

# Globe 2035 General Plan



*"Come Home to Globe, the Best Small City in Arizona"*

Great Landscapes • Family Values • Friendly Neighborhoods • Rich History







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# Acknowledgements

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## 1.0 Introduction





The Globe 2035 General Plan (or the General Plan) is a policy document and its purpose is to provide an updated framework to help the City maximize key opportunities and direct resources to improve its quality of life and cultivate a dynamic economy. The General Plan is intended to provide direction for the future growth of the City. It not only articulates a vision of what Globe aspires to be, but presents a roadmap on how to get there. It is a product of a collaborative effort between the City, residents, business owners, land owners, school officials, and other agencies who shared their time, insights, concerns, and aspirations for the City. These ideas are translated into a set of goals, policies and actions for current and future generations. Also, as a direct result of the public dialog, the update focuses on the importance of strengthening Globe's identity and establishing realistic and measurable ways for the City to grow as a healthy and sustainable community.

Significant changes have occurred since Globe's General Plan was last updated in 2004. While many aspects of the 2004 General Plan remain valid, physical and demographic conditions of the City have evolved, State regulations have been updated, and perspectives on land use, transportation and quality of life issues have changed. In particular, the concepts of sustainability, smart growth and healthy communities have emerged as fundamental principles for design and development for all types of communities. Increasing economic strength in a sustainable manner yields higher employment and a stronger tax base for support services, leading to healthier lifestyles and greater opportunities for current and future generations. Therefore, where one lives, works, and plays has a vital effect on one's health and the economic health of the community.

This chapter of the General Plan provides an overview of the document, background on the update process, a snapshot of Globe's historical presence, and outlines current conditions. The vision and values that shape the community are highlighted, followed by a summary of how these translate into three community themes that guide the structure of this document.

## **1.1 Background and History**

The City of Globe adopted a General Plan in 1994, and completed a minor update in 2004. All jurisdictions in Arizona are required by A.R.S. §9-461.05 to have a general plan to guide future land use and development for their communities. Notwithstanding the legal requirements, a general plan provides a city the opportunity to define a vision for its future identity. It is also a guide that shows the steps that can be taken to achieve this future vision. In order to comprehensively cover the needs of cities in Arizona, state law requires certain elements to be covered in all general plans. Globe, like all Arizona cities with populations of more than 2,500 but less than 10,000 persons, is required to include the following elements in its plan: land-use and circulation. The City chose to have the 2004 Plan meet the requirements for jurisdictions over 10,000 because it wanted to ensure that the Plan addressed a broad range of issues and was prepared for future growth. Additional elements included in the 2004 General Plan were open space, growth, environmental planning and cost of development.

Municipalities of this size may also include the following elements: conservation; recreation; public services and facilities; public buildings; housing; conservation, rehabilitation and redevelopment; safety; bicycling; energy; and neighborhood preservation and rehabilitation. For this update, housing, and neighborhood preservation elements were added to the document under a quality of life theme due to the significant issues currently impacting the City in these areas. This is described further in Section 3.0.



## 1.2 Guide For The Future

The Globe 2035 General Plan is intended for any person or entity working with the people, businesses or government of the City of Globe. New and existing residents, as well as businesses working with the City can use the General Plan to learn about Globe’s vision for the future and how it intends to meet the service, transportation, resource, and other needs of its citizens and businesses for years to come. The City Council, the Planning and Zoning Commission, and City staff will use the Globe 2035 General Plan as a guide to land use planning, environmental planning and economic development. City staff will also use the General Plan to ensure that City policies and procedures remain coordinated and focused on Globe’s vision. Private citizens and developers working with the City can use the Globe 2035 General Plan to help them understand the types of developments desired by the City and its plans for future development and service provision.

### What is a General Plan?

A “General Plan” is a policy document that becomes the legal basis for City regulations and the initiation of public projects. The intent of the General Plan is to embody the desires and goals of residents, business owners, and elected officials and establishes a set of clear and achievable actions within the established planning period. It is written in a straightforward, simple manner to address a wide range of issues in broad terms. However, the General Plan cannot be, and should not be considered an all-inclusive document. The City’s area plans, Zoning Ordinance, subdivision regulations and standards provide greater specificity where needed, and are intended to work in conjunction with the General Plan to implement its policies.

A General Plan is also:

- An ongoing exercise of local self-government;
- A formal unified overview of life in the community;
- An ongoing status report on the community’s performance;
- A statement of the community’s view of itself;
- The public officials’ most basic statement of public policy;
- A description of the action plan the City should take to achieve its desired future;
- A means to inform the public and all stakeholders and to enhance their confidence;
- A tool to assist in the management and stewardship of the City; and
- A legal mandate.

### What impact does the General Plan have on me?

The General Plan does not change existing zoning, but could impact future zoning changes on the property. In other words, if a property currently is zoned and is not in conformance with the adopted Globe 2035 General Plan, the property may be developed according to the in-place zoning, however any future rezoning of the land must conform to the General Plan. While current zoning must conform to the adopted Globe 2035 General Plan, the plan is not set in concrete and it may be amended.

ARS §9-461.06 requires General Plans to define Major Amendments to the General Plan and a procedure for considering them. ARS §9-461.06 requires a two-thirds vote of the City Council to approve a major amendment to the General Plan and limits presentation of major amendments to a single public hearing during the calendar year in which the proposal for the amendment is made. The City of Globe General Plan Amendment Process is defined later in Globe 2035 General Plan.



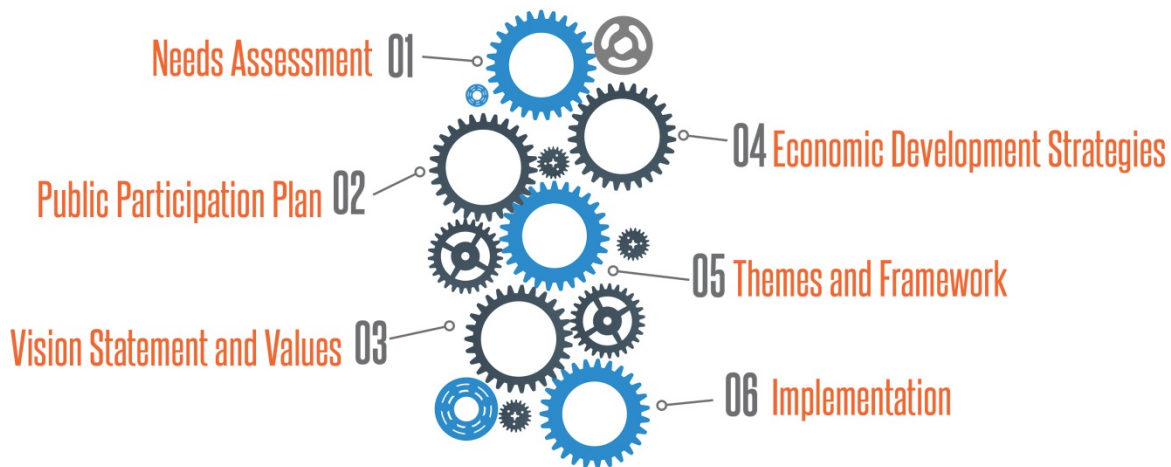
### Why Update The General Plan?

A General Plan is the foundation of all local land use decisions related to zoning, permitted development, and allowable activities. Over time the needs and values of the community evolve, and the General Plan needs to be updated to reflect the community's vision for its future. To adjust to these dynamics and to comply with state law, general plans are reviewed and revised periodically. Per Arizona Revised State Statutes, cities and counties are required to update their General Plan every ten years.

The General Plan is the City's most important planning tool; a comprehensive update ensures that information in the Plan is current and that the Plan's goals and action items are consistent with current City policy and community views. With this update effort, the City seeks to strengthen its economic position; reaffirm its policy foundation and vision; and collectively evaluate several issues of citywide importance. It also wishes to utilize its history, culture, economy and, most importantly, its residents to grow in a smart and sustainable way, so that its future generations can enjoy the City and its natural environment for years to come.

### The Update Planning Process

The general plan update process involves six steps, which are illustrated in the graphic and discussed in more detail below.



#### 01 Needs Assessment

The initial step is an assessment phase, which is a two-fold process that encompasses: 1) Reviewing and analyzing existing regulatory documents, policies and processes in relation to current best practices; and 2) Identifying opportunities and challenges associated with physical constraints (such as infrastructure, topography and hydrology), socioeconomic conditions and regulatory perspective. This information is assembled into a technical document that is the basis on which quantifiable and obtainable objectives are selected to build the General Plan framework. Although the technical document is not adopted as part of the General Plan, portions of the analysis are fused throughout the text to illustrate existing conditions in key areas.



## 02 Public Participation Plan

The preparation and implementation of a multi-faceted outreach process is utilized to reach as many people as possible, and more specifically to reach segments of the population that do not generally engage in civic dialogue. The objective is to provide meaningful, effective, early and continuous public participation throughout the development of the General Plan.

## 03 Vision Statement and Values

The City of Globe recently updated its FY 2013-'14 Strategic Plan. In recognizing its strategic economic development advantage, the Executive Summary states that: *"The City of Globe is focused on celebrating our rich history while charting a course toward a bright future. Many exciting challenges lie ahead for our diverse, friendly, and energetic community... This plan sets out five strategic areas to guide City Council's budgetary and policy decisions:*

- *Economic Development/Prosperity;*
- *Infrastructure (Water, Wastewater, Streets);*
- *Quality of Life;*
- *Public Safety and;*
- *Regionalism/Partnerships*

Ultimately, the completion of the Strategic Plan resulted in the following vision statement: *"Come Home to Globe, the Best Small City in Arizona"*

## 04 Economic Development Strategies

The City engaged Building Communities, a consultant firm, to employ its trademarked strategic planning methodology to assist the residents, business owners, and elected officials to select relevant economic development strategies based on their unique values and aspirations for the City.

## 05 Themes and Framework

Data from the previous steps are analyzed and emerging themes are identified and refined as a result of the extensive public input and review. Themes for this document are presented in Section 1.6. The preparation of principles, goals and implementation strategies for each identified theme will serve as the framework for future development.

## 06 Implementation

Implementation of the General Plan is achieved through preparation, adoption and execution of the Implementation Plan outlined within Section 5.0 of this document.

## **1.3 Public Involvement**

The City understands its long-term economic health is directly linked to meeting the current and future needs of its stakeholders. To better understand those needs, a resident survey was completed in 2012 to determine the level of satisfaction among residents and identify major issues facing the City of Globe. While an important first step, a more extensive outreach effort was conducted as part of the update process to reach additional stakeholder groups, and delve more deeply into all of the elements that comprise the general plan.

The primary goal of Globe's public participation process is to ensure the inclusion of a diverse cross-section of residents and businesses giving everyone the opportunity to contribute insights, ideas and a

vision to the process. A multi-faceted outreach process was developed to reach as many people as possible, and more specifically to reach segments of the population that do not generally engage in civic dialogue. The City employed a number of public communication techniques to provide effective, early and continuous notification throughout the process to engage the community. These include the use of digital and print media, email, online surveys, social media, personal invitations and official notices of public hearings, open houses, workshops and community events. Through seventeen public outreach and community meeting events, the General Plan Update public involvement reached over 200 citizens.



#### Steering Committee

To help guide the development of the update, a steering committee was established to provide technical and non-technical input. The Steering Committee was comprised of residents, business owners and representatives from various agencies to serve as a sounding board for key policy questions. Over the course of the update process, the Steering Committee met on a regular basis to provide input and guide the development of the community's vision, core values, character area and growth area alternatives, as well as goals, policies and implementing strategies for each of the General Plan elements.

#### Technical Advisory Committee

A Technical Advisory Committee (TAC) was established and comprised of the City Manager and the City's department heads. The TAC provided technical review of materials, ensuring accurate and up-to-date information.

#### Stakeholder Interviews, Online Surveys, Focus Groups and Youth Activities

To gain a better understanding of the critical issues facing the community from a variety of viewpoints, stakeholder interviews, online surveys, focus groups and outreach at youth activities were conducted. Participants were asked to identify Globe's key assets, issues and opportunities on topics such as housing, business development and retention, education, infrastructure and the environment. They were then asked how the General Plan could best address these challenges and identify potential improvements.

#### Open House Meetings and Workshops

The process included a series of open house meetings and community workshops. Outreach for these meetings included: distributing announcements throughout the community in various locations, with a heavy emphasis at public gathering areas, as well as posted at City Hall and the Library; local newspaper coverage; and personal invitations by phone and email. Notices were also posted on the City's website, partnering local business's websites, as well as on Facebook and Twitter.



### Agency Coordination

The Team consulted with, advised and provided opportunities for official comment by public officials and agencies, which included but was not limited to: Gila County; school districts; associations of governments; public land management agencies; other appropriate government jurisdictions, public utility companies; civic, educational, professional and other organizations; property owners; citizens; and stakeholders to secure maximum coordination of plans and to indicate properly located sites for all public purposes on the General Plan.

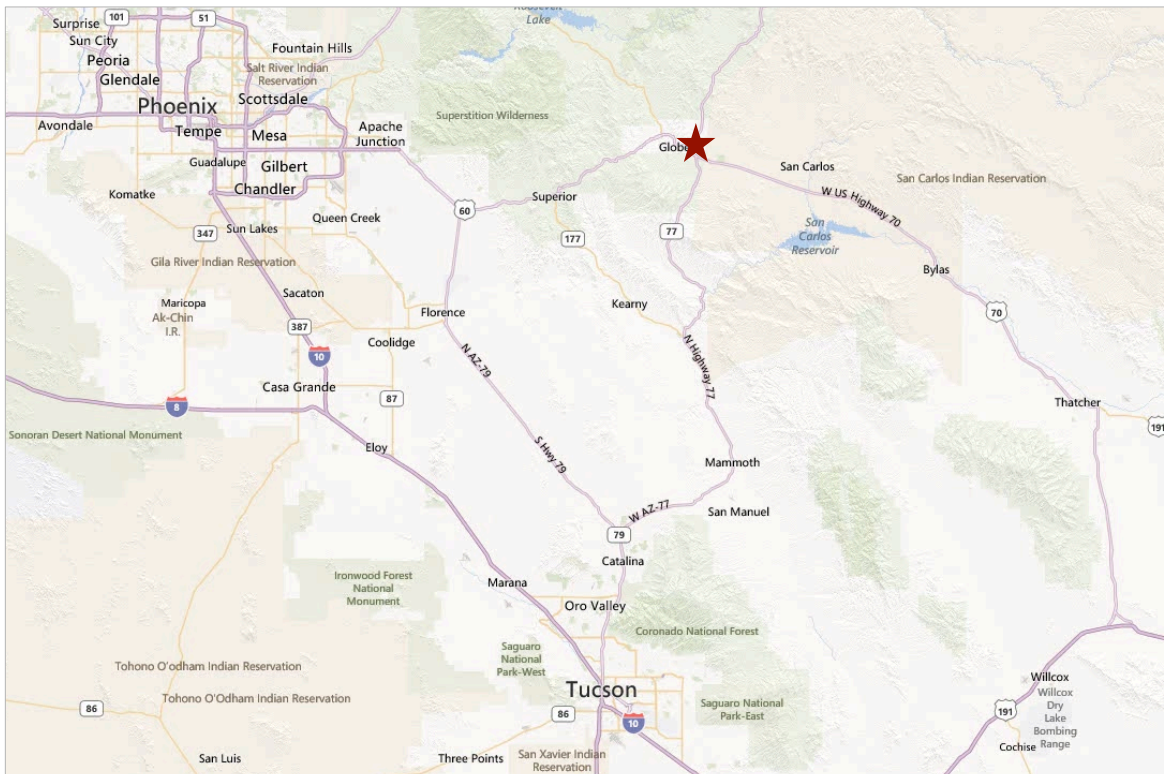
### Public Hearings

City staff provided regular progress reports to the City Council throughout the Update process. The public was able to comment on the General Plan at public hearings before the Planning Commission and the City Council; and emails inviting residents, steering committee members, local business owners, government agencies, and other interested stakeholders were sent out for public hearings.

## 1.4 A Community Portrait

The City of Globe was founded in 1875 as a mining camp along the banks of Pinal Creek. Prospectors were attracted to the area because of the rich deposits of silver and copper, ample water, and proximity to Phoenix and Tucson. The City was incorporated twice prior to its final incorporation, establishing present day Globe in 1907, where it became the County seat and commercial hub of southern Gila County. The City's name was inspired by the discovery of piece of pure silver found nearby that was in the shape of a globe.

**Figure 1: Regional Map**



Globe is in the heart of the Cobre (Spanish for Copper) Valley, at the base of the foothills of the Pinal Mountains (approximately 3,500 feet in elevation). It is located 87 miles east of Phoenix and 106 miles north of Tucson; according to the 2010 U.S. Census, the population of the City is 7,532 and encompasses 18.0 square miles. Globe maintains slightly cooler temperatures and more precipitation than its metropolitan neighbors. The City's location along four major highways and a railway has made it a gateway for travelers going from Arizona's major metropolitan areas to the White Mountains, Roosevelt Lake and the San Carlos Apache Reservation, however, it continues to maintain its identity as a small town with great landscapes, friendly neighborhoods and a rich history.

### Historical Overview

Globe's early, pre-European history dating back to 300 B.C. includes the Anasazi and Mogollon cultures which gave rise to a new prehistoric people known as the Salado, who inhabited the area by 1100 AD. The Salado prospered for over two hundred years until completely vanishing from the area around 1450 AD. ***Remnants of their civilization can be visited today at Globe's Besh-Ba-Gowah archeological park and remains an important community asset.***

Subsequently, the area was intermittently inhabited by wandering bands of nomadic people and by the late 1600s the area is known to have been occupied by Apache and Yavapai (Moqui) tribes. With the ratification of the Treaty of Guadalupe Hidalgo in July 1848, Globe became part of the United States, opening the area for settlement. Some of the first pioneers to explore the area were in search of mineral wealth. However, it was not until 1875 that the riches hidden beneath the ground were fully discovered, and a flood of optimistic prospectors quickly inhabited the area. By March 1881, Gila County was created and Globe was designated the new county seat. Coming with Globe's importance as the new county seat came a stage coach linking it to Silver City, New Mexico. To accommodate the growth and to facilitate the shipment of ore and access for travelers, the Gila Valley, Globe and Northern Railroad arrived in town on December 7, 1898.

Rapid growth of the community continued up to the depression years. Most of the historic buildings still standing in Globe were built during this period of prosperity. One of the first roads built in the area was the Apache Trail, which was completed in Globe around 1912 and later the "Million Dollar Highway" was completed in 1922, connecting more directly to Phoenix, opening Globe to extended trade markets. The tourism industry boomed between 1917 and 1930, with the Southern Pacific's Sunset Railroad trip and side tour of the Apache Trail.



Photo 2: Besh-Ba-Gowah, City of Globe



Photo 2: Besh-Ba-Gowah Museum, City of Globe



Photo 3: Broad Street 1895, GCHSM



Photo 4:  
Old Globe – Phoenix Highway, Claypool



Photo 5: Historic Downtown Globe today, Wikipedia



Production in Globe's copper mines fluctuated though the years, however the City was able to survive the lean times. The quality of life in Globe was greatly enhanced with the passage of the Environmental Protection Act improving air and water quality. The mining companies and local ranchers became strong community supporters, providing funding and volunteer time to youth and community activities. Today, the City of Globe maintains strong relationships with businesses and other governmental agencies, working cooperatively for the good of the citizens. Globe has survived thanks to the tireless efforts of past and current community leaders, and ambitious citizens.

### Notable Residents

Phineas Clanton, brother of the infamous Ike Clanton from the OK corral shootout in Tombstone, lived in Globe after serving prison time for a stage robbery; he died of pneumonia and was buried in 1906.

Globe is also known for having links to Geronimo and the Apache Kid. On October 23, 1889, the Apache Kid's trial was held in the old Globe Courthouse.

Other notable residents of Globe:

- Big Nose Kate (Mary Kate Horony) – Paramour of Doc Holliday
- Lynda Carter – Actress famous for her starring role in the television series Wonder Woman
- Napoleon Cordy – Mayanist
- Gerald Gault, subject of 1967's *In re Gault* Supreme Court ruling on juveniles
- George W. P. Hunt – Arizona Territorial governor and first governor of the State of Arizona, also the first Mayor of Globe
- Helen Jacobs – Tennis player inducted into the International Tennis Hall of Fame in 1962
- Senator A. V. "Bill" Hardt – Mayor of Globe and State Senator
- Donald Lee – Major League Baseball pitcher
- Rose Perica Mofford – Arizona's first female governor
- Betty Russell – All-American Girls Professional Baseball League player
- Sarah Herring Sorin – Arizona's first female attorney
- Brady Ellison - Olympic Archer
- Polly Rosenbaum – State Representative from Globe
- Jack Elam - Actor

**300BC**  
Hohokam  
people inhabit  
the Cobre  
Valley

**900AD**  
Hohokam  
establish pit  
house settlement  
in present  
day Globe.  
Abandoned  
around 1100 AD



**1125AD**  
Salado Indians  
construct the  
pueblo known as  
Besh-Ba-Gowah  
along bank of  
Pinal Creek.  
Abandoned  
shortly after  
1400 AD

**300BC -**  
**1400AD**



**1539**  
Father Marcos  
de Niza explores  
Arizona and  
claims land  
for Spain.



**1540**  
Francisco Vasquez  
de Coronado  
of Spain came  
searching for the  
Seven Cities of  
Cibola. Coronado  
never finds the  
cities said to be  
made of gold, but  
claims Arizona  
as part of New  
Spain.



**1600**  
Apache and Yavapai  
Inhabit Globe Area



**1606**  
Jamestown, Virginia  
established-first  
permanent English  
colony on American  
mainland



**1620**  
Pilgrims from  
England arrive  
at Plymouth,  
Massachusetts, on  
the Mayflower.

**1752**  
After many revolts  
from the Pima and  
Papago tribes, the first  
permanent settlement  
was established in  
Tubac



**1756 - 1763**  
Seven Years War  
(French & Indian War)  
France gives England  
all French territory  
east of the Mississippi  
River, except New  
Orleans.

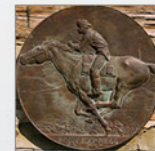


**1776**  
July 4th, 1776  
United States  
Declaration of  
Independence



**1854**  
Copper is discovered  
in Arizona

**1858**  
Gold discovered on  
Gila River



**1860**  
Pony Express Begins



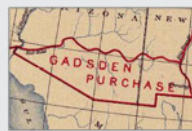
**1861-1865**  
American Civil War



**1863**  
Arizona Territory  
separated from  
New Mexico  
Territory.



**1848**  
United States wins  
Mexican-American War  
and gains Arizona land  
north of the Gila River.



**1853**  
Remaining portion of  
Arizona obtained through  
Gadsden Purchase.

**1900s**

**1900**  
Globe's first attempt to  
unincorporate



**1905**  
Apache Trail Completed

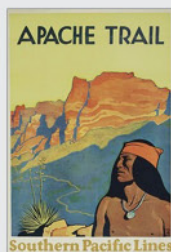
**1907**  
Globe is officially  
unincorporated from  
Pinal County and  
incorporated into  
Gila County.

George W.P. Hunt  
elected mayor.



**1912**  
February 14, 1912  
Arizona becomes the  
48th State

Globe resident  
George W.P. Hunt is  
1st Governor



**1916 - 1930**  
Globe benefits from  
SPRR Sunset Route  
Apache Trail Tours



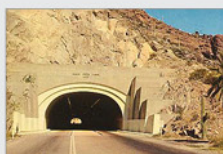
**1917**  
World War I Begins

**1922**  
Globe-Phoenix Highway  
Completed

**1929**  
Great Depression Begins



**1939**  
World War II begins. Japan  
attacks Pearl Harbor in 1942  
and US declares war.



**1952**  
Modern Globe-Phoenix  
Highway Completed



**1963**  
US Supreme Court rules  
in favor of Arizona over  
California in dispute  
over Arizona's share of  
Colorado River water.

**1981**  
'76 Globe High School  
graduate James Lopez, Marine  
Sergeant returned from 444  
days of captivity in Iran where  
he was taken hostage.



**1987**  
Globe's Downtown District  
listed on National Register

**1988**  
Governor Evan Mecham  
becomes the first United  
States Governor in 59 years to  
be impeached.



Globe resident Rose Mofford  
became Acting Governor and  
later sworn in as the 18th  
Governor on April 5th. She  
was the first woman in the  
state to hold the office.

**2000s**



City of Globe  
Centennial  
**1907 - 2007**



**2012**  
Arizona  
Centennial



**2014**  
City of Globe  
High School  
Centennial



## 1.5 Community Characteristics and Economic Profile

### A. Demographic Information

#### Population

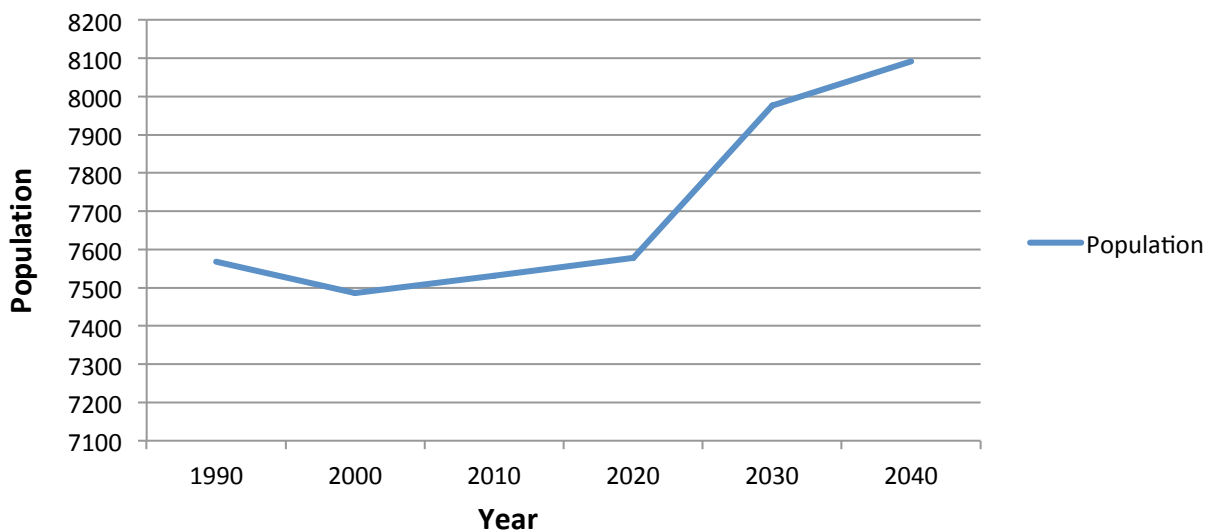
The population of Globe has been increasing since 2000, after a slight decrease from 1990 to 2000. The 1990 population of 7,568 decreased to 7,486 in 2000, resulting in a -1.08% population growth rate. The subsequent increase by 0.61% in 2010 brought the population up to 7,532, but still remains below the 1990 population level.

According to the population estimates provided by the Central Arizona Governments (CAG), Globe's population is expected to slightly increase over the next three decades. This can be seen in the chart below. Table 1 shows this increase as equating to approximately 560 more people. Projections for Globe were derived from projections contained in the 2012 Cobre Valley Planning Assistance for Rural Areas Study and the 2006 Gila County Small Area Transportation Study (SATS).

**Table 1: Globe Population Projections**

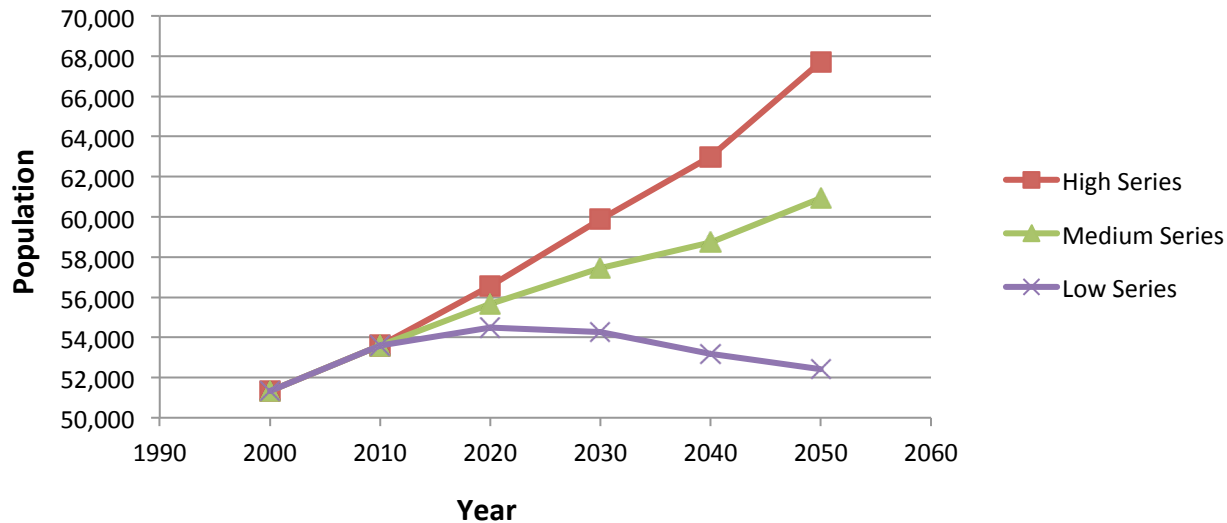
Year	Population	Population Growth Rate
1990	7568	-
2000	7486	-1.08%
2010	7532	0.61%
2020	7578	0.61%
2030	7977	5.27%
2040	8092	1.44%

**Chart 1: City of Globe Population Projections**



CAG has also created population projections for Gila County as a whole. The three projections show three possible trends in population over the next forty years, depending on certain scenarios. Two of the three projections seen in Figure 2 show an increase in population, consistent with the population projections for the Globe. A third possible projection shows Gila County steadily decreasing in population from 2020 - 2050. Any significant change in mining activity in the region will substantially affect population projections. Significant increases and/or decreases in mining interests should be monitored

**Chart 2: Gila County Population Projections**



### Age

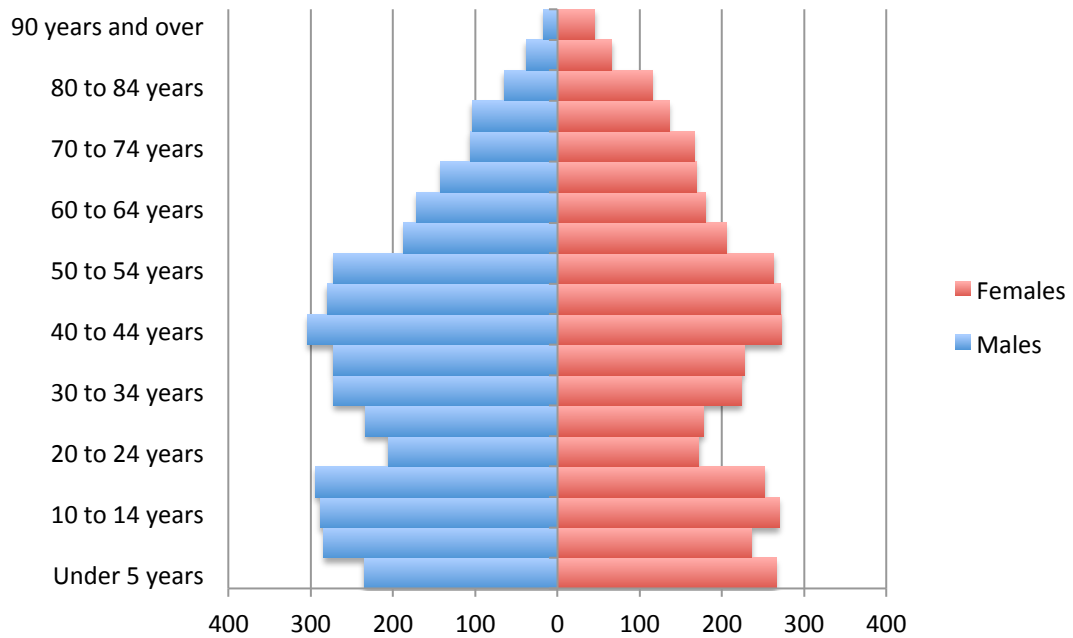
The population of Globe has aged overall from 2000 to 2010. There was a significant increase in median age from 38.4 in 2000 to 43.9 in 2010 as depicted in the Population Pyramids below. The bulk of the population in 2000 is centered on men and women 30-55 years of age and children from 5-19. However, the 2010 census shows higher concentration of men and women from 40-65, indicative of an aging population and one that is not retaining its young people. In both the 2000 and 2010 Population Pyramids, there is a large dip in the population of residents' age ranging from 20-30. This age group represents the prime working-age years and therefore presents a challenge for the City of Globe. The challenges of a reduced working age population will have the direct effect of reducing economic growth.

The trend of having an aging population seems consistent with Gila County as a whole. The population pyramids for Gila County for 2000 and 2010 show that the region had high concentrations of young children and middle-aged men and women in 2000, but by 2010 this has shifted to showing mainly large populations of older men and women. The number of men and women seem rather balanced until the age of 80 is reached, where there appears to be larger numbers of women than men. This holds true for Globe as well.

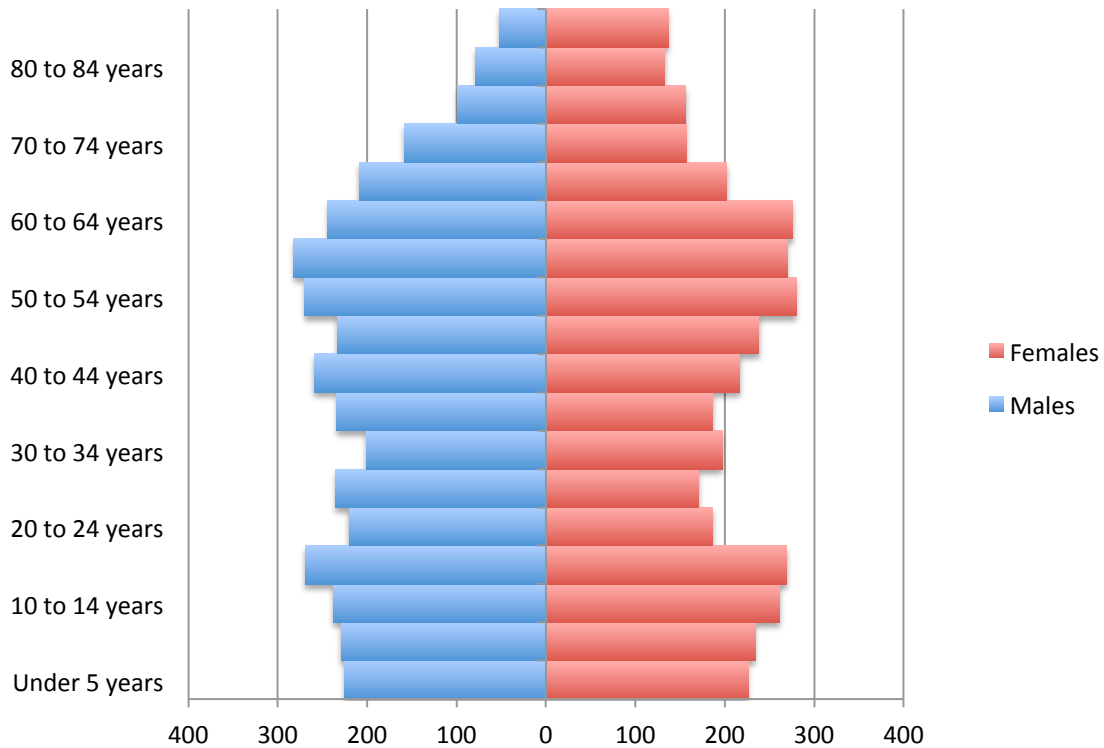
The population numbers and projections for Globe and Gila County indicate minimal growth through 2040. The 2035 General Plan will include measures for addressing the expected growth and infrastructure improvements required to handle the change in population.



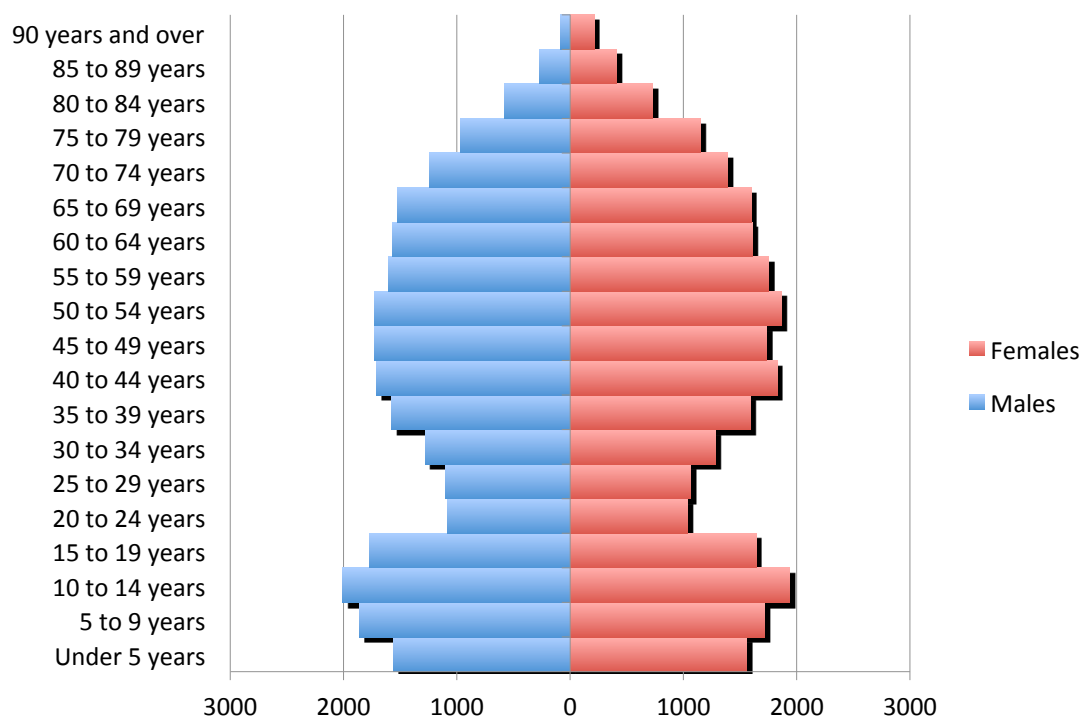
**Chart 3:** City of Globe Population Pyramid for Year 2000



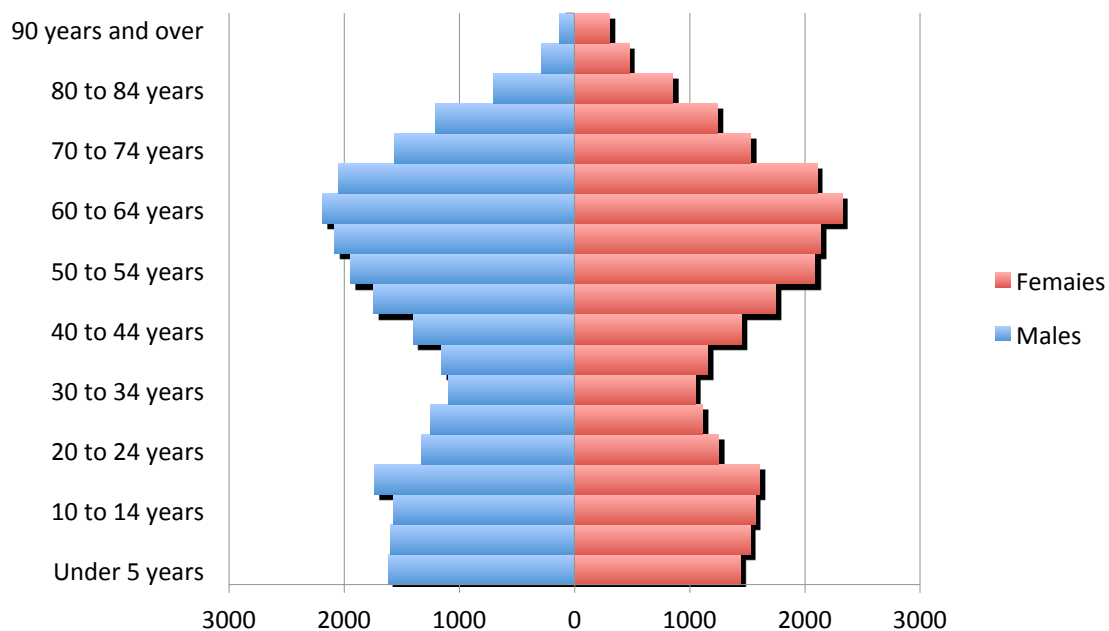
**Chart 4:** City of Globe Population Pyramid for Year 2010



**Chart 5: Gila County Population Pyramid for Year 2000**



**Chart 6: Gila County Population Pyramid for Year 2010**



### Race/Ethnicity

Globe is comprised predominantly of residents identifying as white. In 2000, 77.6% of the population identified as white and in 2010, this number grew to 79.6%. However, the percentage of residents who identified as being ethnically Hispanic or Latino increased from 32.7% to 36.8%. In addition, the percentage of residents identifying as two or more races increased from 2.4% to 3% from 2000 to 2010. Table 2 shows the full breakdown of the percentage of residents identifying with each race and ethnicity.

**Table 2:** City of Globe Race and Ethnicity Summary for Census Years 2000 and 2010

RACE	2000		2010	
	Count	Percent	Count	Percent
Total population	7,486	100.00%	7,532	+0.61%
White	5,809	77.60%	5,993	79.60%
Black or African American	86	1.10%	69	0.90%
American Indian and Alaska Native	232	3.10%	430	5.70%
Asian	84	1.10%	85	1.10%
Native Hawaiian and Other Pacific Islander	3	0%	9	0.10%
Some other race	1,092	14.60%	722	9.60%
Two or more races	180	2.40%	224	3.00%
<b>ETHNICITY</b>				
Hispanic or Latino (of any race)	2,449	32.70%	2,775	36.80%

### Education

Overall, it appears that the residents of Globe became more educated between 2000 and 2010. This is apparent by the increase in the percentage of residents with a high school degree or higher from 78.1% in 2000 to 83.8% in 2011. Table 3 shows that the percentage of residents who are 25 years and older and do not have a high school diploma has decreased. High school graduates have increased significantly from 23.5% to 31.1% and those with an associate degree have increased from 6.1% in 2000 to 9.4% in 2010. However, the percentages of residents with bachelor's, graduate or professional degrees have decreased from 2000 to 2010. While the number of residents with higher education degrees has decreased slightly, the larger increase in residents with high school diplomas shows increased investment in education in Globe.



**Table 3: City of Globe Educational Attainment Summary for Census Years 2000 and 2010**

EDUCATIONAL ATTAINMENT	2000		2010	
	Count	Percent	Count	Percent
Population 25 years and over	5,009	0.00%	5,172	+3.25%
Less than 9 <sup>th</sup> grade	401	8%	362	7.00%
9 <sup>th</sup> to 12 <sup>th</sup> grade, no diploma	697	13.90%	476	9.20%
High school graduate (includes equivalency)	1,175	23.50%	1608	31.10%
Some college, no degree	1,482	29.60%	1365	26.40%
Associate degree	306	6.10%	486	9.40%
Bachelor's degree	522	10.40%	512	9.90%
Graduate or professional degree	426	8.50%	367	7.10%
Percent high school graduate or higher	-	78.10%	-	83.80%
Percent bachelor's degree or higher	-	18.90%	-	17.00%

**Income**

Medium household incomes have increased slightly between 2000 and 2010 as shown in Table 4. The change in Median household income from \$33,071 in 2000 to \$37,698 in 2010 is largely due to the percentage increase in incomes between the \$75,000-\$99,999, which nearly doubled between 2000 and 2010, in addition to the increase in the ranges of \$100,000-\$149,000 and \$150,000-\$199,999. These increases were coupled with significant decreases in the \$10,000-\$14,999 range (10.1% to 6.3%) and the decrease in the \$35,000-\$49,999 (16.2% to 10.9%) range. These decreases not only show that there are less households that are considered low or middle income, but they also contribute to the overall effect of an increasing median household income.

**Table 4: City of Globe Income and Benefits Summary for Census Years 2000 and 2010**

INCOME AND BENEFITS	2000		2010	
	Count	Percent	Count	Percent
Total households	2,858	0.00%	2,816	-1.47%
Less than \$10,000	310	10.80%	268	9.50%
\$10,000 to \$14,999	290	10.10%	177	6.30%
\$15,000 to \$24,999	481	16.80%	488	17.30%
\$25,000 to \$34,999	402	14.10%	411	14.60%
\$35,000 to \$49,999	462	16.20%	308	10.90%
\$50,000 to \$74,999	600	21%	641	22.80%
\$75,000 to \$99,999	197	6.90%	349	12.40%
\$100,000 to \$149,999	86	3%	127	4.50%
\$150,000 to \$199,999	10	0.30%	47	1.70%
\$200,000 or more	20	0.70%	0	0.00%
Median household income (dollars)	33,071	-	37,698	-
Mean household income (dollars)	-	-	46,447	-

### Labor Force Participation

As seen in Table 5, the labor force participation rate has increased slightly from 2000 to 2010, but where people are working has changed dramatically. Although the number of residents employed has experienced a slight increase – 2,924 to 2,967 – nearly twice as many people are working in the agriculture, forestry, fishing and hunting, and mining industry in 2010 as there were in 2000. In contrast, many people have moved away from the art, entertainment, and recreation, and accommodation and food services industry. The educational services, and health care and social assistance industry remains a strong employer, though they employed 3% less people in 2010 than in 2000.

**Table 5: City of Globe Industry Summary for Census Years 2000 and 2010**

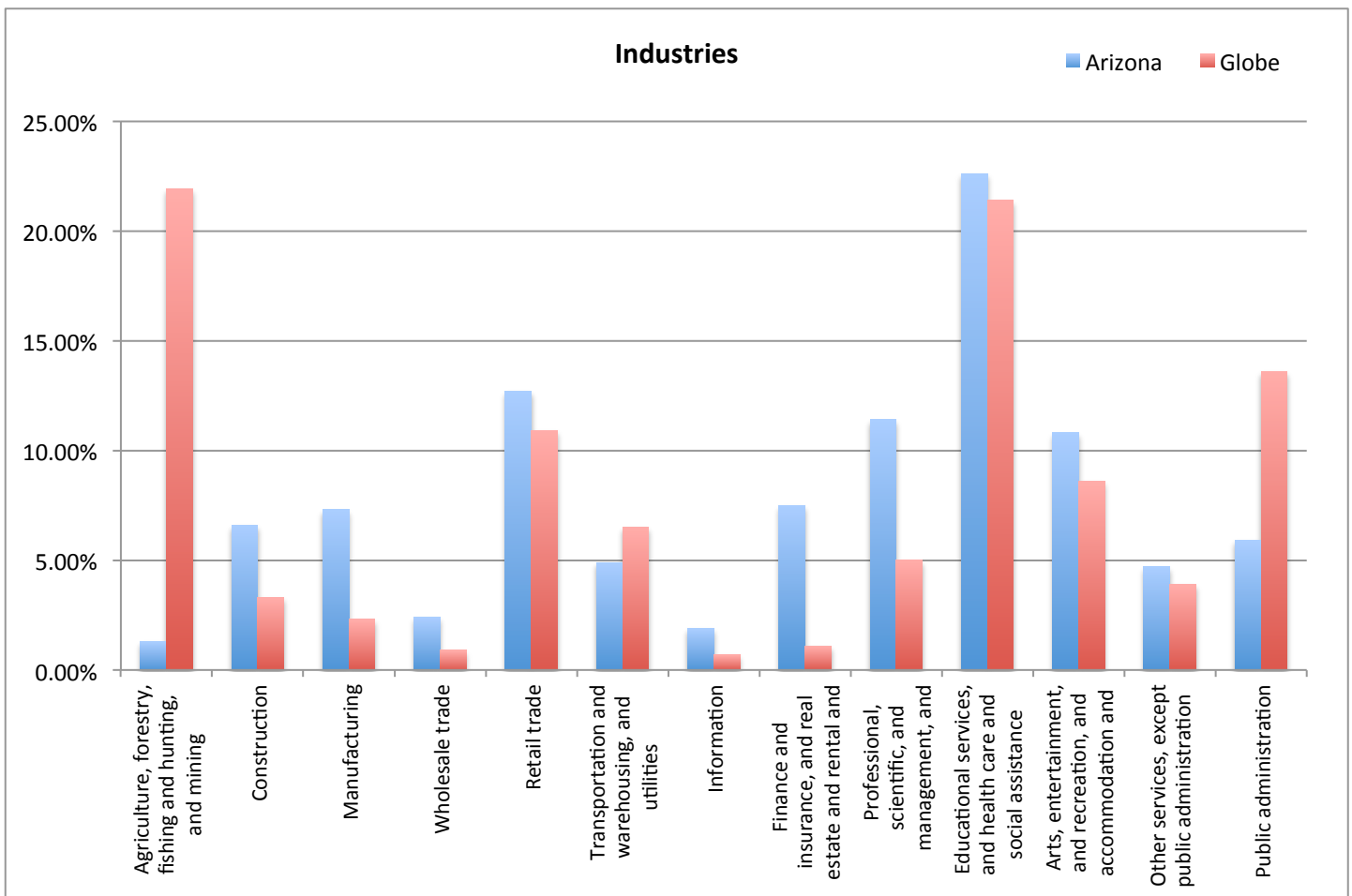
Industry	2000		2010	
	Count	Percent	Count	Percent
Civilian employed population 16 years and over	2,924	0.00%	2,967	+1.47%
Agriculture, forestry, fishing and hunting, and mining	346	11.80%	649	21.90%
Construction	159	5.40%	97	3.30%
Manufacturing	96	3.30%	69	2.30%
Wholesale trade	61	2.10%	26	0.90%
Retail trade	281	9.60%	323	10.90%
Transportation and warehousing, and utilities	98	3.40%	192	6.50%
Information	45	1.50%	21	0.70%
Finance and insurance, and real estate and rental and leasing	68	2.30%	33	1.10%
Professional, scientific, and management, and administrative and waste management services	99	3.40%	147	5.00%
Educational services, and health care and social assistance	713	24.40%	635	21.40%
Arts, entertainment, and recreation, and accommodation and food services	439	15%	255	8.60%
Other services, except public administration	131	4.50%	116	3.90%
Public administration	388	13.30%	404	13.60%
Labor force participation rate	-	49.2%	-	55.0%

Results from stakeholder participation indicated a sizable portion of Globe’s workforce commutes from neighboring communities and surrounding areas. This was consistent with 2010 US Census data that estimated only 1,566 or (53.6%) of workers live and work in Globe. This correlates to an estimated daytime population change due to commuting at +1,247 or a 16.5% daily increase of over the official population of 7,532. Primary means of transportation overwhelmingly was single occupancy private vehicle with an average travel time to work of less than 30 minutes.

The four major industries for Globe are:

- Agriculture, forestry, fishing and hunting, and mining;
- Educational services, and health care and social assistance;
- Public administration; and
- Retail trade.

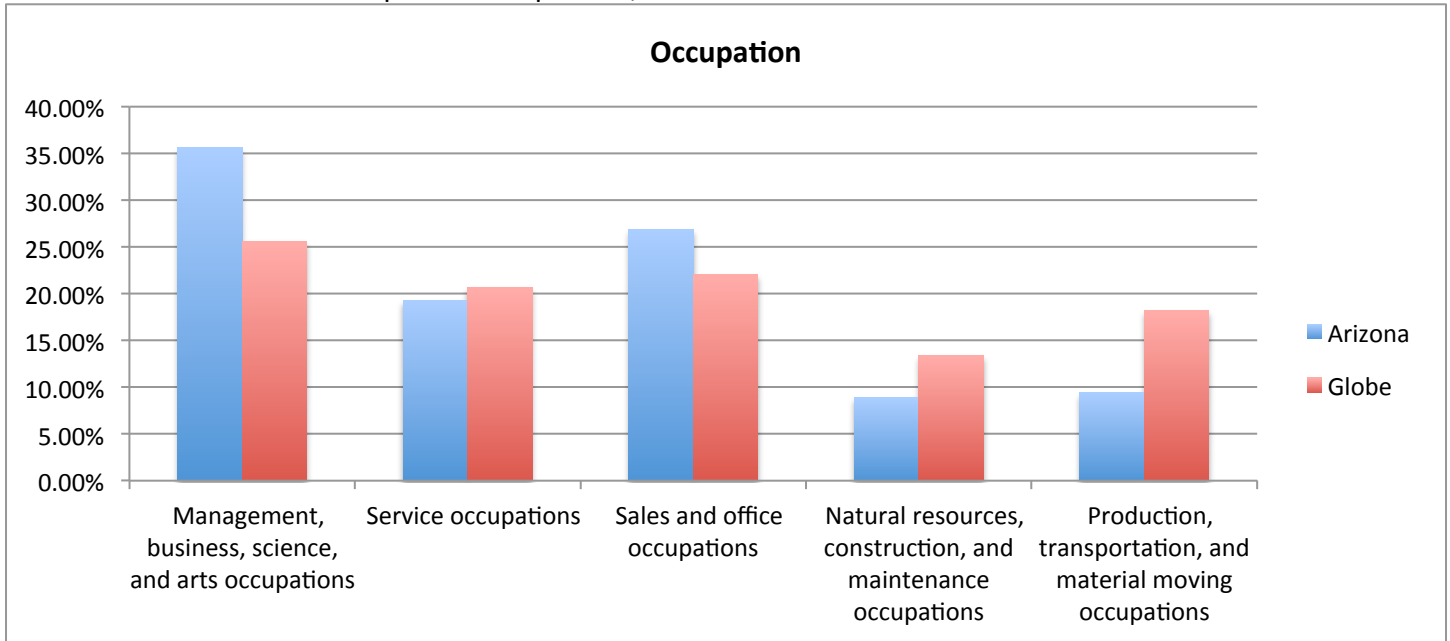
**Chart 7: Arizona-Globe Industries Comparison, 2010**





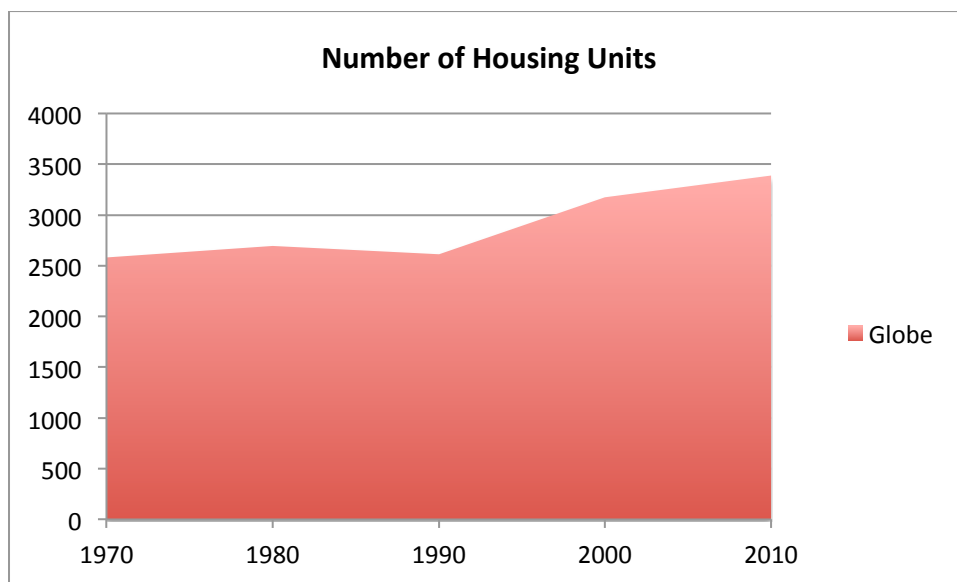
Most common occupations as a percentage of total workforce are shown below. As anticipated, Globe has a higher percentage of workers in the natural resources and production category types.

**Chart 8: Arizona-Globe Occupation Comparison, 2010**



Analyzing the housing stock, 44% of housing in Globe was constructed prior to 1959, with the median year being 1967. This results in Globe being ranked 385<sup>th</sup> oldest out of 421 communities in Arizona. Over the last four decades, Globe has seen only modest increases in the number of housing units as shown below in the chart. From 1970-1990s, the level of units stayed steady. Since 1990, there has been a modest increase.

**Chart 9: Globe Housing Unit Age, 2010**



## 1.6 Vision And Values

The development of vision and mission statements has long been “standard procedure” in traditional community and economic development strategic planning processes. These statements are crafted to inspire, convey core values, and to indicate the direction communities desire to head as they implement their plans. These are all important ingredients in any strategic plan.

The Globe 2035 General Plan is a credit to the community of Globe, which, beginning in 2012 sought community input to help shape the vision and aspirations for Globe’s future. The interest, creative ideas, and participation by residents provided a solid base for the City to move forward on building a clear vision statement for the City. To augment those results, the City retained Building Communities to utilize their trademarked processes to analyze the shared values, concerns and aspirations for the future of Globe.

The Building Communities methodology recognizes that communities embrace similar values, missions, objectives and visions for the future: leadership, integrity, health, quality services, safe environments, responsible use of resources, economic growth and quality living, to name a few. Fully recognizing that these values and ideals are both common to, and important in, nearly all communities, the Building Communities methodology integrates vision and mission statements seamlessly into the strategic plan, both expanding their content and application, and making them unique to the community.

### Core Values

The Steering Committee identified a core set of values that contribute to the unique character and rich history of Globe. The list of values were then presented by members of the General Plan Update Team for review and comment by the public during a series of community outreach meetings, which received positive support. Globe’s Core Values were identified as:

Roots/History	Courtesy
Small-town Feel	Friendliness
Sense of Community	Relationships
Support for Raising Families	Community Pride
Kindness	Personal Connections.

### Community Vision

*“The Globe City Council envisions the creation of an economically diverse, vibrant, environmentally conscious, attractive community integrated within the historic framework of our western mining, ranching, and regional government heritage. With expanded business and job opportunities and new living options for residents, redevelopment and preservation will re-connect the neighborhoods to the Cobre Valley Region’s rich environmental context while re-forging links between the City of Globe and our regional partners.”* Source: 2013/14 City Council Strategic Plan.

### Community Themes

Three community themes for the proposed General Plan were identified and endorsed by the Steering Committee, based on input by the public, key stakeholders, and City staff. As the Plan took shape, these ideas were further refined. The maps and policies in the General Plan are structured around the following themes:



### Building the Economy

The proposed General Plan supports economic development through the redevelopment of vacant and underutilized sites. The General Plan Character Areas, Economic Development Corridors, and Growth Areas Maps supports new employment generating uses along major transportation corridors, as well as smaller scale neighborhood commercial centers throughout the City to provide a range of employment opportunities for local residents.

### Quality of Life

In general, the term quality of life references the well-being and health of individuals and the community. It should not be confused with the concept of standard of living, which focuses on income and is addressed in the Building the Economy theme. Rather, the General Plan supports quality of life by selecting goals and identifying actions to improve standard indicators. Primary indicators selected for the document include the built environment (with an emphasis on neighborhoods and housing), recreation and healthy lifestyle, leisure time, education, infrastructure, and safety.

### Community Building

Community building represents the practice to create or enhance the community among individuals, neighborhoods, and the regional area. The proposed General Plan supports this concept by translating stakeholder ideas on land uses, growth areas, infrastructure and environment elements into appropriate goals and implementation strategies. A stronger community is created through these shared understandings and expectations.



### How this Plan is organized

Globe 2035 General Plan consists of five sections. This first section provides background on the General Plan, while Sections 2, 3 and 4 highlights the three themes that emerged from the outreach process. Table 1 shows the correlation between the General Plan Elements in relation to the themes.



Each Element within the theme has its own set of goals, followed by policies and implementation strategies. Section 5 outlines the procedures on any future updates or amendments to the General Plan as well as describes in detail how the Plan will be administered and implemented. A key emphasis of this document is to recognize and promote the interconnectedness of the Elements. Cities will typically focus on specific functions such as land use, housing and transportation; however, a sustainable and healthy community considers how these functions relate to one another, can strengthen each other, or can be a detriment to one another. Thus, an implementation matrix is provided at the end identifying the section, theme, and a set of goals, policies and strategies, along with references to how these items are related to one another. The document then concludes with a glossary.

## 2.0 Building the Economy



The importance of economic prosperity to the long-term viability of any community cannot be overstated. As such, the foundation upon which the 2035 Globe General Plan and in fact, the Globe City Council 2013/14 Strategic Plan is based is economic development. As stated in the City's 2013/14 Strategic Plan, sound economic policies help to develop **a “sustainable economic future...that result(s) in quality jobs to ensure the long term economic viability of our City and to support the basic needs of our residents.”** In short, the goal of this section, “Building the Economy” is to promote and develop public policy that improves Globe’s economic prosperity and raises the residents’ standard of living.

The General Plan Elements included in this theme that will help to achieve this goal are Economic Development, Cost of Development and Water Resources.

## 2.1 Economic Development (ED) Element

For many communities, economic development can be difficult to define and even more difficult to develop consensus around viable and effective strategies to achieve prosperity. In order to manage this concern, the Globe 2035 General Plan update process pursued a proactive and inclusive public outreach method in order to objectively identify Globe’s strengths and weaknesses as it relates to developing sound economic goals and policies. Prior to accomplishing this, it was important to establish a base understanding of economic development and for Globe’s purposes, this understanding can be summed up in the words of David Sampson, the former Assistant Secretary for Economic Development, U.S. Department of Commerce.

*“(E)conomic development today is about building prosperity – a high and rising standard of living...The focus of economic development should be on supporting innovation...and ensuring workers have the skills to remain...productive...The dominant reality of economic development today is that we live and operate in a worldwide economy...Consequently, we must think regionally...and build a strong economic platform for growth. Thinking regionally should be the key point of departure for defining economic development needs and goals.*

**David A. Sampson, former Assistant Secretary for Economic Development, U.S. Department of Commerce, 2004**

### Background

In order to identify viable economic development strategies, the steering committee first considered Globe’s comparative advantage in key support categories as it relates to other, similar communities. These key categories are identified and explained in Table 6.



**Table 6:** Comparative Advantage in Key Support Categories

Key Support Categories		AVG Score
<b>Assets</b>	Industry-specific or activity-specific conditions or dynamics critical to certain strategies.	2.5
<b>Capital</b>	Business debt and equity funding as well as consistent funding for development organizations to succeed.	1.9
<b>Expertise</b>	The skills, connections and abilities of local professionals.	2.4
<b>Government</b>	The citizenry and government agencies/committees, whose decisions and opinions shape the community's actions.	2.4
<b>Infrastructure</b>	The land, buildings and infrastructure necessary to advance many of the business development strategies.	0.8
<b>Labor</b>	The labor force of a community.	1.0
<b>Location</b>	The relative proximity of the community to the marketplace.	2.8

*Scores reflect the community's relative capacity in each category on a scale from 0 to 4.*

Overall, the scores by category in Globe are in the mid-range with the scale being 0-4 and four of the seven categories scoring above a two. Historically, Globe has been impacted by the boom-bust cycles of the mining industry. These scores reflect the challenges as well as the opportunities Globe has for diversifying their economy. Most notable of the low scoring factors in the Asset category are the “available, desirable housing” and the “accurate, long-term analysis of infrastructure needs and costs.” Both of these factors are key to the success of several different strategies and will have to be addressed in the Implementation section of this plan. A more detailed description of the process and results of this analysis can be found in the Appendix of the 2035 Globe General Plan.

As a result of this work, the steering committee identified the eight distinct strategies below that should be pursued.

1. **Downtown Development**
2. **Cultural Tourism**
3. **Business Retention and Expansion**
4. **Infrastructure Development**
5. **Local/Regional Tourism**
6. **Value-added Mining**
7. **Pass-through Visitor Services**
8. **Attracting Retirees**

These strategies are described below with specific goals and policies listed for their successful implementation.

## Economic Development (ED) Goals and Policies

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### Downtown Development

Score: 278 Globe Rank: 1

Although it is generally accepted that a thriving downtown adds to a community's quality of life and provides certain economic benefit, Downtown Development is rarely recognized as a principal economic development strategy. However, Downtown Development, particularly when combined with historic preservation, is a key strategy for generating stable, long-term economic benefits and creating jobs. In fact, a recent study by the Colorado Historical Foundation found that *"Approximately 32 new jobs are generated for every \$1 million spent on the preservation of historic buildings."* (Source: The Colorado Historical Foundation: "The Power of Preservation in Colorado, 2011 Update)

The City of Globe has had the good fortune of having an established downtown organization, the Globe Main Street program, which has not only stabilized and promoted the district, but has also been instrumental in the preservation of key downtown structures including the Historic Globe Train Depot.

Given this strength it is not surprising that Downtown Development Ranked as the number one strategy to pursue based on the Steering Committee and citizen input. As the highest scoring strategy, Globe has every measurable advantage for continuing to implement and promote Downtown Development.

#### Goal ED-1: Downtown Development

Thriving downtown cores are critical to the economic health and well-being of rural communities. A strong downtown core enhances Globe's image and should be reflective of the City's collective social and economic aspirations as a community.

##### Policy

- P-1: Create a long-term plan for downtown with the intent of retaining its historical integrity while strengthen the downtown's identity, image and sense of place.
- P-2: Support the Globe Main Street program to assist in the revitalization and redevelopment of the historic Globe downtown.
- P-3: Support the Cobre Valley Center for the Arts to promote a strong arts and culture infrastructure to create a more beautiful and vibrant city which contributes to a better quality of life.
- P-4: Encourage the land use diversity in the area to include commercial/retail businesses, restaurants, cultural uses, educational uses and housing that promotes day and evening activity.
- P-5: Enhance the economic vitality by encouraging opportunities for small, non-franchised businesses.

- P-6: Attract family oriented venues, events and programs that bring groups to downtown and develop a coordinated police and security program to ensure that downtown is safe day and night.
- P-7: Support the further preservation of historic buildings in the Main Street District
- P-8: Determine viability of expanding the Main Street District or creating additional downtown overlay districts.

*Implementation Strategies:*

- I-1: Complete the activities and projects outlined in the Four-Point Approach in the National Main Street Four Point approach.
- I-2: Work with the SGCEDC and the Globe-Miami Chamber of Commerce to develop a clear protocol for working with and supporting each other without duplicating services or losing opportunities
- I-3: Secure additional funding and recognition of Globe's Historic Downtown.
- I-4: Work with adjacent land owners and residents to identify opportunities for expansion of the Historic Main Street District or creation of new overlays to promote and retain the character of historic buildings and neighborhoods.
- I-5: Assess the viability of pursuing a redevelopment area for the historic downtown and adjacent areas.
- I-6: Create new downtown zoning district to enhance historic character and promote unique development standards and provide pedestrian and public amenities such as public parking, restrooms and pedestrian pathways.



## **Local/Regional Tourism**

Score: 275 Rank: 2\*

\* The goals and policies for Local/Regional Tourism, Cultural Tourism and Pass-through Visitor Services were combined based on stakeholder feedback regarding their similarities, relative strengths and overall importance to the community.

The Local/Regional Tourism strategy provides a framework to guide Globe's planning for attracting tourism. The strategy is intended guide the development of innovative, viable and sustainable tourism activity, one that is owned by the local community, by the tourism industry and by the City and embodies the essence and aspirations of the Cobre Valley Corridor and communities.

Globe has a number of factors working to their advantage in this particular strategy to make it successful. With the implementation of well-coordinated goals and policies, this strategy can not only be a source of revenue for Globe but one of community pride and recreation as well. Accordingly, this strategy is capable of adapting to changing conditions, local needs and issues and embodies a shared vision that lives within the minds and actions of the stakeholders and agencies involved



in tourism.

Sharing Globe’s rich and unique history, mild climate, amazing topography, and varied recreational activities is the overall objective of this strategy. For this strategy to be successful, careful coordination and communication will be necessary as will a focus on marketing and promoting events.



### **Cultural Tourism**

Score: 270 Rank: 3\*

Arts and culture are not only assets that enhance the livability of a community; they can be important to the local economy as well. Arts and culture-related industries provide direct economic benefits to a community by creating jobs, attracting investments, generating tax revenues, and stimulate local economies through tourism and consumer purchases. In addition, because they enhance quality of life, Cultural Tourism has the ability to attract young professionals to an area.

The existence of the Cobre Valley Center for the Arts (CVCA) is a major strength of this strategy. Established in 1984, the CVCA supports the advancement of fine arts in Globe and the surrounding communities. A number of factors underscore Cultural Tourism as an economic generator, a thriving cultural scene helps attract visitors who not only spend their money on the events themselves, but also contribute to local economies by dining in restaurants, lodging in hotels, and purchasing gifts and services in the community. Additionally, some companies’ decisions about where to locate their businesses often are influenced by factors such as the ready availability of arts and culture.

The primary objective of this strategy is to promote and foster the growth of the cultural opportunities in Globe. Secondary objectives include increasing revenues and provide enriching cultural experiences for the residents of Globe.



### **Pass-through Visitor Services**

Score: 241 Rank: 6\*

The Key Success Factor Analysis indicates that Globe’s geographic location is their primary advantage in pursuing this strategy. The Factors that Globe will need to address as they implement this strategy will be to create a focus on visitor revenues and address workforce needs for local businesses. The Globe-Miami Chamber of Commerce will be instrumental in assisting Globe in implementing this strategy.

#### **Goal ED-2: Tourism – Local, Regional, Cultural and Pass-through Visitor Services**

The City of Globe is ideally located as a gateway to several regional and local destinations in order to develop tourism as a significant regional economic driver and employment generator.

*Policy*

- P-1:* Further efforts to develop marketing plan to capitalize on Globe’s proximity to recreation, cultural destinations and local arts and culture activities.
- P-2:* Seasonal events should be coordinated in order to grow secondary purpose visits in order to increase the number of same day and overnight visitors.
- P-3:* Encourage opportunities to develop tourism related services, such as, tour operators for fishing, hiking, boating, skiing; overnight accommodations, and other ancillary support services business owners to inform and educate about city programs, processes and procedures.
- P-4:* The Copper Spike Train Excursion should be should be considered and integral part of the community and future efforts to re-establish its active status should be supported.
- P-5:* Identify potential new, undeveloped and underutilized assets such as state, federal or local parks, arts and culture assets, historic sites, etc. and promote the investment in these assets.
- P-6:* Work with economic development and education partners to develop the tourism workforce by developing training and development opportunities.

*Implementation Strategies:*

- I-1:* Establish a Tourism Advisory Committee for the Cobre Valley Corridor communities with the intent of enhancing communication and coordination of message and dissemination of information, particularly regarding the extensive event schedule.
- I-2:* Establish a defined protocol for communication and coordination between local tourism related agencies and non-profit organizations.
- I-3:* Establish defined roles and responsibilities between local tourism related agencies and non-profit organizations.
- I-4:* In collaboration with the Globe-Miami Chamber of Commerce, the Southern Gila Economic Development Corporation and the Globe Main Street Program, develop a focused and concise destination marketing plan for the Cobre Valley region with the intent of drawing tourist and raising the region’s profile across the state.
- I-5:* Establish communication strategies for residents, business and tourism organization to support a strong tourism ethic that fosters a sense of pride, continuity and consistency in message. Strategy should focus on strong tourism ethic by meeting basic expectations such as minimum service hours on Saturday and Sunday and providing visitors unmatched hospitality.
- I-6:* Identify regional, state and federal funding opportunities that support tourism development and leverage existing local funding.
- I-7:* Define a distinct and consistent strategy with all community stakeholders to work with Genesee & Wyoming Inc. to re-establish the Copper Spike Train Excursion.
- I-8:* Work with economic development and education partners to develop the tourism workforce by developing training and development opportunities

- I-9: In conjunction with the Cobre Valley Center for the Arts, perform an inventory of the arts and culture assets in the region and develop specific development and marketing strategies to enhance their strength to the local economy.
- I-10: Coordinate the calendar of all local and regional community events and develop marketing and signage strategies to draw pass through tourists during seasonal and holiday travel.



## **Value-added Mining**

Score: 267 Rank: 4

Globe’s economic base has historically been silver and copper mining. The proximity to copper, the infrastructure in place to move copper, and a solid understanding of the copper industry are tremendous advantages to Globe. Freeport-McMoRan’s operation in neighboring Miami, AZ generates \$93.6 million to the Gila county economy. Unfortunately, almost another \$200 million “leaks” out of Gila County into other areas of the state.

Mining interests have purchased large portions of land in Globe and the surrounding Cobre Valley. Mining extraction jobs pay well and are the coveted opportunities in Globe. However, the mining industry is cyclical and positive benefits of mining jobs can be lost as soon as direct mining extraction activity is reduced.

In order to neutralize the cyclical nature of mining, the local strategy is typically focused on diversifying the local economy. While this is an important goal, it is important not to overlook ancillary mining industries. Ancillary industries that further process ore and utilize mined ore in production can be referred to as Value-Added Mining industries. Value-Added industries can be labor intensive activities such as craft jewelry production, metal fabrication such as copper tubing and architectural treatments and equipment manufacture such as household or medical products. Some proponents of Corporate Social Responsibility advocate Value-Added Mining such as the processing of ore and production of ore based products as a necessary corporate strategy to contribute to the local economy. Unlike other economic development strategies, Value-Added Mining is largely dependent on the positive participation of industry stakeholders. Therefore, a close relationship with constant communication is imperative.

### **Goal ED-3: Value-added Mining**

Copper ore and value-added aggregate by-products and co-products from mining have potential for economic development and immediate job creation in the Cobre Valley Corridor. Expanding the use of these byproduct and co-product materials is part of the strategy for long-term economic stability and competitiveness.

#### *Policy*

- P-1: Collaborate with regional and mining partners to develop strategies to focus on near-term implementation projects that introduce copper ore and aggregate materials to

targeted markets in project-sized quantities and value-added commercialization opportunities.

- P-2: Collaborate with the private and public sector at local, state, and national levels in order to identify and implement local, value-added manufacturing and production activities to improve the region's economic vitality.
- P-3: Identify leading research institutes, universities and non-profit groups that Globe can partner with in order to further research, development and market of value-added copper and aggregate resources and products.

*Implementation Strategies:*

- I-1: Establish a task force to explore new, innovative trends and emerging technologies to capitalize on the investment in mining.
- I-2: Establish a regular communication and coordination between local officials with mining industry and research organization executives.



## **Business Retention, Expansion and Attraction**

Score: 245 Rank: 5

A community's economic health is dependent on the number and quality of jobs available. Good jobs not only attract residents but also allow residents to thrive within their community. Studies have demonstrated that the overwhelming majority of all new jobs in small towns come from the retention and expansion of existing businesses.

Business Retention and Expansion strategies provide community leaders with advanced warning about problems that may lead to business closures or relocations. The intent of a good Business Retention and Expansion strategy is to identify potential problems effecting local business and enable proactive intervention and creative solutions to retain employers in the community and to encourage community leaders to identify new opportunities for businesses in the community and support them in expanding, creating new jobs.

A Business Retention, Expansion and Attraction strategy should strive to identify problems early that could cause employers to leave or pass over a community including the availability of buildings, land and infrastructure, a local labor pool and a weak relationship between business and the economic development professionals in the community. Identify opportunities to help existing companies expand in the community and build relationships with individual company executives to promote a sense of loyalty to the City of Globe and the Cobre Valley region. In short, the City of Globe and the local business organizations such as the Chamber of Commerce, the Rotary Club, the Southern Gila County Economic Development Corporation and others should regularly collect information and proactively respond to business issues. It should be a consistent, multi-year effort that forms a key part of a sound economic development strategy.

This strategy did not rank in the top ten after the Key Success Factor Analysis. However, it was a



recurring topic of conversation throughout Plan Week and was heavily supported by the community during the Voice of the Community meeting. Therefore, the Steering Committee felt they would be doing the community and the General Plan an injustice if Business Retention and Expansion was not addressed. The objective of this strategy is to: support local businesses, particularly smaller businesses to grow and flourish in Globe. Clearly outlining the role of the SGCEDC, the Chamber of Commerce and the Mainstreet committee will be critical for success in implementing this strategy.

**Goal ED-4: Business Retention, Expansion and Attraction**

Existing businesses are the best source of leads and job growth that attract high-wage jobs for Globe residents while diversifying the local economy growth of targeted industries.

*Policy*

- P-1:* Collaborate with educational, business and economic development partners to enhance outreach programs that mentor existing small and mid-sized businesses and supports the development of public and private resources that encourage collaboration, entrepreneurship and the innovation of businesses of all sizes.
- P-2:* Continue collaborative partnerships with the Southern Gila Economic Development Corporation, the Globe-Miami Chamber of Commerce and the Globe Main Street Program in order to leverage resources and eliminate duplication of services.
- P-3:* Identify specific city staff contacts to focus on business outreach and relationship building, meet directly with business owners to inform and educate about city programs, processes and procedures.
- P-4:* Develop and promote a preferred environment for businesses in targeted industry sectors.
- P-5:* Develop economic development incentives and tools to attract businesses in targeted industries.

*Implementation Strategies:*

- I-1:* Outline the role of the SGCEDC, the Chamber of Commerce and the Globe Main Street program will be critical for success in implementing this strategy.
- I-2:* Gather and analyzes data regularly about the health and the strategic direction of companies in the City of Globe and identify positive and negative trends that may impact local business in order to address potential issues and also to capitalize on community strengths.
- I-3:* Develop a business visitation program where local community leaders regularly visit existing businesses to establish an atmosphere of trust and appreciation.
- I-4:* Establish a proactive relationship between the business community, the City and the Gila County Community College to improve and expand workforce training programs that meet the needs of local businesses.



## **Infrastructure Development**

Score: 231 Rank: 7

In order to support existing businesses and attract new companies to the City of Globe the availability of infrastructure in both quantity and quality is imperative. The City of Globe has recognized the need to re-invest in the city's infrastructure. Fortunately, the citizens of Globe have responded positively and supported the city's current efforts.

Infrastructure is considered the wheel, if not the engine, of development. The deficiency of infrastructure will certainly hamper not only economic growth but also affect different facets of community development and quality of life.

Infrastructure Development will only drive economic growth in Globe if it is aligned with the City's priorities. To maximize the benefits it is essential that the City prioritize infrastructure projects by identifying which will create the greatest impact in terms of economic growth. In order to do this, Globe needs to have an accurate, long-term analysis of infrastructure needs and costs. This analysis should include the needs associated with the other economic development strategies in this plan.

The City of Globe has recognized the need to re-invest in the City's infrastructure. Fortunately, the citizens of Globe have responded positively and supported the City's current efforts. The Key Success Factor Analysis reveals that the only disadvantage Globe has is a major one that should be addressed as a first step in moving this strategy forward. Globe needs to have an accurate, long-term analysis of infrastructure needs and costs through a Capital Improvement Plan.

The objectives of this strategy are: 1) to determine the needs and costs of infrastructure replacement and expansion within the City to support and encourage economic growth and housing opportunities 2) strategically approach infrastructure replacement and expansion based upon opportunity for growth and balancing service needs of current residents and customers.

### **Goal ED-5: Infrastructure Development**

Promote economic development and protect the public health and environment by providing reliable, efficient and affordable transportation, water, wastewater, storm water, and garbage and diversion (recycling, reducing, reusing) services as well as broadband and wireless infrastructure.

#### *Policy*

- P-1:* Work with the Gila County Industrial Development Authority to develop a financing plan for long-term sustainable infrastructure growth and replacement that implements an equitable fee structure and incentives for conservation.
- P-2:* Optimize regional partnerships with Gila County and Town of Miami to cooperatively plan new and utilize existing infrastructure to maximize efficiencies and minimize the need for future capital investment to facilitate commercial, employment and housing development.

- P-3:* Develop a Capital Improvement Plan that identifies infrastructure improvements needed to ensure reliability, regulatory compliance and operational efficiencies.
- P-4:* Develop a benchmarking evaluation in order to determine the efficiency of delivery of infrastructure, manage costs and maintain high service levels.
- P-5:* Communicate the value and importance of the Capital Improvement Plan and establish a dedicated funding source for City infrastructure repair and capital improvements.
- P-6:* Plan, construct, and maintain park buildings, trails systems, open spaces, picnic areas and ramadas, pools, playgrounds, lighted basketball, volleyball, soccer and ball field facilities that enhance Globe’s attractiveness to employers.
- P-7:* Support long-term viability of water and wastewater capacity through strategic planning and investment.
- P-8:* Support mobility and connectivity of all forms of transportation through policy adoption and enforcement.
- P-9:* Promote and support comprehensive infrastructure planning and development in new areas such as the Northeast Area Plan.

*Implementation Strategies:*

- I-1:* Determine the needs and costs of infrastructure replacement and expansion within the city to support and encourage economic growth and housing opportunities through the creation of a 5-year Capital Improvement Program.
- I-2:* Strategically approach infrastructure replacement and expansion based upon opportunity for growth and balancing service needs of current residents and customers.
- I-3:* Fund and complete a comprehensive financial analysis that proactively identifies all potential local, regional, state, federal and private funding sources for the 5-year Capital Improvement Program.
- I-4:* Prepare and adopt a Complete Streets ordinance that supports mobility, connectivity though all modes of transportation including roads, transit, rail, bike, pedestrian and equestrian.



## **Attracting Retirees**

Score: 164 Rank: 8

Retirees are an important economic resource for many communities and will become even more important with the aging of the baby boom generation. The retirement population is typically amenity-seeking, who move to areas that provide natural amenities provided by outdoor activities, man-made amenities such as vibrant downtowns with reduced urban impacts like congestion and crime. Retirees can have a positive economic impact on communities where they relocate as they bring in outside revenue typically through transfer payments like pensions and social security.

The primary advantage Globe has for Attracting Retirees is its natural environment and great climate with mild winters and comfortable summers. The expansion of Globe’s downtown will only serve to

enhance the City's ability to attract retirees. Also to Globe's advantage is the support mentioned above from the city in providing activities and a sense of community for older active adults. The challenges in implementing this strategy will be housing and medical service support for attracting retirees. The director for the Active Adult Center will lead this strategy and assist the community in inviting and encouraging retirees to relocate in Globe. Housing for retirees should be included in the City's plans to address housing needs over the next ten years.

The City leadership of Globe recognizes the opportunities associated with an aging population. Currently, the City has a staffed position and facility to address the needs of active, older adults. This leads to an important decision from the Steering Committee to include the strategy of Attracting Retirees even though it ranked 13<sup>th</sup> among the 25 strategies and only scored a 56. The objective of including this strategy is to not only support the current efforts in Globe but to make a concerted effort to bring more retired adults to the community of Globe.

**Goal ED-6: Attract Retirees**

Retired persons are one of the fastest growing segments of the population in this country and retired persons hold significant personal financial assets. Older Americans generally consume within the community where they reside. This aging population presents an opportunity to attract those individual who prefer small rural communities.

*Policy*

- P-1:* Enhance city sponsored workshops or other learning opportunities geared towards retirees.
- P-2:* Collaborate with the Globe-Miami Chamber of Commerce to develop marketing strategies that emphasize Globe's mild climate, scenic beauty and recreational opportunities.
- P-3:* Develop strategies to address Globe's weaknesses in attracting retiree such as developing a housing plan to address the quality, quantity and affordability of area housing, improve the scope of available medical services, shopping opportunities and transportation options.
- P-4:* Develop mitigation policies and strategies to address the needs of an aging population including independent living programs, assisted living facilities and improved health/safety services.

*Implementation Strategies:*

- I-1:* Develop strategies to address Globe's weaknesses in attracting retiree such as developing a housing plan to address the quality, quantity and affordability of area housing, improve the scope of available medical services, shopping opportunities and transportation options.
- I-2:* Develop mitigation policies and strategies to address the needs of an aging population including independent living programs, assisted living facilities and improved health/safety services.



- I-3: Develop marketing strategies that capitalize on the areas attractive qualities to retirees.
- I-4: Develop program to capitalize senior's strengths in contributing to the community such as mentorship programs and volunteer programs.
- I-5: Reduce duplicative, mini-events and focus on coordinating and promoting specific seasonal/quarterly events that utilize community resources and assets more cost-effectively.

## 2.2 Cost of Development Element

The Cost of Development Element includes goals and policies that are designed to ensure that costs to the public for facilities and infrastructure associated with new development are minimized and will guide the City in ensuring that new development pays its fair share of the costs associated with infrastructure and public service needs it generates. State Law was amended to require communities to plan for the cost of development within their General Plan. This change occurred as part of the Growing Smarter amendments. As a result, State law provides guidance on the issues and policies that should be defined within this element. As defined in A.R.S Section 9-461.05 D.4. – Cost of Development Element: A cost of development element that identifies policies and strategies that the municipality will use to require development to pay its fair share toward the cost of additional service needs generated by new development, with appropriate exceptions when in the public interest. This element shall include:

1. A component that identifies various mechanisms that are allowed by law and that can be used to fund and finance additional public services necessary to serve the development, including bonding, special taxing districts, development fees, in lieu fees, facility construction, dedications and service privatization.
2. A component that identifies policies to ensure that any mechanisms that are adopted by the municipality under this element result in a beneficial use to the development, bear a reasonable relationship to the burden imposed on the municipality to provide additional necessary public services to the development and otherwise imposed according to law.

### Current Conditions

Sustainable growth requires a range of public services and capital improvements at a citywide level. Various infrastructure requirements can be addressed within new subdivisions, planned developments and commercial development through the development application process, but this mechanism only addresses a portion of the needs of the City. Even with considerable responsibilities placed on developers to address their own impacts, there are additional impacts to citywide systems that have to be addressed by other means. Infrastructure and service upgrades, such as sewer and water systems, street circulation facilities, fire and police protection, recreational and cultural facilities and programs and general City administration must be addressed.

The City Council has adopted financial policies that concentrate on providing a consistent delivery of services to the citizens of Globe with a focus on issues to prioritize funding according to services, needs and demands for City residents while maintaining operating expenditures and capital acquisitions within the current year revenues. Under Arizona statutes, there are a number of options available to service the City of Globe to fund city needs.

### Funding Strategies

#### **General Fund**

Current revenue, consisting of local sales tax, state-shared revenues, investment revenues, zoning and building department fees, water and wastewater revenues, and fines can be used to pay for all or some parts of the City's operations and programs. State shared revenue includes a portion of state collected motor vehicle license taxes; state income tax, Highway User Funds (HURF) and Local Transportation Assistance Funds (LTAF) and state collected sales tax.

#### **General Obligation Bonds**

General Obligation (GO) Bonds are funds borrowed to finance public service expansion, spreading the benefits and burdens of the fund uniformly throughout the City and can be used for any capital purpose. This mechanism is often used for capital-intensive projects such as new roads, parks, multi-use civic facilities and equipment. All GO Bonds must be approved by a vote from the public. GO Bonds are categorized into two groups. The two groups are:

- 20% - Under Arizona law, cities can issue GO Bonds for purposes of water, wastewater, artificial light, open preserves, parks, playground, and recreational facilities up to an amount not exceeding 20% of assessed valuation.
- 6% - Under Arizona law, cities can issue GO Bonds for all purposes other than those listed above (definition of 20% G.O. Bond), up to an amount not exceeding six percent of assessed valuation.

#### **Grant Sources**

Grants are available for most public service expansion, including transportation related projects, water and sewer expansion, historic building renovation, economic development projects, police and fire vehicles, and public facility improvements. Grant sources may be federal, state, corporate or private funds. Some grants require matching funds. Grants are typically very competitive and cannot be counted upon as a guaranteed revenue source.

#### **Improvement District**

Improvement districts may be imposed by the City to finance local sewer, water or street improvements, or to acquire an existing water operation. An assessment is determined for each parcel within the district based on the share of the benefit to be derived. The assessment district may be defined as the entire City or a specific area. Assessments may be paid up front or financed through a series of bonds. This allows the contractor(s) to be paid in full for completed work while a schedule of payments is assessed to the benefited properties. Bonds are secured by a lien on property. The Improvement District requires the approval of 51% of the property owners in the affected area.

#### **Municipal Property Corporation Bonds**

These are funds borrowed for improvements to municipal facilities, such as police and library facilities. They require a pledge of the entire City's excise tax revenue. Excise taxes include local and state-shared taxes, franchise taxes, licenses, permits and fines collected and the monies collected from the state revenue sharing. No vote of the public is required.

#### **Permit Fees**

Revenues from permit fees collected from building permits, zoning fees, parks and recreation fees and a variety of other programs.

### **Revenue Bonds (Utility)**

Revenue bonds are issued by a municipality and backed by a dedicated revenue stream. Improvements to existing sewer facilities are often made utilizing revenue bonds because there is a steady revenue stream from the utility users to attract bond buyers. Revenue bonds do not require voter approval and the constitutional debt cap does not apply to revenue bonds. Municipalities with a population of under 75,000 may issue revenue bonds for utilities and recreational facilities, which can include swimming pools, parks, playgrounds, municipal golf courses and ballparks.

### **Sales Tax Revenue**

The transaction privilege tax (sales tax) is collected on the gross receipts of business activities. The state sales tax rate in Arizona is 5.600%. When combined with local sales taxes, sales tax rates in Arizona communities range between 5.850% and 10.725%. The Globe sales tax rate is 2.000%, when combined with the state sales tax the combined rate is 8.600%. The City also collects an additional 3.000% tax through its Motel/Hotel 'Bed Tax'. NOTE: Retail Tax on portion of single item over \$15,000 is taxed at zero. Additionally, Gila County collects a 1/2-cent excise tax for transportation which benefits the City.

### **Specialty Industry Tax**

Specialty industry taxes, such as a bed tax or bar tax, can be used to fund a variety of public services. Typically these taxes are targeted towards uses that primarily depend on non-residents. Cities do not need legislative authorization or voter approval to enact a special industry tax. Globe does not currently have a Specialty Industry Tax.

### **Community Facility District Bond**

Allows financing of a range of public infrastructure projects through general obligation bonds, revenue bonds or assessment bonds within an improvement district. The property owners in the district and not the City bear liability if default should occur. Water and wastewater projects, street improvements, downtown redevelopment and public facilities may be financed through the issuance of Community Facility Bonds.

### **Community Development Block Grant (CDBG)**

Every four years the CDBG program provides direct grants to the City of Globe for a range of programs and facility improvements, including street and infrastructure upgrades. These grants are dispersed by the Arizona Department of Commerce. Public hearings are held on projects to be selected and rigorous criteria must be met and adhered to during the expenditure of these funds. Potential projects must qualify by meeting community needs and assisting low to moderate-income residents.

### **Five-year Capital Improvement Plan**

A Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for a city on carefully planning and managing its capital and infrastructure assets. Identifying capital projects and their anticipated funding sources assists in the planning and scheduling of finances for projects and the manpower needed to plan, design, and construct the projects. The CIP promotes coordination of capital projects that are from different program areas but are similar in scope or in the same geographical area of improvement. Examples of CIP projects include street construction, water

treatment plants, wastewater facilities, park improvements, libraries, fire stations, police precincts, and public building construction.

Land purchases can also be listed in the 5-Year CIP since it is considered a capital asset. These projects are long-term in nature (over one year) to complete and are usually financed over a period of time. Typically, a CIP project has a dollar amount over \$1,000. The first year of the 5-Year CIP is referred to as the capital budget of a project while the remaining four years are referred to as the programmed amount for a project. The City of Globe does not currently have a CIP.

## Cost of Development (CD) Goals and Policies

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### **Goal CD-1: Fair Costs**

Assess a fair cost that covers the impacts of the new development while freeing up revenues that can be used to address existing deficiencies in infrastructure and services.

#### *Policies:*

*P-1:* Mitigate the constraints on the development of new housing.

#### *Implementation Strategies:*

- I-1:* Encourage a diversity of housing types, including multi-family and mixed-use housing in appropriate areas.
- I-2:* Address constraints on the development of new housing, specifically difficult topography, zoning inflexibility, limited infrastructure (sewer and water), and permitting complexity.
- I-3:* Explore establishment of a land banking program to meet specific local housing priorities.
- I-3:* Prepare and adopt a 5-year Capital Improvement Program that adequately accounts for new growth

### **Goal CD-2: Cost of Growth**

The cost of growth for each new development must be determined based on factors specific to the proposed development and the specific location.

#### *Policies:*

*P-1:* Balance public and private interests to achieve fairness in allocating the costs of new development. The public interest is established by the goals and policies of the General Plan.

#### *Implementation Strategies:*

- I-1:* Recover fair share costs, which are defined as the total capital cost (facilities and equipment) minus developer credits and funds dedicated to a project as set forth in a City approved Capital Improvements Program.



- I-2: Establish development incentive areas or other incentives, such as Infill Incentive Districts, which may allow reduced cost recovery obligations for projects to foster development activity within those areas.

**Goal CD-3: Regional Cooperation**

New development can have an impact on infrastructure and services in several jurisdictions. Regional cooperation is necessary to ensure that resources are available to address the impacts of development on regional systems.

*Policies:*

- P-1: Seek local and regional cooperation to pursue new or enhanced revenues for regional infrastructure.

*Implementation Strategies:*

- I-1: Conduct regional studies to determine if, and how, operations and maintenance costs of capital facilities can be assessed and allocated on a fair share basis.
- I-2: Pursue cooperative relationships with other public and private entities to study, plan and implement strategies for providing infrastructure needs for the regions residents.
- I-3: Assess opportunities for annexation to plan future growth areas and ensure adequate funding.

## 2.3 Water Resources Element

In our desert environment water is a scarce resource. The City of Globe works every day to ensure a reliable supply of water not only for today, but for future generations as well. The Public Works Department promotes a water efficient lifestyle with water conservation and focuses on careful planning to build a sustainable water supply. The City of Globe supports:

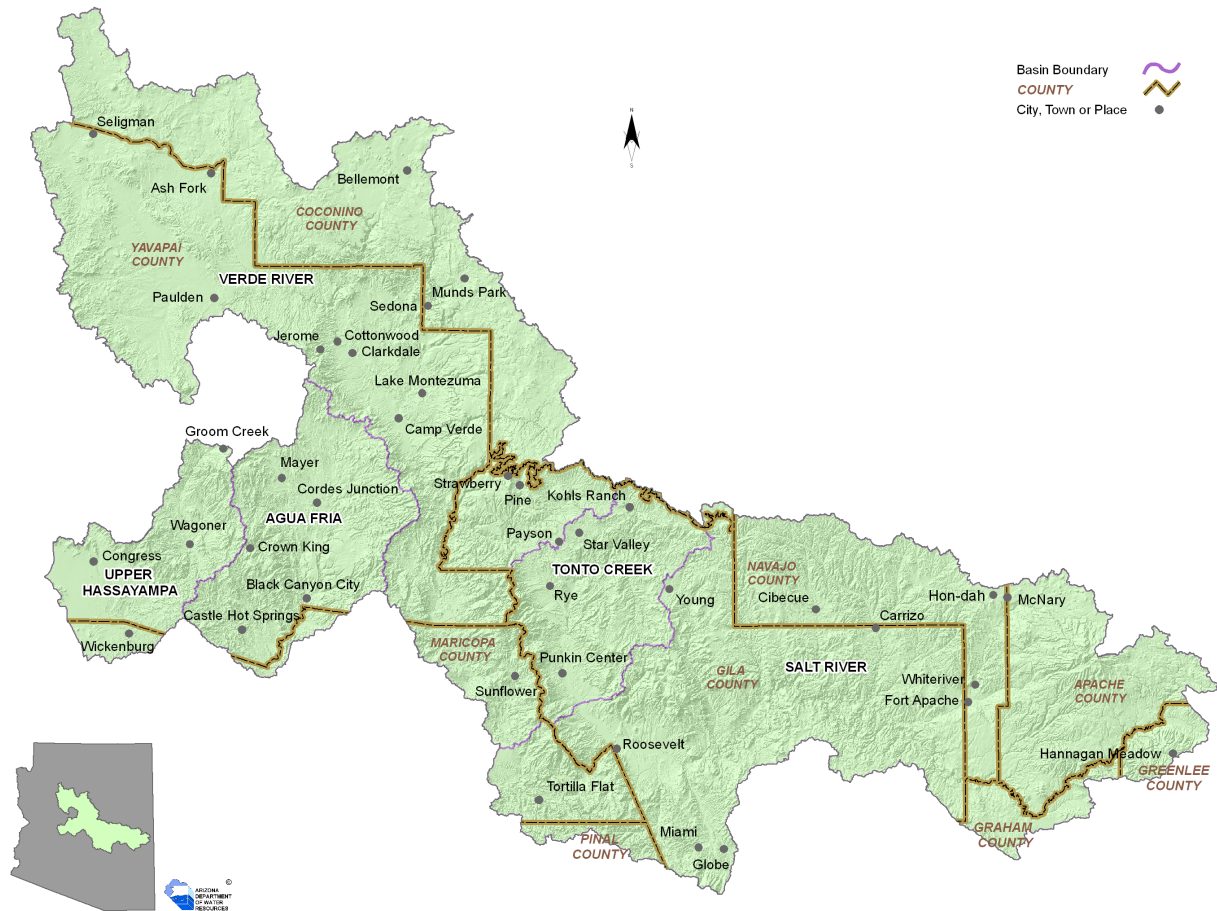
- Promoting a strong conservation ethic;
- Increasing surface water use;
- Reclaiming, reusing, and recharging effluent; and,
- Protecting groundwater supply.

Per Arizona Revised Statutes (9-461.05 (D)), for cities and towns having a population of more than two thousand five hundred persons, the General Plan shall include a Water Resources Element that addresses the following:

- a) Known legally and physically available surface water, groundwater and effluent supplies;
- b) Demand for water that will result from future growth projected in the General Plan, added to existing uses; and,
- c) Analysis of how the demand for water that will result from future growth projected in the General Plan will be served by the water supplies identified, or a plan to obtain additional necessary water supplies.

### Background

The City of Globe is not within one of the five Active Management Areas (AMAs) designated by the Arizona Department of Water Resources (ADWR). The City of Globe however, is within the ADWR Central Highlands Rural Planning Area, see map below. As of May 28, 2013, the City of Globe is designated as having an adequate water supply by ADWR.



**Figure 2:** Central Highlands Rural Planning Area, *source: ADWR*

The Central Highlands Planning Area is composed of five groundwater basins oriented east-west in central Arizona. Globe is within the planning area's Salt River Basin. A copy of the ADWR 2009 Arizona Water Atlas Study for the Central Highlands Planning Area can be obtained through the following link:

[http://www.azwater.gov/AzDWR/StatewidePlanning/WaterAtlas/CentralHighlands/documents/Volume\\_5\\_overview\\_final.pdf](http://www.azwater.gov/AzDWR/StatewidePlanning/WaterAtlas/CentralHighlands/documents/Volume_5_overview_final.pdf)

### Current Conditions

As a result of the adoption of the 2001 Globe General Plan the City commissioned the 2003 Water Master Plan (WMP), the plan study area is shown below. To date, the City has successfully

implemented several recommendations of the WMP. The WMP is still relevant today and serves as a guide to the City's Public Works Department. To meet the requirements of stated above, a copy of the 2003 WMP, completed by Tetra Tech, Inc. and adopted by the City, is provided in the Appendix of this General Plan. Although excerpts from this plan is provided below, one of the recommendations of this General Plan is for the City to begin setting aside funding to update the 2003 WMP. The intent of this update would to identify the progress made through improvements to the system as well as identify ongoing and new concerns.

*Excerpts of the 2003 Water Master Plan, by Tetra Tech Inc.*

The purpose of the 2003 Water Master Plan is to accomplish the following objectives:

- Assess and evaluate the City of Globe's existing water system;
- Determine the future water needs of the community;
- Identify necessary system improvements, upgrades and expansions;
- Develop a Capital Improvement Program required for implementation of the recommended future water supply, storage, pumping and transmission facility improvements; and
- Identify additional water sources.

As defined by the WMP, the available sources of water to supply the City of Globe's projected needs are limited. The Cutter Basin well field serves as the primary source of water for the City of Globe. The Cutter Basin well field is located on the eastern edge of the City limits adjacent to the San Carlos Apache Indian Reservation. Both the City of Globe and the San Carlos Apache Tribe draw water from this aquifer. The Pine Street well, located near City Hall, is a secondary source of potable water.

In December 1999, the City of Globe, the San Carlos Apache Tribe and other parties consummated a comprehensive Water Rights Settlement Agreement. Under this agreement the City exchanged its right to 3,480 acre-feet per year (AFY) of Central Arizona Project (CAP) water in order to continue pumping from the Cutter Basin aquifer with certain limitations. The Water Rights Settlement Agreement includes the following conditions:

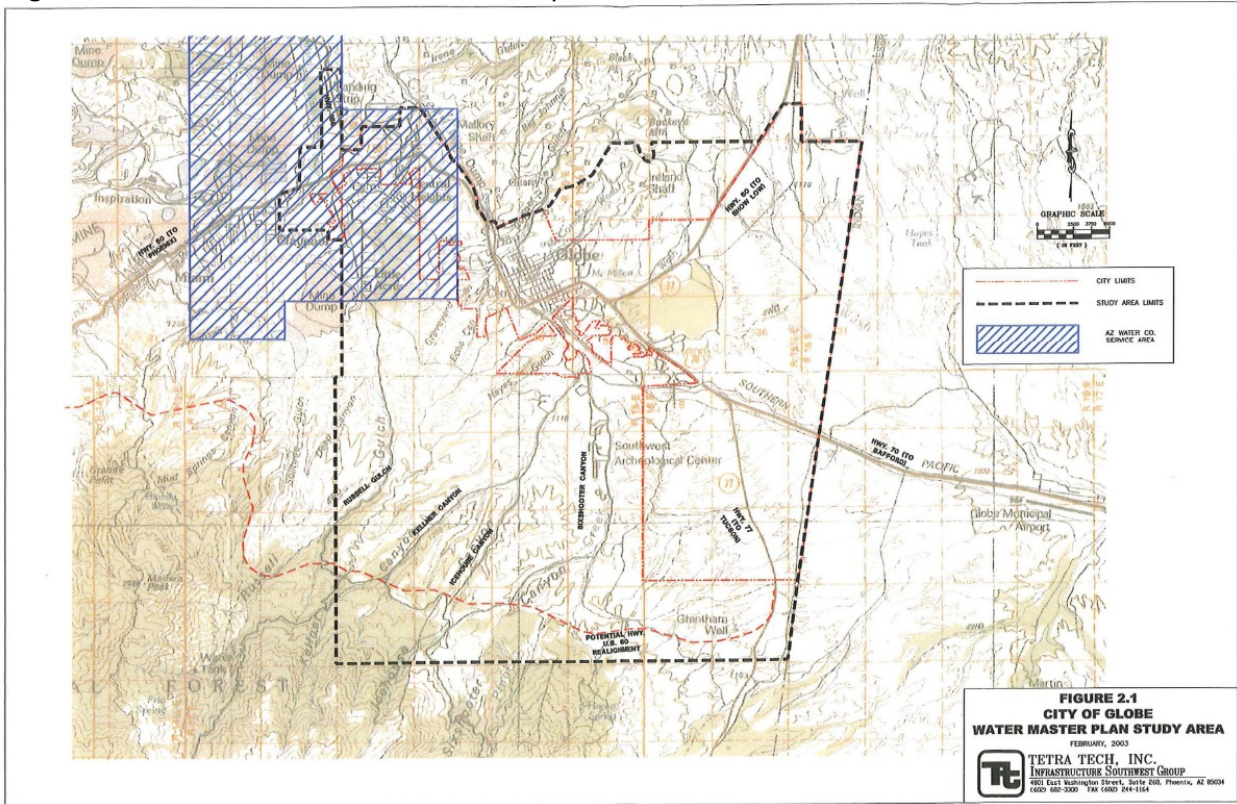
- Globe's pumping rate was limited to 1,750 AFY for the year 2000.
- Globe's year 2000 limit can be increased at 8 percent per year until it reaches a maximum withdrawal rate of 2,500 AFY in year 2008.
- Globe agreed to implement all necessary water conservation measures, to meter its system and to generate a water use record for water resources planning.
- Globe and the Tribe agreed to a well spacing provision that precludes the drilling of future wells any closer than the existing wells are situated to the City limits and reservation boundary.
- The Tribe agreed not to object to further renewals of Globe's Special Use Permit with United States Forest Service for the Cutter Basin well field.
- Globe retained the right of refusal on 980 AFY of CAP water from the Tribe should the Tribe decide to lease it.

Based on discussions with City staff and information provided in existing water-related studies conducted in past years, other sources of water that are potentially available for Globe include:

- City owned wells outside the Cutter Basin well field;
- Arizona Water Company sources;
- Treated wastewater effluent;

- Water quality limited sources (i.e., surface impoundment or well water that does not meet drinking water standards);
- Groundwater sources outside of Cutter Basin;
- Mining water sources (after mining in the area is terminated); and
- Central Arizona Project (CAP) water.

**Figure 3: 2003 Globe Water Master Plan Study Area**



### Projected Water Use and Future Plans

Project water use and future plans can be found under Section 3, Planning Considerations, of the 2003 Globe Water Master Plan. These assumptions for project water use should be updated through an update to the Water Master Plan.

## Water Resources (WR) Goals and Policies

### Goal WR-1: Water Supply

Ensure adequate water sources and associated infrastructure to serve the needs of existing and future water users in the City of Globe.

#### Policies:

- P-1:** Direct high-density/intensity development to areas where water and sewer utilities



exist, are planned, or can be established.

*P-2:* Work with appropriate state agencies to develop policies, programs and facilities for local water management, including quality and supply.

*P-3:* Incorporate water infrastructure requirements into an approved Capital Improvement Plan.

*P-4:* Support and promote reduced water usage at city and other government owned facilities and properties.

*Implementation Strategies:*

*I-1:* Establish development incentive areas or other incentives, such as Infill Incentive Districts, where water and sewer facilities already exist.

*I-2:* Update the 2003 Globe Water Master Plan to addresses water resources, water production and its distribution, wastewater collection and its treatment, and reclaimed water treatment and its distribution.

*I-3:* Work with Arizona Department of Water Resources to recognize the Cutter Basin as separate and distinct from the Safford Basin.

*I-4:* Development and remodeling of all public facilities by installing water-harvesting, water-conservation and gray-water systems.

*I-5:* Identify and correct system leakage areas.

*I-6:* Identify and pursue public/private partnership opportunities to locate and secure additional water resources.

*I-7:* Identify and pursue public/private partnership opportunities to increase supply through cost effectively treating water sources, not currently utilized, that do not meet drinking water standards.

**Goal WR-2: Water Quality**

The pumped water quality does not meet drinking water standards for arsenic and fluoride, and has elevated concentrations for total dissolved solids.

*Policies:*

*P-1:* Maintain a high level of water quality of existing potable sources.

*P-2:* Improve water quality of existing sources that do not currently meet potable standards.

*Implementation Strategies:*

*I-1:* Direct high-density development to areas where water and sewer utilities exist, are planned, or can be established.

*I-2:* Identify and pursue public/private partnership opportunities to improve water quality.

- I-3: Identify and pursue public/private partnership opportunities to cost effectively treat water sources that do not meet drinking water standards.
- I-4: Refer to water resource policies under Environmental Planning Element Goal EP-4 and EP-5.

### **Goal WR-3: Water Conservation**

Maintain a high level of water quality.

#### *Policies:*

- P-1: Raise awareness of water scarcity and promote conservation and public/private investment in improved water saving infrastructure and fixtures in public and private buildings.



#### *Implementation Strategies:*

- I-1: Partner with private water companies, community organizations, businesses, schools, service groups, volunteers and citizens in conservation educational efforts.
- I-2: Plan and implement Town-sponsored educational programs and events promoting water conservation.
- I-3: Publish and make widely known the actual costs of producing and supplying water to residential and commercial users, as well as the actual cost to each user.
- I-3: Provide incentives to increase the number of low water use and native plants used in landscaping on properties that do not have access to irrigation.
- I-4: Promote the use of water-conservation irrigation in landscaping.
- I-5: Ensure low-flow plumbing standards are required for new development.
- I-6: Acquire the Camp Verde Sanitary District when financially feasible.
- I-7: Research and implement programs to increase use or recharge of reclaimed water.
- I-8: Provide incentives to encourage the use of reclaimed water, especially on open spaces and parks and identify potential reclaimed water users.
- I-9: Encourage the private use of gray water.

## 3.0 Quality of Life





The general well-being of the residents within a community can be measured by a number of common indicators related to health, job security and overall material well-being. These indicators are positively or negatively affected by a community's policies as it relates to all facets of a community including housing, recreation and public safety. However, an improved sense of well-being does not happen simply because it is declared an important goal, it happens through thoughtful planning. Therefore, it is the objective of the Elements within this Quality of Life theme to provide a foundation for good public policy to improve the well-being of the residents of Globe.

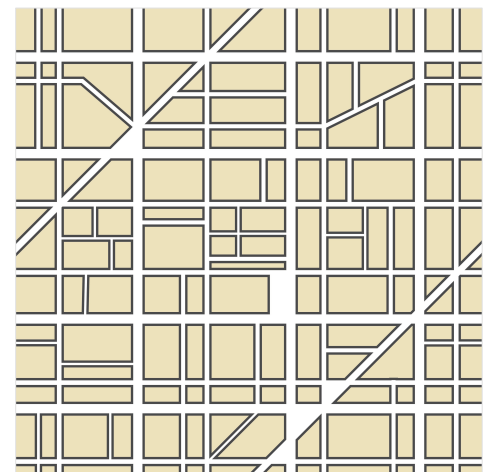
### 3.1 Neighborhoods: The Foundational Unit

The Neighborhoods section includes two General Plan Elements which examine different aspects of residential living: the Housing Element, as well as, the Preservation and Revitalization Element. Neighborhoods are the most critical land use with regards to long-term sustainability of a community. Sustainable neighborhoods have physical, social and economic elements that create an equitable balance within a neighborhood. As the smaller components that make up the whole, neighborhoods help to establish the basic quality of life and create the identity for the larger community. In turn, the neighborhoods depend on the larger community to provide infrastructure, protective services, and a variety of community facilities that contribute to overall livability. Addressing the synergy and the interdependence between the neighborhoods and the larger community is a critical component of the vision that is expressed through the General Plan.

Neighborhoods are important to the life of a community and to the identity of community residents. Although many Globe residents have a strong identity with the Globe community, their personal identity is typically linked directly to the neighborhood in which they live. For many Globe residents, the neighborhood where they live may also be the neighborhood in which they grew-up which is truly a unique, valuable asset for a small town like Globe.

Neighborhoods may be formally or informally defined. In Globe, residents were asked to identify the "neighborhoods" as part of the General Plan update process. The City does not have a formal process for neighborhoods to "register" with the City, but the public feedback during the GP update process clearly identified the neighborhoods throughout the community. The neighborhoods identified by the community are depicted on **Figure 4 – Neighborhood Areas Map**

The typical neighborhood contains a range of land uses, however the major land use in most neighborhoods is typically housing, ranging from single family - both attached and detached - to multifamily residential with a variety of housing unit densities. Many neighborhoods also include non-residential uses, such as, office and retail uses which can be located within a neighborhood, but are largely located on the periphery along adjacent collector or arterial streets. The services provided by these non-residential uses contribute to a neighborhood's desirability and value, by providing the option for residents to walk to local neighborhood services. These non-residential uses can also provide a daytime presence that can help to deter neighborhood crime. Finally, these non-residential uses can become informal gathering places for neighbors that promote extended relationships.



Another important characteristic of stable, desirable neighborhoods is home ownership. A home is typically the homeowner's largest asset; therefore home owners are typically sensitive to adverse activity that reduces the value of their asset. Consequently, land use policies should promote a balanced, stable mix of owner and non-owner occupied housing in order to enhance neighborhood value and the quality of the neighborhood can impact the value of that asset. Better neighborhood conditions are often equated with more owner-occupied housing because owner occupants have a vested interest in the condition of their property.

Globe has a high rental rate in many of its neighborhoods. Some of these renters are members of the "baby boomer" or "Y" generations, who prefer not to have the responsibilities of property maintenance, and many are individuals or families without the income to afford a house. More affordable housing would benefit the latter individuals and families, and the neighborhoods would benefit from the pride and care that often accompanies homeownership.

Other vital components of a neighborhood are the public infrastructure and facilities that allow a neighborhood to stay connected internally and externally and provide residents the opportunity to lead a healthy lifestyle by: providing services such as electricity and water; providing gathering spaces for residents interaction and socializing; providing access to active living opportunities in the form of parks and open space areas; and establishing character through landscaping, signage, and other physical features. The pursuit of projects to enhance the public realm is often what brings neighbors together. Examples of common projects are traffic calming improvements, gateway features, and planting trees for shade to encourage pedestrian activity and to beautify streetscapes.

Some neighborhoods have an informal group of residents who come together to create a neighborhood association. These are not Homeowner Associations (HOA) but residents working together to provide a minimal structure for their "traditional" neighborhood. These associations function with all-volunteer groups of neighbors that work with the City to keep the residents and businesses within the association boundaries informed about activities, public meetings, and events that may be of interest to the neighborhood.

While the physical make-up of neighborhoods is important, it's the people who reside in those neighborhoods that make them come to life. The more vested residents are in their neighborhoods, the more stable those neighborhoods will be. Resident investments in their neighborhoods come in many forms beyond purchasing or renting a home or purchasing goods or services at a local store. All of these investments contribute to strengthening not only the neighborhood, but the community as a whole.

Stable neighborhoods strengthen the City socially, economically, and physically in a variety of ways. Some key ways include:

- Providing a safe and pleasant places for residents to live;
- Maintaining property values;
- Preventing deterioration and blight;
- Maintaining the tax base;
- Providing affordable housing options to promote homeownership;
- Providing access to healthy food and an active lifestyle;
- Support local business and area employment;



- Providing conditions that support aging in place; and
- Creating a sense of community.

Globe’s neighborhoods can become more sustainable by promoting walkable, livable communities that decrease auto dependence, provide housing close to jobs and services where appropriate, and contribute to the natural environment and a healthy lifestyle.



The Housing Element establishes goals and policies, which pertain specifically to the development of new neighborhoods and residential subdivisions. The Preservation and Revitalization Element introduces goals and policies aimed at maintaining and improving the quality of life in all existing and future neighborhoods, promote home ownership and maintain neighborhood character. For Globe to achieve the community vision, it is important that to fulfill the goals and policies of both elements.

### Housing Element (HE)

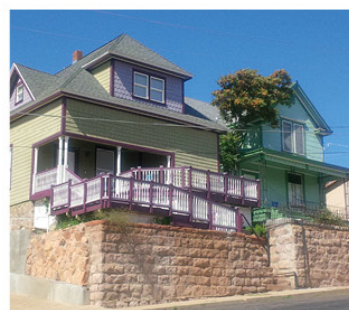
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The City of Globe recognizes the importance of quality housing for resident healthy, community livability and long term sustainability. The City has a substantial number of lower-income families and elderly people who do not have the means to maintain a single-family home. Many older homes and mobile homes are in need of repair, and mobile home parks often do not have adequate facilities.

The 2010 American Community Survey (ACS) found that nearly 70% of residents moved to their current home since 1990. Almost 76% of housing units are owner occupied and 56% percent of them have a mortgage. Nearly 42% of homeowners with a mortgage find that it equates to less than 10% of their monthly household income. This is in contrast to the 44% of renters who pay 35% or more of their monthly household income in rent.

The City of Globe has identified quality housing as the basic building block for creating excellent neighborhoods which contribute to a viable, livable community. The intent of the housing element is to identify housing goals and policies to guide future development of housing and neighborhoods throughout Globe. The Housing Element responds to the focus on economic development and the key role that housing plays in attracting new job opportunities to Globe.

The City recognizes the importance of providing an appropriate balance of housing options and affordability within the community to ensure residents’ diverse living needs are met and to encourage people to live, work and play in Globe rather than commuting from surrounding communities. Providing a higher quality and diversity of housing types for renters and owners of all income ranges assists the City in achieving long-term viability.



Examples of housing styles within Globe

Table 7 provides an overview of housing characteristics available from the 2010 US Census. These tables provide the following overview of housing in Globe.

**Table 7: Housing Characteristics**

	2000	2000	2010	2010
HOUSING TENURE	Estimate	Percent	Estimate	Percent
Occupied housing units	2,820	0.00%	2,816	-0.14%
Owner-occupied	2007	71.2%	2,155	76.5%
Renter-occupied	813	28.8%	661	23.5%
VEHICLES AVAILABLE				
None	279	9.9%	388	13.8%
1	1,113	39.5%	949	33.7%
2	908	32.2%	890	31.6%
3 or more	520	18.4%	589	20.9%
SELECTED CHARACTERISTICS				
Occupied housing units	2,820	0.00%	2,816	-0.14%
Lacking complete plumbing facilities	18	0.6%	9	0.3%
Lacking complete kitchen facilities	0	0.0%	9	0.3%
No telephone service available	101	3.6%	131	4.7%
OCCUPANTS PER ROOM				
Occupied housing units	2,820	0.00%	2,816	-0.14%
1.00 or less	2,683	95.1%	2,803	99.5%
1.01 to 1.50	95	3.4%	13	0.5%
1.51 or more	42	1.5%	0	0.0%
VALUE				
Owner-occupied units	2007	0.00%	2,155	+0.74%
Less than \$50,000	348	21.4%	427	19.8%
\$50,000 to \$99,999	829	51.0%	643	29.8%
\$100,000 to \$149,999	299	18.4%	517	24.0%
\$150,000 to \$199,999	101	6.2%	223	10.3%
\$200,000 to \$299,999	37	2.3%	261	12.1%
\$300,000 to \$499,999	5	0.3%	72	3.3%
\$500,000 to \$999,999	6	0.4%	12	0.6%
\$1,000,000 or more	0	0.0%	0	0.0%
Median (dollars)	79,700		100,600	

## Housing Element (HE) Goals and Policies

### Goal HE-1: Equitable Housing Opportunities

Equitable, affordable, and diverse housing opportunities will be provided for all current and future Globe residents.

*Policy*

- P-1:* Require all housing to be inclusive and serve the needs of all populations: elderly; people with disabilities; low income; the homeless; individuals and families in crisis; and the wide range of people and families in the workforce.

*Implementation Strategies:*

- I-1:* Prepare a “housing master plan” to address housing issues in Globe.
- I-2:* Provide incentives that support development of affordable housing.
- I-3:* Identify local, state, federal and private sources of financial funding that supports affordable housing
- I-4:* Form partnerships with non-profit housing groups to assist in the development of housing for seniors, persons with disabilities and other underserved populations.
- I-5:* Establish density bonuses for housing developments that provide more than 15 percent of the total units affordable to low income households.
- I-6:* Encourage the development of housing and transportation system that serves the needs of underserved populations.
- I-7:* Provide incentives for developing housing adjacent to major transportation corridors that can be served by bus transit in the future.
- I-8:* Encourage mixed-used development at appropriate locations throughout the community.

**Goal HE-2: New Housing**

An adequate supply of new housing choices is available.

*Policies:*

- P-1:* Mitigate the constraints on the development of new housing.

*Implementation Strategies:*

- I-1:* Encourage a diversity of housing types, including multi-family and mixed-use housing in appropriate areas.
- I-2:* Address constraints on the development of new housing, specifically difficult topography, zoning inflexibility, limited infrastructure (sewer and water), and permitting complexity.
- I-3:* Explore establishment of a land banking program to meet specific local housing priorities.
- I-4:* Prepare an inventory of privately owned land and establish suitability criteria for housing development.
- I-5:* Establish programs that foster homeownership.
- I-6:* Participation in private-public partnerships to promote affordable owner-occupied units.

- I-7: Encourage housing in the Historic, Old Globe and Noftsger Character Areas to promote higher densities and increased affordability.

**Goal HE-3: Housing Rehabilitation**

Housing Rehabilitation Programs are available to all qualified Globe residents.

*Policies:*

- P-1: Provide incentives for housing rehabilitation for the owner-occupied and rental markets.
- P-2: Facilitate improvements of sub-standard housing, i.e., housing that is overcrowded, lacking adequate facilities, unhealthy, and/or unsafe.

*Implementation Strategies:*

- I-1: Establish a Rehabilitation Program that includes loans and grants to address improperly maintained and/or aging residential and rental buildings.
- I-2: Identify a variety of sources to fund the Rehabilitation Program.
- I-3: Adopt permitting and zoning mechanisms in appropriate target areas that facilitate the development of extended-family household additions and new secondary residential structures to alleviate overcrowding conditions.

**Goal HE-4: Housing and Employment**

Housing opportunities are provided in proximity to employment centers.

*Policies:*

- P-1: Encourage a variety of housing developments near employment centers and recreational amenities to encourage residents to be active.
- P-2: Capture the workforce housing market demand currently leaking out to other communities.

*Implementation Strategies:*

- I-1: Provide the appropriate zoning mechanisms to allow mixed-use developments.
- I-2: Create a Downtown Revitalization Strategy that focuses on the establishment of mixed-use development.
- I-3: Create a workforce housing coalition that works to encourage the development of workforce housing in Globe.
- I-4: Promote incentives for the establishment of workforce housing.

**Goal HE-5: Housing and Healthy Lifestyle**

Housing contributes to resident wellbeing and opportunities for leading a healthy lifestyle

*Policies:*

- P-1: Provide for the preservation of open space and the provision of recreational facilities to facilitate residents leading a healthy lifestyle.



- P-2 Provide pedestrian and bicycle connectivity throughout the community to encourage residents to be active.

*Implementation Strategies:*

- I-1: Establish standards and require the provision of open space for all new residential development.
- I-2: Provide incentives for additional acreage of open space.

**Goal HE-6: Housing Sustainability**

Housing programs and design ensure quality that contributes to long term sustainability.

*Policies:*

- P-1: Encourage the design and construction of new housing using the latest material technologies to ensure quality construction.
- P-2: Provide local programs that assist homeowners with assistance to address greater energy efficiency for existing housing.

*Implementation Strategies:*

- I-1: Create and promote programs that encourage energy efficiency improvements for affordable housing, such as more efficient lighting
- I-2: Work in collaboration with APS to provide and promote energy efficiency incentives for existing and new housing.



## Preservation and Revitalization Element

### Neighborhood Preservation (NP) Element

Globe residents are proud of their heritage as a mining community. Many of the established neighborhoods, particularly in and adjacent to the Historic District, Old Globe and Noftsgar Hill Character Areas, were developed to provide housing and services to people working in the mines and continued as a vital housing option for both existing and new residents. It is critical that as Globe moves forward, the community remembers that all neighborhoods are vital, provide diverse housing, and contribute to the cultural enrichment of all of our residents.

Affordable housing, rehabilitation, and redevelopment efforts have been underway for years in Globe. Cobre Village and Madera Peak Vista apartments are testaments to this success. The City and its partners CAG/HUD have also provided home rehabilitation and new home construction programs, promoted ownership through down-payment assistance programs and educational initiatives, and encouraged infill development. Additionally, Globe works with the Gila County Housing Services

Department to provide affordable housing through the Section 8 Housing Choice Voucher Program, the Housing Rehabilitation Program and the Weatherization Assistance Program.

In the future, the City should consider a large-scale, coordinated strategic housing plan and approach to neighborhood preservation and affordable housing in order to continue to improving upon housing affordability for all residents. A detailed strategic housing plan will also allow the City to address shelter for those without homes, stabilization of maturing neighborhoods, coordination of the not-for-profit housing providers with each other, the City, and the neighborhoods.

While it is natural to first think of the City's oldest neighborhoods when considering neighborhood preservation initiatives, measures cannot be limited solely to those areas. As the neighborhoods constructed during the past 50 years mature, it is important as a City to take proactive steps to ensure all neighborhoods receive the care and attention needed to make certain they continue to be positive elements of the community.

This attention can take many forms, including but not limited to, creating additional amenities in or near neighborhoods, providing proper maintenance of streets and landscaping, enhancing pedestrian connections, and finding solutions or deterrents to any anticipated or recurring crime problems. With these issues addressed, residents' well-being is addressed, and that is key to a healthy lifestyle and a livable community.

### Neighborhood Preservation (NP) Goals and Policies

#### **Goal NP-1: Preserve and Maintain**

Globe is a community of well-maintained neighborhoods.

##### *Policies:*

- P-1:* Identify opportunities to renovate existing neighborhoods and introduce new amenities to enhance neighborhood livability.
- P-3:* Preserve and stabilize older residential areas in order to maintain the historic character.
- P-4:* Encourage the preservation of historic or significant buildings and sites.

##### *Implementation Strategies:*

- I-1:* Actively enforce the International Property Maintenance Code.
- I-2:* Establish programs that help preserve locally and culturally significant buildings and sites.
- I-3:* Establish program criteria that address the demolition of unoccupied substandard and or blighted buildings.
- I-4:* Play a lead role and set an example by maintaining and continuously improving public spaces within Globe.
- I-5:* Fund and initiate a comprehensive Strategic Housing Plan for the Globe Planning Area for the purpose of comprehensively addressing housing quality, quantity and affordability.

#### **Goal NP-2: Sense of Community**

Globe has a sense of community, which stretches beyond neighborhood boundaries.

*Policies:*

- P-1:* Improve the physical connectivity between existing neighborhoods as well as between existing neighborhoods and nearby non-residential developments.
- P-2:* Ensure all new non-residential development is designed to actively engage and attract pedestrians and bicyclists and provide residents the opportunity to lead a healthy lifestyle.
- P-3:* Create an awareness of being in Globe to reinforce community identity.
- P-4:* Determine and implement measures to overcome potential physical barriers which limit interaction between residents in different parts of the City.
- P-5:* Provide amenities in all neighborhoods where residents can gather and socialize.

*Implementation Strategies:*

- I-1:* Establish a network of neighborhood organizations to celebrate community character and to address neighborhood issues.
- I-2:* Assist neighborhood groups to identify opportunities to provide a healthy lifestyle, such as better access to trails, land that can be used for community gardens and similar gathering spaces, or block watch organization.
- I-3:* Establish program criteria that address the demolition of unoccupied substandard and or blighted buildings.
- I-4:* Partner with resident groups to prevent graffiti and discourage criminal behavior.
- I-5:* Encourage residents to be proactive when addressing personal safety issues by establishing a local Block Watch Program.

### Neighborhood Revitalization (NR)

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Redeveloping and revitalizing underused and blighted areas, which was a focus of many cities in the 1970s and 1980s as part of urban renewal, is once again getting attention, but this time with the emphasis on sustaining a community over the long term. As used in the Arizona Revised Statutes, the term “redevelopment” refers to a project undertaken to acquire land and/or demolish existing structures to alleviate or prevent the spread of slum and blight conditions. Such public action may be necessary when the private market is not providing sufficient capital and economic activity to achieve the desired level of improvement. “Revitalization” is often paired with “redevelopment” to suggest the desire to bring new life and activity into an area.

In this element, the term “redevelopment” is not used in the context of the state statute, but rather as an informal process used to identify opportunities for initiating improvements for existing development. Revitalization has been associated with efforts to enhance community life and economic activities in an existing neighborhood, area, or business district with sensitivity to its residents, businesses, and historic and cultural resources. Revitalization efforts are initiated at all levels of government, with many being community driven. In the City of Globe, it is anticipated that revitalization efforts will be led by city government.

There are a variety of measures used to stimulate redevelopment and revitalization. Some common measures include direct public investment, capital improvements, enhanced public services, improved housing opportunities, technical assistance, promotion, and tax benefits. The City of Globe

should review these measures to determine applicability for stimulating redevelopment and revitalization.

Investment in public infrastructure is one important measure the City can take to spur redevelopment and revitalization of older areas. These investments are generally focused on the three critical infrastructure components of water, wastewater, and streets. After many years of deferred maintenance, the City has initiated an extensive program to upgrade the existing water and wastewater systems.

Ultimately, successful redevelopment and revitalization require an overall coordinated and comprehensive strategy to help foster a level of certainty that will lead to action. A combination of public and private sector investment, empowered by catalytic measures, planning tools, and a transparent public participation process, are essential.

The following goals and policies emphasize consideration of redevelopment and revitalization in areas that can best sustain the development over time and benefit the City as a whole, that have not had the resources to pursue revitalization strategies in the past, or that could serve interim uses well until more sustainable uses can be accommodated.

### Neighborhood Revitalization (NR) Goals and Policies

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#### **Goal NR-1: Infrastructure**

Infrastructure in place to serve existing development and potential development for 10 years.

##### *Policies:*

- P-1:* Revitalize areas with the greatest potential for long-term economic development by focusing public resources, tools and incentives to facilitate private investment.
- P-2:* Evaluate brownfield sites, closed public facilities, and underutilized land as opportunities for redevelopment and revitalization.
- P-3:* Build from existing assets in those areas identified for revitalization.
- P-4:* Prioritize neighborhood revitalization efforts to focus on the geographic areas with the greatest needs.
- P-5:* Undertake an inclusive community participation process in revitalization efforts.

##### *Implementation Strategies:*

- I-1:* Establish an interdepartmental approach to strengthen existing community assets, including neighborhoods, businesses, historic and cultural resources.
- I-2:* Develop temporary uses such as community gardens and/or small neighborhood green spaces on vacant and financially distressed parcels.
- I-3:* Establish community priorities regarding infrastructure improvements linked to revitalization programs.

### Historic Preservation (HP)

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The City of Globe has a unique and extensive patrimony of historic and cultural resources that creates a strong “sense of place” and is a fundamental and irreplaceable asset on which Globe can build its future. Protection, enhancement and preservation of this patrimony is essential to the prosperity and welfare of the City of Globe. This element recognizes the efforts of the City of Globe Cultural Heritage Commission created by the City of Globe Cultural Heritage Ordinance (Ordinance Number 099-04-01).

The City of Globe recognizes that, in the past, culturally significant resources in Globe have been needlessly lost and that losses of this kind cannot be repeated.

### Historic Preservation (HP) Goals and Policies

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#### **Goal HP-1: Protect Resources**

Globe honors its past through the preservation of cultural and historic resources.

##### *Policies:*

- P-1:* Consider adopting a Cultural Heritage Ordinance that recognizes and protects cultural and historical resources.
- P-2:* Promote the arts and cultural heritage city-wide.
- P-3:* Assess short term and long term facility needs for cultural activities and provide spaces and facilities to meet those needs.

##### *Implementation Strategies:*

- I-1:* Establish a Cultural Heritage Commission to lead the preparation and implementation of the Cultural Heritage Ordinance.
- I-2:* Prepare and adopt Historic Design Guidelines to guide the preservation, rehabilitation, restoration and reconstruction of historic structures
- I-3:* Implement tax incentives to protect historic resources.
- I-4:* Celebrate community character, sense of place, rich history, heritage and culture in festivals, parades, and street fairs.

#### **Goal HP-2: Aesthetic and Economic Assets**

Globe has preserved heritage resources – cultural and historic – to serve as both aesthetic and economic assets.

##### *Policies:*

- P-1:* Preserve Globe’s cultural heritage resources to enliven the City’s culture, history and aesthetic.
- P-2:* Utilize cultural heritage resources as economic assets to:
  - Make Globe more appealing to residents and visitors;
  - Attract visitors and increase revenues from heritage tourism;
  - Create a venue for the growth of cultural activities and programs;
  - Lure the film industry for production; and



- Reinforce the sense of place that makes Globe unique in Arizona.
- P-3: Develop a tourist-based/place-based economy in Globe that promotes the cultural heritage resources of the City.

*Implementation Strategies:*

- I-1: Create a marketing campaign that promotes and enhances cultural heritage and eco-tourism in Globe and coordinates tourism planning with surrounding communities.
- I-2: Create a Visitors Center – potentially the Gila County Historic Museum - to showcase tourism opportunities in Globe and educate visitors on Globe’ rich history, heritage and culture.
- I-3: Work with the community and major stakeholders to identify public/private partnerships and funding sources to continue the restoration work of the Cobre Valley Center for the Arts.
- I-4: Work with artists and arts groups to develop an effective marketing and publicity plan that promotes and reinforces the authenticity of the Globe cultural and arts experience. Target Globe residents as well as visitors as part of this marketing effort.
- I-5: Involve existing arts-promotion organizations and foundations, youth organizations and local schools in promoting the arts and cultural heritage throughout the community.

**Goal HP-3: Downtown Destination**

The Globe Historic Downtown District serves as a major destination for residents and visitors.

*Policies:*

- P-1: Develop a Downtown Revitalization Strategy as a component of the Main Street Program that coordinates building preservation, building rehabilitation and building restoration with a focus on mixed-uses, mixed incomes and urban diversity.
- P-2: Identify opportunities in the Center for the Arts or other buildings in Downtown to develop incubation, production, and exhibition space for the arts – fine, media, and performing – as an engine for social, cultural, and economic revitalization of Globe with a focus on the Historic Downtown area.
- P-3: Focus on cultural resources with a vibrant working artist community as a formula for the rebirth of the economic vitality of the Historic Downtown area.
- P-4: Promote and support the development of flexible, affordable and diverse arts work and performing space.
- P-5: Support mix of residential in downtown to support mixed use activity.

*Implementation Measures:*

- I-1: Develop a Downtown Revitalization Strategy that coordinates building preservation, building rehabilitation and building restoration with a focus on mixed-uses, mixed-incomes and urban diversity.

- I-2: Develop an Artist Relocation Program that uses incubation, production and exhibition of the arts as an engine for revitalization of the residential areas adjacent to Historic Downtown.
- I-3: Develop an Economic Development Strategy that promotes Downtown Globe as a community with a distinct small town fabric, historic buildings, cultural resources and a vibrant working artist community.
- I-4: Provide affordable housing/studio space for artists and develop an incentive program to recruit and retain artists willing to relocate to this area.

**Goal HP-4: Eco-Tourism**

Globe relies on cultural resources as a component of ecotourism.

*Policies:*

- P-1: Aggregate and inventory cultural heritage resources where they are most effective as urban economic and social development strategies.
- P-2: Consider and allocate cultural heritage resources as appropriate to attract visitors to Globe.

*Implementation Strategies: Refer to Economic Development Element*

### 3.2 Open Space, Parks and Recreation Element

One of the major responsibilities of local government is to provide for the wellbeing of community residents. This not only includes the provision of infrastructure such as water, sanitary sewer, streets and public safety, but it also includes the provision of the appropriate infrastructure that facilitates residents having the opportunity to lead a healthy lifestyle.

The Open Space, Parks and Recreation Element identifies goals, policies and implementation strategies to guide future acquisition, maintenance and improvement of lands dedicated to open space, parks and recreation within Globe. This element also identifies and analyzes sites outside the City that may have the potential to serve Globe residents by enhancing the quality of life and/or contribute to the economic growth.

Open space lands, parks and recreational opportunities are established in two different capacities. First, cities utilize their own land to preserve open space and develop recreational uses, such as city parks, community centers and nature trails. Second, cities take advantage of surrounding open space and recreational opportunities that are not necessarily within their city limits. Instead of direct investment in land acquisition or infrastructure, cities invest in providing better access to the land, advertise their proximity to important sites, and provide support for accessory uses, such as hotels, outdoor focused retail, and equipment rental.

The Open Space, Parks and Recreation Element helps guide public investment and development of open space and parks in a sustainable manner by the City of Globe. This ensures that both citizens and visitors are provided with a diverse selection of recreational opportunities that improve the community, promote public health and expand the eco-tourism industry.

Globe includes a diversity of open space options, parks and recreational opportunities for residents and visitors. Globe is also ideally located to take advantage of the surrounding public lands, cultural sites and historical places close to the City.

Globe provides residents and visitors with neighborhood parks, such as Giorsetti Park, that include grass fields, picnic areas and jungle gyms. Specialized parks are available for active uses, such as hiking, history and sports. Examples include Round Mountain Park, which is a popular destination for hiking; Old Dominion Mine Park, with a focus on educating the public on the mining history of Globe; and Noftsgger Hill Sports Complex, which provides sports fields and a dog park. The City also administers a Community Center, a Senior Center and the Besh-Ba-Gowah Archaeological Park located on Jesse Hayes Road in southeast Globe. Refer to **Figure 5** *Open Space, Community, and Cultural Facilities Map*

Outside of the City, many open space and recreation options are utilized by citizens and visitors. Refer to **Figure 6 – Regional Open Space Map**. The large amount of public lands surrounding the City, including the Tonto National Forest, the Pinal Mountains, and the San Carlos Apache Reservation are used for hunting, fishing, camping and hiking. Within the Tonto National Forest is the Theodore Roosevelt Lake and Tonto National Monument, a Native American archeological site. Both draw large numbers of visitors for recreation.

These are examples of the many open space, parks and recreational sites within and surrounding Globe. These places are important to the health, economy and character of the community. Thus, the Open Space, Parks and Recreation Element includes goals, policies and strategies that will enhance existing sites and facilities and provide a vision for future sustainable development of open space and recreational opportunities that contribute to quality of life for residents and make Globe a recreational and cultural destination for visitors.

#### Public Input

The following comments are excerpted from the City of Globe 2012 Citizen Survey and from the GP Update community involvement process. These comments have helped shape the goals, policies and strategies that will contribute to the community vision.

#### The City of Globe 2012 Citizen Survey Results

- More than half are “very” or “somewhat” satisfied with the availability of cultural activities, community events and activities, and opportunities to volunteer.
- Less than half are satisfied with the availability of recreational opportunities.
- Residents also give high marks to parks, the Active Adult Center, the City library, animal control, and the City cemetery.

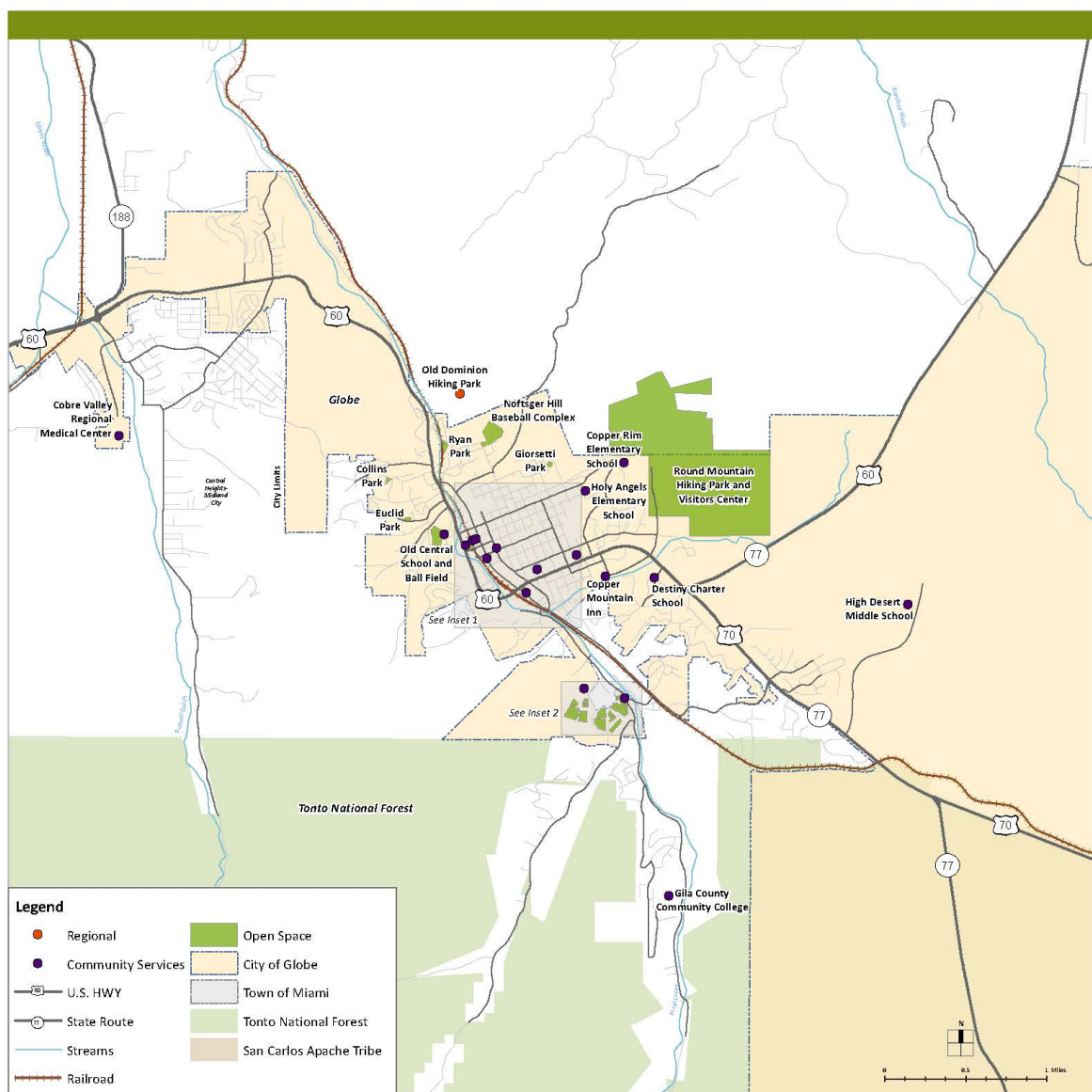


### Results from Globe 2035 General Plan Community Surveys

- Generally residents are satisfied with open space and parks in Globe
- Cultural sites are unique and attract visitors to the community, i.e., Besh-Ba-Gowah
- A return of the Copper Spike Rail Excursion will help to provide additional recreational activities.
- Need additional spaces to hold group activities.
- There are sufficient outdoor recreation opportunities, but more improved park space is needed in the City.
- Ball fields and courts needs to cleaned, repaired and maintained.

### Current Conditions

The open spaces areas, parks, and recreational facilities in Globe are identified on **Figure 5 – Open Space, Community, and Cultural Facility Map**. An overview of map is shown below. Refer to end of this Section for a full-size map.



### Measuring Quality Of Life

One measure of community quality of life is based on the acreage per resident with 10 acres per 1,000 residents being the generally accepted national average. Currently Globe has 91.1 acres of open space. Given the City's population of 7,532 people, this translates to 12.09 acres per 1,000 people which exceeds the national average by nearly 21 percent.

A relatively new measure of quality of life is community walkability/bikeability. This is measured by the accessibility afforded residents regarding opportunities to walk and/or bike to an open space, park or recreational facility to participate in an activity. Typically, a reasonable walk distance is ½ mile or approximately a 10 minute walk.



### Healthy Lifestyle

One of the most critical components of Quality of Life is the ability of residents to access a healthy lifestyle. The health of residents and workforce play a vital role in the overall health of the community. Planning for a healthy community can address chronic diseases, reduce health care costs, and increase the overall wellbeing of Globe residents.

The overall health of Globe residents depends on many socioeconomic factors. But health is also a function of the environment in which residents live and work. The critical determinants of a healthy lifestyle environment include access to:

- Parks and recreational facilities;
- Healthy foods;
- Medical services;
- Transportation options - walking, bicycling and public transit (where available);



- High-quality and affordable housing;
- Economic opportunities;
- Walkable neighborhoods with access to services;
- Safe neighborhoods and public spaces;
- Quality natural environment;
- Sustainable development.

These healthy lifestyle determinants are addressed in various goals and policies throughout the General Plan and more specifically through the Open Space and Parks and Recreation Goals and Policies.

### Definitions

For the purpose of the Open Space, Parks and Recreation Element of the General Plan, the City of Globe has established the following definitions:

#### Open Space

Open space includes any lands devoid of development, which include city parks, green spaces and nature preserves. These lands provide recreational opportunities, such as organized sports, exercise, hiking and camping, among others. The preservation of open space also has positive aesthetical value, improves public health, promotes eco-tourism, and encourages ecologic diversity.

#### Parks

##### **Compact Parks (Mini-park)**

Compact parks are small public spaces that encourage small group and individual activities. They are typically up to one acre in size and can include pocket parks, play lots, viewpoints, overlooks and plazas, and are located near residential areas or integrated into commercial areas. The service area for compact parks is an eighth to a quarter-mile.

##### **Public Plazas**

Public plazas provide opportunities for social gathering and passive recreation in a built-out urban area. These open spaces can include hardscaped and landscaped areas, seating and landmarks. Public plazas are often programmed with uses such as farmers' markets and festivals. A public plaza can be either publically owned or can be a component of a private development.

##### **Neighborhood Parks**

Neighborhood parks function as a focal point or activity center for neighborhoods and have amenities such as picnic areas, play areas for children, open areas for informal group activity,



landscaping, ball fields, organized fitness features, or special purpose facilities such as a community center. They are typically one to 10 acres in size and have a service area of a quarter to a half-mile. Globe has a total 17.25 acres of neighborhood parks.

### **Community Parks**

Community parks serve a larger geographic area than compact and neighborhood parks and address specific community needs. These parks may include active features for large groups and passive open areas, fields and facilities to serve athletic events, community centers and buildings and pathways and trails to connect with neighborhoods and greenways. They are typically greater than 10 acres in size and have a service area of a half to three miles. Globe has a total of 72.49 acres of community parks.

### **Regional and National Parks**

Regional and national parks are large-scale open spaces that protect natural and historic resources. These parks connect residents with the surrounding geography and preserve cultural assets and historical legacies that cross community boundaries. They provide opportunities for passive recreation such as hiking, bird-watching or other nature-based activities.

### **Recreational Facilities**

Community facilities such as schools, community centers, sport facilities and cultural and enrichment facilities

### **Cultural Facilities**

Cobre Valley Center for the Arts  
Gila County Jail  
Gila County Museum  
Besh-Ba-Gowah Archeological Park  
Arizona Eastern Rail Depot  
Gila Bank Building  
Amster Building

### **Connectors**

Sidewalks, paths, multi-use trails and green corridors.



### Open Space, Parks and Recreation (OSPR) Goals and Policies

The Open Space, Parks and Recreation Element includes the general policy direction for open space lands and recreational opportunities in and around the City of Globe. The respective goals and policies provide the specific policy direction for each of the major planning areas identified in the Growth Areas Element.

#### **Goal OSPR-1: Comprehensive System**

Globe is a hub of a comprehensive system/network of natural open space areas and parks that preserve natural scenery, plants, wildlife and prehistoric sites

##### *Policies:*

- P-1:* Preserve and protect mountain views, creek corridors, watersheds, greenbelts and wildlife corridors

##### *Implementation Strategies:*

- I-1:* Prepare an open space and parks master plan.
- I-2:* Adopt codes and guidelines for open space preservation.
- I-3:* Adopt standards to limit future hilltop development to help preserve mountain views.
- I-4:* Coordinate with the Forest Service, BLM, State Land Dept., San Carlos Indian Community, and Gila County to identify and preserve critical habitat

#### **Goal OSPR-2: Healthy Lifestyle**

Globe residents have access to healthy food and active lifestyle opportunities.

##### *Policies: Active Lifestyle*

- P-1:* Provide a diverse range of park types, functions and recreational opportunities to meet the physical and social needs of all residents.
- P-2:* Prepare a pedestrian and bicycle master plan.

##### *Implementation Strategies:*

- I-1:* Require developers to provide parks in all new residential neighborhoods
- I-2:* Establish a pedestrian and bicycle network that connects parks, schools and other important community destinations.
- I-3:* Support events that provide opportunities for physical activity.
- I-4:* Provide playgrounds in all local parks to promote physical activity.
- I-5:* Conduct an Active Lifestyle Assessment.
- I-6:* Prepare an assessment tool and conduct active neighborhood assessments.
- I-7:* Work with the school district to provide joint use facilities when possible.

*Policies: Healthy Eating*

- P-1:* Promote the development of community gardens within neighborhood and pocket parks.
- P-2:* Encourage the use of vacant parcels for community gardens particularly in low income neighborhoods without easy access to healthy food.
- P-3:* Encourage Community Supported Agriculture (C.S.A.s) and farmers' markets.

*Implementation Strategies:*

- I-1:* Conduct a Community Food Assessment (CFA).
- I-2:* Hold farmers' markets and C.S.A. pick-ups at local parks.
- I-3:* Evaluate the zoning code to ensure that healthy food trucks, community gardens, and farmers' markets and similar healthy food options are permitted.

**Goal OSPR-3: Ecotourism Destination**

Globe is a major ecotourism destination in Central Arizona

*Policies:*

- P-1:* Enhance and expand the annual Historic Home and Building Tour, Gila County Championship Rodeo, Apache Jii Day celebration, and other key events to make Globe a year-round destination for residents of the Phoenix and Tucson metro areas.
- P-2:* Enhance existing public facilities, outdoor spaces, and venues making them reflective of Globe's cultural heritage, desert environment and regional recreation facilities.
- P-3:* Attract visitors to the area and serve the local community with year-round indoor and outdoor arts, culture, and sports programming.
- P-4:* Support and provide opportunities for independent music and performing arts community that has the potential to attract visitors.

*Implementation Strategies:*

- I-1:* Facilitate the preservation of cultural resources that build on each other and can be reinforced with sympathetic contemporary infill development and public streetscape improvements that knit together vibrant cultural elements.
- I-2:* Allocate cultural heritage resources as appropriate to attract visitors to Globe.
- I-3:* Aggregate and inventory cultural heritage resources where they are most effective as urban economic and social development strategies.



### 3.3 Public Services and Safety Element

Construction, management, and maintenance of public infrastructure and facilities are primary responsibilities of government, contributing not only to basic public health and safety, but also to economic and social development. The City of Globe plays an active role in the provision of many infrastructure systems and facilities, including water, roadways, lighting, parks, police and fire.

Globe, like many communities in Arizona, has significant infrastructure and service needs that are not met by current revenues. These needs are evident in newly developing areas as well as aging and redeveloping areas. The City relies on a variety of revenues and funding mechanisms to pay for public infrastructure and facilities. Highway User Revenue Funds and other federal transportation funds, and sales tax and state shared revenue.

The concept of fiscal sustainability considers the life cycle cost and benefits of development. Future growth should be evaluated from both the capital (initial construction of infrastructure) and operating (ongoing public services and maintenance of infrastructure) perspectives to ensure that growth is self-sustaining and not subsidized over the long term by current residents and businesses.

Identifying affordable and equitable funding strategies to pay for the existing unmet needs in public infrastructure and facilities is another important component of fiscal sustainability. One way to address both issues is to direct new growth to areas of the City with existing infrastructure thereby generating revenue from new development that can help improve existing infrastructure and enhance existing services rather than to build completely new infrastructure and establish new services.

Additionally, the City's infrastructure and facilities are often interconnected with infrastructure and facilities provided by other governmental agencies. For example, the State oversees the provision of school facilities, but the roadways, sidewalks, and bike paths that connect the schools to students' residences are provided by the City.

Since 1996, the United States has had a wide-reaching Critical Infrastructure Protection Program in place that addresses preparedness and response to serious incidents that involve critical infrastructure. The Patriot Act of 2001 defined critical infrastructure as those "systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters."

Nationwide, infrastructure is in need of significant capital—extending from rail, air, and seaways to water supply, sewage, and irrigation systems, to energy pipelines and the electric grid. In 2009, the American Society of Civil Engineers determined it would take an investment of \$2.2 trillion just to bring the nation's infrastructure to acceptable levels, excluding innovative projects such as high-speed railways and broadband expansion.

Public infrastructure and facilities represent a significant investment for national, state, and local governments, not just to build them, but also to operate and maintain them. The City of Globe has the responsibility to fund the provision and maintenance of public infrastructure and facilities taking into account tight budgets, changes in federal and state policies toward local government funding,



and changes in economic conditions. The primary vehicle for the City’s fiscal planning is the preparation and monitoring of the City’s annual budget, which is prepared by the City Manager and other City departments.

## Public Services and Safety (PS) Element Goals and Policies

### **Goal PS-1: Quality Public Facilities and Infrastructure**

Globe is a community with well-maintained public facilities and infrastructure that supports coordinated cost-effective service delivery for current and future residents.

#### *Policies:*

- P-1:* Prioritize major public infrastructure investments in developed areas.
- P-2:* Expand the use of state-of-the-art, cost-effective technologies and services for public infrastructure and facilities.

#### *Implementation Strategies*

- I-1:* Develop, adopt and implement a Globe Facilities Master Plan.
- I-2:* Develop five-year Capital Improvement Programs utilizing strategic planning, asset management and system-based approaches for capital building and maintenance projects.
- I-3:* Distribute public facilities throughout community where dispersed services are desirable.

### **Goal PS-2: Fiscal Responsibility**

Globe relies on strategic public and private investments for long-term economic, social, and environmental sustainability.

#### *Policies:*

- P-1:* Invest in highest priority needs to manage and maintain public infrastructure and facilities that are fundamental to economic development and to sustaining and enhancing living conditions in the community.
- P-2:* Continue to expand and diversify funding mechanisms for the repair, upgrade, maintenance, and service expansion of public infrastructure and facilities.
- P-3:* Pursue all feasible and allowable funding mechanisms to ensure new development pays its fair share of the cost of growth.
- P-4:* Coordinate with utility companies and other public service providers for the planning of infrastructure, facilities, and services, making sure infrastructure and facility construction is sensitive in design and location to environmental and historic resources.

*Implementation Strategies*

- I-1:* Work with other public agencies, utility companies, and private entities to form partnerships that help fund the appropriate infrastructure for serving the needs of the entire community.
- I-2:* Maintain and expand community facilities as needed to respond to community growth and development.
- I-3:* Coordinate with utility companies and other public service providers for the planning of infrastructure, facilities, and services, making sure infrastructure and facility construction is sensitive in design and location to environmental and historic resources.

**Goal PS-3: Smart Growth**

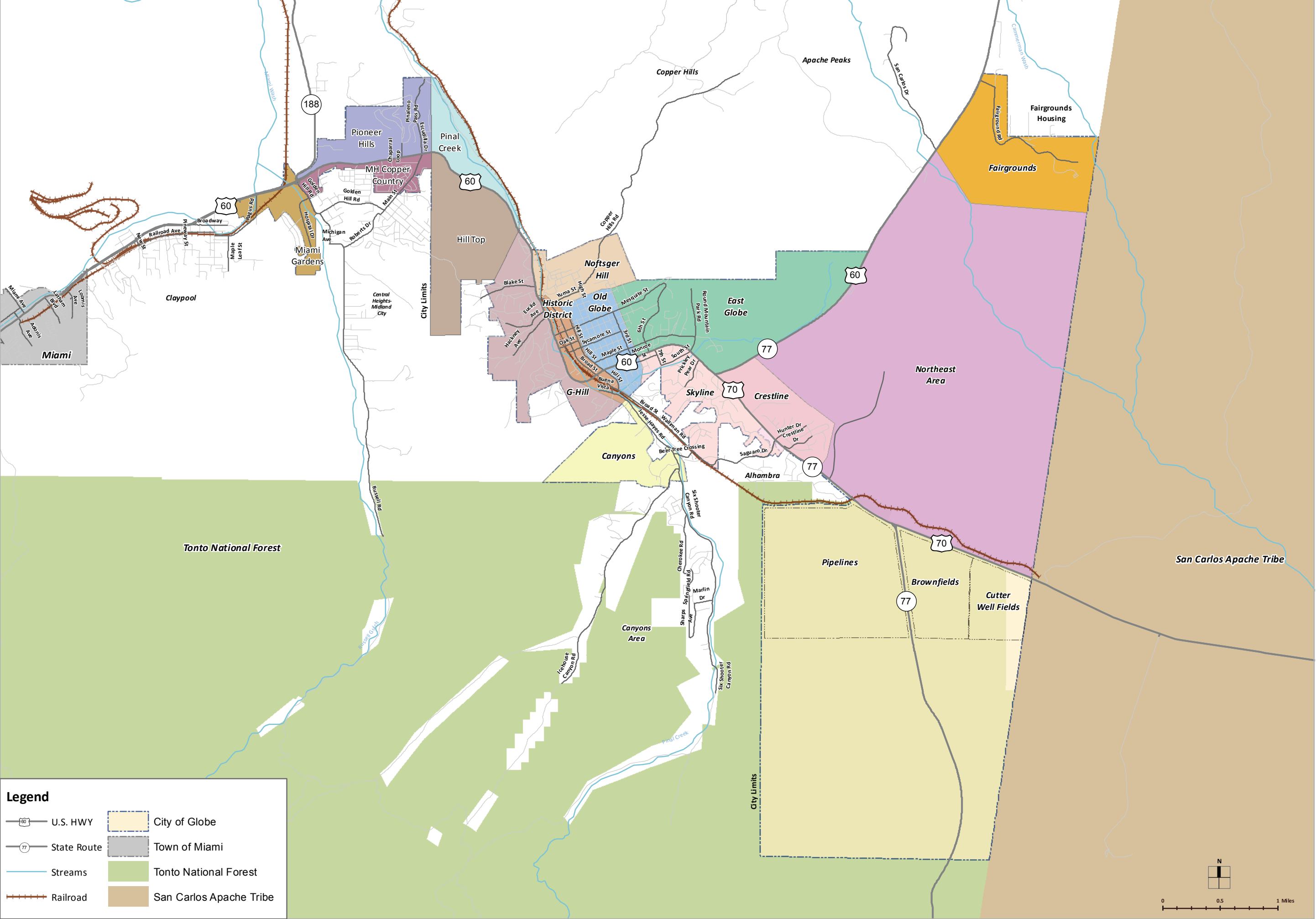
Globe develops an urban form that conserves natural resources, improves and builds on existing public infrastructure and facilities, and provides an interconnected multi-modal transportation system to enhance the mobility of people and goods.

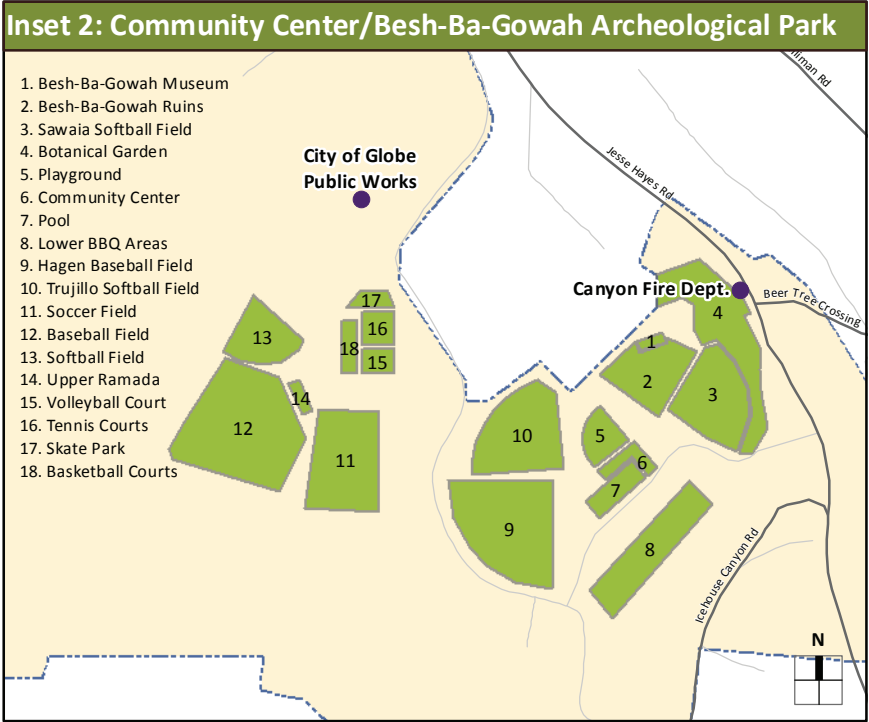
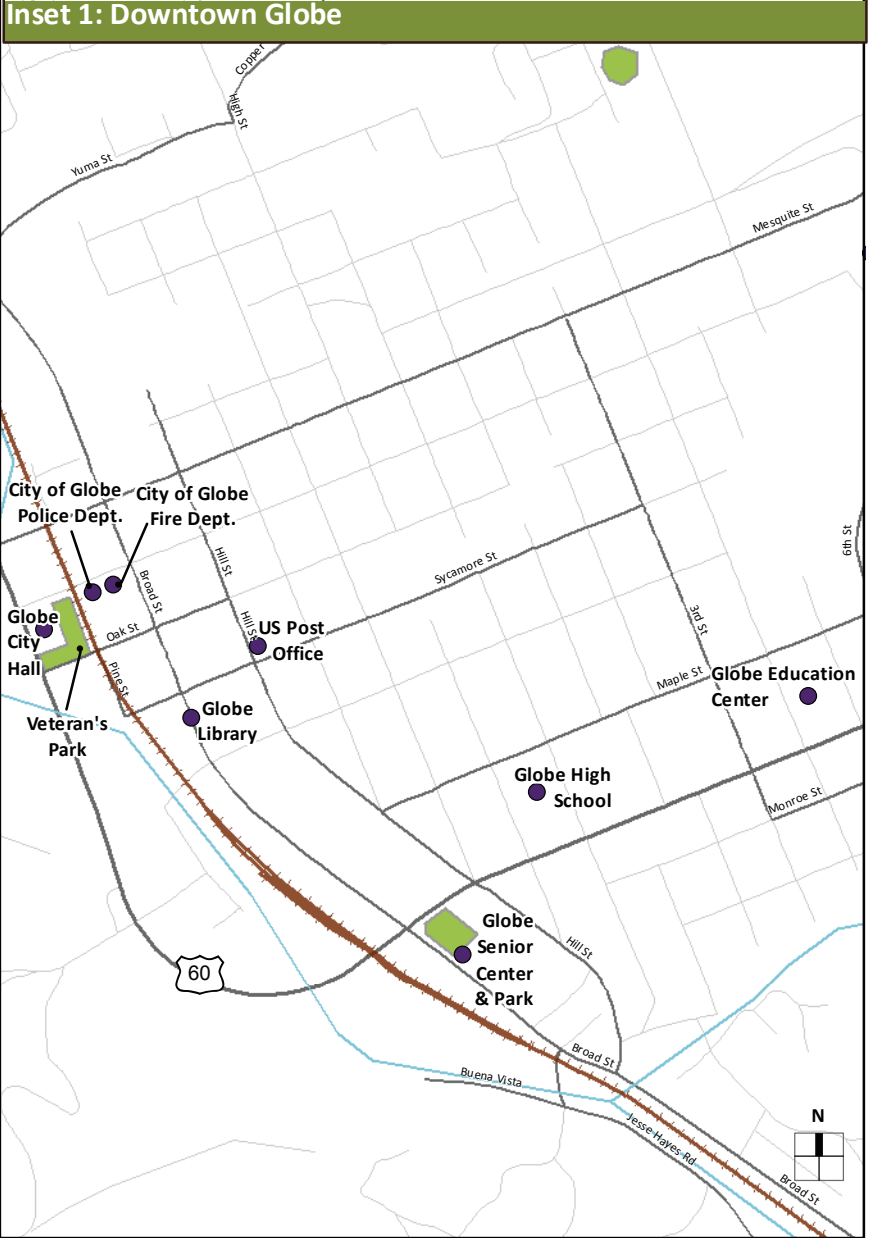
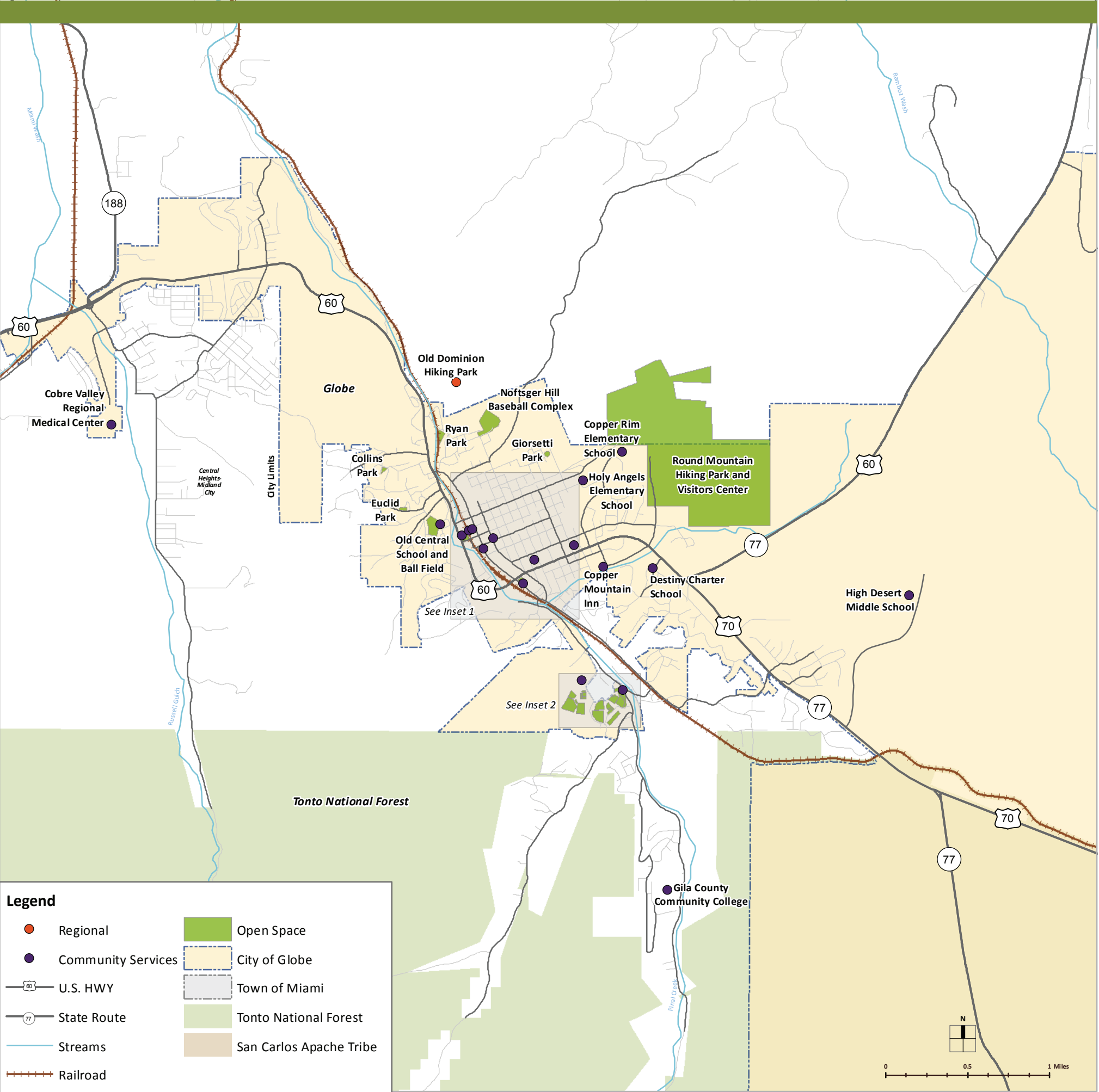
*Policies:*

- P-1:* Identify potential reclaimed water users, such as schools, golf courses, and sports facilities that will support the expansion of the reclaimed water system.
- P-2:* Pursue all feasible and allowable funding mechanisms to ensure new development pays its fair share of the cost of growth, and that this funding results in a beneficial use to the development.

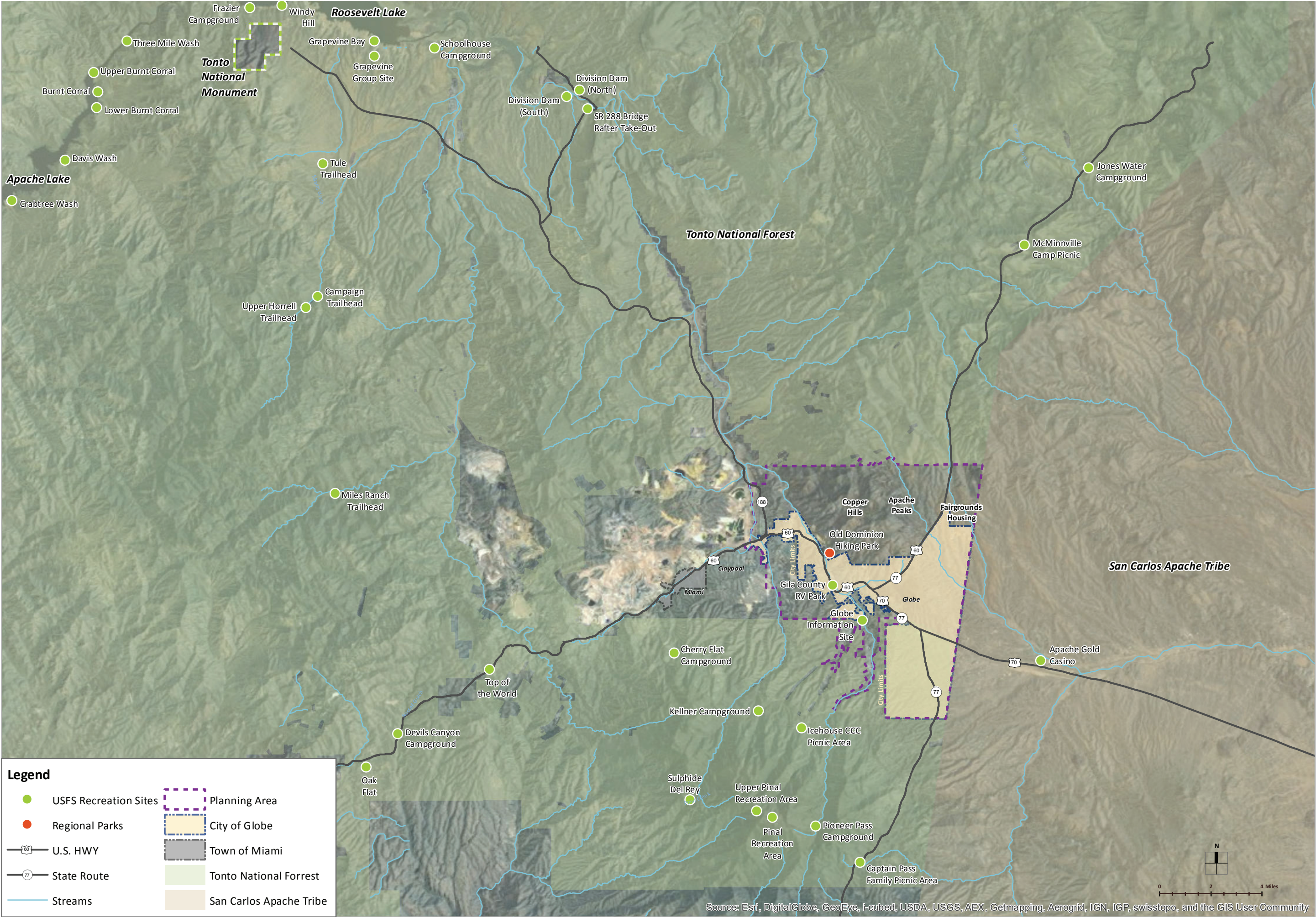
*Implementation Strategies*

- I-1:* Prepare a water/waste water master plan to identify infrastructure issues and prioritize future investment that guides growth and development.
- I-2:* Prepare a transportation master plan that responds to the need to plan for and provide a multi-modal system.











## 4.0 Community Building



## 4.0 Community Building

Community building and organizing activities are central to effective community development and serve as the foundation of a healthy, livable Globe. Community building supports residents, neighborhoods and other community-based organizations to build healthy communities by developing resident leadership, strengthening resident-led organizations, and sponsoring community building activities. These resident-driven approaches enhance relationships among neighbors and spur organizing efforts leading to positive community change

### **Specific benefits of Community Building include:**

- Provides opportunities for participants to participate in healthy activities and socialize and interact with their neighborhoods as well as other residents of Globe
- Creates a sense of community and belonging
- Provides opportunities for gaining an understanding of the role local government plays in helping to create a healthy, livable environment
- Encourages residents to work together to solve community problems
- Removes obstacles to effective communication and healthy relationships
- Promotes understanding of group process and the role of the individual to contribute to the community.

### 4.1 Growth Areas (GA) Element

This Growth Areas Element sets the framework necessary to provide a solution to overcome the multiplicity of challenges, maximize the opportunities, increase the long-term viability and secure the fiscal vitality of Globe.

Growth area delineation is based on each area's opportunities and challenges, specific needs and availability of developable land in each Growth Area. The next step is to identify specific growth management strategies designed to promote the long-term viability and sustainability of each planning area while responding to the built and natural environments. The long-term sustainability and vitality of the City requires implementation tools and public/private partnerships that take into consideration land use and transportation complexities of the Globe community.

This element identifies areas suitable for growth, economic development and infrastructure expansion or improvements. These growth areas are designed to support the anticipated growth of Globe and new large-scale development, including residential, retail, office, commercial, tourism-oriented and industrial uses.

Based on Safe-by-Design and healthy community principles, this Growth Areas Element includes goals, policies and implementation strategies designed to transform Globe. This Element takes into consideration Globe's entrepreneurial spirit, the City's strategic location in proximity to the two major metropolitan areas in Arizona, and the community's ongoing relationship with the copper mining industries:

- a. Use the major highway corridors as opportunity corridors for economic development;
- b. Use the railroad for ancillary businesses relating to the mining industry;
- c. Continue the revitalization of Historic Downtown Globe as an attractive, mixed-use historic community core;



- d. Create the employment and retail base needed to secure the long-term fiscal vitality of the City;
- e. Provide a safe and efficient multimodal transportation system that includes fully integrated vehicular, transit, pedestrian and bicycle modes;
- f. Conserve significant natural resources and open spaces - that provide opportunities for residents to be active - while taking full advantage of eco-tourism opportunities;
- g. Support the phased infrastructure expansion and updates required to serve the existing and anticipated growth of the City;
- h. Promote the public and private construction of timely and financially sound infrastructure expansion through the use of infrastructure funding and financial planning that is coordinated with development activity; and
- i. Identify, pursue and secure grants and other funding sources to successfully implement this General Plan.

This Growth Areas Element responds to legislative mandates by creating a policy framework that recognizes the complexities of the City of Globe. 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 element is premised on the existing and projected population growth of the City. It also takes into consideration the need to attract new economic development opportunities to ensure the long-term fiscal viability that will make Globe a sustainable city.

The policy framework directs development within each growth area and balances the needs, desires and recommendations of the residents, businesses, major stakeholders, organizations, and decision-makers expressed during the major public engagement processes.

#### **Major Growth Areas**

Rather than utilizing a piecemeal, pre-mapped land use approach that attempts to predict future developments, the citizens of Globe have chosen a preferred alternative; to plan the future of the City through an integrated, flexible place-based approach that fosters the high quality development desired by the community. Such approach builds on local and regional assets and entrepreneurial leadership by focusing on the community's "triple bottom line" of economic, environmental and social returns on investments.

In addition to promoting existing revenue sources and the more traditional economic development concepts, the preferred alternative embraces emerging industries, and incorporates eco-tourism, cultural and heritage tourism, technology and innovation, a regional approach to recreation, alternative energy sources, and green/clean industry. The mass, scale, height and feel of new development must be compatible with or enhance the character of adjacent development and must reflect the goals and intent of the planning area.

In lieu of precise land use boundaries, this allows the General Plan to respond to changing market conditions. This preferred alternative defines criteria and design intent based on the characteristics that are unique to each growth area. This further assists developers, reviewing staff and decision makers by providing a consistent tool designed to streamline the review process and provide flexibility, while ensuring that new development will further the community vision of recapturing Globe' charm. (See Land Use Element for a discussion of the Character Areas)

Major growth areas provide the framework necessary to formulate the land use policies and economic development strategies that will support the vision of Globe and assist in the implementation of this General Plan. Each of these areas presents a set of unique characteristics, opportunities and challenges.

The Growth Areas Element identifies six growth areas as designated on Map GA-1 Globe Growth Areas. Each of these areas presents unique opportunities for development, redevelopment and infill.

The Land Use Element provides the specific policy direction for development within the growth areas. The Growth Areas are described in Table 8 and shown in **Figure 7 - Growth Areas Map**.

**Table 8: Growth Areas**

Growth Area	Potential Land Uses	Development Character
Employment GA	Industrial and Large Retail	Large retail and warehouse type light and heavy industrial with indoor and outdoor activity
Hilltop GA	Small Subdivisions and Custom Homes	Small lot splits and subdivisions with support neighborhood and community retail and office
Pifer Ranches GA	Master Planned Community	Conventional development with range of single-family and multi-family options with a range of commercial and business opportunities
Canyons GA	Small Subdivisions and Custom Homes	Small lot splits and subdivisions with support neighborhood and community retail and office
East Globe GA	Master Planned Community	Conventional development with range of single-family and multi-family options with a range of commercial and business opportunities
Copper Hills GA	Rural Residential	Small lot splits, subdivisions and custom lots
Apache Peaks	Suburban Residential	Small lot splits and subdivisions with support neighborhood and community retail and office

### Growth Areas (GA) Element Goals and Policies

**Goal GA-1: Growth Management**

Globe provides growth management guidance for all growth areas

*Policies:*

- P-1:* All new development within the Growth Areas furthers the policy direction provided in this General Plan.
- P-2:* Include specific policy direction in the Land Use Element for all character areas.
- P-3:* Evaluate the short- and long-term implications of annexations.

*Implementation Strategies:*

- I-1:* Require that all development proposals comply with all applicable requirements identified in all the elements of this General Plan.

I-2: Develop and adopt an annexation policy.

1-3: Initiate discussions with property owners in adjacent unincorporated areas and the Town of Miami to identify cooperative opportunities for projects that are mutually beneficial.

**Goal GA-2: Community Livability**

Globe is a community typified by innovative new development and enhances community livability.

*Policies:*

P-1: Require new development to prepare a Planned Area Development in conformance with the City of Globe Zoning Code.

*Implementation Strategies:*

I-1: Update the City of Globe Zoning Code to include regulations for Planned Area Development.

I-2: Ensure that all development complies with the intent of this General Plan and complies with all applicable ordinances and building codes.

**Goal GA-3: Infill Development**

Globe facilitates development of vacant land/or underdeveloped land.

*Policies:*

P-1: Encourage infill and reuse of underutilized parcels in suitable areas.

*Implementation Strategies:*

I-1: Modify current development standards for identification of any regulations that are not supportive of infill development.

I-2: Provide incentives such as expedited zoning procedures for development of infill areas.

I-3: Identify grant and other funding sources for infill development.

**Goal GA-4: General Plan Monitoring**

Globe monitors implementation of the General Plan

*Policies:*

P-1: Establish an Implementation Monitoring Plan to evaluate General Plan progress.

*Implementation Strategies:*

I-1: Develop, adopt and maintain a Development Monitoring Plan that balances land use changes and anticipates infrastructure needs.

I-2: Establish a process for the Planning and Zoning Commission to prepare an annual General Plan Scorecard that summarizes implementation progress and reprioritizes implementation measures.



## 4.2 Land Use Element

The purpose of the Land Use Element is to recommend land use policies that will guide future development for the City of Globe. These goals and policies will complement the general characteristics of the community, as well as ensure a sustainable and healthy use of the land. The Land Use Element serves as a guide for decisions made by city staff, the Planning and Zoning Commission and the City Council in determining the proper uses of public and private land within the city limits. This element also lays the foundation for zoning and subdivision regulations that are tools for implementation of the General Plan.

An appropriate mix of land uses includes residential, mixed-use, retail and commercial services, and employment. The actual placement and designation of these land uses is based on current conditions, projected development, existing and planned transportation corridors and population centers. No matter their placement, the City of Globe needs to have a healthy mix of land uses to provide for its own citizen's needs, promote economic development, sustain tourism and maintain a strong industrial sector.

In order to further ensure the long-term sustainable use of land, it is critical that Globe take advantage of the proximity to both the Phoenix Metropolitan Area and the Tucson Metropolitan Area. With the appropriate land use designations, Globe can create a healthy, vital and competitive economic climate that takes advantage of the strategic location in the Copper Corridor and Globe's unique community character. The economic development and tourism that can be attracted from these population centers, combined with Globes current mining based economy, can ensure the long-term livability and sustainability of the City and its sister communities in the Copper Corridor.

The Globe Planning Area does include property held in trust by the Arizona State Land Department. Under State charter, State Trust land is administered by the Arizona State Land Department for the benefit of the State Trust beneficiaries to assure the highest and best use of these lands. The Federal Enabling Act and Arizona State Constitution mandate that fair market value must be obtained from all State Trust land transactions. All revenues derived from the sale of State Trust land are placed in a fund that benefits fourteen (14) beneficiaries. Given this well-defined mission, development can and does occur on State Trust land.

Based on the analysis of existing conditions summarized in the General Plan Working Papers, and the policy direction established in the Growth Areas Element, the Land Use Element provides a land development strategy to implement the community vision of Globe.

During the public involvement process the community and major stakeholders identified the need to implement a land use approach that:

1. Responds to changing market forces to ensure the long-term viability of Globe;
2. Provides a streamlined and consistent development review process;



3. Departs from traditional land use designations by focusing on planning area needs rather than specifying land uses on a map;
4. Directs development by establishing a strong policy framework;
5. Incorporates implementation tools such as Planned Area Development that include flexibility in design while requiring high quality development;
6. Promotes the synergies, partnerships and strategies necessary to attract and expand:
  - a. Tourism and ecotourism employment opportunities;
  - b. Retail, restaurant and service revenue generating businesses;
  - c. Regional approach to education and infrastructure;
  - d. Public education and higher education; and
  - e. Comprehensive medical services to serve the Copper Corridor communities.
7. Ensures land use compatibility through the establishment of character areas and the provision of transitional elements, landscaped buffers and connectivity;
8. Encourages new development to create a mix of housing opportunities that is affordable to all income ranges;
9. Integrates open space, parks, recreation and trail systems to increase connectivity, walkability and promote health;
10. Directs mixed-use development to areas that will benefit;
11. Furthers the revitalization of the Globe downtown as a compact, historic, mixed-used central business core; and
12. Addresses the infrastructure, mobility and multimodal access requirements needed to promote circulation throughout the planning area.

This Land Use Element includes the general policy direction for revitalizing existing areas and directing new development within the City of Globe. The respective planning area goals and policies provide the specific land use policy direction for each of the major planning areas identified in the Growth Areas Element. The Land Use Element moves beyond the Growth Areas with a discussion of the identified Character Areas which will serve as the basis for the development of a future Form-Based Code.

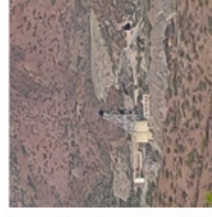
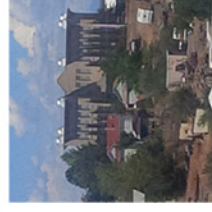
#### Character Areas (CA)

An innovative approach to land-use planning is the implementation of Character Areas. **Figure 8 – Character Areas Map.** This approach, contrary to normal land-use planning, looks first at the common characteristics or qualities of specific areas within a city; these characteristics can be based on historical uses, current land-use patterns or cultural identities, among others. After identifying the boundaries of these character areas and their unifying characteristics, future land use decisions are made based on whether or not they will strengthen or uphold the character of the area. Unlike conventional land-use planning, which just looks at whether a certain land-use is compatible with the surrounding land-uses, Character Area Planning takes into account all aspects of a place and thus provides a basis for an integrated approach to its planning and management. The benefits of this approach include the enhanced flexibility in order to meet the needs of each specific area within the City.

The first task was to delineate the different characters within the City. It was apparent that there were many neighborhoods and districts that shared common features; these places were grouped into 7 character areas. These character areas were then analyzed and a character area description was drafted based on the prevailing land-uses, transportation networks, history and culture of the area. These descriptions will serve as a guide for future development and land use changes.

# Character Areas

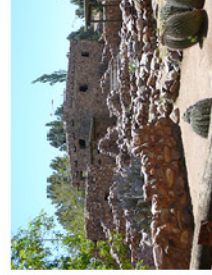
NAME	PHYSICAL DESCRIPTION	NEIGHBORHOODS	MAJOR ROADS	POINTS OF INTEREST	PREFERRED DENSITY AND NON-RESIDENTIAL ZONING DISTRICTS
<b>Pioneer Hills</b>	A large portion of the character area is vacant land. Newer homes; mobile home community north of U.S. 60. Two large shopping areas located along the US 60 at the eastern entrance of town. Both large and small businesses, mostly along the highway corridor. Local hospital also holds employment potential. Generally hilly with some flatter areas that support the commerce and housing developments.	<ul style="list-style-type: none"> <li>Miami Gardens</li> <li>Pioneer Hills</li> <li>MH Copper Country</li> <li>Pinal Creek</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60/ Broad St.</li> <li>S.R. 188/ Apache Trail</li> </ul>	<ul style="list-style-type: none"> <li>Cobre Valley Community Hospital</li> <li>Wal-mart Supercenter</li> <li>Fry's Food Store</li> <li>Cobre Valley Country Club (adj. golf course)</li> </ul>	<ul style="list-style-type: none"> <li>4-6 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2, C-3, M-1 and M-2</li> </ul>
<b>Hilltop</b>	North portion is primarily vacant land and is not served by City utilities, while south portion contains older residential neighborhoods served by City water and sewer. Small businesses located along the U.S. 60 (Broad Street/Ash Street). Typified by hilly terrain resulting in large lots separated by washes natural desert.	<ul style="list-style-type: none"> <li>Hilltop</li> <li>G-Hill</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60 / Broad St./ Ash St.</li> </ul>	<ul style="list-style-type: none"> <li>Collins and Euclid Parks</li> <li>Old Central School and Ball Field</li> </ul>	<ul style="list-style-type: none"> <li>2-4 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2, C-3, M-1 and M-2*</li> </ul>
<b>Old Globe</b>	The Old Globe CA is adjacent to and directly north of the Downtown Historic Globe District. Developed as part of the original Globe Townsite established in 1882. Homes front on parallel east-west streets. Because most development occurred within the late 1800's and early 1900's, most of the homes in the area represent the styles popular at that time including the late examples of the Bungalow Style and various types of Period Revival dwellings. Later development included homes from the Ranch stylistic era. As a whole, the neighborhood retains its historic appearance from its period of development.	<ul style="list-style-type: none"> <li>Noftsger Hill</li> <li>Old Globe</li> <li>West part of East Globe (6th Street boundary)</li> <li>West part of Skyline</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60/ Broad St.</li> </ul>	<ul style="list-style-type: none"> <li>Globe Active Adult Center</li> <li>Noftsger Hill Baseball Complex</li> <li>Globe High School</li> <li>Noftsger Hill Inn</li> <li>Old Dominion Hiking Park</li> </ul>	<ul style="list-style-type: none"> <li>4-6 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2, C-3*, M-1* and M-2*</li> </ul>





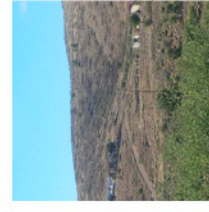
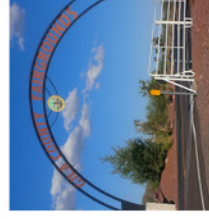
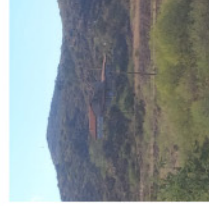
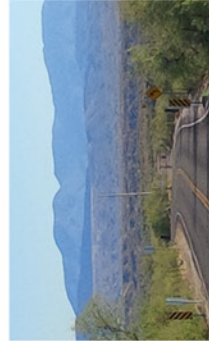
# Character Areas

NAME	PHYSICAL DESCRIPTION	NEIGHBORHOODS	MAJOR ROADS	POINTS OF INTEREST	PREFERRED DENSITY AND NON-RESIDENTIAL ZONING DISTRICTS
<b>Historic Downtown Globe</b>	The Historic Downtown Globe CA is the central Globe residential and business neighborhood that developed as part of the Original Townsite established in 1882. With the Historic District designation along Broad Street, this CA is comprised of historic, multi-story structures that houses retail, service and office uses. Additionally, multi-story structures commonly housed residential uses above the ground floor. Architectural styles include Romanesque Revival style incorporating round arches over windows and entryways of the Holy Angels Catholic Church constructed in 1918 and the Elks Lodge Building built in 1910 to the Georgian revival style of the Amster Building constructed in 1906 with its rectangular windows and decorative cornice. Gila Valley Bank and Trust Building constructed in 1904. There are several small businesses along a main street setting. It is the oldest part of the City, and infrastructure generally requires repairs and updating.	<ul style="list-style-type: none"> <li>Broad Street Historic District</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60/Ash St.</li> <li>Broad St.</li> </ul>	<ul style="list-style-type: none"> <li>City Hall</li> <li>Police Department Headquarters</li> <li>Fire Department Headquarters</li> <li>Cobre Valley Center for the Arts</li> <li>Globe Public Library</li> <li>Historic Downtown</li> </ul>	<ul style="list-style-type: none"> <li>6+ dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S and C-2</li> </ul>
<b>East Globe</b>	Areas of vacant land with development potential. Most housing built in the last 15 years, primarily in the Crestline neighborhood. Retail uses are located primarily along the highway corridors.	<ul style="list-style-type: none"> <li>East part of East Globe (6th Street boundary)</li> <li>West part of Northeast Area</li> <li>Crestline</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60</li> <li>S.R. 77</li> <li>U.S. 70</li> <li>Montecito Road</li> </ul>	<ul style="list-style-type: none"> <li>Dream Manor Inn</li> <li>Round Mountain Park</li> <li>High Desert Middle School</li> </ul>	<ul style="list-style-type: none"> <li>2-4 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2 and M-1*</li> </ul>
<b>Southeast Globe</b>	Large areas of vacant land with development potential. There is a mix of older neighborhoods and small ranches, existing industrial uses. There are several existing tourist and recreational destinations within this character area.	<ul style="list-style-type: none"> <li>East part of Skyline</li> <li>Canyons</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 60</li> <li>U.S. 70</li> <li>S.R. 77</li> </ul>	<ul style="list-style-type: none"> <li>Besh Ba Gowah Archeology Park</li> <li>Globe Community Center</li> <li>Gila County Courthouse</li> </ul>	<ul style="list-style-type: none"> <li>2-4 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2 and M-1*</li> </ul>



# Character Areas

NAME	PHYSICAL DESCRIPTION	NEIGHBORHOODS	MAJOR ROADS	POINTS OF INTEREST	PREFERRED DENSITY AND NON-RESIDENTIAL ZONING DISTRICTS
<b>Rural Area Globe</b>	This broad and predominantly open area consists of undeveloped parcels with a gently rolling hills and dry stream beds surrounded by Tonto National Forest on the north and south and the San Carlos Indian Reservation on the east. The character area is predominantly rural character with sweeping vistas. Much of the area north of US 70 is private vacant land or vacant State Trust Land. Land south of US 70 is within the boundary of the Tonto National Forest. Only residences are ranches or temporary housing near the fairgrounds. No major retail uses. Industrial uses near well fields, and potential employment area along U.S. 60 and S.R. 77. Gently rolling hills and dry stream beds surrounded by Tonto National Forest on the north and south and the San Carlos Indian Reservation on the east.	<ul style="list-style-type: none"> <li>Fairgrounds</li> <li>East part of Northeast Area (High Desert Middle School road boundary)</li> <li>Crestline</li> <li>Pipelines, Brownfields &amp; Cutter Well Fields</li> </ul>	<ul style="list-style-type: none"> <li>U.S. 70</li> <li>S.R. 77</li> </ul>	<ul style="list-style-type: none"> <li>City Fairgrounds</li> </ul>	<ul style="list-style-type: none"> <li>0-2 dwelling units per acre.</li> <li>The following non-residential Zoning Districts are encouraged: N-S, C-2* and M-1*</li> </ul>
<p><b>* Notes:</b> Must be adjacent to a State Highway</p> <p><u>Non-Residential Zoning Categories</u></p> <p>(N-S) Neighborhood Office/Service Zoning District</p> <p>(C-2) Intermediate Commercial District</p> <p>(C-3) Central Commercial District</p> <p>(M-1) Light Industrial District</p> <p>(M-2) General Industrial District</p>					





## Land Use (LU) Element Goals and Policies

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### **Goal LU-1: Compact Land Uses**

Globe has a mix of compact land uses to achieve the community visions for quality of life and long-term sustainability

#### *Policies:*

- P-1:* Provide an appropriate mix of compact and compatible land uses within each character area that supports the economic development goals, the quality of life and the efficient use of infrastructure and services necessary to achieve sustainability and long-range economic viability.

#### *Implementation Strategies:*

- I-1:* Adopt specific policy direction for all growth areas that includes the mix of land uses necessary to support economic development goals, a healthy lifestyle, quality of life and the efficient use of infrastructure and services.
- I-2:* Identify planning areas compatible with mixed-use development.
- I-3:* Require that all development integrates open space, parks and trails and fosters connectivity, walkability and bikeability to achieve the desired quality of life.
- I-4:* Partner with the San Carlos Indian Community to attract a higher number of visitors by providing a mix of retail, hotel and hospitality, restaurants, arts and culture and entertainment opportunities to strengthen the City's economic base.
- I-5:* Support and expand the City's retail economic sectors through redevelopment efforts and infill development incentives.
- I-6:* Support and expand the distribution, warehousing and industry sectors of Globe by attracting and providing incentives for this type of development.
- I-7:* Strengthen existing and develop new public/private partnerships with all applicable federal, state, regional, county and local agencies, chambers of commerce, non-profit organizations, private developers, investors and other stakeholders to market attract and retain the diversity of uses needed to strengthen the economic base.

### **Goal LU-2: Community Character**

Globe protects and enhances the character of existing developed areas

#### *Policies:*

- P-1:* Protect and enhance the character of existing developed areas through the provision of adequate buffers, density/intensity transitions, hillside protection and appropriate grading.
- P-2:* Consider adopting a Form-Based Code that recognizes and respects the unique characteristics of existing development and provides guidance for compatibility of new development.

**Implementation Strategies:**

- I-1:* Promote land use compatibility throughout the Globe Designated Growth Areas by implementing all applicable buffers, transition elements and setback requirements.
- I-2:* Require that development plans and Planned Area Developments include site-appropriate land use compatibility techniques.
- I-3:* Consider development of a hillside ordinance that addresses development in areas with slopes greater than 25%

**Goal LU-3: Tourism-Based Economy**

Globe uses existing transportation corridors to increase land uses that support a tourism-based economy

*Policies:*

- P-1:* Incentivize economic development, especially retail and hospitality, along current and future transportation corridors.

**Implementation Strategies:**

- I-1:* Inventory the location of underutilized buildings and land along current and future transportation corridors.
- I-2:* Research the feasibility of implementing an overlay zone for the transportation corridors that provides an easier permitting process, reduces zoning restrictions and encourages quality development.

**Goal LU-4: Historic Downtown Globe**

Globe protects and enhances the Historic Downtown

*Policies:*

- P-1:* Enhance the historic and cultural identity of Downtown Globe, while also encouraging new infill development.

*Implementation Strategies:*

- I-1:* Consider developing and implementing a downtown zoning district to promote a pedestrian-oriented, joint parking, tourist/entertainment district.
- I-2:* Incentivize infill development through streamlining the permit process, providing tax breaks and allowing development rights to transfer.
- I-3:* Implement self-guided history or culture walks in Downtown Globe and provide increased and uniform signage, pamphlets and advertisements.
- I-4:* Improve sidewalks, increase shade and other pedestrian amenities, and maintain clean and safe streets and public spaces.

**Goal LU-5: Natural, Cultural and Historic Environments**

Globe protects the natural, cultural and historic environments.

*Policies:*

- P-1:* Protect the natural, cultural and historic environments in and around Globe, while also increasing the accessibility to these areas.

*Implementation Strategies:*

- I-1:* Prepare a plan to improve accessibility to important natural, cultural and historic sites and improve accessibility of these sites by foot, bicycle and car.
- I-2:* Improve existing transportation networks by building and improving sidewalks, bike lanes and streets that lead to important sites and places within and around Globe.

### 4.3 Circulation Element

An effective transportation network is essential to the creation of an environmentally and economically sustainable community. There are important linkages among the City's public transportation system, street network, land use, growth management practices, environmental benefits and supporting infrastructure. To ensure the continued development of a responsive transportation network that supports the community's land use and mobility needs, the Circulation Element sets forth provisions for the integration of a multi-modal transportation system.

A multi-modal approach to transportation also supports the other elements of this General Plan, such as the Community Character, Energy and Growth Areas elements. Policies contained in the Circulation Element address existing and future roadways and intersections, pedestrian and bicycle paths, off-road paths, public transit (bus and rail), airports, and parking facilities.

The City of Globe is a hub with regional transportation connections to the Phoenix metro area, the Tucson metro area, Safford and Lordsburg, Payson and the White Mountains of Arizona. The Circulation Element ties together land use and transportation planning to pro-actively ensure that as the City of Globe develops vital transportation and circulation infrastructure facilities to support easy access to jobs, schools, recreation, and regional travel.

The Circulation Element presents an integrated transportation system that will support Globe's multimodal approach to circulation. These alternative modes include vehicular travel, transit, pedestrian, equestrian, and bicycle. By taking a balanced approach with a focus on safety, integration, sustainability, land use and congestion reduction, a comprehensive approach will be the focus for the future circulation planning.

A comprehensive long-range transportation plan was recently completed for the Cobre Valley including the City of Globe. This study identifies current conditions, deficiencies and presents short, mid and long range transportation improvement strategies to improve circulation and integrate multimodal modes of travel. Any proposed roads shown on State Trust lands are subject to approval and obtaining a right-of-way from the Arizona State Land Department.

## Current Conditions

### Street System

Many of Globe’s streets were designed and built prior to incorporation and to older design standards. As the community develops and traffic on these streets increases, the City must consider systematic improvements to bring all streets up to a consistent standard. These improvements include adoption of planning and engineering policies that consider future land use and transportation demand.

**Figure 9 – Functional Classification Map**, illustrates the City’s Street Functional Classification System for existing and proposed arterial, collector, and local streets. This map reflects the street system that should accommodate future development in accordance with this plan. Any proposed roads shown on State Trust lands are subject to approval and obtaining a right-of-way from the Arizona State Land Department.

The following defines the City’s roadway classifications:

Urban Principal Arterials: Principal arterials are designed to move high volumes of traffic over substantial distances, but may also provide direct access to adjacent properties. US 60 is the only Principal Arterial in the City of Globe, it is a 5-lane roadway (2-lanes in each direction with a center turn lane). There are raised medians through a portion of the corridor.

Urban Minor Arterials: Minor Arterials are the main high capacity roads with higher speeds and limited access.

Rural Minor Arterials: Minor arterials are similar to major arterials but with somewhat lower design requirements. Four through lanes is the normal width.

Rural Major Collectors: Major Collector streets serve regional rather than statewide importance. These roads have moderate traffic volume and speeds.

Rural Minor Collectors: Collector streets are designed to carry lower traffic volumes for shorter distances than arterials. Collector streets receive traffic from neighborhoods and distribute it to arterials and vice versa. They serve more of a land access function as opposed to providing mobility for long-distance traffic. Two to four through lanes is the typical width.

Rural Local Roads: Local roads provide access directly to local properties and are not designed to accommodate through traffic. These roads are generally paved two-lane facilities with lower speeds.

### Alternative Transportation

Since the City’s transportation system is largely developed for motorized vehicles, few facilities exist for alternative and non-motorized transportation. As the City continues to develop, these facilities should be provided to link planned communities and neighborhoods to each other, community facilities, and nearby destinations. **Figure 10 –Trail, Bicycle and Pedestrian Facilities Map**, illustrates the City’s current Trail, and pedestrian system plan for mobility. The following forms of alternative and non-motorized transportation modes are examined and addressed in this plan:



#### Equestrian

The City of Globe respects western heritage and seeks to encourage the preservation of western historic culture. Accordingly, continued accommodation of equestrian activities and equestrian trails is important. To avoid unsafe conflict between equestrian transportation activities and contemporary transportation demands, the City will need to develop appropriate design standards for equestrian and multi-use trails. These design standards should include equine friendly cross-walks and signals at appropriate locations.

#### Pedestrian Transportation

The most basic transportation option is walking. Walking is the most popular form of exercise in the United States and can be performed by people of all ages and income levels; however, it is not often considered as a means of travel. This is mainly because pedestrian facilities are generally an afterthought and not planned as an integral part of the transportation system. The City's pedestrian network consists of sidewalks, paths, trails, and street crossings.

Globe has many areas that seem especially conducive to walking for recreation and transportation, particularly within the downtown area, neighborhoods, and along the washes that traverse the City. In the past, the City has not established policies or practices to encourage planning and development of a pedestrian network. Pedestrian connectivity is lacking and must be given significant attention.

#### Bicycle Transportation

Like pedestrians, bicyclists are often overlooked when considering transportation facilities. Bicycles take up little space on the road or when parked, are economical to operate, and provide a healthy recreational alternative. Additionally, cycling offers relatively higher speeds than walking, is ideal for short trips, and does not contribute to air or noise pollution. Bicycling also provides an opportunity for residents to be active and positively impact community health.

According to the United States Department of Transportation, one-quarter of all trips in this country are under one mile; about 40 percent of all the trips are two miles or shorter. For these reasons, cycling should be encouraged and be an integral part of the Circulation Plan. Currently Globe does not have any designated bicycle routes.

#### Transit

The Cobre Valley Community Transit System (CVCTS) is initiating a deviated fix route to provide public transportation services along the US 60 corridor between Globe and Miami. This system will replace the current dial-a-ride service currently operating in the area. This system will interact with the San Carlos Transit system. It is anticipated that gas prices will continue to increase. The 2035 General Plan should anticipate and plan for expansion of future transit options. In the past the City was served by the Copper Spike excursion train, although this was primarily for tourism, there were a few who used it as a transit service.

### Circulation (CE) Element Goals and Policies

#### **Goal CE-1: Multi-modal Transportation Network**

Globe provides a safe, convenient and efficient multimodal transportation network.

*Policy:*

- P-1:* Establish and maintain a safe, convenient and efficient level of service standard for all motorized and non-motorized transportation systems in Globe.

*Implementation Strategies:*

- I-1:* Meet current and projected transportation and circulation needs
- I-2:* Provide adequate level of funding to maintain transportation infrastructure
- I-3:* Ensures appropriate traffic flow throughout the Designated Growth Area
- I-4:* Respond to the Central Arizona Governments (CAG) Regional Transportation Plan long-range regional transportation goals
- I-5:* Implement the *Cobre Valley Comprehensive Transportation Plan, 2013*. **Figure 11 – Road Improvements Maps**, shows short-term, mid-term and long-term circulation improvement strategies. Any proposed roads shown on State Trust lands are subject to approval and obtaining a right-of-way from the Arizona State Land Department.
- I-6:* Develop and implement a Transportation Improvement Plan (TIP) for circulation infrastructure improvements
- I-7:* Plan for new growth areas to include new internal and arterial roadways

*Policy:*

- P-2:* Establish a safe and convenient pedestrian and bicycle circulation system linking residential communities with public parks and other key destinations.

*Implementation Strategy:*

- I-1.* Develop a system of sidewalks, trails and bike lanes that facilitate the movement of people by non-motorized means (see **Figures 11** for recommended improvements) as follows:
  - a. Develop the Pinal Creek Trail, a multiuse trail running parallel to Pinal Creek from the Community College to Bixby Road, to enhance connectivity throughout the City and encourage alternative access and modes of travel. Work with ADOT and Arizona Eastern Railroad, as well as major local, regional and state agencies and stakeholders, to create multi use paths along Pinal creek near the historic railroad depot complex to enhance the character, connectivity, walkability and economic viability of the historic downtown.
  - b. Support investment in good sidewalks, pedestrian-friendly streets, crosswalks, bike lanes, street art, and landscaping. Prioritize investment in sidewalks, pedestrian-friendly narrow streets, crosswalks, bike lanes, on-street parking, public art and landscaping in the Capital Improvement Plan.
  - c. Provide bicycle lanes and sidewalks in conjunction with new developments and along arterial and collector streets within the right-of-way. Adopt and implement standards for construction of pedestrian and bicycle crossings on arterial and collector streets.

- d. Require new developments to provide bicycle lanes and sidewalks that connect with the established circulation system where feasible and appropriate.
- e. Require the provision of bicycle lanes and sidewalks on road widening or road improvement projects along arterial and collector streets where the right-of-way exists.

**Goal CE-2: Public Transportation Alternatives**

Globe supports public transportation alternatives.

*Policy:*

- P-1:* Provide continued support to the Cobre Valley Community Transit Service (CVCTS) to implement and maintain a deviated fixed route bus system (see **Figure 12 Cobre Valley Transit Services Map** for details).

*Implementation Strategies:*

- I-1:* Continue to provide financial support for the public community transit system.
- I-2:* Promote and encourage public use of the transit system.
- I-3:* Provide bus pullouts at designated stops.
- I-4:* Continue coordination with neighboring transit services.
- I-5:* Coordinate transit connections to other modes of transportation.
- I-6:* Evaluate the transit stops to assure the public is best served.
- I-7:* Re-evaluate the Arizona Eastern Railroad Passenger rail service in coordination with the Tourism element of the General Plan.

*Policy:*

- P-2:* Work with the Arizona Eastern Railroad to re-establish excursion and commuter rail service in the Cobre Valley.

*Implementation Strategies:*

- I-1:* Establish and maintain positive relationships with the railroad leadership
- I-2:* Investigate partnerships to assist in the funding and operation of the system.
- I-3:* Develop a long-range rail plan to determine viable strategies for win-win solutions.

**Goal CE-3: Enhance Accessibility**

Globe enhances accessibility to alternate modes of transportation.

*Policies:*

- P-1:* To provide and encourage the use of alternative modes of transportation with easy access and connectivity between modes of travel.

*Implementation Strategies:*

- I-1:* Improve accessibility to downtown for all major modes of transportation through the provision of adequate parking areas, bike lanes, crosswalks and sidewalks.

- I-2: Create streetscapes that are pedestrian-friendly, inviting, adequately landscaped and maintained.
- I-3: Support investment in good sidewalks, narrow streets, crosswalks, bike lanes, on-street parking, street public art, community entry gateways and landscaping.
- I-4: Provide advertising and easy access to the historic downtown for tourists and local visitors.
- I-5: Provide easy access and connection to all modes of transportation.
- I-6: Provide adequate and accessible Downtown parking facilities. Supplement on-street and off-street parking with municipal lots where needed.
- I-7: Require all new development to provide multimodal connectivity and access.

**Goal CE-4: Major Gateways**

Develop major gateways into the City that are visually appealing, inviting and contribute to Globe's historical character.

*Policies:*

- P-1: Enhance the visual appearance and historical character of the main corridors through Globe.

*Implementation Strategies:*

- I-1: Establish major gateways into the City that incorporate landscaping and public art and further contribute to Globe's character and sense of history. Develop major gateways into the City that incorporate appropriately-scaled landscaping and public art and conform to the policy direction provided in the Land Use Element.
- I-2: Maintain the visual character of the main roadway corridor by assuring that the streetscape is kept clean and well maintained.
- I-3: Continue the streetscape development of the historic Globe downtown area as outlined in the Globe Historic Downtown Plan 2011.

**Goal CE-5: Partnerships**

Establish/Maintain successful partnerships with the appropriate jurisdictions and agencies to further the transportation goals and policies provided in this General Plan.

*Policies:*

- P-1: Maintain partnerships with key agencies and stakeholders to cooperatively address transportation and circulation concerns.

*Implementation Strategies:*

- I-1: Work with the appropriate agencies and stakeholders to create successful strategic partnerships that further the transportation goals and policies provided in this General Plan.
- I-2: Remain an active member of the Southern Gila County Regional Transportation Committee.
- I-3: Create and maintain successful strategic partnerships with:
  - a. U.S. Department of Transportation (DOT);



- b. Central Arizona Governments (CAG);
- c. Arizona Department of Transportation (ADOT);
- d. Federal Highway Administration (FHWA);
- e. San Carlos Apache Tribe;
- f. Tonto National Forest Service;
- g. Arizona Office of Tourism;
- h. Arizona Department of Commerce; and
- i. Gila County Public Works.



#### 4.4 Environmental Planning (EP) Element

The Environmental Planning Element includes the policy framework necessary to minimize the impacts of development on air quality, water quality, energy conservation and natural resources. The goals, policies and implementation strategies provided in this element address citywide concerns.

This Environmental Planning Element ensures that growth and development is balanced with the protection and enhancement of the environmental infrastructure, including natural resources, open space, wildlife habitats, washes and floodplains through the use of sustainable principles. This element also addresses energy conservation, recycling, air and water quality, identifies potential flood hazards and provides policy direction for the mitigation of such hazards.

The purpose of the Environmental Planning Element is to address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development under the General Plan. This element also ensures that the City of Globe approaches growth and development with a focus on sustainability and environmental protection. With this balanced approach, the City can grow its economy while also maintaining and improving its environmental resources.

Due to its location away from major population centers, Globe enjoys excellent air and water quality. The wilderness lands surrounding Globe support a diverse amount of wildlife and vegetation, as well as provide natural resources and precious metals. These lands, as well as the City's temperate climate, support tourism, provide jobs and improve the overall quality of life of the citizens and visitors of Globe. Due to the mountainous geography and unique development pattern of the City, developed land and natural lands are woven together. These factors show how important the natural environment is to the City, its citizens and its economy.

In order to maintain and improve the natural environment the City currently enjoys, the Environmental Planning Element provides goals, policies and strategies for preserving the City's environmental resources throughout the implementation of this General Plan. This Element promotes sustainable growth by addressing air quality, water quality and consumption, energy consumption, open space preservation, recycling and transportation-oriented development. During the public involvement process the community and major stakeholders identified the need to implement an open space and recreation approach that enhances existing community meeting space to encourage increased recreational activity.

*The Environmental Planning Element includes the general policy direction for open space lands and recreational opportunities in and around the City of Globe. The respective goals and policies provide the specific policy direction for major planning areas identified in the Growth Areas Element.*

### Environmental Planning (EP) Element Goals and Policies

#### **Goal EP-1: Sustainable Future**

Globe is a sustainable community with appropriate management of water resources, reduction of the carbon footprint, promoting energy efficiency and resource conservation, and preserving wildlife and wash corridors, habitats, groundwater and viewsheds.

##### *Policies:*

- P-1:* Protect environmentally sensitive and riparian areas as a resource for eco-tourism.
- P-2:* Cluster development to protect natural habitat and provide integrated open space.
- P-3:* Incorporate passive and active energy producing methods in new development and redevelopment when feasible.
- P-4:* Investigate new technology that may reduce solid waste disposal costs and support alternative energy production.
- P-5:* Utilize drought-tolerant vegetation to protect environmental resources, provide shade and protection from summer heat and help reduce the heat island effect.
- P-6:* Reduce the Globe carbon footprint and focus on greater energy independence.
- P-7:* Prepare a plan to make community resilient and adaptive to climate change.
- P-8:* Encourage sound, efficient, ecological policies and practices in government and in the private sector.

##### *Implementation Strategies:*

- I-1:* Create guidelines to preserve and maintain undisturbed riparian vegetation and wildlife habitat and to ensure consistency during the City review process.
- I-2:* Promote cluster development that provides integrated open space in new developments using implementation tools such as Area Plans and Planned Area Development
- I-3:* Partner with Arizona Public Service to establish a Utility Incentive Program to motivate customers to incorporate alternative energy sources into new and existing developments.
- I-4:* Explore opportunities in cutting-edge technology to reduce solid waste disposal and produce biomass energy.
- I-5:* Adopt a drought-tolerant plant palette that provides guidance for future development along corridors and within the Growth Areas.
- I-6:* Develop a network of healthy, natural open spaces managed for multiple benefits.

**Goal EP-2: Management of Water Resources**

Globe effectively manages community water resources to ensure long-term sustainability.

*Policies:*

- P-1:* Incorporate water conservation, reuse, and rainwater harvesting principles into new development.
- P-2:* Establish a program to educate the community on the benefits of water harvesting, drip irrigation and sustainable options for water use and reuse as mechanisms to manage water consumption.
- P-3:* Secure a high quality, reliable, long-term supply of water for humans and the natural environment.

*Implementation Strategies:*

- I-1:* Require that landscape plans for new development include water harvesting and drip irrigation.
- I-2:* Establish a Public Awareness Water Conservation education program that educates the community on the benefits of water harvesting, drip irrigation, and water use and reuse as mechanisms to reduce water consumption.
- I-3:* Establish a Utility Incentive Program for commercial and industrial customers designed to motivate water customers to update or replace their equipment to become more water efficient.

**Goal EP-3: Air Quality**

Globe is in compliance with all applicable air quality regulations.

*Policies:*

- P-1:* Meet Federal and State Air Quality Standards by implementing programs and providing incentives designed to increase air quality and to reduce dust or fine particulate matter and carbon monoxide pollution.
- P-2:* Promote preservation of existing vegetation and re-vegetation of disturbed areas and assist in dust control by limiting premature removal of vegetation for new development.

*Implementation Strategies:*

- I-1:* Implement programs to reduce dust pollution, such as paving roadways, and adopt and enforce ordinances relating to grading, dust control and construction regulations.
- I-2:* Develop programs to improve connectivity and walkability throughout the City to encourage alternative modes of transportation that reduce emissions.
- I-3:* Partner with Miami to address regional air quality issues through the implementation of programs designed to reduce emissions from industrial, manufacturing and vehicular sources.

- I-4:* Require preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation whenever possible through the use of mitigation techniques in development plans, Planned Area Developments and other implementation tools.

**Goal EP-4: Water Quality**

Globe complies with all applicable water quality regulations.

*Policies:*

- P-1:* Continue to meet Federal and State Water Quality Standards by implementing programs designed to increase water quality.

*Implementation Strategies:*

- I-1:* Continue to work with ADEQ to ensure water quality.
- I-2:* Create an education and outreach campaign that educates the community on water quality management.

**Goal EP-5: Desert Environment**

Globe protects the unique, sensitive natural desert environment.

*Policies:*

- P-1:* Retain and enhance where possible, the Sonoran Desert character of the area through the use of context sensitive solutions.
- P-2:* Enhance connectivity by increasing walkability and bikeability to provide adequate access to natural features within and adjacent to the community.
- P-3:* Promote the City as a destination for eco-tourism.

*Implementation Strategies:*

- I-1:* Retain and enhance where possible, the Sonoran Desert character by incorporating Context Sensitive Design into planning decisions whenever possible.
- I-2:* Develop programs to preserve important riparian areas and wildlife habitats.
- I-3:* Develop programs to improve connectivity and walkability and ensure adequate access to the natural features of Globe and the surrounding area in accordance with the direction provided in this General Plan.

**Goal EP-6: Flood Hazards Mitigation**

Globe mitigates flood hazards for residents along major drainage corridors.

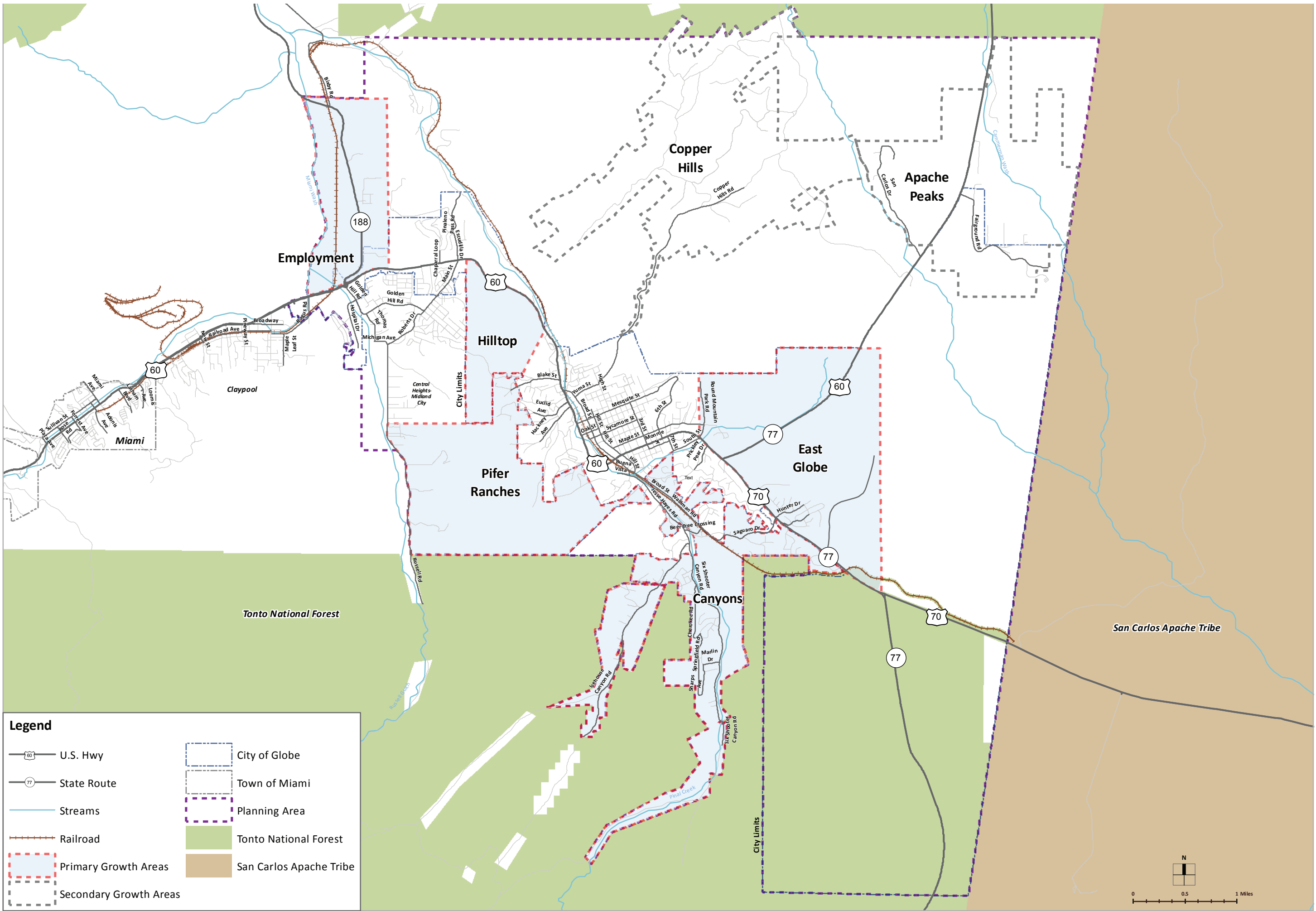
*Policies:*

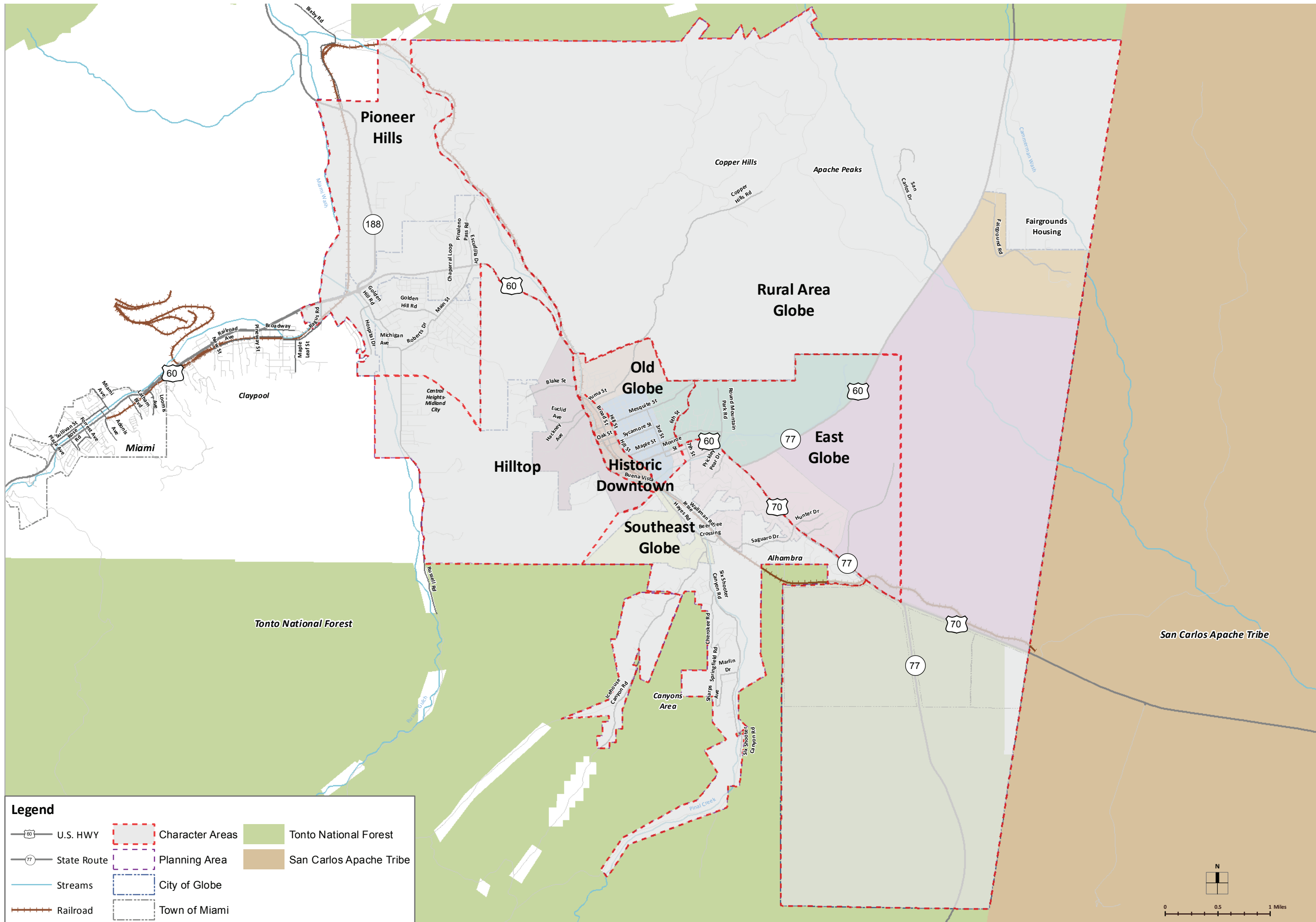
- P-1:* Continue to work with the Gila County Flood Control District to ensure timely mapping revisions of the erosion hazards, floodways and floodplains.



*Implementation Strategies:*

- I-1:* Work with the Gila County Flood Control District on mapping revision requests and on applications for floodplain revisions concerning the Federal Emergency Management Agency (FEMA) Letters of Map Revision process.

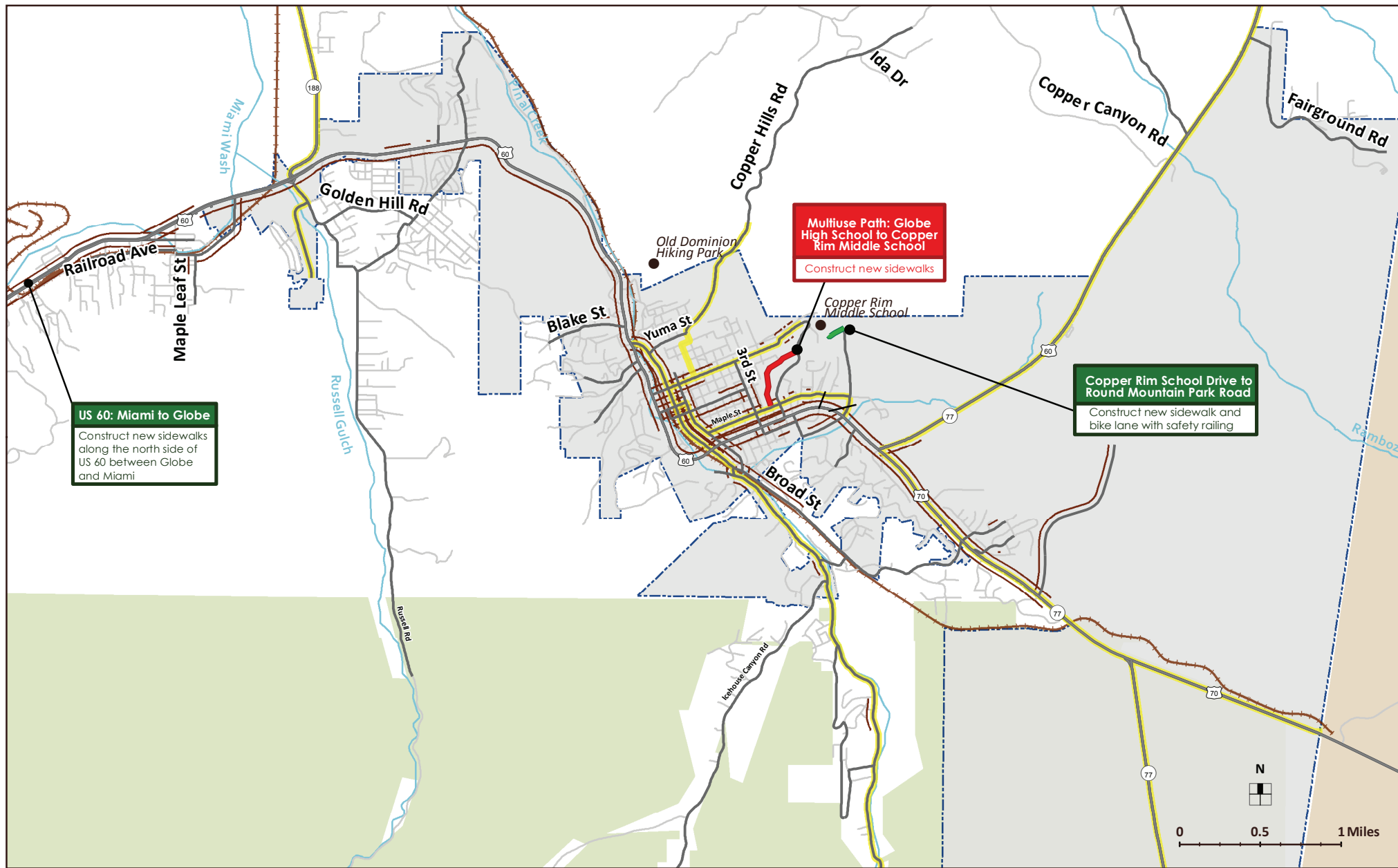




**Legend**

<span style="color: red;">—</span> Rural Principal Arterial	<span style="color: darkred;">—</span> Urban Principal Arterial	U.S. Hwy	<span style="color: lightblue;">—</span> Streams
<span style="color: green;">—</span> Rural Minor Arterial	<span style="color: darkgreen;">—</span> Urban Minor Arterial	State Route	City of Globe
<span style="color: pink;">—</span> Rural Major Collector	<span style="color: blue;">—</span> Urban Collector	<span style="color: black;">- - -</span> Future Connector	Town of Miami
<span style="color: orange;">—</span> Rural Minor Collector	<span style="color: black;">—</span> Not Federally Classified	Railroad	Tonto National Forest
			San Carlos Apache Tribe
			Planning Area

\*Functional classification shown is based on the federally approved functional classification.  
The functional classification may not be the same as the City of Globe or Town of Miami functional classification.  
\*Future realigned US 60 not shown on this map



Source: Cobre Valley Comprehensive Transportation Study April 2013

### Trail Facilities

Construct the Pinal Creek Trail based on the identified corridor. The Pinal Creek Trail will provide active and passive recreation opportunities and trail connections to Globe neighborhoods, Gila County Community College, and the Downtown area.

### Legend

- |                         |                      |               |                         |
|-------------------------|----------------------|---------------|-------------------------|
| Long-Term Improvements  | US Hwy               | Local Roadway | City of Globe           |
| Short-Term Improvements | State Route          | Streams       | Tonto National Forest   |
|                         | Study Roadway        | Railroad      | San Carlos Apache Tribe |
|                         | Potential Bike Route |               |                         |

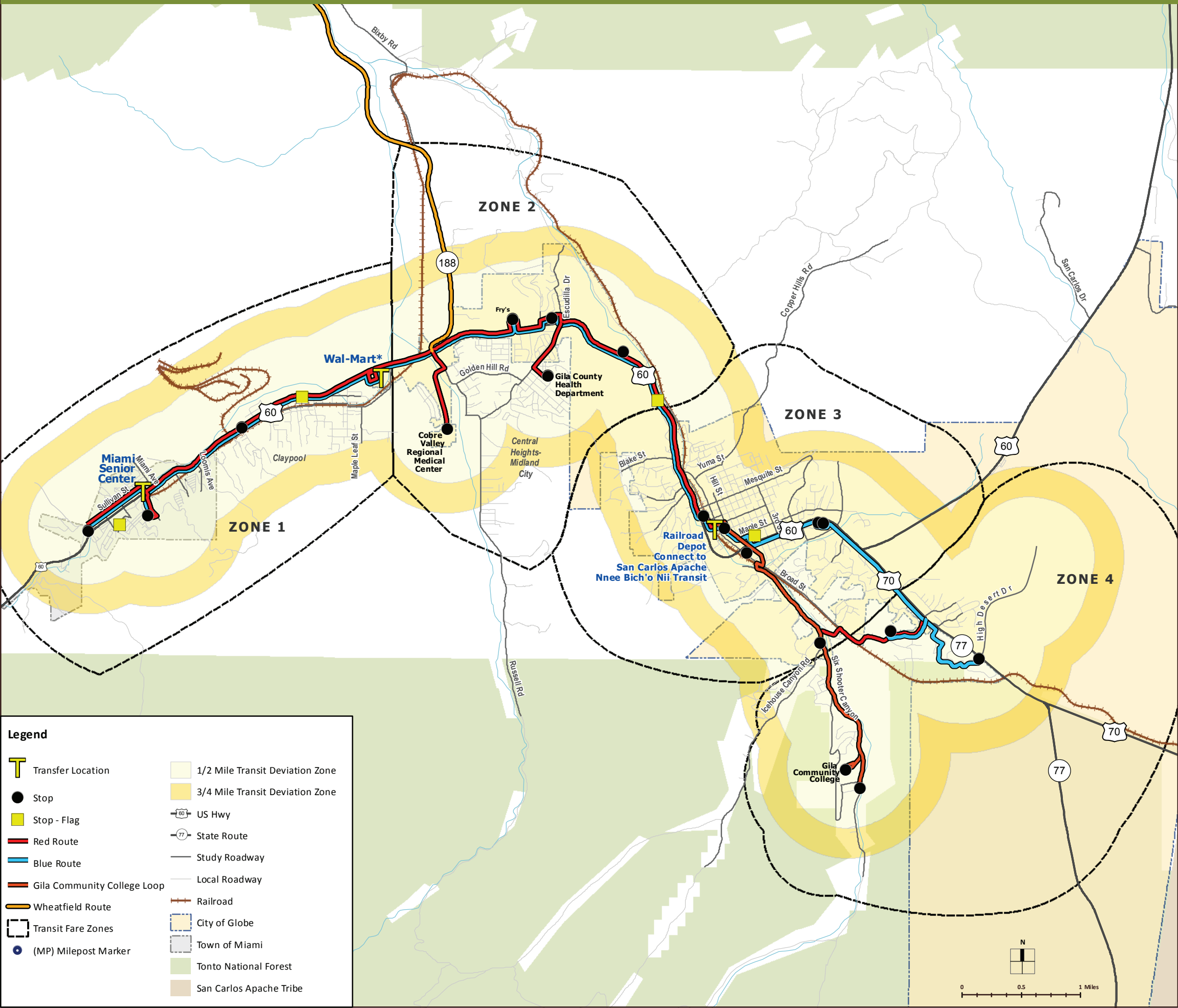
Trail, Bicycle and Pedestrian Facilities - Figure 10



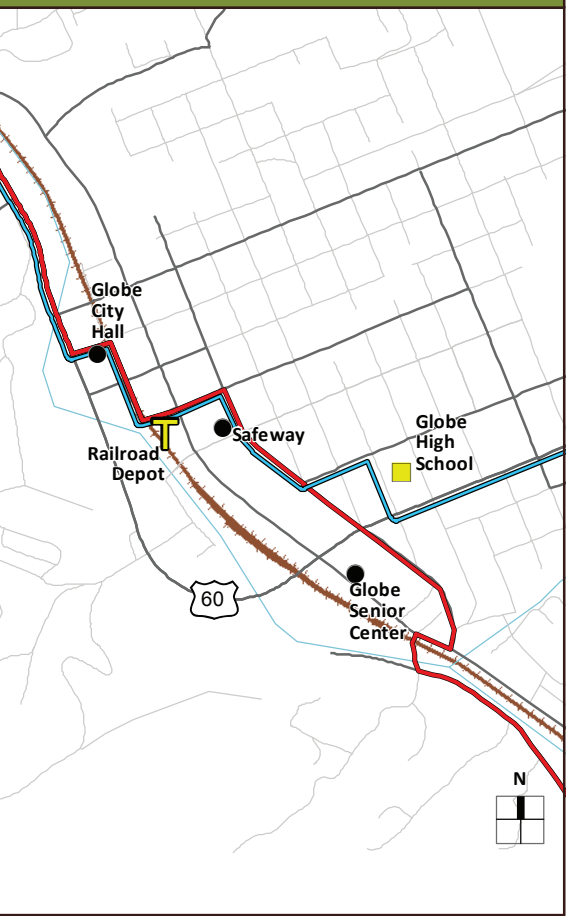
## Road Improvements Map - Figure 11



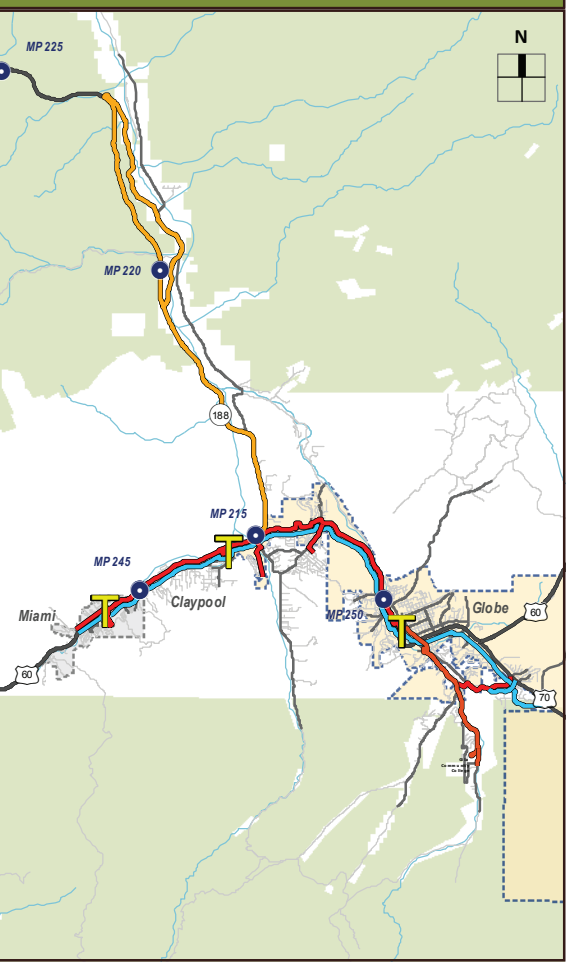
Deviated Fixed Route



Downtown Globe

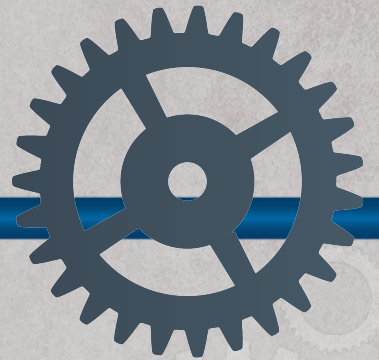


Wheatfields Routes





## 5.0 Implementation





The Globe 2035 General Plan is a product extensive community involvement, engaged elected officials, coordinated efforts of City departments, and the review and extensive support of community leaders, residents, business owners and adjacent jurisdictions. From time to time, the City of Globe may choose to amend the General Plan in order to respond to opportunities or for other reasons. This section is intended to ensure future updates and amendments to the General Plan embody the vision and economic development goals shared by community members, business owners and stakeholders.

## 5.1 Amendment Process

Pursuant to Arizona Revised State Statute requirements, this portion of the General Plan defines General Plan Update, Major Amendment and Minor Amendments.

### General Plan Update

A General Plan Update is initiated by the City Council or the Planning and Zoning Commission 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 re-adoption of the existing general plan shall be approved by the City's governing body. All general plan updates are subject to the public participation requirements. Finally, a General Plan Update shall be conducted at least once every ten years; however, the City Council may make the determination that rapidly changing conditions warrant an update on a more frequent basis.

### Major Amendment

In accordance with Arizona Revised State Statutes, a major amendment is defined as a "substantial alteration 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 criteria that meets this definition.

Major Amendments to the Globe 2035 General Plan may be initiated by the City or requested by private entities and are considered once each year pursuant to ARS 9-461.06.H. Major Amendment applications must be submitted within the same calendar year they are being considered at a single public hearing. A Major Amendment shall be approved by an affirmative vote of at least two thirds of the members of the City Council and is subject to the public participation requirements provided in ARS 9-461.06.J.

The following criteria are used to determine whether a proposed amendment to the Land Use Element or any subsequently adopted Area Plan or Planned Area Development substantially alters 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 Element as determined by the City Council;

2. Any development proposal that results in a significant alteration of a Character Area or a Designated Growth Areas, including, but not limited to, a change in functional classification that is not currently planned within the Globe 2035 General Plan or supported with the Cobre Valley Comprehensive Transportation Study (April 2013);
3. Any changes to the Globe 2035 General Plan that change the original intent of the Plan or that contradict the intent or meaning of the Globe 2035 General Plan Vision, Goals, Policies, or Strategies or that would alter the density, intensity, infrastructure, or development standards described herein.
4. Any changes to the Globe 2035 General Plan Glossary that substantially alters the intent, intensity, density, or meaning of a glossary definition.
5. The increase and/or reduction of a defined Character Area within the Land Use Element by more than 25 gross acres.
6. The creation of a new Character Area within the Land Use Element.

#### Minor Amendment

All amendments to the Globe 2035 General Plan that do not fall under the definitions of General Plan Updates or General Plan Major Amendments are considered to be a Minor Amendment. Minor Amendments may be considered by the City of Globe Planning and Zoning Commission and City Council at any time and in accordance with the City's usual planning and zoning hearing schedule. A Minor Amendment to the General Plan is considered as:

1. Any rezoning request that is not in conformance with the Globe 2035 General Plan Character Area Map and that meets the Globe 2035 General Plan Minor Amendment Criteria.
2. Updates to statistics, descriptions and summary text that reflect changing conditions and new facts.
3. Other changes determined by the City of Globe Planning and Development Department staff to constitute a minor amendment to the Globe 2035 General Plan or not described herein as a Major or Minor Amendment.

#### General Plan Amendment Determination Criteria

1. Describe how the proposed amendment:
  - a. Furthers the Globe 2035 General Plan Vision.
  - b. Is in keeping with the character of the City.
  - c. Enhances or has no net impact on future water supplies.
  - d. Enhances or has no net impact on mobility and traffic congestion.
  - e. Enhances or has no net impact on the quality and quantity of publicly accessible open spaces and trails.
  - f. Enhances or has no net impact on the natural environment, including air and water quality.



- g. Results in the creation of jobs for Globe residents or provides enhanced educational opportunities.
2. Discuss how the specific goals, policies and strategies are furthered by the proposed amendment.
3. Discuss if the proposed amendment will result in a higher net cost to the City or its residents for City Services.
4. Does the proposed amendment require public investment or financing?

## 5.2 Implementation Plan

This section facilitates implementation of the goals, policies and implementation measures provided in the Globe 2035 General Plan. The Arizona legislature mandates municipal planning agencies to undertake the following actions to implement their General Plan:



- a. 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.
- b. Render an Annual Report to the City Council on the status of the General Plan and the progress of its application.
- c. Promote public interest in an understanding of the General Plan and the regulations relating to it.
- d. Consult and advise with public officials and agencies, public utility companies, residents, schools, professional, and other organizations and provide opportunities for written comment throughout the General Plan planning process.
- e. 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.
- f. 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 conform with the adopted General Plan within forty (40) days after submittal.

### Implementation Plan (IP) Goals and Policies

#### **Goal IP-1: Relevant and Responsive Guide**

Maintain the General Plan as a dynamic, relevant and responsive guide for public decision-making and expenditures.


*Policy:* Establish an effective mechanism for General Plan implementation, evaluation and review.


*Implementation Strategies:*

- a) The Planning and Zoning Commission should hold at least one public annual meeting to discuss the status of the Globe 2035 General Plan and progress made toward implementation.
- b) City staff should annually prepare a Globe 2035 General Plan Status Report for the Planning and Zoning Commission on the General Plan progress that includes:
  - 1) A summary or matrix evaluating the City's progress toward achieving the General Plan's objectives and implementing the goals, policies and implementation measures;
  - 2) Any recommended amendments to the General Plan or Area Plans;
  - 3) Any staff recommendations regarding future year(s) funding for General Plan actions and programs; and
  - 4) A summary identifying development progress within the City.
- c) Make available the Globe 2035 General Plan Status Report to the Planning and Zoning Commission no later than two (2) months prior to the adoption of the annual City Budget.
- d) Ensure that all relevant City departments participate in the preparation of the General Plan Status Report.
- e) Circulate the Globe 2035 General Plan Status Report to all relevant boards and commissions prior to the Planning and Zoning Commission public meeting.
- f) Have the Planning and Zoning Commission include recommendations regarding the Globe 2035 General Plan highest priority actions or programs that should be funded in the upcoming annual budget.
- g) Have the Planning and Zoning Commission forward the Globe 2035 General Plan Status Report to the City Council after the Planning and Zoning Commission public meeting.
- h) Ensure the City Council reviews progress made in implementing the Globe 2035 General Plan prior to the adoption of the City Budget and Capital Improvements Program.
- i) Ensure the City Council includes a finding of consistency with the Globe 2035 General Plan when adopting the City Budget and Capital Improvements Program.
- j) Maintain capital reserve funds and whenever possible set funds aside each year for future capital projects to help secure adequate funds for capital improvements identified in the Globe 2035 General Plan.
- k) Ensure that expenditures from the committed reserves are made in consultation with appropriate boards and commissions through the city-wide annual review and budget process.


### 5.3 Implementation Matrix


The Implementation Matrix's function is to implement the vision, goals and policies provided in this General Plan. State legislation provides a common starting point for plan implementation and mandates municipal planning agencies to undertake the following actions to implement the General Plan:



No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>BUILDING THE ECONOMY THEME</b>								
<b>ECONOMIC DEVELOPMENT ELEMENT</b>								
1.	Develop a clear protocol for working with and supporting multiple agencies.	ED-1-I-2; ED-2-I-2 and 3; ED-4-I-1; ED-6-I-5	GCC; CCOC; SGEDC		✓			Multiple agencies include the City of Globe, the SGCEDC and the Globe-Miami Chamber of Commerce. Reduce duplication.
2.	Seek and secure additional funding sources to continue downtown work.	ED-1-I-3; ED-2-I-6	GCM; GFND	✓				
3.	Complete National Main Street Four Point approach;	ED-1-I-1;	GMSP		✓			
4.	Establish a Tourism Advisory Committee	ED-2-I-1,4,5,9 and 10; ED-6-I-3; HP-2-I-1	GCC; GCOC		✓			Coordinate and enhance communication and dissemination of information regarding local event schedule.
5.	Look for opportunities to expand Historic Downtown; Create new downtown zoning district and expand residential.	ED-1-I-4 and 6; HE-4-I-2; LU-4-I-1	GPZD			✓		Create a Downtown Revitalization Strategy that focuses on the establishment of mixed- use development.
6.	Re-establish the Copper Spike Train Excursion	ED-2-I-7; CE-2-I-7	GMSP; GCM				✓	Work with Genesee & Wyoming Inc.
7.	Encourage opportunities for small, non-franchised businesses.	ED-1-P-5	GCC	✓				
8.	Develop and train tourism workforce	ED-2-I-8	SGEDC; GCOM				✓	
9.	Establish Business Outreach, Innovation and Visitation Program	ED-3-I-1 and 2; ED-4-I-2, 3 and 4	GCC; SGEDC		✓			Establish a leadership committee to develop on-going communication and working relationships to identify opportunities for enhance and grow the mining and business economy.
10.	Develop financing plan and coordinate with area jurisdictions for long-term infrastructure growth and replacement.	ED-5-I-1, 2, 3; WR-3-I-6 and 7	GFND; GPZD; GPWD; GCIDA				✓	Develop a Capital Improvement Plan, and regional partnerships with Gila County and Town of Miami.


No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>BUILDING THE ECONOMY THEME</b>								
<b>COST OF DEVELOPMENT ELEMENT</b>								
11.	Prepare and adopt a city-wide 5-year Capital Improvement Program to plan infrastructure needs, develop incentives and distribute fair share costs.	CD-1-I-3; CD-2-I-1 and 2; WR-1-I-1; PS-1-I-2; PS-2-I-1; PS-3-I-1	GCC; GCM; GFND; GPZD; GPWD	✓	✓			A Capital Improvement Program (CIP) is a roadmap that provides direction and guidance for a city on carefully planning and managing its capital and infrastructure assets.
12.	Prepare and adopt a region-wide infrastructure plan infrastructure needs, develop incentives and distribute fair share costs.	CD-1-I-3; CD-2-I-1 and 2	GCC; GCM; GIC; TOM	✓			✓	Regional cooperation is necessary to ensure that resources are available to address the impacts of development on regional systems.
<b>WATER RESOURCE ELEMENT</b>								
13.	Prepare and adopt an update to the 2003 Globe Water Master Plan	WR-1-I PS-12-I-3; PS-3-I-1 and 2	GCC; GCM; GFND; GPZD; GPWD				✓	Address water resources, water production and its distribution, wastewater collection and its treatment, and reclaimed water treatment and its distribution.
14.	Establish recognition of the Cutter Basin as separate and distinct from the Safford.	WR-1-I-3	GCC; GCM; GPWD			✓		Work with Arizona Department of Water Resources to recognize the Cutter Basin as separate and distinct from the Safford Basin.
15.	Identify and pursue public/private partnership opportunities to locate and secure additional water resources.	WR-2-I-2, 3 and 4; WR-3-I-6, 7 and 9	GCC; GCM; GFND; GPWD		✓			The City strives to maintain a high level of water quality and improve water quality of existing sources, private sector involvement may help expedite solutions.
16.	Create water education/conservation program.	WR-3-I 1,2,3,4,and 5; EP-2-I-1, 2 and 3; EP-4-I-2		✓	✓			Raise public awareness and promote conservation and public/private investment in improved water saving infrastructure and fixtures.




No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>QUALITY OF LIFE THEME</b>								
<b>NEIGHBORHOODS: HOUSING ELEMENT</b>								
17.	Prepare a Housing Master Plan	HE-1-I-1,2,3,4 and 5; HE-4-I-3; NP-1-I-5	GCM; GPZD			✓		Housing Plan should address equitable, affordable, and diverse housing opportunities and develop strategies to provide improved housing opportunities for all current and future residents.
18.	Coordinate Zoning decision with Land Use Policies and Goals.	HE-1-I-6, 7 and 8; HE-3-I-3	GPZD	✓				Permitting and zoning should facilitate the development of extended-family household additions and new secondary residential structures especially in older areas.
19.	Establish programs that foster homeownership.	HE-2-I-5 and 6; HE-3-I-1 and 2	GCC; GIC; TOM; GCIDA		✓			Work with the Gila County IDA to develop and/or improve existing homeownership programs including education programs
20.	Establish city-wide housing committee	HE-4-I-3; NP-1-I-5	GCC; GCM	✓	✓			Housing committee can develop recommendations to encourage housing improvements and the development of workforce housing in Globe.
21.	Develop sustainability goals for new and existing housing.	HE-5-I-1 and 2; NP-1-I-5	GCC; GCM; GPZD	✓		✓		The City needs to preserve its oldest neighborhoods but also needs to ensure newer and future neighborhoods are protected as well.
<b>NEIGHBORHOODS: NEIGHBORHOOD PRESERVATION ELEMENT</b>								
22.	Update and continue to actively enforce property maintenance regulations	NP-1-I-1	GCC; GCM; GPZD	✓	✓			The City should strive to preserve and stabilize older residential areas in order to maintain the historic character by quickly remediating structural, maintenance and nuisance issues.
<b>NEIGHBORHOODS: NEIGHBORHOOD REVITALIZATION ELEMENT</b>								
23.	Establish inter-departmental taskforce to quickly identify and mitigate specific neighborhood issues.	NR-1-I-1	GCC; GCM; GPD; GFD; GPZD	✓	✓			The City should strive to preserve and stabilize older residential areas in order to maintain the historic character by quickly remediating structural, maintenance and nuisance issues.


No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>QUALITY OF LIFE THEME</b>								
24.	Coordinate Zoning decision with Land Use Policies and Goals and ensure community participation process in revitalization efforts.	NR-1-I-2 and 3; HP-3-I-1	GCC; GCM; GPD; GFD; GPZD	✓		✓		Develop strategies to revitalize all neighborhoods, particularly those in the downtown and historic areas to develop temporary uses such as community gardens and/or small neighborhood green spaces on vacant parcels.
<b>NEIGHBORHOODS: HISTORIC PRESERVATION ELEMENT</b>								
25.	Establish a Cultural Heritage Commission	HP-1-I-1, 2, 3 and 4; HHP-2-I-3 and 4	GCC; GCM; GCOC; GMSP		✓			The City should ensure the to lead the preparation and implementation of the Cultural Heritage Ordinance.
26.	Develop strategic plan for marketing historic assets and cultural facilities. Implement self-guided history or culture walks in Downtown Globe.	HP-1-I-4; HP-2-I-1,2,3,4 and 5; OSPR-3-I-1,2 and 3; LU-4-I-3 and 4	GCM; GCOC; GMSP; CVCA			✓		Promotion of the city’s arts and cultural heritage will not only help preservation but also economic development efforts.
27.	Develop economic development strategies to nurture the local artist community	HP-3-I-2, 3 and 4	GCM; CVCA; GMSP; SGEDC				✓	Arts as an engine for revitalization of the residential areas adjacent to Historic Downtown can be a viable economic development strategy.
<b>NEIGHBORHOODS: OPEN SPACE, PARKS AND RECREATION ELEMENT</b>								
28.	Prepare an Open Space Parks and Recreation Master Plan	OSPR-1-I-1,2,3 and 4	GPZD; GPWD			✓		A plan will ensure the long-term successful management of Globe’s system/network of natural open space areas and parks that preserve natural scenery, plants, wildlife and prehistoric sites.
29.	Update zoning regulations to require open space in future new developments.	OSPR-2-I-1	GPZD			✓		
30.	Coordinate with other agencies the development of active lifestyle strategies	OSPR-2-3, 4, 5, 6 and 7	GPZD; GAAC; GUSD			✓		Work with the school district, and the Active Adult Center to prepare an assessment tool and conduct active neighborhood assessments.

No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>QUALITY OF LIFE THEME</b>								
31.	Develop city-wide healthy eating education campaign	OSPR-2-I-1,2 and 3	GCM; GCOC; GMSP; CVCA		✓			Healthy eating campaigns can include community gardens, Community Supported Agriculture (C.S.A.s) and farmers’ markets.
32.	Coordinate efforts to develop and enhance cultural resources	OSPR-3-I-1,2 and 3	GCM; GCOC; GMSP; CVCA		✓			Promotion of the city’s arts and cultural heritage will not only help preservation but also economic development efforts.
<b>NEIGHBORHOODS: PUBLIC SERVICES AND SAFETY ELEMENT</b>								
33.	Prepare a Globe Facilities Master Plan	PS-1-I-1, 2 and 3; PS-2-I-1, 2 and 3	GCC; GCM; GFND; GFD;				✓	A plan will support coordinated cost-effective service delivery for current and future residents
 <b>COMMUNITY BUILDING THEME</b>								
<b>GROWTH AREAS ELEMENT</b>								
34.	Develop and adopt an annexation policy	GA-1-I-2 and 3	GCC; GCM; GPZD		✓			An annexation policy will help guide future city growth.
35.	Amend the Zoning Code to develop regulations for Planned Area Developments	GA-2-I-1	GCM; GPZD			✓		Zoning Ordinance does not currently address.
36.	Encourage and incentivize infill development	GA-3-I-1,2 and 3	GCC				✓	
37.	Establish General Plan scorecard	GA-4-I-1 and 2	GCM; GPZD		✓			Monitoring the plan to ensure a balance in land use to better anticipates infrastructure needs. A scorecard should summarize progress and reprioritizes implementation measures.

No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>COMMUNITY BUILDING THEME</b>								
<b>GROWTH AREAS ELEMENT</b>								
38.	Develop and adopt an annexation policy	GA-1-I-2 and 3	GCC; GCM; GPZD		✓			An annexation policy will help guide future city growth.
39.	Amend the Zoning Code to develop regulations for Planned Area Developments	GA-2-I-1	GCM; GPZD			✓		Zoning Ordinance does not currently address.
40.	Encourage and incentivize infill development	GA-3-I-1,2 and 3	GCC				✓	
41.	Establish General Plan scorecard	GA-4-I-1 and 2	GCM; GPZD		✓			Monitoring the plan to ensure a balance in land use to better anticipates infrastructure needs. A scorecard should summarize progress and reprioritizes implementation measures.
<b>LAND USE ELEMENT</b>								
42.	Adopt specific policy direction addressing mix of land uses, appropriate uses, connectivity for each Character Area.	LU-1-I-1, 2 and 3	GCM; GPZD		✓			Mix of land uses is necessary to support economic development goals, a healthy lifestyle, quality of life and the efficient use of infrastructure and services.
43.	Support and expand the City’s retail economic sectors through redevelopment efforts and infill development incentives.	LU-1-I-5	GCC; GCM; GPZD			✓		
44.	Support and expand the distribution, warehousing and industry sectors.	LU-1-I-6	GCC; GCM; GPZD			✓		
45.	Research the applicability of a Hillside Ordinance	LU-2-I-3	GCM; GPZD				✓	
46.	Research the applicability of a expedited zoning/permitting process.	LU-3-I-2	GCM; GPZD		✓			
47.	Develop policies to protect and promote natural, cultural and historic sites.	LU-5-I-1 and 2	GCC; GCM			✓		Protect and improving accessibility by foot, bicycle and car will promote economic development.



No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>COMMUNITY BUILDING THEME</b>								
<b>CIRCULATION ELEMENT</b>								
48.	Provide adequate level of funding to maintain transportation infrastructure and seek supplemental funding through County excise tax.	CE-1-I-2	GCC; GCM; GPWD	✓				All Existing and new dedicated funding source options should be explored to provide for adequate maintenance and future improvements.
49.	Implement the Cobre Valley Comprehensive Transportation Plan, 2013.	CE-1-I-5	GCC; GCM;			✓		The plan identifies short, mid and long term improvement alternatives.
50.	Develop and implement a Transportation Improvement Plan (TIP) for circulation infrastructure improvements	CE-1-I-6	GPWD; GFND; GPZD			✓		
51.	Plan for new growth areas to include new internal and arterial roadways.	CE-1-I-7	GPWD; GPZD	✓				
52.	Develop refined multi-modal circulation plan to identify potential sidewalks, trails and bike lane improvements	CE-1-P-2-I-1; CE-3-I-1	GCC; GCM; GPWD;			✓		It is important for Globe to enhance accessibility throughout the city by alternate modes of transportation.
53.	Continue policy and financial support of the Cobre Valley Community Transit Service	CE-2-I-1	GCC	✓				
54.	Re-evaluate the Arizona Eastern Railroad Passenger rail service in coordination with other partners.	CE-2-P-1 and 2	GCC GCM; GMSP;	✓				Work with Genesee & Wyoming Inc.
55.	Identify and Improve gateways to the City.	CE-4-I-1	GCC; GCM				✓	Develop major gateways into the City that are visually appealing, inviting and contribute to Globe’s historical character.
56.	Develop, nurture and maintain existing cooperative working relationships with all transportation agencies.	CE-5-I-1,2 and 3	GCC; GCM; GPWD	✓				

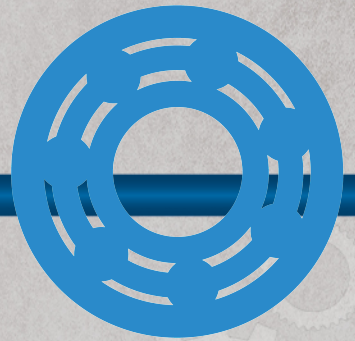
No.	Actions	General Plan Policy	Lead	Implementation				Notes
				On-Going	Short-Term	Mid-Term	Long-Term	
 <b>COMMUNITY BUILDING THEME</b>								
<b>ENVIRONMENTAL PLANNING ELEMENT</b>								
57.	Create guidelines to preserve and maintain natural environment	EP-1-I-1,2,and 5	GCC; GCM; GPZD			✓		Zoning guidelines could include limits to development in sensitive areas, cluster development that provides integrated open space, promoting energy efficiency and resource conservation, and preserving wildlife and wash corridors, habitats, groundwater and viewsheds.
58.	Develop air quality policy to ensure retention of high air quality standards	EP-3-I-1	GCM; GPZD		✓			Globe prides itself on its air quality. It is important to maintain this high standard for current and future residents and visitors.
59.	Develop site design strategies that respect the desert environment	EP-5-I-1	GPZD		✓			
60.	Develop and enforce development policies to mitigate flood hazards for residents.	EP-6-I-1	GPWD			✓		Work with the Gila County Flood Control District on sound policies and on mapping revision requests.

**Agency/Department Acronyms:**

CVCA	Cobre Valley Center for the Arts
GAAC	Globe Active Adult Center
GCC	Globe City Council
GIC	Gila County
GCIDA	Gila County Industrial Development Authority
GCM	Globe City Manager
GCOM	Gila Community College
GFD	Globe Fire Department
GFND	Globe Finance Department
GMCC	Globe-Miami Chamber of Commerce

GMSP	Globe Main Street Program
GPD	Globe Police Department
GPWD	Globe Public Works Department
GPZD	Globe Planning and Zoning Department
GUSD	Globe Unified School District
SGEDC	Southern Gila County Economic Development Council
TOM	Town of Miami

## 6.0 Glossary of Terms





## 6.0 Glossary of Terms

### A

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**Acre, Gross**

A measure of land containing 43,560 square feet, inclusive of existing and future rights-of-way. Zoning and General Plan land use categories are frequently measured in gross acres.

**Acre-feet**

A volume of water one-foot deep covering an acre of land. This term is often used in defining storm or drinkable water storage capacity.

**Aesthetic**

Elements in the natural or created environment (including artistic elements) that are pleasing to the eye.

**Affordable Housing**

Housing that can be rented or purchased by a household with entry level or "workforce" income.

**Alternative Energy**

Energy sources that do not rely on fossil fuels, including sunlight and wind.

**Annexation**

The incorporation of land area into an existing community with a resulting change in the boundaries of that community. Annexation may include newly incorporated land from County lands or land transferred from one municipality to another.

**Archaeological Resource**

Any material remains of past human life or activities which are at least fifty years old and of historic or pre-historic significance. These materials include petroglyphs, pictographs, paintings, ornaments, jewelry, textiles, ceremonial objects, armaments, rock art, pottery, basketry, bottles, weapons, tools, structures or portions of structures, carvings, graves, etc.

**Archaeological Site**

A concentration of archaeological resources inferred to be locations used for past human activities.

**Arterial Street**

A major road mainly serving through-traffic, not local neighborhood traffic. Arterials take traffic to and from highways and other arterials and provide access to adjacent properties.

### B

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**Bollard**

A relatively short post used on or along a street or path for decoration, lighting, or traffic control.

**Bicycle Lane**

A separate lane on a roadway that is reserved for bicyclists and marked off by lane striping.

**Bicycle Path**

A corridor designated for bicyclists. Bikeways include bicycle paths not part of a vehicle roadway and bicycle routes.

**BLM**

United States Bureau of Land Management.

**Buffering**

The use of design elements, such as masonry walls, berms, setbacks, landscaping, building heights, density transitions, and sensitively designed parking areas, to mitigate the impact of more intense development on less intense adjacent land uses.

## C

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**Capital Improvement**

New or expanded public improvements that are relatively large size, expensive and permanent. Some common examples are streets, public libraries, water and sewer lines, and park and recreation facilities.

**Capital Improvements Plan or Program (CIP)**

A plan for the construction which schedules expenditures of City funds on public works projects (typically a five-year plan updated annually).

**Character Area**

A defined area within the City where shared characteristics in development pattern can be identified. Characteristic development patterns include, but are not limited to architectural, historic, development type, land use mix, and land use density and intensity characteristics

**Character Area Plan (see Land Use Plan)**

A part of the General Plan structure with defined sub-areas of the city that illustrates the general distribution and intensity of allowable development, and the location of existing and planned roads, public facilities and open space. A plan that delineates acceptable future land uses and densities and intensities of development. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community and identifies urban design opportunities. The Character Area Plan/Land Use Plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

**Character Area Study**

The process of crafting a Character Area Plan involving research background information and reports, public involvement, and creating guidelines and implementation strategies.

**Charrette**

An intensive workshop-like effort, usually over one or two days, by a variety of interested stakeholders

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to develop a design solution to a given problem.

**CIP**

See "Capital Improvements Plan or Program"

**Clustering/Cluster Development**

Essentially any development approach that locates buildings in limited areas on a site and results in a more compact arrangement of buildings on a property. This allows the remaining land to be used for open space and creates larger blocks of connected open space in lieu of smaller, individual portions.

**Collector Street**

Roadway that "collects" and "distributes" local traffic to and from arterial streets, and provides access to adjacent properties.

**Community Center**

Facility in which public services for residents are provided, including recreational and cultural services, and services for youth or seniors.

**Community Development Block Grant (CDBG)**

Grant program administered by the US Department of Housing and Urban Development (HUD). Grants must primarily be used to benefit low-income households with emphasis on housing and public improvement projects.

**Community Facilities District**

A designated area of the city with specific boundaries that is assessed the costs of specific improvements, including: street paving, sidewalks, crosswalks, curbs, gutters, culverts, bridges, fire hydrants, sewers, power lines, water lines, and street lighting. The purposes for which community facilities may be formed rests with the County Board of Supervisors and Arizona State Law. Community Facilities Districts are developer driven and paid for by the property owners through additional property taxes. A community facilities district usually has a 25-year term.

**Corridor**

A linear pattern of similar land uses (like a commercial corridor); or a major transportation route, including freeways, expressways, arterials, or transit lines; or any major utility route, such as transmission lines, canals, or greenbelts.

**Council/Manager Government**

A type of municipal government in which the chief executive or administrative official is a manager selected by the elected City Council. City of Globe uses the Council/Manager form of government.

## **D**

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**Density**

Usually: the number of housing units per acre of land in residential districts. Gross density is defined as the total number of units divided by the total land area of the site, excluding nothing. Net density is the total number of units divided by the net area of the lot or site (excluding roads, public open space, utility

rights-of-way, and community facilities). Density is often used interchangeably with intensity. Intensity refers to the level or concentration of activity occurring on a site or in an area.

**Density Bonus**

A provision in development regulations that allows a development to include additional residential units or square footage beyond the maximum otherwise allowed by zoning, usually in exchange for the provision or preservation of an amenity or provision of site enhancements or affordable housing not otherwise required.

**Development Rights Transfer**

The transfer of all or part of the permitted density or intensity from one parcel to another parcel, usually in the downtown area.

**Design Guidelines**

Provisions guiding the design of buildings that are not mandatory but may be used by staff, the city's advisory Boards and Commissions, and the City Council in evaluating projects. Design guidelines are usually applied in a particular area such as the historic downtown and/or establish a unifying look for an area. Typical guidelines might focus on issues such as building orientation, architectural details and the streetscape.

**Development Review**

A process to administer regulations and guidelines for the design of buildings to ensure that they are suitable, harmonious, and in keeping with the general appearance, historic character, and/or style of the building and/or surrounding area. The process considers site and architectural design character and features of development for all development except single-family homes which is not permitted by the City Charter

**Downtown**

The business center of a city or town. In Globe the Downtown is generally along Broad Street.

**Drainage**

Surface water runoff or the removal of surface water or groundwater from land by drains, grading, or other means, which include runoff controls to minimize erosion and sedimentation during and after construction or development.

**DU**

See "Dwelling Unit"

**Dwelling Unit (DU)**

A house or apartment that is a separate and independent housekeeping unit, occupied or intended for occupancy by one household.



## **E**

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### **Early Notification**

A procedure established to allow neighborhood associations, business groups, and affected residents to review project applications before they are scheduled for public hearings.

### **Easement**

The right to use property owned by another for specific purposes, such as access to another piece of property, conveyance of stormwater, or transmission of utilities.

### **Element**

A component of the General Plan dealing with specific topics like open space or land use. State law requires each Plan to include fifteen elements, although the elements may be organized in a number of ways. Globe's General Plan contains twelve elements that cover all of the topic areas required by State Statute.

## **F**

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### **F.A.R.**

See "Floor Area Ratio"

### **Flood Control**

Any of a number of structural or non-structural measures designed to divert or contain floodwater and prevent flooding.

### **Flood Insurance Rate Map (FIRM)**

The official map on which the Federal Insurance Administration has delineated areas of special flood hazard and the risk premium zones applicable to the community.

### **Floor Area Ratio**

A measure of development density expressed as the amount of building floor area divided by the development site land area.

### **Flood Plain**

The channel and the relatively flat area adjoining the channel of a natural stream or river which has been or may be covered by floodwater.

### **Frontage**

The part of a lot that touches a road, street, or watercourse; it is often described as a specific amount, such as "60 feet of frontage".



## **G**

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### **Gateway**

A point along a roadway at which a motorist or pedestrian gains a sense of having entered the city or a particular part of the city. This impression can be imparted through such things as signs, monuments, landscaping, a change in development character, or a natural feature.

### **General Fund**

Component of city budget generated by sales tax, property tax, utility tax, and other miscellaneous sources, and used to fund general city services and debt service.

### **General Plan**

A collection of policies and plans, which provide a guide for decisions regarding the physical growth and evolution of the city. The General Plan provides a comprehensive, coordinated set of intents and directions for the physical development of the city, including but not limited to, land use, transportation, economic conditions, environment, infrastructure, public facilities and physical character.

### **General Plan Amendment**

A formal City Council change or revision to the text or maps of the General Plan. Per State Statutes (February 2000) a change or revision to the General Plan is considered a Major Amendment if it is "a substantial alteration of the municipality's land use mixture or balance as established in the Land Use Element." A Major Amendment requires a 2/3 majority vote of the City Council for approval. Major amendments may be heard at one City Council hearing per calendar year in the same year which they are initiated. Major amendments require two Planning Commission public hearings.

### **Geographic Information System (GIS)**

A collection of computerized information organized by some geographic identifier like property lines, subdivisions, insurance zones, etc. and stored in a database.

### **GIS**

See "Geographic Information System"

### **Groundwater**

Water under the earth's surface, often confined to aquifers, capable of supplying wells and springs.

### **Groundwater Recharge**

The process of infiltration and percolation of rainwater, or treated wastewater, from land areas or streams through permeable soils into water holding aquifers that provide underground storage.

### **Growing Smarter Act**

1998 State Legislation that affected how cities and counties within the state conduct and administer long-range planning activities. This legislation required four new elements and expanded other elements; required additional public notification and involvement; established the requirement of 2/3 majority vote by City Council for Major Amendments; created a deadline for completion of General Plan



updates of December 2001; and required that General Plans be readopted every 10 years.

#### **Growing Smarter Plus**

2000 State Legislation that revised some of the considerations of the Growing Smarter Act. Growing Smarter Plus required an additional new element, redefined major amendments to the General Plan, and required that General Plan adoptions be ratified by a public vote after City Council approval.

#### **Growth Areas**

Areas of the community that best accommodate future growth allowing an increased focus on creating or enhancing transportation systems and infrastructure coordinated with development activity.

#### **Growth Management**

Techniques used by the government to control the rate, amount, location, timing, and type of development.

## **H**

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#### **High Density**

A relative term, usually used to describe development dominated by multi-family housing, or areas of more than seventeen (17) dwelling units to an acre of land.

#### **Hillside Area**

Any land area within the Globe Planning Area, which contains land slopes over 25%.

#### **Historic Downtown**

Historic Downtown stretches 8 blocks along Broad Street, established in 1986 when it was designated a Historic District.

#### **Historic Preservation**

The purpose of the Historic Preservation program is to safeguard the city's historic, aesthetic and cultural heritage, and to protect, enhance, and preserve improvements and landscape features of historic resources which represent distinctive elements of the city's cultural, educational, social, economic, political, architectural and archaeological history.

## **I**

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#### **Improvement District**

A designated area of the city with specific boundaries that is assessed the costs of specific improvements, including: street paving, sidewalks, crosswalks, curbs, gutters, culverts, bridges, fire hydrants, sewers, power lines, water lines, and street lighting. The purposes for which improvement districts may be formed rests with the City Council and Arizona State Law. Improvement districts use bond funding and all improvements financed with ID bonds must ultimately be owned by the city and located within public easements or rights-of-way. An improvement district usually has a ten-year term.

**Infill**

Development of individual vacant lots or "leftover" vacant properties within areas that are already developed and have access to urban services and infrastructure.

**Infrastructure**

Public services and facilities, such as sewage disposal systems, water supply systems, other utility systems, streets and roads, parks, schools, etc.

**Intensity**

The level or concentration of activity occurring on a site or in an area. Intensity is often used interchangeably with density.

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**J****Joint Parking**

Use of the same parking spaces by adjacent uses that have staggered peak periods of demand, thereby reducing the amount of land consumed by parking. Also known as "shared parking".

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**L****Land Assembly**

Consolidation of separate adjacent parcels under one ownership in order to facilitate larger-scale developments. The City has a Neighborhood Assemblage policy to help guide land assemblage.

**Land Use Definitions**

Descriptions of each category contained in the Land Use Element that correspond to the categories on the Conceptual Land Use map.

**Land Use Plan (see Character Area Plan)**

A part of the General Plan structure with defined sub-areas of the city that illustrates the general distribution and intensity of allowable development, and the location of existing and planned roads, public facilities and open space. A plan that delineates acceptable future land uses and densities and intensities of development. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community and identifies urban design opportunities. The Land Use Plan/ Character Area Plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

**Livability**

The balance of elements of the physical environment that contribute to the physical, social, economic, political, and emotional well-being of residents.

**Local Streets**

Roadway that provides access to adjacent properties in a neighborhood. Not intended for through traffic or heavy traffic loads.

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## **M**

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### **Mini-park**

Small neighborhood park of approximately one-half to two acres.

### **Mitigate**

To lessen the impacts of, alleviate, or avoid to the extent reasonably feasible.

### **Mixed Use**

A development type in which complementary and integrated uses, such as office, retail, and residential, are combined in the same building or within separate buildings on the same site or nearby sites.

### **Mobility**

The ability to move from one place to another, or to transport goods or information from one place to another.

### **Multi-modal**

Capable of accommodating a variety of transportation modes, such as buses, automobiles, rapid transit, rail, bicycles, and pedestrians. A multi-modal transportation hub is a facility for the transfer of passenger or goods between different modes of transportation.

## **N**

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### **Neighborhood**

A part of the city defined by distinct characteristics that may include distinct ethnic or economic characteristics, housing types, schools, or boundaries defined by physical barriers such as major highways and railroads, or natural features, such as rivers. Neighborhoods are often self-defined by the residents or by homeowner associations in a neighborhood.

### **Neighborhood Park**

Park of roughly two to ten acres in size, intended to meet the recreation needs of people living or working within a one-half mile radius.

### **Neighborhood Plan**

A neighborhood plan is a guide that provides a framework for future decision making. It contains broad statements about what residents would like to have happen and principles they would like to see followed. It also contains recommendations for strategies on how to reach goals and generally represents the consensus of the neighborhood

### **Net Density**

The number of housing units per acre of land, excluding public roads, natural watercourse and drainage easements, and other dedicated rights of way.

### **Non-conforming Use**

A use that does not conform to the regulations that apply to a property. Sometimes a use becomes non-

conforming when subsequent regulation changes what is allowed on the property. A non-conforming use, under these conditions may be "grandfathered" in or permitted to continue for a designated period of time, subject to certain restrictions.

**Non-renewable Resource**

Natural resources, such as fossil fuels and natural gas, which once used cannot be replaced and used again.

## O

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**Off-peak**

Not being in the period of maximum use. For traffic, this generally refers to the weekday periods before and after the morning and evening commute hours, typically 9 AM to 3 PM and 7 PM to 6 AM.

**Off-street Parking**

Parking that is provided outside of the right-of-way of a public street, typically in a surface parking lot or parking structure.

**On-street Parking**

Parking that is provided within the right-of-way of a public street, typically in designated parallel or diagonally striped spaces adjacent to moving traffic lanes.

**Open Space**

Any parcel or area of water or land that is essentially unimproved and devoted to an open space use for the purpose of (1) the preservation of natural resources; (2) the managed production of resources; (3) outdoor recreation; or (4) public health and safety.

**Overlay Zone or District**

A method used to apply provisions in a specific area, which supplement the standards of the underlying or base zoning. An overlay zone might restrict certain uses or allow higher densities than would be permitted in the same zone in other parts of the city. The Environmentally Sensitive Lands district is an overlay zoning district.

## P

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**Parcel**

A legally defined lot, or contiguous group of lots in single ownership or under single control, and considered a unit for purposes of development and open space calculation.

**Park**

A tract of land, designated and used by the public for active and passive recreation.

**Passive Recreation**

Leisure activities that involve relatively inactive or less energetic activities, such as walking, nature walks, sitting, picnicking, card games, chess, checkers, and similar table games or simply enjoying the

natural environment.

**Paths**

A paved, shared-use, pedestrian, equestrian, cyclist route or system.

**Pedestrian-Oriented**

A form of development that makes the street environment inviting for pedestrians. Commercial areas may be characterized by special sidewalk pavement, zero front and side yard setbacks, buildings of varied architectural styles, street-facing window displays, an absence of front yard parking, benches and other amenities. Residential areas may be characterized by sidewalks, parkways, front porches, low fences, lighting and other amenities.

**Planning and Zoning Commission**

Seven member commission responsible for reviewing and making recommendations to the City Council on proposals for development, the subdivision of land, amendments to zoning, land use studies, the annual Capital Improvement Program, the General Plan, and other development regulations.

**Preliminary Plat**

A conceptual plan for a proposed layout of lots, tracts, rights-of-way and easements in a proposed development.

**Public Hearing**

A meeting of a Board, Commission, or the City Council that has been announced and advertised in advance and is open to the public, with the public given an opportunity to talk and participate.

**Public Notice**

The advertisement of a public hearing in a newspaper of general circulation, and through other media sources indicating time, place, and nature of the public hearing and where the application and documents may be inspected.

**Public/Private Partnership**

A merging of public and private resources to achieve an end result or product that would be difficult to achieve through public or private activity alone. May refer to the delivery of services, such as child care or to the construction of buildings, such as cultural facilities.

## **R**

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**Redevelop**

To change the existing development in an area or on a property, sometimes by demolishing existing buildings, or to increasing the overall floor area existing on a property, or both, or by using infill development to rebuild on a vacant parcel. Sometimes this also involves a change in land use.

**Renewable Resource**

Natural resources, such as water and air, that can be reused or replaced by natural ecological cycles or sound management practices.

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**Revitalization**

Restoring new life or vigor to an area, sometimes through public improvements that spark private investment.

**Recharge**

The addition to, or replenishing of, water in an aquifer.

**Recreation Facility**

A place designed and equipped for the conduct of sports and leisure-time activities.

**Recycling**

The process by which waste products are collected, separated and reused or reduced to raw materials and transformed into new and often different products.

**Rehabilitation**

The upgrading of a building previously in a dilapidated or substandard condition.

**Revegetation**

Replacing vegetation in an area where vegetation has been removed for construction, or due to natural causes. The effort is made to revegetate to surrounding plant densities and species.

**Rezone**

To change the zoning classification of particular lots or parcels of land.

**Right of Way**

The strip of land over which certain transportation and/or other public facilities are built, including roads, railroads, and utility lines.

## **S**

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**Scenic Corridor**

A major roadway which has been designated on the General Plan to have additional open space buffer in order to minimize the visual intrusion of adjacent development and maximize the unique character of different areas of the city.

**Sense of Place**

The characteristics of a location that make it readily recognizable as being unique and different from its surroundings and that provides a feeling of belonging to or being identified with that particular place.

**Setback**

The distance between two points such as a property line and structure.

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**Sign Ordinance**

A section of the city's legislation regulating the location and design of signs.

**Signage**

General term referring to public and private signs and their design attributes.

**Single Family**

A house intended for occupancy by one family that is structurally independent from any other dwelling unit.

**Solid Waste**

General category that includes organic wastes, paper products, metals, glass, plastics, cloth, brick, rock, soil, leather, rubber, yard wastes, and wood. Trash or garbage.

**Sprawl**

Uncontrolled growth, usually of a low-density nature, in previously rural areas and some distance from existing development and infrastructure.

**Streetscape**

The combination of individual design elements that give character to the street frontages of the city. Some examples of these elements are landscaping, street furniture, lighting, and sidewalk design. Streetscape design plays a major role in setting a standard of quality and innovation for other design issues.

## **T**

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**Traffic Calming**

Measures that make permanent, physical changes to streets to slow traffic and/or reduce volumes; also can include education and enforcement measures to promote changes in driver behavior.

**Trails**

A shared-use pedestrian, equestrian, cyclist route or system which is not paved.

**Transit-Oriented/Pedestrian Friendly Development**

Development that includes compact, mixed use development patterns with facilities and design that enhance the environment for pedestrians in terms of safety, walking distances, comfort, and the visual appeal of the surroundings and are usually focused around a major transit access point. The elements that support transit and pedestrian activity are generally the same.

**Transition**

A change from one development density to another or from a preserved area to a developed area.



## **U**

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### **Underground Utilities**

The placement of electric, telephone, cable and other utilities customarily carried on poles in underground vaults or trenches.

### **Underutilized land/parcel**

Land or parcels that are not being used to their full potential and could be redeveloped with a more economically productive use.

### **Use Permits**

A process with general criteria to consider uses which may be compatible within a district but which may need special limitations in order to be considered appropriate for the area.

## **V**

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### **Viewshed**

The major segments of the natural terrain which are visible above the natural vegetation from designated scenic viewpoints which are shown on the ESLO Special Features maps.

## **W**

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### **Wash**

Usually a watercourse that flows during flood events or intermittently. Washes are important as wildlife corridors and habitat.

### **Wastewater Recycling**

The practice of using highly treated effluent from a wastewater treatment plant for landscape irrigation and other non-potable purposes.

### **Water Resources**

Term used to collectively describe groundwater (aquifers), surface water (rivers, creeks, etc.), precipitation, and water supply.

### **Watercourse**

A lake, river, creek, stream, wash, arroyo, or other channel over which water flows at least periodically. "Watercourse" includes specifically designated areas in which substantial flood damage may occur.

## **X**

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### **Xeriscape**

The practice of conserving water and energy through landscaping design that limits lawn areas, irrigates

efficiently, improves soils, uses mulches, chooses low water use plants, and employs other good maintenance practices.

## **Z**

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### **Zoning / Zoning Ordinance**

Land use regulations enacted by the city to create districts or zones that establish permitted and special uses within those zones. Land uses in each district are regulated according to type, density, height, lot size, placement, building bulk, and other development standards. The ordinances include procedures for changing the status of land use and the physical development standards too.