impact of proposed development on surface and/or groundwater quality, incentivizing water conservation and reuse, and involved in the DRP
3	**Policies 1 to 8 - Implementation Measures:**				
	a. Work collaboratively with regional partners to prepare an Action Plan for Water Sustainability	EPM and Public Works	Near-Term	1,6,10,12	Graham County, City of Thatcher, SEAGO, and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	b. Develop incentives to encourage beneficial use of stormwater and other conservation methods	PCD	Mid-Term	1,6,12	EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	c. Periodically update the Water and Wastewater Master Plan	EPM and Public Works	Ongoing Action	1,6,10,12	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	d. Incentivize water conservation and reuse such as water harvesting, drip irrigation, and use of recycled water	EPM and Public Works	Ongoing Action	1,6,12, 13	Regional partners, EPM and Public Works and other City departments involved in compliance with water conservation and reuse and involved in the DRP

Environmental Planning Element – Water Quality, Supply and Demand (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 7 - Implementation Measures:**				
	a. Work collaboratively with regional partners to prepare an Action Plan for Water Sustainability	EPM and Public Works	Near-Term	1,6,10,12	Graham County, City of Thatcher, SEAGO, and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	b. Develop incentives to encourage beneficial use of stormwater and other conservation methods	PCD	Mid-Term	1,6,10,12	EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	c. Establish goals for regional water use, decrease the use of wells found in groundwater dependent ecosystems, and increase the use of reclaimed water	EPM and Public Works	Mid-Term	1,6,10,12	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	d. Update existing codes and regulations as necessary to include long-term water conservation strategies	PCD	Ongoing Action	1,6,10,12	EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	e. Coordinate across departments to prepare and adopt voluntary LID guidelines	EPM and Public Works	Mid-Term	1,6,10,12	EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	f. Support educational programs on water conservation	EPM and Public Works	Ongoing Action	1,10	Regional partners, agencies, and City departments involved in water conservation

Environmental Planning Element – Water Quality, Supply and Demand (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policies 1 to 7 - Implementation Measures (continued):**				
	g. Develop guidelines for water efficient solar systems or options to offset water use	PCD	Mid-Term	1,14	EPM, Public Works and other City departments involved water efficient solar energy systems compliance
	h. Periodically revise and update water conservation and management tools with input from stakeholders and regional partners	EPM and Public Works	Ongoing Action	1,6,10,14	Regional partners, agencies, and City departments involved in water conservation and water management
5	**Policies 1 to 2 - Implementation Measures:**				
	a. Work cooperatively with regional partners to prioritize water supply for new economic development which both provide basic employment (jobs with a multiplier effect) and use water efficiently	PCD, EPM and Public Works	Ongoing Action	1,6,10,14	Regional partners, agencies, and City departments involved in economic development and job attraction
	b. Educate potential new businesses on water conservation strategies and approaches	EPM and Public Works	Ongoing Action	1	Regional partners, agencies, and City departments involved in water conservation and water management

Environmental Planning Element – Water Quality, Supply and Demand (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policies 1 to 2 - Implementation Measures:**				
	a. Schedule well site and existing well acquisition in the Capital Improvements Program	EPM	Ongoing Action	1,6	Public Works and other City departments involved on well acquisition program
	b. Prepare and adopt an annexation policy that includes water and well site acquisition strategies	PCD, EPM and Public Works	Mid-Term	1,6	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
7	**Policy 1 - Implementation Measures:**				
	a. Schedule well site and existing well acquisition in the Capital Improvements Program	EPM	Ongoing Action	1	Public Works and other City departments involved on well acquisition program
	b. Periodically update the Water and Wastewater Master Plan	EPM and Public Works	Ongoing Action	1,6	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP

Environmental Planning Element– Water Quality, Supply and Demand (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
8	**Policies 1 to 4 - Implementation Measures:**				
	a. Periodically update the Water and Wastewater Master Plan and the Emergency Water Management Plan	EPM and Public Works	Ongoing Action	1,6	Regional partners and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	b. Continue to fund and support water use education programs	CM	Ongoing Action	1,14	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	c. Periodically update the Landscape Ordinance to incorporate the latest water conservation strategies, methods and techniques	PCD	Ongoing Action	1,14	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
9	**Policy 1- Implementation Measures:**				
	a. Periodically update the Water and Wastewater Master Plan	EPM and Public Works	Ongoing Action	1,6	Regional partners and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
	b. Explore the cost-effectiveness of developing a treatment plant for potable water.	EPM and Public Works	Long-Term	1,6	Regional partners and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP

Environmental Planning Element – Air Quality

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
10	**Policies 1 to 5 - Implementation Measures:**				
	a. Update and amend as needed City ordinances related to monitoring and reducing air pollutants	PCD	Ongoing Action	1,9	Regional partners, agencies and other City departments involved in monitoring and reducing air pollutants
	b. Continue to enforce and implement and periodically update standards requiring the use of resurfacing and vegetative ground cover on parking and access areas for all commercial and industrial development	PCD	Ongoing Action	1,6,7	EPM, Public Works and other City departments involved in resurfacing roads, parking and access areas
	c. Continue to implement existing dust, asbestos and open burning regulations and periodically update City ordinances related to reducing air pollutants	PCD	Ongoing Action	1,9	EPM, Public Works and other City departments involved in the reduction of air pollutants

Environmental Planning Element – Cultural Resources

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
11	**Policies 1 to 2 - Implementation Measures:**				
	a. Update and amend as needed City ordinances related to the preservation of significant prehistoric and historic cultural resources	PCD	Ongoing Action	1,4	SHIPO, regional partners, agencies and other City departments involved in the preservation of significant prehistoric and historic cultural resources

Environmental Planning Element – Night Skies and Visual Resources

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
12	**Policies 1 to 4 - Implementation Measures:**				
	a. Continue to periodically update the Sign Ordinance and Outdoor Lighting Code to regulate light pollution, protect night skies and prevent the proliferation of billboards	PCD	Ongoing Action	1,6	Regional partners, agencies and other City departments involved in the preservation of night skies and visual resources
	b. Prepare, adopt and implement mountain view preservation site design standards and guidelines	PCD	Ongoing Action	1,11	Regional partners, agencies and other City departments involved in the preservation of visual resources

Environmental Planning Element – Energy

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
13	**Policies 1 to 2 - Implementation Measures:**				
	a. Identify incentives for the incorporation of passive and active solar in new development and redevelopment	PCD	Near-Term	1,14	And other City departments involved in the DRP
	b. Prepare and adopt guidelines for low-water consumption solar energy fields	PCD	Mid-Term	1,14	EPM, Public Works and other City departments involved water efficient solar energy systems compliance
	c. Prepare and adopt guidelines for the incorporation of solar energy features in historic buildings	PCD	Near-Term	1,14	SHIPO, regional partners, agencies and other City departments involved in the preservation of significant prehistoric and historic cultural resources
	d. Establish education programs that explore the advantages of clean alternative energy sources	EPM and Public Works	Mid-Term	1,14	And other City departments involved in alternative energy sources
	e. Identify funding sources such as Choice Neighborhoods that address multiple aspects of redevelopment including establishment of energy efficient systems	PCD	Ongoing Action	1,5,14	And other City departments involved in redevelopment and revitalization

Public Services and Facilities Element – Wastewater System

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 11 - Implementation Measures:**				
	a. Integrate land use planning changes into sewer system planning	PCD	Near-Term	1,6	And other City departments involved in the DRP
	b. Establish strategies to support infill close to existing sewer infrastructure and to feasibly extend infrastructure to support designated growth areas	PCD	Near-Term	1,6	And other City departments involved in the DRP
	c. Update the Water and Sewer Master Plan to include Priority Development Areas to guide sewer extension projects	EPM and Public Works	Near-Term	1,6	Regional partners and other City departments involved with sewer extension projects
	d. Identify shovel-ready, City-owned sites and designate these as Priority Development Areas	PCD	Near-Term	1,2	EPM, Public Works and other City departments involved in the DRP
	e. Continue to explore opportunities for aquifer recharge via water reclamation facilities	EPM and Public Works	Near-Term	1,6	Regional partners and other City departments involved in aquifer recharge and water reclamation
	f. Assure that sewer conveyance system extensions prioritize designated growth areas	EPM and Public Works	Near-Term	1,6	Regional partners and other City departments involved sewer conveyance system extensions

Public Services and Facilities Element – Waste Removal, Recycling and Solid Waste

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 8 - Implementation Measures:**				
	a. Continue to enforce inspection of septic tank cleaners, liquid waste haulers and pumper trucks on an annual basis	EPM and Public Works	Ongoing Action	1,6	And other City departments involved in septic tank inspections
	b. Continue to safely and efficiently implement the Waste Tire Program	Landfill	Ongoing Action	1,6	Other regional partners participating in the Waste Tire Program
	c. Work with all jurisdictions in the region to establish and financially support a Regional Household Hazardous Waste program	Landfill	Near-Term	1,6	Other jurisdictions in the region.
	d. Develop and update periodically a public education program to educate the public about waste removal programs and the benefits of recycling	Landfill	Mid-Term	1,6	Other jurisdictions in the region being served.

Public Services and Facilities Element – Flood Control

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 2 - Implementation Measures:**				
	a. Establish the regional partnerships necessary to support the Gila River Restoration Project	PCD and EPM	Ongoing Action	1,2,6,7,12	Graham County, Town of Thatcher, Town of Pima, SEAGO, GVEDC, ADOT, and other federal, state and regional agencies involved in river restoration
	b. Continue to work with Graham County Flood Control District to identify safe and efficient strategies for flood control to address citywide flood issues	PCD and EPM	Ongoing Action	1,6	Graham County Flood Control District

Public Services and Facilities Element – Public Safety and Emergency Services

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 3 - Community Threats, Hazards and Emergency Preparedness Implementation Measures:**				
	a. Increase the City capacity to respond to public health emergencies by strengthening the partnership with regional agencies and adjacent jurisdictions	Emergency Services	Ongoing Action	1,19	Regional agencies, adjacent jurisdictions, public health services and emergency planning agencies
	b. Integrate flood mitigation and response to include specific flood response activities including area specific warning dissemination	Emergency Services	Ongoing Action	1,19	Graham County Flood Control District
	c. Evaluate the community's level of preparedness for power outages triggered by natural events such as flood, wildfire, and drought	Emergency Services	Ongoing Action	1,19	Regional agencies, adjacent jurisdictions, public health services and emergency planning agencies
	d. Continue to promote awareness of and access to resources for extreme weather events such as acute air quality, wildfire and flooding events	Emergency Services	Ongoing Action	1,19	Regional agencies, adjacent jurisdictions, public health services and emergency planning agencies

Public Services and Facilities Element – Public Safety and Emergency Services (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 3 - Public Safety and Law Enforcement Implementation Measures:**				
	a. Support educational programs of the Safford Police Department	Safford Police Department	Ongoing Action	1	Other City departments and community
	b. Utilize social media as a way to disseminate crime prevention tips and share information effectively with the community	Safford Police Department	Ongoing Action	1	Other City departments, Safford City/Graham County Library and community
	c. Continue to develop partnerships with the community and local businesses to gain support, cooperation and a better understanding of community-police relations	Safford Police Department	Ongoing Action	1	Other City departments, Safford City/Graham County Library and community
	d. Consider Safford Police Department facilities expansion needs when considering a centralized one-stop government center facility for the provision of government services	CM	As Opportunity Arises	1,6,17	City Capital Improvements Program

Public Services and Facilities Element – Public Safety and Emergency Services (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 3 - Fire Services Implementation Measure:**				
	a. Require all rezoning applications for urban land uses located within a rural area to include a letter from the Safford Fire Department acknowledging ability to provide adequate fire protection	PCD	Ongoing Action	1	Other City departments involved in rezonings and DRP

Public Services and Facilities Element – Healthy Communities Best Practices

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measure:**				
	a. Prepare and adopt design guidelines based on healthy community principles for City public facilities	PCD	Near-Term	1,16	Other City departments, Arizona Partnership for Healthy Communities, and community

Public Services and Facilities Element – Communications

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measure:**				
	a. Continue to work with private service providers to ensure a fast, efficient and reliable citywide internet and wireless communications system	PCD and Public Works	Ongoing Action	1	Private service providers

Public Services and Facilities Element – Integrated Facilities System (IFS)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measure:**				
	a. Work collaboratively with City departments overseeing public facilities operation and management to prepare, adopt and implement IFS program that helps monitor General Plan progress	PCD and EPM	Ongoing Action	1	All City departments overseeing public facilities operation and management and involved in General Plan implementation

Public Community Services Element – Public Community Services

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 2 - Implementation Measure:**				
	a. Maintain and strengthen public/private partnerships with service providers, non-profit sector, and other jurisdictions for the provision of quality public community services, identification of funding, and needed coordination and support to ensure that such services appropriately serve the current and future populations	PCD	Ongoing Action	1	Other City Departments, service providers, non-profit sector, and other jurisdictions providing public community services

Public Community Services Element – Safford City-Graham Library

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policies 1 to 3 - Implementation Measures:**				
	a. Work collaboratively with the Safford City-Graham County Library in the development, approval, evaluation and implementation of its strategic plan	PCD, CM and Safford City-Graham County Library	Ongoing Action	1,18	Regional public/private partners and friends of the library, Safford City-Graham County Library departments and non-profit organizations
	b. Seek grant opportunities to support or expand existing library programs and explore innovation	Safford City-Graham County Library	Ongoing Action	1,18	Regional public/private partners and friends of the library, national, state and local agencies and affiliates supporting library services
	c. Design future facilities or expansion/renovation of current facilities to include flexible spaces and the latest technological infrastructure	PCD, EPM and Safford City-Graham County Library	Ongoing Action	1,18	Regional public/private partners and other City departments involved in the planning, design and construction of future library system expansions/renovations and consultants retained for future library planning, design and construction of such expansions/renovations
	d. Maintain an adequate budget to provide for the needs of changing collections including electronic resources	CM and Safford City-Graham County Library	Ongoing Action	1,18	Regional public/private partners and friends of the library, national, state and local agencies and affiliates supporting library services

Cost of Development Element – Integrated Infrastructure and Land Planning

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
1	**Policy 1 - Implementation Measures:**				
	a. Target infrastructure expansion land uses appropriate in size and location for future employment and revenue generating development to those areas of the City identified as Growth Areas and redevelopment areas	PCD and EPM	Ongoing Action	1,6,7,12	Regional public/private partners, Graham County Flood Control District, SEAGO, ADOT and other key regional players
	b. Minimize barriers for future employment or revenue generating land uses through the use of tools such as Transfer of Development Rights and other land mitigation strategies where reasonable and appropriate	PCD	Ongoing Action	1	Other City departments involved in rezonings and DRP
	c. Consider the cost/benefit ratio of new development proposed in designated Growth Areas as part of the approval process	PCD	Ongoing Action	1	Other City departments involved in rezonings and DRP
	d. Continue to work with major property owners to market and develop sites for retail, commerce and mixed-use projects and work out innovative development terms to help fund the infrastructure improvements	PCD	Ongoing Action	1,2	Major property owners, SEAGO and GVEDC

Cost of Development Element – Integrated Infrastructure and Land Planning (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
2	**Policy 1 - Implementation Measure:**				
	a. Update the Water Master Plan to reflect the direction of this General Plan	EPM and Public Works	Ongoing Action	1,6	Regional partners, EPM and Public Works and other City departments involved in compliance with water quality, supply and demand, and involved in the DRP
3	**Policy 1 - Implementation Measure:**				
	a. Annually review the Capital Improvements Plan (CIP) to schedule needed updates	PCD, P&Z, CM	Ongoing Action	1	All City departments involved in projects and/or programs needing inclusion in the CIP

Cost of Development Element – Cost Recovery

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policy 1 - Implementation Measures:**				
	a. Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, community facilities districts, development fees, in-lieu fees, facility construction dedications, service privatization, and consolidation of services	PCD and CM	Ongoing Action	1,13	Regional partners, EPM and Public Works and other City departments involved in the funding and financing of new public facilities and services
	b. Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the City by new development to provide services to such development	CM	Ongoing Action	1,13	City attorney and any other City Department involved in the adoption of systems of development fees and facility/utility improvement policies
	c. Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility	PCD	Ongoing Action	1	Other City departments involved in the rezoning, DRP and plat review
	d. Update development fee studies on a regular basis to ensure establishment of reasonable fees	CM	Ongoing Action	1,13	City attorney and any other City Department involved in the adoption of systems of development fees and facility/utility improvement policies

Cost of Development Element – Cost Recovery (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
4	**Policy 1 - Implementation Measures:**				
	e. Encourage the growth or relocation of industries that generate local tax revenue and employment	PCD and CM	Ongoing Action	1	Graham County, City of Thatcher, SEAGO, GVEDC
	f. Encourage planned development as it also generates local tax and employment	PCD and CM	Ongoing Action	1	Graham County, City of Thatcher, SEAGO, GVEDC, developer community
	g. Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved	PCD, CM	Ongoing Action	1	City Attorney

Cost of Development Element – Cost Recovery (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 4 - Implementation Measures:**				
	a. Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve service levels of existing deficiencies in public facilities	PCD and EPM	Ongoing Action	1,13	City Attorney and all City departments involved in the provision of public services and facilities
	b. Ensure that the identified benefits of the new public facilities and services are received by the development charged with paying for them	PCD and EPM	Ongoing Action	1,13	All City departments involved in the provision of public services and facilities
	c. Provide that a development is charged only for its proportionate share of the benefits received by the new public facilities and services	PCD and EPM	Ongoing Action	1,13	All City departments involved in the provision of public services and facilities
	d. Conduct studies to determine future benefits associated with new revenues generated from growth areas and Commercial Corridors (US Highway 191 and 70)	PCD and EPM	Ongoing Action	1,2	Graham County, City of Thatcher, ADOT, SEAGO, GVEDC, City departments involved in the provision of public services and facilities, outside consultants

Cost of Development Element – Cost Recovery (Continued)

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
5	**Policies 1 to 4 - Implementation Measures (continued):**				
	e. Allow infrastructure to be incrementally brought on line, or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk	PCD and EPM	Ongoing Action	1	All City departments involved in the provision of infrastructure, public services and facilities, in rezonings, and the DRP
	f. Consider new opportunities for using best practices in public/private partnerships	CM	Ongoing Action	1,13	Graham County, Town of Thatcher, ADOT, SEAGO, GVEDC, City departments involved in the provision of public services and facilities

Cost of Development Element – Impact of Development on Regional Systems

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
6	**Policy 1 - Implementation Measures:**				
	a. Work collaboratively with Arizona Department of Transportation, SEAGO, Graham County, Town of Thatcher and other partners in seeking new and additional revenue-sharing opportunities from State or Federal sources for designing, constructing, and maintaining facility improvements that impact and/or benefit the region such as the Gila River Restoration Project and the US Highway 191 extension along the Growth North Area	PCD, CM and EPM	Ongoing Action	1,2,6,7,12	Graham County, Town of Thatcher, ADOT, SEAGO, GVEDC, and state and federal agencies
	b. Work collaboratively with regional agencies to conduct regional studies that determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis	CM	Ongoing Action	1,2,6,7,12	Graham County, ADOT, SEAGO, GVEDC and other regional agencies
	c. Working collectively with regional partners seek new or additional revenue-sharing opportunities from the State of Arizona			1	Graham County, Town of Thatcher, ADOT, SEAGO, GVEDC, and lobbyist

Cost of Development Element – Additional Revenue Sources

GOAL	POLICY NUMBER/ IMPLEMENTATION MEASURES	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	PUBLIC/PRIVATE PARTNERS
7	**Policy 1 - Implementation Measures:**				
	a. Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the City, property owners, investors and developers to complete new development projects Growth North Area	PCD, CM and EPM	Ongoing Action	1,12	Graham County, Town of Thatcher, ADOT, SEAGO, GVEDC, and all applicable state and federal sources
	b. Consider prioritizing public maintenance of infrastructure improvements depending on critical importance to the City	EPM	Ongoing Action	1	All City departments involved in infrastructure improvements and maintenance
	c. Assign costs for maintenance over a long term budget, and budget for costs	EPM	Ongoing Action	1	All City departments involved in infrastructure improvements and maintenance