



TOWN OF CLIFTON

GENERAL PLAN

Policy Plan



Where the Trail Begins!



The Planning Center

2 E Congress, Suite 600

Tucson, Arizona 85701

August 15, 2019

Town of Clifton General Plan Policy Plan

Prepared for:

Town of Clifton
Mayor and Council
510 N Coronado Boulevard
Clifton, Arizona 85533

Prepared by:

The Planning Center

2 E Congress,
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July 15, 2019



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Introduction

General Plan Purpose

The Town of Clifton General Plan (General Plan) manages growth within the Town's planning boundary in a manner consistent with the community's vision. It guides future growth and annexation decisions while balancing economic development and conservation of resources. It also encourages development, redevelopment and revitalization efforts that support the quality of life desired by Clifton's residents and the long-range viability of the Town. The General Plan includes the vision, guiding principles, goals and policy framework guiding such efforts. Under State law Planned Area Developments (PAD), specific plans, master plan communities, rezonings, subdivisions, public agency projects and decisions impacting the use and management of land must be consistent with the General Plan.

General Plan Planning Process

Public involvement is fundamental to the Town of Clifton. ARS 9-461.06 requires municipalities to adopt written public engagement procedures that provide for:

- The broad dissemination of proposals and alternatives
- The opportunity for written comments
- Public hearings after effective public notice
- Open discussions, communications programs and information services
- Consideration of public comments

ARS 9-461.06 also requires municipalities to consult with, advise and provide an opportunity for official comment by public officials and agencies, the 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 and citizens to ensure that plans and the provision of infrastructure and public services are coordinated in an integrated manner.

The Town of Clifton began the General Plan process in March 2018. In compliance with ARS 9-461.06, the Public Participation Plan (PPP) was adopted on May 10, 2018. The Town recognizes the importance of public engagement to the General Plan process and has made a concerted effort to engage the broadest segment of the Town's and region's population to participate in the General Plan. Completed in October 2018, the Community Vision Report documents and analyzes the comments and values of the Town of Clifton obtained through multiple visioning exercises and meetings.

Also prepared at early stages of the planning process, the Town of Clifton Background and Current Conditions Report summarizes physical and regulatory opportunities and challenges impacting development within the Town of Clifton and the General Plan Designated Planning area. Such report also assessed demographic and socio-economic trends.

The Community Vision and the Background and Current Conditions reports guided the preparation of the Vision, guiding principles, goals, policies and implementation strategies included in this General Plan.



General Plan Organization

The General Plan includes the following documents:

1. **Executive Summary** summarizes the General Plan planning process and serves as a marketing tool for the Town of Clifton.
2. **The Public Participation Plan** adopted by the Mayor and Council at early stages of the General Plan process, this plan outlines the community engagement and outreach program that guided the planning process in compliance with the State of Arizona Revised Statutes.
3. **The Community Vision Report** summarizes the input received at the various community meetings, workshops and visioning efforts.
4. **The Background and Current Conditions Report** contains all pertinent analyses supporting the General Plan policies. In compliance with all applicable Revised Arizona Statutes, this document assesses background and conditions and identifies the physical, regulatory, demographic, socioeconomic and fiscal opportunities and challenges impacting development within the Town of Clifton. This technical report and the public input gathered during the community engagement process serve as the foundation to the goals and policy framework in the General Plan. The General Plan Map Series Atlas includes all the maps prepared during the general plan process as part of the Background and Current Conditions Report.
5. **The General Plan Policy Plan** is the road map or policy document guiding development, redevelopment, infrastructure, economic development, historic preservation, and resource conservation efforts within the Town of Clifton. This plan includes the community vision and plan elements in compliance with all applicable Arizona Revised Statutes. Each element includes goals and policies. This volume also includes the administrative tools to manage, monitor, amend and implement the General Plan.

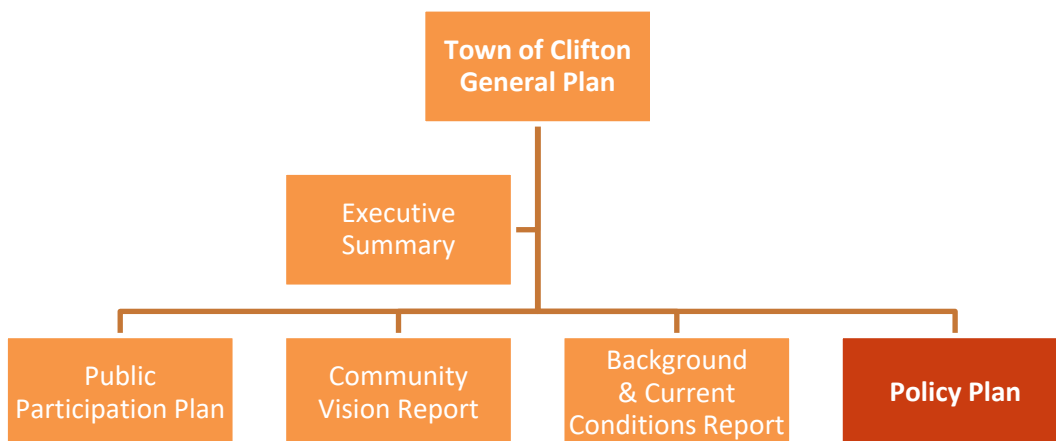


Figure 1: General Plan Organization

General Plan Framework

Comprised by the community vision, elements, guiding principles, goals, policies, and implementation strategy, the General Plan framework creates the structure that will guide and support the Town's decision-making in all aspects related to the General Plan. Key General Plan definitions include:

- **Community Vision:** a concise statement of the desired outcome supported by guiding principles and goals.
- **Element:** a chapter of the General Plan addressing Arizona Revised Statutes requirements.
- **Guiding Principle:** a statement of intent guiding the vision of Clifton as it relates to each element of the General Plan. A guiding principle leads each element of the General Plan and connects each goal to the overall Community Vision.
- **Goal:** a general statement expressing the desired objectives the community of Clifton seeks with regards to future development within the Town and its designated planning area.
- **Policy:** an action statement supporting a goal, providing a framework for present and future decisions and guiding the formulation of specific programs and strategies enumerated under the implementation strategies.
- **Implementation Strategy:** a specific action or strategy required to carry out a policy or group of policies of the General Plan to achieve or implement its goal. Located in the Implementation chapter, implementation strategies enumerate responsible parties, funding mechanisms, and proposed timeframes.

General Plan Elements

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

1. Growth Areas
 2. Land Use
 3. Transportation and Circulation
 4. Housing & Neighborhood/Community Beautification
 5. Parks, Recreation, Trails and Open Space
 6. Economic Development
 7. Heathy Community
 8. Public Facilities and Services
 9. Water Resources
 10. Environmental Planning
 11. Cost of Development
- Plan Administration and Implementation

General Plan Approach

As summarized in the Background and Current Conditions Report available separately, topography, hydrology and land ownership present major opportunities and challenges. Delineating growth areas and designating land uses within the Town of Clifton Designated Planning Area requires clear understanding of the major land owners, which include the Bureau of Land Management (BLM) and the Arizona State Land Department (ASLD), two public agencies managing large tracts of lands, and Freeport McMoRan, a major regional employer and land owner. **Exhibit 1** included in this chapter shows land owners owning large tracts of lands within the Town of Clifton Designated Planning Area.

Major Land Owners Within the Town of Clifton Designated Planning Area

BLM-owned Lands

The BLM administers the Recreation and Public Purposes Act revised in 1996 and is responsible for the balanced management of public lands and resources under it. The act authorizes the sale or lease of public lands for recreational or public purposes to State and local governments and to qualified nonprofit organizations. Examples of typical uses under the act are historic monument sites, campgrounds, schools, fire houses, law enforcement facilities, municipal facilities, landfills, hospitals, parks and fairgrounds.

Any state, State agency, or political subdivision of a state, including the Town of Clifton, may purchase up to 6,400 acres annually for recreation purposes and up to 640 acres annually for each public purpose program other than recreation. For municipalities, these lands must lie within convenient access to the municipality. Nonprofit organizations may purchase up to 640 acres annually for recreation purposes, and an additional 640 acres for other public purposes.

The BLM manages public lands based upon the principles of multiple use and sustained yield; a combination of uses that consider the long term needs of future generations for renewable and nonrenewable resources. These resources include recreation, range, timber, minerals, watershed, fish and wildlife, wilderness and natural, scenic, scientific and cultural values. Traditional recreational uses of BLM lands include hunting, fishing, and a variety of recreational opportunities. To manage resources, BLM prepares land-use plans known as Resource Management Plans (RMPs). The Safford District Resource Management Plan addresses planning and management of BLM lands. The Town of Clifton Designated Planning Area is located within the Safford RMP.

The BLM is a key partner in the establishment of Clifton as a major recreation and community-based eco-tourism destination.



ASLD-owned Lands

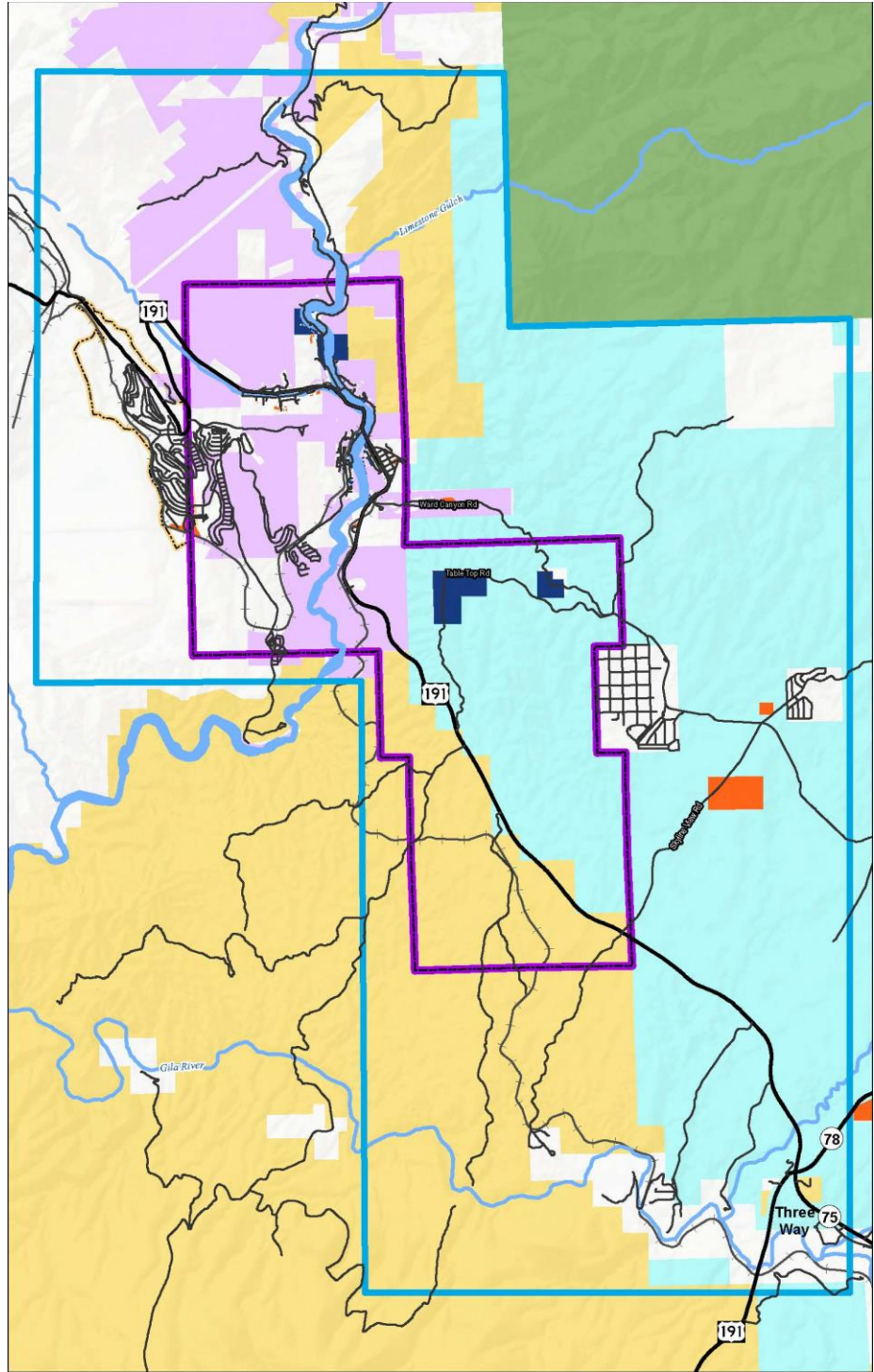
ASLD manages State Trust lands and resources to enhance value and optimize economic return for the Trust beneficiaries. Consistent with sound business management principles, prudent stewardship and conservation needs, ASLD supports socio-economic goals for current and future generations that act in the best interest and preserve the long-term value of State Trust lands. Development within State Trust Lands requires advanced coordination with ASLD and concurrency with a conceptual land use and circulation plan depicting highest and best use and the preparation of feasibility analysis to determine viability prior to the release of those lands for sale. In addition, ASLD lands located outside of the Town's corporate boundary must meet all applicable annexation laws. ASLD also awards multi-year lease agreements on their land for a variety of uses and easements.

Freeport McMoRan-owned Lands

Freeport McMoRan Inc. is a leading international mining company with local headquarters in Phoenix, Arizona. As the largest employer in the region, Freeport McMoRan owns large tracts of land within the Town of Clifton Designated Planning Area. Its assets include significant mining operations in the large-scale Morenci minerals district in Arizona, adjacent to the Town of Clifton. Mining areas are designated as Aggregate Resource (AR). Development on lands owned by Freeport McMoRan must be initiated by their designated representative unless these lands are sold.



Town of Clifton General Plan Policy Plan



LEGEND	Designated Planning Area	Town of Clifton	Rail
	Clifton Town Limits	Freeport-McMoRan	Rivers
	Morenci	Greenlee County	Major Roads
	BLM	Apache-Sitgreaves National Forest	Highway
	ASLD	Private Land	

LAND OWNERS

0 0.5mi 1mi

PROJECT: TOC-01 DATE: 08/13/19
FILE NAME: TOC-01_LandOwners2.mxd

NORTH

Sources: Arizona State Land Department, 2017
Arizona Department of Transportation, 2018
Arizona Land Resource Information Services, 2013

Exhibit 1: Land Owners

Development Potential within Town of Clifton Designated Planning Area

At the request of the Town, Table Top, Three-Way and the U.S. Highway 191 corridor were assessed to determine their development potential during the 2020 General Plan 10-year planning horizon. Due to land ownership, annexation law requirements, steep slopes, lack of infrastructure, or anticipated cost of providing needed infrastructure growth area designation for Clifton required a tier approach:

- **Tier 1 Growth Areas:** includes growth areas inside the Town of Clifton that could be developed within the next 10 years. The Town should focus their efforts on the Tier 1 Growth Area described and delineated in the Growth Areas Element.
- **Tier 2 Growth Area:** includes lands owned by the ASLD in the Table Top area. Development within State Trust Lands requires advanced coordination with ASLD and concurrency with a conceptual land use and circulation plan depicting highest and best use prior to the release of those lands for sale and prior to annexation.

The Three-way area includes land outside of the Town of Clifton corporate boundary located at the intersection of three major transportation routes: US Highway 191; State Route 78; and State Route 75. Although the Three-Way area provides a desirable location at the intersection of three major transportation routes, current annexation law prohibits leap frog development and strip annexation. Some of the land within this area is owned by the BLM, which precludes commercial development. Development on State Trust Lands requires advanced coordination with ASLD and concurrency with a conceptual land use and circulation plan depicting highest and best use prior to the release of those lands for sale and prior to annexation. Based on these, it is recommended that the Three-Way Planning area is reevaluated in 2030 when this General Plan will undergo the next update.

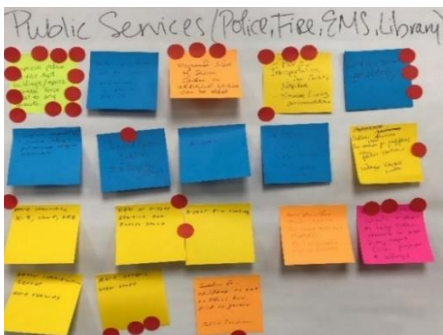
Development potential of the US Highway 191 corridor within the Town of Clifton Designated Planning Area was also assessed. The area of the corridor with the highest potential for development within the 2020 General Plan planning horizon is identified in the Growth Areas map (included in the Growth Areas Element) and in the Future Land Use map (included in the Land Use Element) as Highway Corridor. The remaining of the corridor within the Town of Clifton Designated Planning Area either lacks the infrastructure needed to support development, presents topographic constraints, or requires close coordination with ASLD and BLM. More in-depth analysis outside of the scope of this General Plan will be necessary to determine feasibility of development on those portions of the corridor.

With some privately-owned parcels, most of the land designated Rural in the Town of Clifton Future Land Use map (included in the Land Use Element) is either owned by BLM, ASLD or Freeport McMoRan. Coordination with these major land owners in future development and map amendments is essential for a successful land use strategy.

The Town of Clifton Community Vision

The Clifton Community Vision was developed based on ideas and input shared by the community members during the General Plan visioning process.

*Clifton will continue to be a vibrant, prosperous and welcoming community with small town charm which embraces its rich historic heritage, while looking toward the future. Capitalizing on its natural resources, Heritage Core, unique geography and topography, Clifton will continue to support healthy people, economy, infrastructure and environment making the Town a destination located *Where the Trail Begins*.*





Growth Areas

The Growth Areas Element is a strategic tool guiding the Town's new development, infill and revitalization/redevelopment decisions. It addresses opportunities and challenges such as topography and hydrology and takes into consideration land ownership. The intent is to integrate new development seamlessly on developable vacant parcels, to revitalize underutilized properties and to redevelop aging or blighted areas. Focused growth and revitalization activities within selected Town locations stimulate new economic activity, enhance sales tax generation and support healthy growth and employment opportunities. While the Growth Areas Element defines major planning areas, the Land Use Element provides the specific policy direction for development within defined planning areas.

Town of Clifton Planning Areas

The Town of Clifton Designated Planning Area encompasses the entire sphere of influence of the Town and includes four (4) distinct planning area types designated to manage growth in an orderly, efficient, effective and fiscally responsible manner:

1. Growth Areas;
2. Redevelopment/Revitalization Planning Areas;
3. Infill/Repurposing Areas Planning Areas; and
4. The San Francisco River Corridor Area.

Four planning areas are defined below. Exhibit 2 delineates these planning areas.

1. **Growth Areas:**

a. Tier 1 Growth Area (Short-term focus):

- i. *Markeen Road Area:* This growth area includes developable lands within the Clifton corporate boundary located between Morenci and the San Francisco River where some residential development already exists. This growth area includes privately-owned lands and lands owned by Freeport McMoRan.
- ii. *Highway Corridor:* This growth area includes developable vacant lands along segments of U.S. Highway 191 within the Town corporate boundary and adjacent to existing development with the highest potential for new development, infill and redevelopment/revitalization.

b. Tier 2 Growth Areas (Long-term focus)

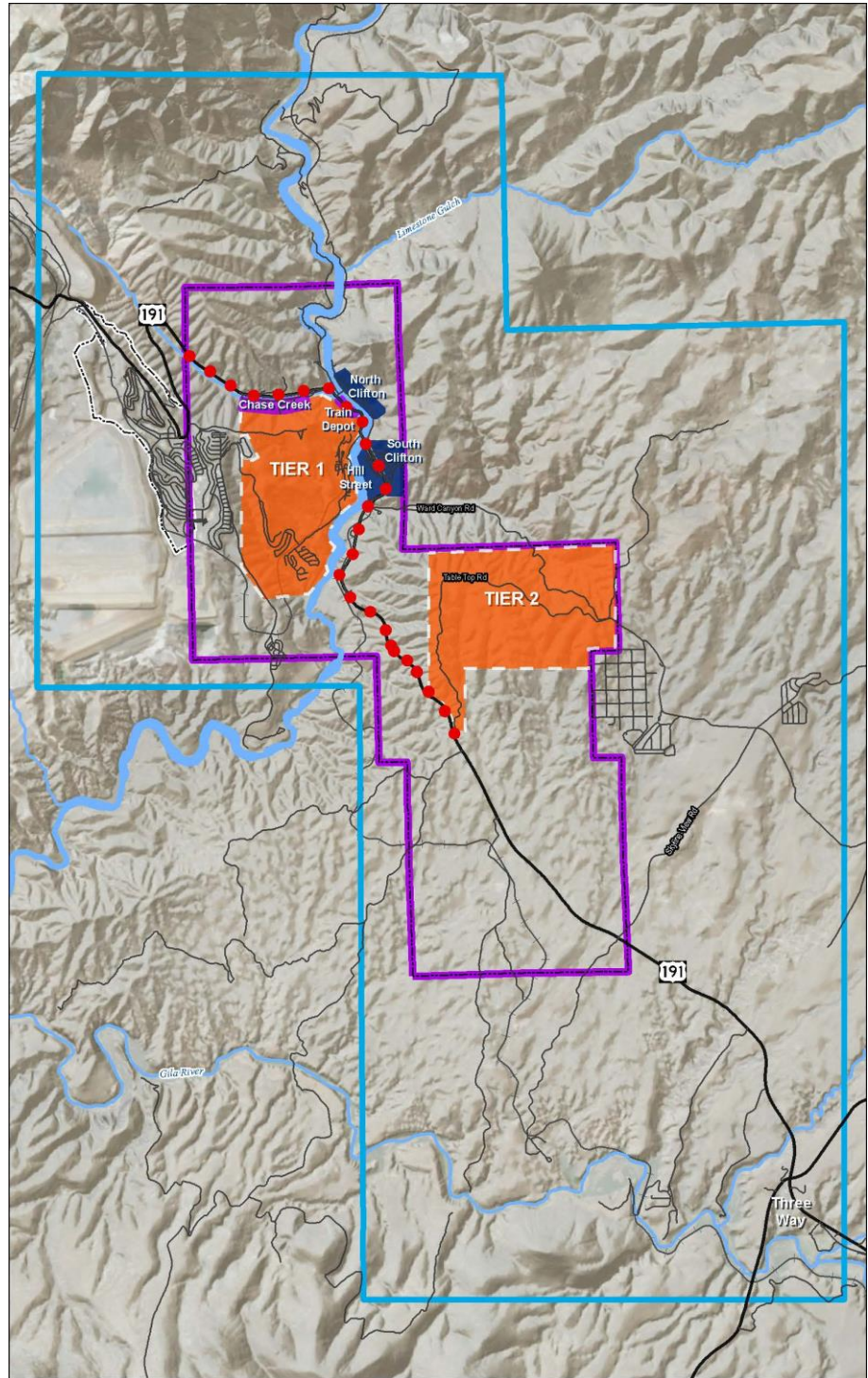
Table Top Growth Area: Located in the Table Top area within the Town of Clifton corporate boundary west of Soapbox Canyon and Verde Lee/Loma Linda subdivisions, this growth area presents some physical challenges due to slopes and currently lacks infrastructure which preclude development at this point. Land owners within this area include the Town of Clifton and the ASLD with few parcels of privately-owned land.

2. **Redevelopment/Revitalization Planning Areas:** Areas of the built environment in need of revitalization, historic preservation, or redevelopment.

- a. Chase Creek Historic District Revitalization Area: Listed in the National Registry of Historic places and located within the Town corporate boundary south of Highway 191, this area offers opportunities for heritage tourism through historic preservation and the establishment of a revenue-generating mixed-use heritage district encouraging a variety of venues appealing to people of all ages and interests in a context and scale that celebrates Clifton's heritage. Most properties within this area are privately-owned. Revitalization, historic preservation and redevelopment efforts must be coordinated with the Arizona State Historic Preservation Office (SHPO).
- b. Train Depot Area: This area presents an opportunity for revitalization by reconfiguring adjacent parking areas and attracting the types of users that will activate the restored historic Train Depot building and adjacent areas with an emphasis on heritage tourism.
- c. Neighborhood Redevelopment/Revitalization Areas: These are areas throughout the Town of Clifton in need of redevelopment/revitalization and/or cleanup/beautification not depicted in the Growth Areas map.

3. **Infill/Repurposing Planning Areas:** Areas of the built environment that include vacant parcels available for infill or where opportunities exist for repurposing existing underutilized development.
 - a. **North Clifton Planning Area:** Includes developed areas in need of revitalization and infill parcels east of Highway 191 and across the San Francisco River on areas without steep slopes. This area includes parcels owned by the Town of Clifton, privately-owned lands, and lands owned by Freeport McMoRan.
 - b. **South Clifton Planning Area:** Located east of Highway 191 inside the Town's corporate limits, this planning area includes primarily residential uses with some public uses and presents a few opportunities for infill development. This planning area consists primarily of privately-owned land with a few publicly-owned developed parcels with existing public/institutional uses.
 - c. **Hill Street Planning Area:** Encompasses the area within the Town's corporate boundary located north of Ward Canyon Road, east of the San Francisco River Corridor, and west of U.S. Highway 191 and the South Clifton Planning Area. This planning area presents a unique economic development opportunity to repurpose the old school, take advantage of existing recreation center and recreational opportunities along the San Francisco River corridor. Most parcels are owned by Freeport McMoRan with few privately-owned parcels.
4. **San Francisco River Corridor Planning Area:** Areas along the San Francisco River Corridor present a unique opportunity for the establishment of an integrated parks, recreation, regional trail and open space system that supports Clifton's healthy and active lifestyles, increases quality of life, and positions the town as a recreation and community-based eco-tourism destination. The San Francisco River Corridor includes riparian areas and wildlife corridors that support a variety of passive and active recreation activities, including walking, hiking, nature study, bird watching, swimming, kayaking, canoeing, tubing and fishing.





LEGEND	Clifton Town Limits	Redevelopment Areas	Rail	GROWTH AREAS NORTH 0 0.5mi 1mi
	Morenci	Infill Areas	Rivers	
	Designated Planning Area	Highway Corridor	Major Roads	
	Growth Areas		Highway	

PROJECT: TOC-01 DATE: 06/13/19
FILE NAME: TOC-01_Growth_Areas2.mxd

Sources: Arizona State Land Department, 2017
Arizona Department of Transportation, 2018
Arizona Land Resource Information Services, 2013

Exhibit 2: Growth, Redevelopment and Infill Planning Areas

Guiding Principle

Manage growth efficiently and in an economically responsible manner to ignite economic development, conserve valuable resources, and support the current and future needs of Clifton's residents and businesses.

Clifton's Growth Areas and Planning Areas Goals

Integrated Growth Management

Goal 1: Balance economic development, land use, recreation, resource conservation and the provision of infrastructure to achieve efficient, orderly and fiscally responsible growth.

Policy 1: Support the efficient and logical expansion of infrastructure by directing development to areas where infrastructure is planned or in place to support growth, infill, redevelopment, and revitalization.

Goal 2: Develop an integrated growth management system to manage efficient growth and infrastructure improvements.

Policy 1: Tie General Plan to the Town's Capital Improvements Program and coordinate investments for public infrastructure and services with efficient use of land to support fiscally-responsible growth.

Growth Supports Clifton's Character and Sense of Place

Goal 3: Support quality development and redevelopment that reflects the small-town character and identity of Clifton.

Policy 1: Development and redevelopment within designated growth and planning areas must reflect the intent, character and scale of the respective area as well as Clifton's distinct heritage, character, identity, and sense of place.

Infill, Revitalization, and Redevelopment Areas

Goal 4: Prioritize the Chase Creek Historic District Revitalization Area as a major economic development opportunity supporting local businesses and heritage tourism.

Policy 1: Prioritize opportunities for historic preservation and the establishment of a revenue-generating mixed-use heritage district.

Policy 2: Encourage a variety of retail, hospitality/bed and breakfasts, food service, recreational, entertainment and residential development in a context and scale that celebrates Clifton's history, cultures and heritage.

Policy 3: Coordinate revitalization, historic preservation and redevelopment efforts with the Arizona State Historic Preservation Office (SHPO).

Policy 4: Work with SHPO to identify local, state and federal resources to incentivize Chase Creek Historic District revitalization efforts such as low-interest loans for façade improvement.



Goal 5: Prioritize the Train Depot as a key component of the Town's economic development strategy.

Policy 1: Position the Train Depot Area as a focal point by attracting the types of users needed to activate the restored historic building.

Goal 6: Develop, implement and adopt an effective infill, redevelopment and revitalization strategy.

Policy 1: Line-up the public-private partnerships needed to accelerate infill, redevelopment, and revitalization efforts.

Policy 2: Encourage the location of affordable housing in mixed-use development.

Policy 3: Identify local, state and federal resources to support infill, revitalization and redevelopment efforts.

Policy 4: Take advantage of Colonia Set Aside Community Development Block Grant funds available through the Arizona Department of Housing (ADOH).

Goal 7: Support quality of life and economic resilience through infill, revitalization and redevelopment efforts to strengthen the Town's economic base.

Policy 1: Ensure that infill development:

- a. Strengthens existing neighborhoods;
- b. Provides a diversity of housing types;
- c. Supports the type of higher-densities/intensities compatible in scale and character with Clifton's small-town identity and adjacent development; and
- d. Attract commercial development that increases the Town's revenue base.

Policy 2: Encourage the reuse of historic, or otherwise unique or significant buildings, and/or former public facilities where feasible.

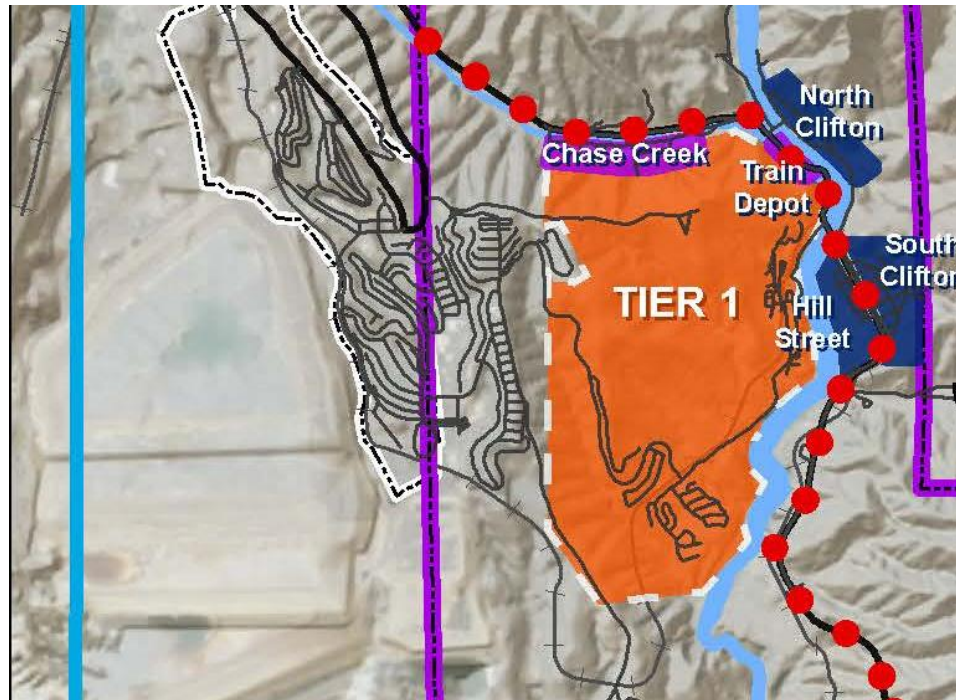
Policy 3: Identify and secure funding for redevelopment and revitalization efforts.

Policy 4: Identify blighted areas and establish a process for revitalization and redevelopment.

Policy 5: Line up investment in local public services and infrastructure needed to support revitalization efforts.

Policy 6: Assess non-performing buildings and facilities and unsafe housing and develop a plan to address feasible options including repurposing or condemnation and demolition of derelict buildings.

Policy 7: Integrate parks, plazas, courtyards and other community gathering spaces in infill, revitalization and redevelopment efforts to provide places for community events, activity and interaction.



Goal 8: Develop the Hill Street Planning Area in a manner that promotes public/private partnerships and supports development that benefits Clifton's residents and visitors.

Policy 1: Promote a mix of land uses and businesses that support the economic development strategy of the Town and invigorate the economic vitality of this area.

Policy 2: Work with Freeport McMoRan to coordinate future development plans and land uses that support their mission and are beneficial to the entire community.

Policy 3: Promote outdoor events such as craft festivals, food/wine/beer festivals, concerts, classic car rallies and holiday or cultural celebrations that attract residents and visitors to the Hill Street area.

Policy 4: Provide connectivity to the San Francisco River Corridor.



Hill Street Planning Area: US Highway 191 Corridor

Highway Corridor

Goal 9: Strategically focus efforts to support infill, redevelopment, and revitalization along those segments of U.S. Highway 191 Corridor designated as Highway Corridor.

Policy 1: Promote a land use mix along the Highway Corridor that invigorates adjacent development and increase the revenue base of the Town.

Policy 2: Allow a land mix that includes residential development under the Planned Area Development (PAD) option.

Policy 3: Work with ADOT to ensure that this vital highway receives the appropriate maintenance to continue to serve as the economic spine of the Town and a viable regional corridor that supports Clifton's long-range economic vitality.

Policy 4: Work with ADOT to ensure that the northern segment of Highway 191 retains its vital function as the only evacuation route in case of major flood events to ensure the wellness and wellbeing of Town residents.

Policy 5: Work with ADOT to prevent future realignments of this highway corridor that bypass the Town which will endanger the economic vitality and safety of the Town.



US Highway 191 is Clifton's Vital Spine Road

Tier 1 Growth Area

Goal 10: Require development in Tier 1 Growth Areas to include a land use mix that supports the housing needs of the current and future populations and strengthens the long-range viability of the Town

Policy 1: Permit a mix of uses within this area that support complete neighborhoods with access to commercial, recreation, schools and amenities.

Policy 2: Work collaboratively with Freeport McMoRan and other land owners to take advantage of this growth area's potential for the development of future neighborhoods.

Policy 3: Allow master planned communities that provide an integrated mix of interconnected land uses.

Tier 2 Growth Areas

Goal 11: Require Tier 2 Growth Areas to include the appropriate land use mix as these lands become available for development

Policy 1: Work collaboratively with major land owners including ASLD.

Policy 2: Conduct a feasibility study and a conceptual land use and circulation plan depicting highest and best use are completed in coordination with ASLD for Table Top prior to the release of those lands for sale by the ASLD.

Policy 3: Allow master planned communities that provide an integrated mix of land uses when and if the land becomes available for development.

Policy 4: Permit a mix of uses within this area that support complete neighborhoods with access to commercial, recreation, schools and amenities.

Policy 5: Take advantage of ASLD multi-year lease agreements for a variety of uses and easements prior to the release of State Trust Lands for sale.

Regional Recreation and Community-Based Ecotourism

Goal 12: Plan the San Francisco River Corridor as a regional recreation asset to improve Clifton residents' quality of life and to offer opportunities for community-based, responsible ecotourism.

Policy 1: Continue to work in partnership with BLM in resource conservation and recreation efforts.

Policy 2: Encourage opportunities for hiking, nature study, bird watching, fishing, swimming, tubing, biking, camping, and other outdoor recreation activities along the San Francisco River Corridor that contribute to healthy, active lifestyles and provides economic benefits to the Town.

Policy 3: Promote the San Francisco River Corridor as a regional recreation and community-based eco-tourism destination.

Policy 4: Identify funding to establish a shared path along the San Francisco River that allows jogging, bicycle use and hiking.

Policy 5: Require all new development and redevelopment in proximity to the San Francisco River Corridor to provide trail connectivity to the river and to protect river views.

Policy 6: Encourage partnerships with land owners owning properties in proximity to the San Francisco River to support the preservation and maintenance of the River Corridor as a regional recreation and community-based eco-tourism destination.



The San Francisco River Corridor as an Eco-tourism and Recreation Destination

Growth Management and Annexation

Goal 13: Adopt an annexation policy that enhances the Town's long-range viability.

Policy 1: Adopt an annexation policy as a mechanism for the contiguous annexation of land in an orderly and efficient manner in conformance with all applicable Arizona Revised Statutes requirements.

Policy 2: Proactively pursue and process annexations that:

- a. Meet all applicable State laws;
- b. Support natural resources best practices;
- c. Further the economic development goals included in the Economic Development Element;
- d. Complies with all applicable requirements provided in this General Plan; and
- e. Support the long-range fiscal viability of the Town of Clifton.

Policy 3: Work closely with SEAGO, Greenlee County and major land owners within the Town of Clifton Designated Planning Area in the preparation of the annexation policy.

Land Acquisition Strategy for Recreation and Public Uses

Goal 14: Work with major public land owners in the development of a land acquisition strategy that supports the Town's long-range viability.

Policy 1: Work closely with BLM to prepare a land acquisition strategy in conformance with the Recreation Public Purposes Act that addresses:

- a. Land acquisition and land leases for recreation purposes needed to establish the Town as a recreation and community-based eco-tourism destination.
- b. Land acquisition for public uses permitted by the act.

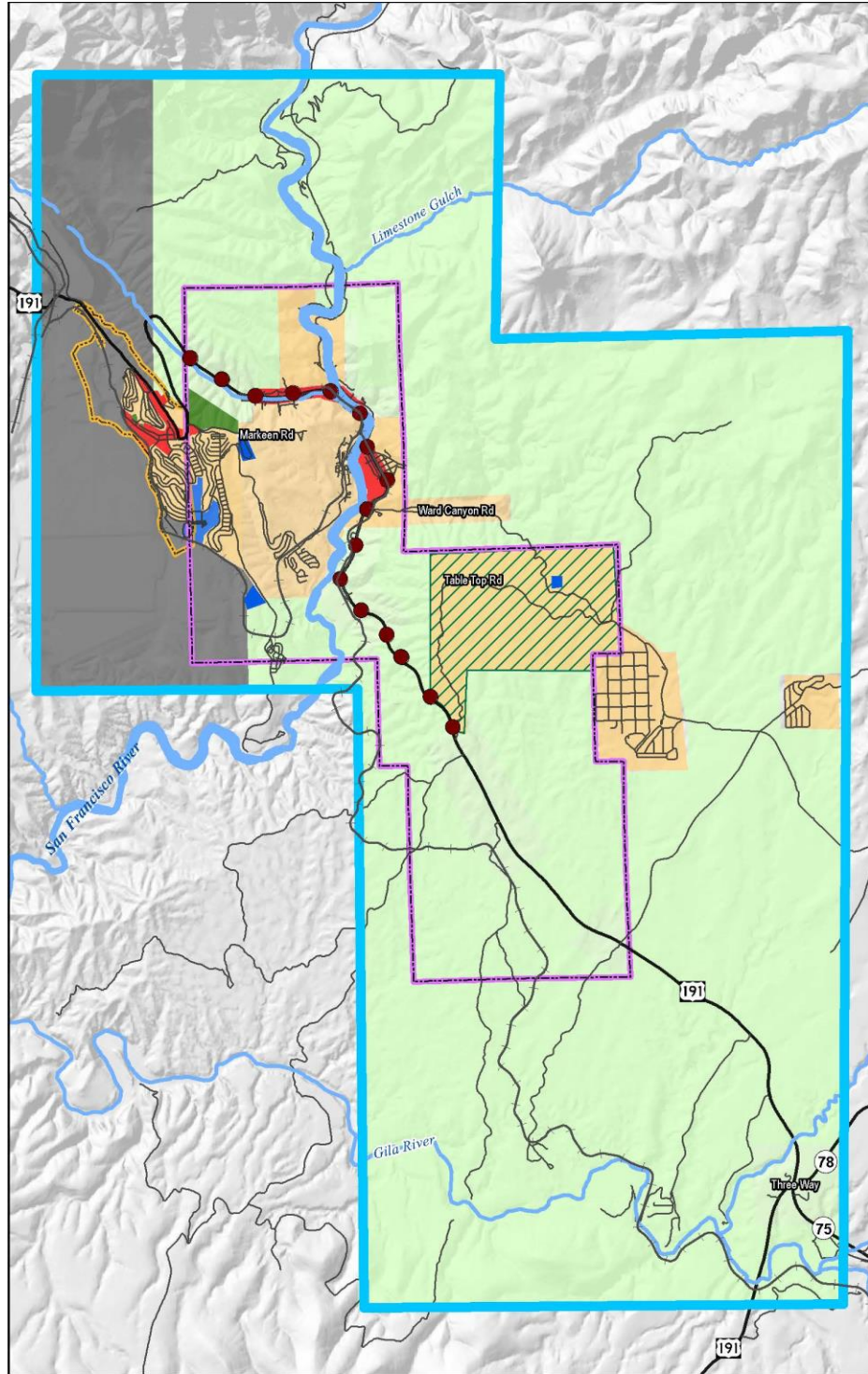


Land Use

The Land Use Element promotes a healthy, sustainable and competitive economic climate that takes advantage of Clifton's Chase Creek Historic District, the U.S. Highway 191 Corridor, the San Francisco River, Clifton's small-town charm, unique setting and stunning views and other community assets. This element includes a variety of uses supporting healthy and active lifestyles, diverse housing types, parks, recreation and open space, retail, services, employment and industry. Development in scale with the small-town character of the Town enhances Clifton's livability and attracts visitors to the area.

Based on the community input summarized in the Community Vision Report, the analysis of existing conditions summarized in the Background and Current Conditions volume and the policy direction established in the Growth Areas Element, the Land Use Element provides an integrated land development strategy to implement the vision of Clifton. **Exhibit 3** shows future land use.

Town of Clifton General Plan Policy Plan



LEGEND	Clifton Town Limits	Neighborhoods	Rail
	Morenci	Highway Enterprise	Rivers
	Designated Planning Area	Rural	Highway
	Development Reserve	Parks & Recreation	Major Roads
	Aggregate Resource	Public Facilities	Highway Corridor

FUTURE LAND USE

NORTH

0 0.5mi 1mi

PROJECT: TOC-01 DATE: 06/14/19
 FILE NAME: TOC-01_FutureLandUse.mxd
 Sources: Arizona State Land Department, 2017
 Arizona Department of Transportation, 2018
 Arizona Land Resource Information Services, 2013

Exhibit 3: Future Land Use

Land Use Guiding Principle

Provide a land use approach that preserves the Town's small-town character and celebrates Clifton's heritage while supporting smart growth, economic development, employment opportunities and quality of life.

Land Use Goals

Quality of Life and Long-term Viability

Goal 1: Achieve high quality of life and long-term viability by supporting a balanced mix of land uses.

Policy 1: Include a land use mix that supports economic development goals and the efficient use of infrastructure and services.

Policy 2: Support retail, hotel and hospitality, restaurants, arts and culture, regional recreation and entertainment uses that employ residents, attract visitors and prolong their stay, and strengthen the Town's revenue base.

Policy 3: Require all new development and redevelopment to support connectivity, walkability and active lifestyles.

Goal 2: Protect and enhance existing neighborhoods.

Policy 1: Require site design to utilize site-appropriate land use compatibility techniques:

- a. Cluster higher-density/intensity development to allow quality open space;
- b. Provide a landscape buffer along the development parcel's property lines abutting lower density/intensity development;
- c. Permit a higher-density residential cluster option on sites including steep slopes, and/or other physical/environmental constraints to protect views and hillsides;
- d. Provide transitions in density, intensity, scale, height, and building massing on areas abutting existing lower density development;
- e. Utilize the area's natural topography and ridgelines to buffer non-compatible land uses; and
- f. Incorporate linear parks and/or natural habitat corridors as transitional elements where appropriate.

Policy 2: Utilize the Planned Area Development (PAD) as an implementation tool that supports a mixed of uses, design flexibility, connectivity, quality development and land use compatibility with adjacent neighborhoods.

Healthy Land Use Mix

Goal 3: Allow a healthy land use mix that supports the needs of the current and future populations and strengthen the long-range viability of Clifton.

Policy 1: Ensure that new residential developments includes a mix of densities and support housing types affordable to all income ranges.

Policy 2: Attract commercial and retail uses that strengthen the Town's revenue base.

Policy 3: Support land uses that provide employment to local and regional residents.

Policy 4: Protect existing rural residential land uses from the impacts of new suburban development.

Goal 4: Support major land owners' in their land development efforts to enhance the Town's long-range viability.

Policy 1: Work with BLM to identify regional recreation and community-based eco-tourism uses that fit the character of rural areas, protect valuable natural resources and increase the Town's revenue base.

Policy 2: Continue to support Freeport McMoRan in their development efforts.

Policy 3: Explore long-range development opportunities on State Trust Land by working closely with ASLD.

Goal 5: Develop residential areas as complete neighborhoods.

Policy 1: Require all new development within areas designated Neighborhoods on the Future Land Use map to incorporate walkability and connectivity to parks, services, and amenities and to include access to fresh foods.

Policy 2: Locate higher-density residential development in areas that provide quick access to U.S. Highway 191, commerce, and public services.

Policy 3: Require that new residential development located near major thoroughfares, railroads or mining operations screen and/or provide mitigation measures to address visual, noise and vibration impacts in an aesthetical manner.

Policy 4: Allow master planned communities that integrate a variety of land uses that support residential neighborhoods.

Goal 6: Provide opportunities for neighborhood commercial and neighborhood-oriented services within residential areas.

Policy 1: Ensure that development plans for neighborhood-commercial and neighborhood-oriented development support, complement, and enhance the neighborhoods being served.

Policy 2: Locate neighborhood commercial and neighborhood-oriented uses at the intersection of collector roads in proximity to the neighborhoods they serve.

Community Character and Beautification

Goal 7: Improve the aesthetic quality of existing neighborhoods through beautification programs and code enforcement.

Policy 1: Establish a mechanism for enforcement of zoning violations to prevent further deterioration of housing stock.

Policy 2: Develop and implement a Clifton Beautification Program that addresses:

- a. Derelict property through cleanups;
- b. Abandon properties and vacant lots; and
- c. Identifies funding sources for redevelopment of blighted areas.

Policy 3: Protect Clifton's scenic views and view corridors.



Infill, Redevelopment and Revitalization

Goal 8: Revitalize Chase Creek Historic District as the Town's heritage tourism destination.

Policy 1: Adopt a Chase Creek Historic District Revitalization Strategy that coordinates preservation, rehabilitation, restoration, and economic development initiatives to restore the area as the social, cultural, and historic heart of the Town.

Policy 2: Support a mix of uses to create an economically thriving destination.

Policy 3: Allow horizontal and vertical mixed-uses as part of Chase Creek Historic District revitalization efforts consistent with the character, scale and sense of place of the historic district.

Policy 4: Promote and support the development of flexible and affordable art, work and performing space.

Policy 5: Attract uses and businesses that bridge the Chase Creek Historic District with the San Francisco River Corridor and promote both heritage and eco-tourism.

Policy 6: Provide outdoor event space such as plazas and courtyards for social interaction to support a vibrant Historic Downtown that offers a variety of outdoor functions.

Policy 7: Promote outdoor temporary uses such as art festivals, movie series, food and wine fairs, and farmers markets that bring residents and visitors to the Chase Creek Historic District.

Highway Corridor

Goal 9: Prioritize infill development along the Highway Corridor that includes the land use mix needed to support the North Clifton, South Clifton and Hill Street infill planning areas.

Policy 1: Promote establishments offering accommodations or services to visitors and motorists including lodging and hospitality uses.

Policy 2: Encourage higher-density residential in the Hill Street Planning Area.

Policy 3: Attract a mix of retail and commercial uses along the Highway Corridor needed to create a strong economic development spine that serves Clifton's residents and visitors and strengthens the Town's revenue base.

Goal 10: Support the appropriate commercial and light industry land use mix along segments of the Highway Corridor serving the rural areas.

Policy 1: Respond to adjacent rural areas by allowing uses that support agriculture, grazing, and recreation uses.

Mining and Mineral Resources

Goal 11: Continue to support and protect aggregate resources and the Morenci Minerals District.

Policy 1: Promote compatible land uses adjacent to mineral or aggregate resources working in coordination with Freeport McMoRan.

San Francisco River Corridor

Goal 12: Establish the San Francisco River Corridor as a vital community asset supporting environmental conservation areas, promoting healthy active lifestyles and providing opportunities for regional recreation and community-based eco-tourism.

Policy 1: Maintain a sense of environmental responsibility by promoting awareness of and living in balance with the natural desert, riparian, and hillside environmental subsystems along the San Francisco River Corridor.

Policy 2: Where feasible, preserve and integrate regulated riparian and natural areas, natural habitat and wildlife corridors into site design as natural amenities that count towards the open space requirements of site.

Policy 3: Ensure that development in proximity to this regional recreation corridor provides trail connectivity to the San Francisco River.



Goal 13: Support the parks and recreation needs of the current and future population.

Policy 1: Require new development to allocate land to support the recreation and park needs of its residents or to provide in lieu fees for such purpose.

Public Facilities and Land Use

Goal 14: Align public facilities' future expansion needs with land use, quality of life, and economic development priorities.

Policy 1: Inventory public buildings and facilities in need of upgrade, expansion or relocation to secure sufficient lands and funding for the provision of public services.

Policy 2: Allocate land for the expansion or relocation of outdated public facilities to ensure the provision of such public facility service for the current and future populations.

Policy 3: Consider public facility hours of operation, odor, noise, visual and other impacts during the site selection process to minimize incompatible land uses.

Design Flexibility

Goal 15: Permit greater design flexibility to new development to encourage new and innovative design options.

Policy 1: Encourage the Planned Area Development (PAD) as a viable alternative to conventional zoning for developments supporting a mix of uses.

Policy 2: Update the Zoning Ordinance to include a PAD zoning district that supports creative design, a range of land uses and incorporates the geography, topography, size, uses, and shape of a property into its site planning and design.



Land Use Designations

Land use designations included in the Future Land Use map (Exhibit 3) are defined in this section. Each land use category further defines the vision formulated by stakeholders during the various visioning processes, supports the goals and policies of the Growth Areas Element, and takes into consideration the land ownership and physical opportunities and challenges impacting the different growth and planning areas.

Development Reserve

Development reserve includes State Trust lands within the Tier 2 Growth Area managed by the ASLD and lands privately-owned or owned by the Town. The preparation of a conceptual land use and circulation plan based on a highest and best use study coordinated with ASLD are required prior to the release of those lands for sale by ASLD. Given the area's terrain a feasibility study is required to determine the cost of providing infrastructure for residential development. Land privately owned or owed by the Town can be developed following the direction provided in the Neighborhoods land use designation.

Rural

The intent of the Rural land use designation is to protect existing residential, agriculture, grazing, recreation, and resource conservation uses and allow uses compatible with the rural character of those areas on privately-owned lands. The Rural land use designation also permits master planned communities and PADs on privately-owned lands provided that development is clustered in a manner that is compatible with the rural character of adjacent lands.

The Rural land use designation allows the following uses on lands acquired from the BLM by the Town following all applicable requirements provided in the Recreation and Public Purposes Act (Revised 1996) and in coordination with the BLM:

- a. Lands Acquired from Recreation Uses: permit recreation and community-based eco-tourism uses that support responsible low-impact and small-scale use of pristine recreational areas in coordination with the BLM.
- b. Lands Acquired for Public Uses: permit public uses such as schools, fire and law enforcement facilities, municipal facilities, hospitals, parks and fairgrounds.

On lands owned by Freeport McMoRan located inside the Town's corporate limit, the Rural land use designation allows a mix of land uses supporting the mission of this major employer and the Vision of the community, provided that such uses are master planned or use the PAD option as tool.

The land use mix for areas designated Rural in the Future Land Use Map that are State Trust lands is not foreseeable for development at this time and requires adherence to all the ASLD requirements previously addressed.

Neighborhoods

The Neighborhoods land use designation supports a variety of housing options for different income ranges and life stages where residents enjoy safe and convenient access to the goods and services needed in daily life, including grocery stores, community gardens, public services, neighborhood commercial, quality public schools, employment, parks, recreation and open space. This land category allows low, medium, and higher density residential development with transitional elements that protect the character of lower-density established residential neighborhoods, and support connectivity and active lifestyles. This land use designation also permits neighborhood commercial uses.

Neighborhood Commercial

The neighborhood commercial land use designation supports a variety of neighborhood-scaled commercial uses provided these are located along collector roads or at the intersection of two collector roads. Neighborhood commercial uses are not mapped in the future land use map.

Highway Commercial

The Highway Commercial (HC) land use category supports a mix of land uses appropriate along those segments of the U.S. Highway 191 Corridor identified in the Future Land Use map. HC supports establishments offering accommodations or services to motorists, retail, service, visitor-oriented businesses, lodging and hospitality, employment along an attractive, efficient, and safe multimodal highway corridor. HC additionally support a mix of commercial and light industry land uses appropriate along those segments of the U.S. Highway 191 Corridor abutting light industry.

Highway Enterprise

The Highway Enterprise (HE) land use category supports the North Clifton, South Clifton and Hill Street infill planning areas by permitting a mix of uses that invigorates those areas while supporting the character of surrounding neighborhoods. The HE land use designation permits establishments offering accommodations or services to motorists, retail, visitor-oriented businesses, bed and breakfast, lodging and hospitality, and supports higher-density residential, office and employment uses planned in an integrated manner in the Hill Street Planning Area.

Aggregate Resources

The Aggregate Resources land use designation supports resource industrial mining operations and sand and gravel extraction sites pursuant to ARS 9-461.05.C.1.g.

Public Facilities Land Use

This land use designation includes municipally-owned buildings and facilities including Town Hall, police, magistrate court, fire, emergency services, library, sewer plant, and others. Existing public uses are depicted on the Future Land Use map. Future public buildings and facilities are permitted in all land uses and therefore are not delineated in the future land use map. Schools are not under the jurisdiction of the Town.

Parks and Recreation Land Use

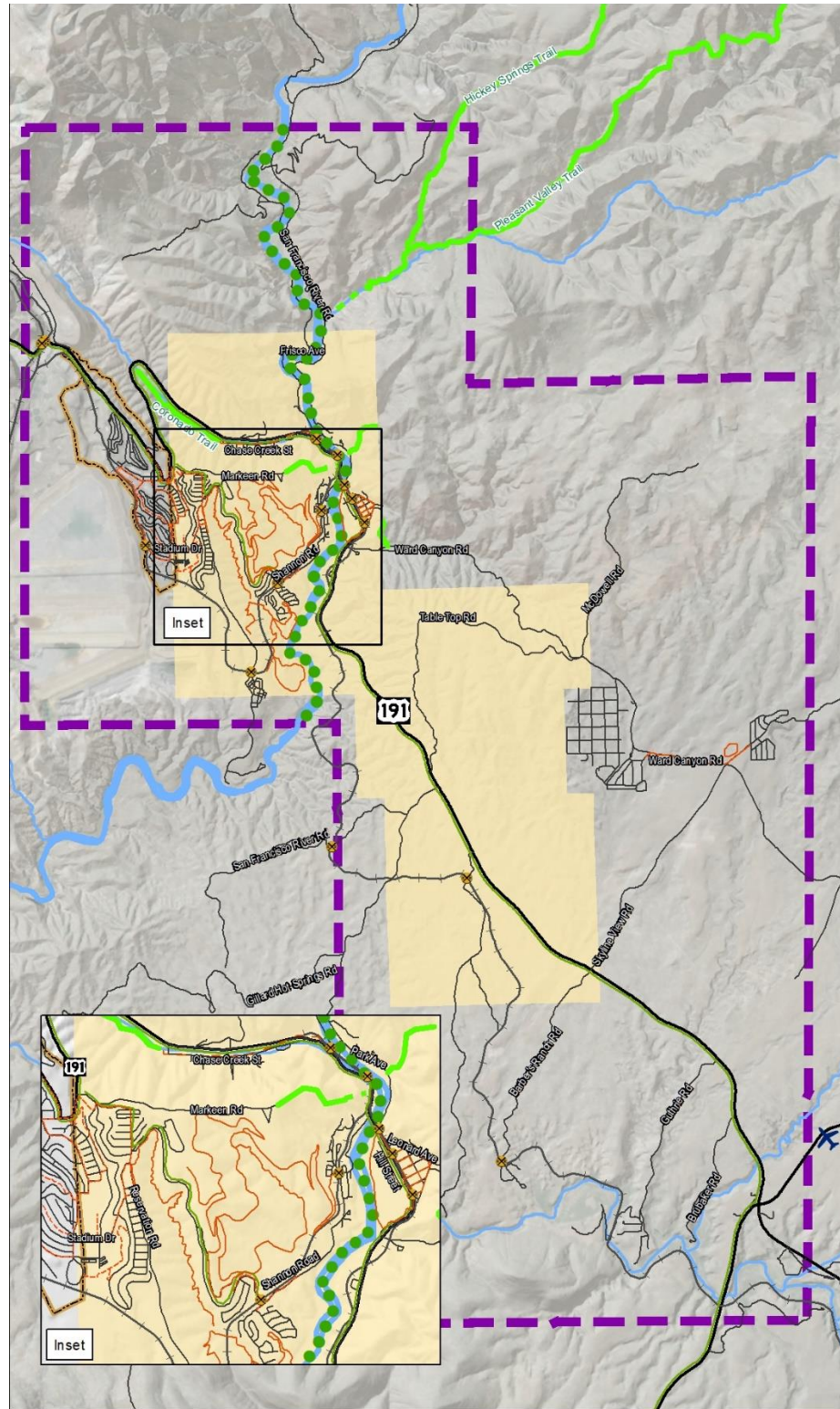
This land use designation includes regional and community parks throughout the Town of Clifton. Neighborhood and pocket parks will be incorporated as part of neighborhood design as new residential areas develop. Existing and proposed parks and trails are shown on the Future Parks, Recreation & Trails map included in Parks, Recreation, Trails and Open Space Element.



Transportation and Circulation

A well-functioning circulation/transportation system is essential to ensure the efficient movement of people and goods, support the quality of life desired, and facilitate economic growth. Based on complete streets best practices, this element supports a safe, cost-effective and efficient transportation network that meets the mobility and accessibility needs of current and future residents and visitors in ways consistent with the character of the Town of Clifton. Complete streets are planned, designed, operated, and maintained to enable safe, convenient and comfortable travel and access for users of all ages and abilities regardless of their mode of transportation. Complete Streets support safe travel by those walking, cycling, driving automobiles, riding public transportation, or delivering goods.

The Transportation and Circulation Element addresses highways, roadways, bicycle and pedestrian routes/facilities, air, rail, freight and any other form of transportation supporting the Town of Clifton. The Circulation element balances economic development and land use with future transportation demands. It recognizes the need to develop policies and practices that create a sustainable and cost-effective multimodal transportation system that promotes connectivity throughout the Town. And it highlights the importance of U.S. Highway 191 as the vital economic development spine and evacuation route of the Town. The policy framework included in this element supports the growth, land use, and economic development goals and policies. Exhibit 4 shows future transportation and circulation.



LEGEND	Clifton Town Limits	Highway	San Francisco River Corridor
	Morenci	Major Roads	Existing Trail
	Designated Planning Area	Rail	Proposed Trail
	Bicycle Route	Road and Rail Crossing	Existing Pedestrian Path
		Airport	Proposed Pedestrian Path

TRANSPORTATION & CIRCULATION

0 0.5 1 NORTH

Sources: Arizona State Land Department, 2017
Arizona Department of Transportation, 2018
Arizona Land Resource Information Services, 2013

Exhibit 4: Future Transportation and Circulation

Clifton Transportation System

As provided in the General Plan Background and Current Conditions volume, U.S. Highway 191, formerly known as Historic U.S. Route 666 and also known as Coronado Boulevard, is the major highway traversing the Town. It runs parallel to railroad tracks along portions of the Town. U.S. Highway 191 is a major scenic corridor offering access to Clifton's Town Hall, the Chase Creek Historic District and historic main street, the Train Depot visitors center, services, commerce, industry, recreation, and residential areas. It also provides connectivity to two major recreational scenic byways, the Coronado Trail Scenic Byway and the Black Hills Back Country Byway. U.S. Highway 191 crosses the San Francisco River in Clifton. Highway 191 Coronado Bike Path has been identified as a major amenity. In addition to serving as the Town's economic development spine, U.S. Highway 191 North is the only evacuation route serving the town during flood or wildfire events.

Local transportation is provided by a street network maintained by the Town. Senior citizens' bus service is available within the community and provides weekly transportation to Safford. Clifton is also serviced by truck service (4-5 carriers), railroad service and express mail service (1 daily, 1 with 2-day service). The Greenlee County Airport is 9 miles southeast of town.

Travel Distance to Other Destinations from the Town of Clifton

- 28 miles from Duncan, Arizona
- 30 miles from U.S. Highway 70
- 42 miles from Safford, Arizona
- 70 miles from Interstate Highway 10
- 88 miles from the Apache-Sitgreaves National Forest, Arizona
- 94 miles from Alpine, Arizona
- 109 miles from the Gila National Forest, New Mexico
- 169 miles from Tucson, Arizona
- 183 miles from Las Cruces, New Mexico
- 207 miles from Phoenix, Arizona
- 226 miles from El Paso, Texas
- 229 miles from Ciudad Juárez, Mexico

Road Maintenance

The Town of Clifton Public Works department manages, maintains, and improves all Town's streets. The Arizona Department of Transportation (ADOT) Southeast District manages and maintains U.S. Highway 191.

Rail Crossings

With most of the marked, signalized crossings located throughout the core of Town, it is Clifton's goal to see all rail crossings marked and signalized for the safety of motorists, cyclists, and pedestrians. The Town also seeks ways to minimize the number of crossings along Coronado Boulevard through planning measures.

Greenlee County Airport

The Greenlee County Airport is in Greenlee County, 9 miles southeast of Clifton and Morenci, Arizona. The FAA's National Plan of Integrated Airport Systems for 2011-2015 categorized it as a general aviation facility. The airport may open economic development opportunities for both Clifton and Morenci. An Airport Master Plan prepared in 2010, evaluates the airport capabilities and roles. It also recognizes the importance of air transportation in the region and the associated challenges inherent in providing for its unique operating and improvement needs.

Guiding Principle

A safe, cost-effective, efficient, and environmentally sensitive transportation network of complete streets integrates automobile, transit, bicycle and pedestrian travel modes and supports connectivity and mobility for all users and goods throughout the Town.

Circulation and Transportation Goals

Safety

Goal 1: Provide a safe transportation network that supports connectivity and mobility and reduces conflicts among travel modes.

Policy 1: Support safe, multimodal connectivity along Highway 191 and throughout Town by adopting a complete streets program that:

- a. Designates safe bicycle paths and shared road/bike lanes where feasible and appropriate.
- b. Defines safe pedestrian walkways and paths clearly visible to other travel mode users.
- c. Encourages signalized railroad crossings.
- d. Includes landscape elements where feasible and appropriate to prevent conflicts among travel modes, provide needed shade, reduce heat island effect and support the beautification efforts of the Town.

Policy 2: Establish a crosswalk plan to provide safe marked crossings for pedestrian and bicycle modes at the following locations:

- a. All major controlled intersection marked by traffic signals or STOP signs.
- b. Railroad crossings.
- c. Shared use path crossings.
- d. High-pedestrian land use generators (Chase Creek Historic District, Town Hall, the Train Depot, trail heads, major recreation areas, commercial areas along Highway 191 serving adjacent neighborhoods etc.)
- e. School routes (Safe Routes to School Program)
- f. At preferred crossing locations due to sight distance.

Policy 3: Annually review plans for safe routes to and from public facilities including, but not limited to, schools, parks, and libraries.

Policy 4: Mark pedestrian and bicycle crosswalks utilizing decorative pavers, green lanes, or solid white stripes to guide pedestrians and bicycle users to cross at the safest location and to alert motorized vehicle operators to the potential presence of pedestrians and bicycle users.

- Policy 5: Support the continuous assessment of pedestrian, bicycle, and vehicular accidents and crash data to determine the need for traffic control measures.
- Policy 6: Design all new streets to support safe pedestrian, bicycle and ADA compliant universal access.
- Policy 7: Prevent collisions that can cause serious injury and death to people and wildlife by including wildlife crossing warning signs along Highway 191.
- Policy 8: Establish trail design guidelines for safe equestrian trails that, at minimum, include:
- a. Width of equestrian path and vegetative buffers on both sides as part of the equestrian easement right-of-way.
 - b. 10 ft minimum vertical clearance (12 ft preferred).

Multi-Modal Transportation

Goal 2: Provide for and encourage multi-modal transportation throughout the Town.

- Policy 1: Require new development to establish pedestrian, bicycle, and/or shared paths consistent with the character of the Town as part of site design.
- Policy 2: Connect neighborhoods, activity centers and recreational sites with sidewalks, trails and bikeways.
- Policy 3: Continue to develop agreements with ADOT, ASLD, BLM and Freeport McMoRan to secure easements and rights-of-way for trails and paths where appropriate.
- Policy 4: Establish designated routes for all modes of transportation including pedestrian, bike, equestrian and public transit.
- Policy 5: Design, build and maintain trails for hiking, nature study, wildlife watching, horseback riding, and mountain biking where feasible along utility corridors and public rights-of-way with scenic views of creeks, rivers, hillsides, canyons, and undisturbed open space.
- Policy 6: Maximize use of existing shuttle and provide opportunities for more public transit throughout Clifton.

Connectivity

Goal 3: Ensure all modes of transportation connect efficiently throughout Town, with adjacent jurisdictions and with regional circulation system and facilities.

- Policy 1: Coordinate with adjacent communities, including Morenci and Greenlee County, to provide an interconnected system of pedestrian ways, bikeways, multi-use trails or shared paths, equestrian trails, and transit routes across jurisdictional lines.

- Policy 2: Require new development to support connectivity by providing linkages to all transportation modes (pedestrian, bicycle, transit, trail system, vehicular) to adjacent development.
- Policy 3: Support efficient and economical multimodal connectivity by providing a rational pattern of land development and integrating land use with circulation and transportation system.
- Policy 4: Work with regional partners and surrounding communities to create a Transportation Master Plan for Clifton that assists in the identification of funding sources.
- Policy 5: Provide safe multi-modal connectivity along roadways parallel to railroad tracks and at railroad crossings.
- Policy 6: Explore the incorporation of shuttle, taxi, and/or share ride services to heritage and ecotourism destinations in Clifton and its surrounding areas.
- Policy 7: Coordinate with Greenlee County Airport to expand and develop helicopter landing area or heliport.

Universal Access

Goal 4: Include universal access throughout the circulation system.

- Policy 1: Reduce physical barriers between neighborhoods to encourage accessibility.
- Policy 2: Enhance access for people with impaired mobility.
- Policy 3: Ensure that people with disabilities are provided with equal access to work, home and community destinations by enforcing all applicable state and federal ADA laws.

Parking

Goal 5: Coordinate public and private parking needs to support current and future needs.

- Policy 1: Strategically plan parking areas to serve existing local businesses, the Chase Creek Historic District, the Train Depot Visitor Center, parks and recreation areas along the San Francisco River and other major Town destinations.
- Policy 2: Require new non-residential development to provide vehicular, motorcycle, bicycle and universal ADA compliant parking at rates commensurate with the proposed land use density/intensity.
- Policy 3: Require new residential development to provide parking for residents and visitors at rates commensurate with the density of the proposed development.
- Policy 4: Adopt parking standards for residential and non-residential uses that include opportunities for shared parking and carpooling where appropriate as an option to reduce parking rates.

Policy 5: Consider adding electrical vehicle charge stations at major destinations when feasible.

Policy 6: Work with Greenlee County and BLM to explore feasible options for a park-and-ride covered surface parking facility and shuttle system that serves as an amenity to provide parking for visitors.

Circulation System and Transportation Network Financing and Maintenance

Goal 6: Support and implement a mechanism for identifying, monitoring and evaluating cost-efficient improvements to the circulation system and transportation network.

Policy 1: Promote public and private construction of timely and financially sound infrastructure expansion using infrastructure funding and finance planning coordinated with development activity in a manner that supports the goals and policies included in the Cost of Development element.

Policy 2: Plan future multimodal transportation within Clifton's designated Growth Areas in coordination with ADOT, Freeport-McMoRan, and adjacent jurisdictions to help reduce costs and trips.

Policy 3: Utilize the Town's Capital Improvements Program (CIP) to budget planning, design, construction and long-term maintenance associated with circulation system and transportation network improvements or new construction as follows:

- a. Use financial analysis to quantify short-term and long-range costs.
- b. Include time, budget and long-term maintenance associated to each improvement or new construction.
- c. Provide a schedule of street improvements and maintenance.
- d. Include public parking needs and costs.

Policy 4: Identify grants and programs to finance circulation/transportation needs.



Housing & Neighborhood/Community Beautification

The Town of Clifton recognizes that good housing is the building block of excellent neighborhoods and excellent neighborhoods are the building blocks of a great community. The intent of the housing element is trifold. First, it informs a future assessment of the existing housing stock. Second, it recognizes the importance of providing an appropriate balance of housing options within the community. Third, it supports the provision of adequate affordable housing for all income ranges. Providing a high-quality housing stock that includes a diversity of housing types for renters and owners of all income ranges assists the Town in achieving long-term viability.

The neighborhood and community beautification section of this element addresses the elimination of derelict, abandoned housing units to enhance the aesthetics of the Town. It also includes community-wide beautification strategies to enhance the quality of life, support economic development efforts, and take advantage of the small-town charm that makes Clifton a unique destination.

Guiding Principle

Provide a diverse inventory of quality housing types affordable to all income ranges.



Housing Goals

Goal 1: Explore equitable housing opportunities to increase home ownership in Clifton

Policy 1: Support affordable quality housing for all income ranges to create a higher standard of living by:

- a. Identifying programs that foster homeownership;
- b. Establishing the private-public partnerships that promote affordable owner-occupied units;
- c. Encouraging housing developments that promote higher densities and levels of affordability and create a more vibrant Town while supporting the small-town character of Clifton;
- d. Promoting incentives for housing ownership to artists to facilitate their relocation into Chase Creek Historic District;
- e. Providing density bonuses for housing developments either for sale or rental that provide more than 15 percent of the total units affordable to low income households;
- f. Supporting opportunities for aging in place;
- g. Establishing a Community Housing Development Organization (CHDO) non-profit corporation pursuant to federal regulations for purposes of accessing CHDO set-aside funds for the development of affordable housing made available through the federal HOME Investment Partnership Program administered by the Arizona Department of Housing (ADOH).

Goal 2: Encourage a diversity of housing types

Policy 1: Support residential development in Clifton that offers a variety of housing types.

Policy 2: Ensure that housing development efforts in Clifton are inclusive and serve the needs of all residents, including the elderly, people with disabilities, people with low incomes, the homeless, individuals and families in crisis, and the wide range of people and families in the workforce.

Goal 3: Work to overcome barriers to the development of new housing in Clifton

Policy 1: Identify constraints impeding the development of new housing and work to find methods to overcome those constraints, including:

- a. Difficult topography;
- b. Zoning inflexibility;
- c. Limited infrastructure (sewer and water Table Top); and
- d. The complexity of permitting.

Policy 2: Identify local, state, federal and private sources of financial support and investigate possibilities to form partnerships with non-profit housing groups such as Habitat for Humanity to assist in the development of affordable public housing subdivisions.

Goal 4: Identify programs and resources for the rehabilitation of the existing housing stock.

Policy 1: Work Greenlee County and Arizona Department of Housing (ADOH) to identify programs, loans and grants:

- a. Assist people with disabilities with modifications needed to make their existing homes accessible;
- b. Build new barrier-free design housing; and
- c. Identify incentives for housing rehabilitation for rental and ownership markets.

Policy 2: Conduct a Housing Needs Assessment to:

- a. Inventory housing stock, assess housing stock condition, and identify improvements needed to bring sub-standard housing (i.e., housing that are overcrowded or lacking adequate facilities such as kitchen, plumbing or cooling, and/or unsafe) up to code;
- b. Identify rehabilitation funding sources from a variety of potential funding mechanisms including state and federal government agencies, low-income tax credits, housing authorities, and/or non-profit groups;
- c. Establish a Housing Rehabilitation Program that includes loans and grants to address improperly maintained and/or aging residential and rental buildings; and
- d. Identify derelict structures that need to be condemned and demolished.

Goal 5: Support mixed-use development that includes workforce housing

Policy 1: Work with Freeport McMoRan to encourage a variety of housing developments near employment and recreational amenities to support a livable community where people live, work, and play.

Policy 2: Use housing to lead the way in the revitalization of a mixed-use Chase Creek Historic District.

Policy 3: Update the Zoning Regulations to allow mixed-use developments along Highway 191.

Policy 4: Require new mixed-use and residential developments on large tracts of lands, master planned communities and PADs include affordable and workforce housing such as townhomes and higher density residential appropriate in scale for Clifton.



Guiding Principle

Establish neighborhood and community wide beautification efforts to improve the quality of life of Clifton residents and support a thriving and attractive Town.

Neighborhood and Community Clean Up and Beautification Efforts

Goal 1: Establish a Community Cleanup Program to enhance the environment and the aesthetic appearance of the Town

Policy 1: Partner with non-profit organizations, community-based clubs, and local groups and organization to establish a Community Cleanup Program.

Policy 2: Annually allocate budget to the Community Cleanup Program cleanup and beautification activities.

Policy 3: Identify partners for the cleanup of areas of Town with derelict property, wildcat dumping sites and other areas needing cleanup and beautification.

Policy 4: Establish an annual solid waste removal/pick up event.

Policy 5: Make a reasonable effort to reach out to owners of abandoned derelict properties that constitute a health and safety hazard and enforce the Abatement of Dangerous Buildings Code.

Goal 2: Provide an opportunity for Clifton youth to participate in community beautification

Policy 1: Establish a Plant-A-Tree Program to enhance those areas of the Town in need of beautification.

Policy 2: Work with the Clifton Library to establish and implement an educational program that teaches tree preservation, planting, care and maintenance.

Policy 3: Identify local or regional nurseries willing to donate drought tolerant trees that are compatible with the Town's natural plant palette.

Goal 3: Support murals and other public art projects as part of the overall community beautification strategy

Policy 1: Work with the Clifton Historic Preservation Commission to establish a Public Arts Programs that includes murals, sculptures and other outdoor public art forms.

Policy 2: Encourage all new development to contribute 1 percent for public arts purposes.

Policy 3: Work with the Clifton Historic Preservation Commission to establish a Public Arts Programs for the Chase Creek Historic District that celebrates Clifton's heritage.

Policy 4: Work with the Butterfly Effect nonprofit to receive a small grant for a "Be the Change You Want to See" mural project that involves community artists and Clifton youth.



Parks, Recreation, Trails and Open Space

The Parks, Recreation, Trails and Open Space Element impacts quality of life, promotes healthy lifestyles, supports the aesthetics desired by the community, celebrates Clifton's neighborhoods and takes advantage of the Town's and region's parks, recreation, trails and open space resources and amenities. Public parks and river corridors coupled with nearby attractions and services are often the driving force for tourism. Parks, scenic views, the San Francisco River, the Coronado Trail, and natural open space define the unique character of Clifton and its distinct sense of place.

Open space supports passive and active recreation, floodplain and riparian area protection, natural resources, wildlife habitat corridors and scenic views preservation, ground water recharge, economic development, and farmland/ranch protection. The community's investment in maintaining open space along floodplains reduces the cost of flood insurance for Town residents. This element guides decision-making to ensure that residents and visitors continue to enjoy access to scenic attractions, parks, trails and open space and to establish Clifton as a recreation and community-based ecotourism destination.

Scenic Attractions

Parks and open space create a vital role in promoting the importance and value of recreation while enhancing community vitality. The San Francisco River flows through Clifton while the Gila River runs south through the grass-covered meadows of the Gila and Duncan valleys. Eagle Creek and the Blue and Black Rivers offer recreation sites. Popular activities are hunting, fishing, birding, and rock climbing and rockhounding.

As provided in the General Plan Background and Current Conditions volume, Clifton's unique setting in a canyon surrounding a year-round river provides prime habitat for a wide variety of birds. The presence of northern cardinals, red-tailed hawks, cliff wrens and great blue herons makes Clifton one of the finest areas for bird watchers to spot a wide diversity of birds. Three easy-to-access riverside nature trails provide ample opportunities for bird watching.

Regional Trails and Scenic Byways

The Town of Clifton provides access to the following regional trails and scenic byways:

- ***The Coronado Trail and Scenic Byway:*** The Coronado Trail cuts a path north through the Apache Sitgreaves National Forest which rises to 9,000 feet at the Mogollon Rim. Designated a National Scenic Byway, the Coronado Trail winds for more than a hundred miles from the twin cities of Eagar and Springerville in the north to the Town of Clifton and Morenci Townsite in the south. In between, the four-hour route follows the trail used in 1540 by Spanish explorer Francisco Vasquez de Coronado as he searched for the fabled "Seven Cities of Cibola."

Connecting Clifton to Alpine, the Coronado Trail is one of the great classic rides in the nation. The spectacular roadway retraces the steps of the Spanish Conquistadores of the 1500s, offering some of the most breathtaking scenery in the Southwest. Cool in the summer, delightful in the winter, the curves, vistas and wildlife of the Coronado Trail attract hikers, nature lovers and rock climbers. The trail offers opportunities for fishing, hunting, hiking, camping, cross-country skiing and many other outdoor activities.

- ***Black Hills Back Country Byway:*** Clifton is located at the northern entrance to the Black Hills Back Country Byway. In the past, this unpaved 21-mile scenic drive was the only road from Safford to the mines at Clifton. It connects Clifton to Solomon via US Highway 70 near Safford. The Byway crosses the Gila River several times and offers travelers many campsites and picnic areas.
- ***Greenlee County Trails:*** Designed to attract adventurers and naturalists to explore the rich natural and cultural heritage of Greenlee County, the Greenlee County Trail system features a connected network of hiking and biking trails throughout the region. Specific to the Clifton/Morenci area, Greenlee County identified existing and proposed trails including the Coronado Trail, Chase Creek Recreational Trail and Lemon Squeezer Trail.

Parks and Recreation

The Town of Clifton includes 6 public parks: Al Fernandez Park; Veterans' Park; Sidebotham Park; the Splash Pad Park; Flag Park; and RV Park Ballfields and Pavilion. In addition to its public parks, Clifton is located at a short driving distance from:

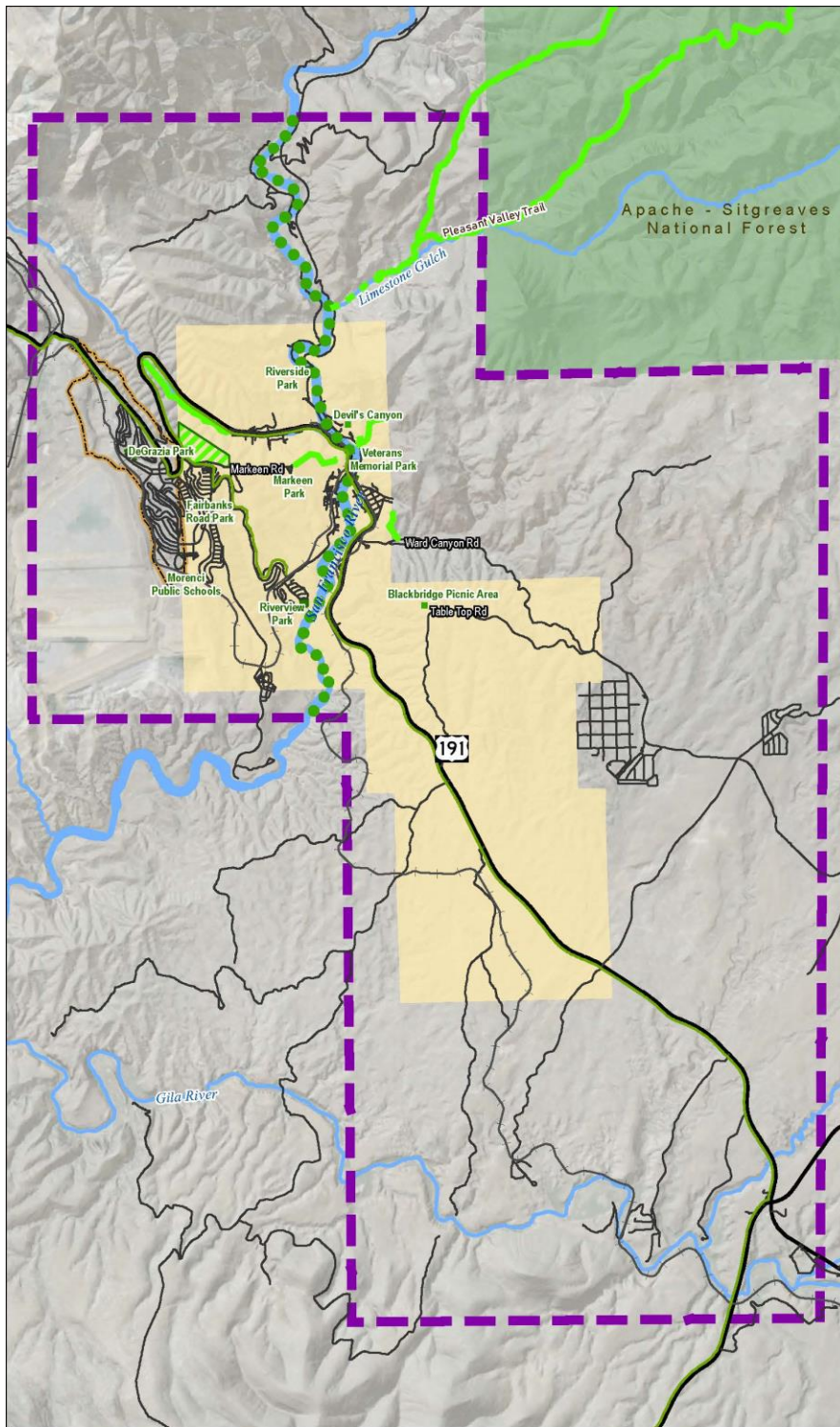
- ***Apache-Sitgreaves National Forest:*** The Apache-Sitgreaves National Forest runs along the Mogollon Rim and the White Mountains in east-central Arizona and into New Mexico. Apache-Sitgreaves has over 400 species of wildlife. With its high elevation and cool summer breezes it is a popular weekend destination. Portions of the national forest are located north of Clifton. It is a leading big game area in Arizona for Rocky Mountain Mule and White-tail deer. The area also offers opportunities for bird watching, sightseeing, nature study, hiking, horseback riding, rock climbing, and fishing along the San Francisco River.
- ***Riparian National Conservation Areas:*** The Gila Box Riparian National Conservation Area, one of the two designated riparian national conservation areas in the nation, encompasses 22,000 acres and includes the Bonita Creek, Duncan Valley, Safford and Morenci basins. Portions of four perennial waterways, the Gila River, Bonita Creek, Eagles Creek and the San Francisco River are contained in this conservation area located few miles away from Clifton.

Greenlee County Regional Trails System

The Greenlee County Regional Trail System provides an excellent framework to extend and plan upon. Connectivity to regional trails is a crucial component of the trail system.

Parks, Trails and Recreational Facilities

The future brings a range of analysis in providing excellent parks, trails, recreational facilities and activities. Such analysis must be undertaken in a comprehensive manner and include assessment of existing inventory as well as identification of funding for land acquisition, renovation of aging facilities and maintenance of existing and future activities. Ongoing activities include planning, construction and renovation of parks, trails and recreation facilities. Working closely with the development community to ensure connectivity to existing trails and open space is also essential. The Future Parks, Recreation and Open Space map identifies existing and proposed path and trails and existing public parks. BLM is a major partner in establishing Clifton as a recreation and community-based ecotourism destination. Exhibit 5 shows existing and proposed parks and trails and San Francisco River regional trail.



LEGEND	Clifton Town Limits	Highway	Proposed Regional Park
	Morenci	Major Roads	Existing Trails
	Study Area	Rail	Proposed Trails
	Parks	Rivers & Washes	San Francisco River Corridor
	National Forest	Bicycle Routes	

FUTURE PARKS, RECREATION & TRAILS

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Sources: Arizona State Land Department, 2017
Arizona Department of Transportation, 2018
Arizona Land Resource Information Services, 2013

Exhibit 5: Future Parks, Recreation, Trails and Open Space

Guiding Principle

Provide a safe, well maintained, and diverse inventory of parks and recreation facilities, support physical connectivity to local and regional trail systems, riparian corridors, equestrian paths, bicycle lanes and quality open space, and protect visual connectivity to scenic vistas to ensure the quality of life, active lifestyles and amenities required to support Clifton's residents and attract visitors to the area.

Clifton's Parks Recreation, Trails and Open Space Goals

Quality of Life

Goal 1: Continue to enhance the quality of life for Clifton residents by providing quality parks, recreation opportunities, trails and access to open space.

- Policy 1: Prepare a 10-year Parks, Recreation, Trails and Open Space Master Plan that:
- a. Inventories existing parks and recreation programs and facilities and identifies service gaps.
 - b. Assesses existing and forecasted parks, recreation and trails needs based on current and projected population.
 - c. Identifies seamless, cost-effective access to increase connectivity.
 - d. Includes goals and policies for managing and protecting these resources.
 - e. Considers adopting Level of Service (LOS) standards for pocket, neighborhood, community, and regional parks, passive and active recreation, and trails based on best practices.
 - f. Includes a 10-year action plan to maintain recommended LOS.
 - g. Includes affordable maintenance and operation strategies within the Town's budget.
 - h. Provides design standards for building new and retrofitting existing parks and trails.
 - i. Identifies staffing, budget, funding, and private/public partnerships required to maintain parks, recreation facilities and trail system and acquire lands for these purposes.
 - j. Assesses the benefits of adopting a visitors' user fee structure for the San Francisco River recreation areas and other major recreation destinations within the Clifton designated planning area.
 - k. Develops a long-term maintenance strategy for parks, recreation, trails and shared paths.

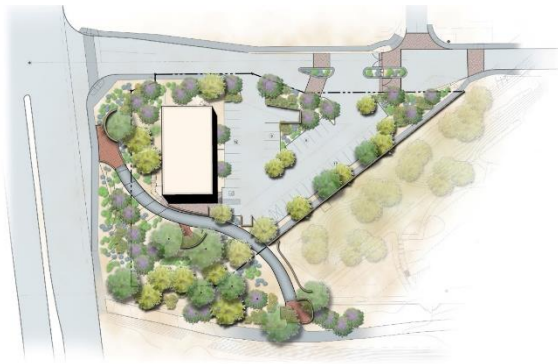


- Policy 2: Provide a variety of quality recreational experiences that are attractive, safe and easy to maintain.
- Policy 3: Support high visibility and use Crime Prevention through Environmental Design (CPTED) techniques when designing and building new parks, recreation and trails.
- Policy 4: Provide a variety of recreational and park amenities that are appropriately designed, equipped, age-appropriate and compliant with the Americans with Disabilities Act (ADA).
- Policy 5: Use parks, trails, view corridors and public art to provide visual relief, enhance the built environment, and reinforce the character of established neighborhoods.
- Policy 6: Incorporate shade when feasible and appropriate to encourage walkability.
- Policy 7: Support the formation of volunteer citizen patrols to help keep parks, trails, open space and recreational facilities safe and secure.

Connectivity

Goal 2: Support a parks, recreation, trails and open space system that offers cost-effective, seamless connectivity.

- Policy 1: Support connectivity from existing and future parks to the San Francisco Shared Path by including access and trail links or by identifying direct routes between these amenities through public access easements.
- Policy 2: Require new development to provide connectivity to parks, shared paths and trails abutting or in proximity to the development parcel as part of site design.
- Policy 3: Explore cost-effective options for the construction of underpass multi-use trail grade-separated crossings of retrofit trails, especially near Ward Canyon.



Development Supporting Trail Connectivity



Recreation Destination

Goal 3: Become a premiere eco-tourism and outdoors recreation destination by embracing best practices for sustainable management of natural resources, supporting activities for a diverse population and preserving valuable resources and wildlife habitats.

Policy 1: Work with regional partners to develop a menu of parks, trails and active and passive recreational activities that support residents' needs and attract visitors.

Policy 2: Establish a San Francisco River Walk on areas along the river that support nearby businesses such as restaurants and coffee houses with river views.

Policy 3: Establish a San Francisco River Corridor Shared Path along the river corridor portion located within the Clifton Designated Planning Area that supports connectivity and include access points to the regional trail system.

Policy 4: Designate recreation areas along the San Francisco River for active and passive recreation such as boating, tubing, sight-seeing, and picnic to support community-based eco-tourism.

Policy 5: Encourage additional recreational venues, such as biking, rock hunting and jogging trails, dog parks, hand gliding and mountain climbing and other activities to develop “citizen science” as a tourism component of the Town’s economic development strategy.

Policy 6: Brand the Coronado historic trail as a national asset supporting Clifton as the place “Where the Trail Begins.”

Policy 7: Encourage the development of tourism-oriented businesses such as nature guided tours, open space equestrian tours, jeep tours, camping, rock climbing and fishing gear, balloon rides, and canoe and tubing rentals.

Maintenance, Funding and Public/Private Partnerships

Goal 4: Secure funding and resources to acquire, develop, upgrade and maintain parks, recreation facilities and trail system.

Policy 1: Allocate budget for approved new facilities and for the maintenance of existing local public parks, trails system and shared paths in the CIP.

Policy 2: Identify funding sources such as bonds, development fees, user fee structure for visitors, grants and other means for acquisition, planning, design, construction and maintenance of new parks, recreation facilities and programs and trail and shared path systems.

Policy 3: Encourage community, public and private organizations to partner with the Town and support the maintenance and operation of all recreational assets.

Policy 4: Explore resources and partnerships for tournaments, signature or cultural events and festivals at the local, regional or national level.

Policy 5: Explore various methods to obtain land for Town of Clifton District Parks.

Goal 5: Pursue public/private partnerships to support parks, recreation, trails and open space initiatives.

Policy 1: Partner with community, public and private organizations to support the maintenance and operation of existing and new recreational facilities.

Policy 2: Incorporate parks and trail connectivity in the design of future public facilities.

Policy 3: Create partnerships with local businesses to support connectivity between shopping and dining destinations and the parks and trails system.

Policy 4: Work with BLM and other land partners to:

- a. Support wildlife habitats and valuable open space.
- b. Develop education programs on resource management.
- c. Support a healthy San Francisco River corridor.
- d. Define an economic development strategy that attracts visitors and supports community-based eco-tourism.

Policy 5: Strengthen relationships with Greenlee County, BLM, ADOT, ASLD, SEAGO, and other regional partners and jurisdictions to share professional knowledge and responsibilities for the identification and protection of natural and cultural resources.

Policy 6: Establish and promote programs like “Adopt a Trail”.

Open Space Land Acquisition

Goal 6: Increase the Town’s open space inventory.

Policy 1: Annex quality open space areas to create nature trails and public amenities that support community-based eco-tourism.

Policy 2: Increase open space land inventory by acquiring quality open space land.

Policy 3: Prepare a feasible open space acquisition strategy paired with the Town’s annexation strategy.

Clean Energy

Goal 7: Consider clean energy production as a component of the parks, recreation, trails and open space strategy.

Policy 1: Explore the use of cost-efficient renewable energy concepts such as solar shade structures using solar-generating fabric, solar-operated public restrooms, and solar-generating shade parking for parks, recreation and open space.

Policy 2: Support the use of solar, hydro or wind energy on barren open space areas without disturbing natural systems and wildlife habitat where feasible and appropriate.



Solar fields on open space, solar-generating shade fabrics, solar restrooms, and solar parking



Economic Development

The choices Clifton makes about its economic development future are of vital importance. Clifton builds on its past successes while supporting growth in industries such as retail, arts and culture, recreation, dining, education, mining, heritage tourism, recreation tourism, community-based eco-tourism and clean renewable energy. Clifton provides an environment that encourages and supports innovation and entrepreneurship. This is achieved by developing a multiprong economic development strategy with a diverse economic development portfolio.



Clifton's Multiprong Economic Development Strategy

Guiding Principle

Enhance the quality of life and support the long-range fiscal viability of the Town by adopting and implementing a multiprong economic development strategy in partnership with state, regional and local stakeholders.

Economic Development Goals

Diversified Economic Development Strategy

Goal 1: Support a diversified economic development strategy that invigorates Clifton's economic engine, protects and takes economic advantage of the Town's assets and resources, ensures the Town's long-range fiscal viability, and support high quality of life.

Policy 1: Work with the Arizona Commerce Authority and SEAGO to identify funding to prepare and adopt a 5-year economic development strategy that:

- a. Supports existing regional employers, mining businesses and local businesses and stimulates their growth.
- b. Includes a healthy mix of local businesses, target industries, innovation, hospital and medical services, regional recreation and education.
- c. Identifies industry sectors that complement the character of the Town.
- d. Develops and promotes a preferred environment for businesses in identified target industry sectors.
- e. Provides a mechanism to attract and retain identified target industries.
- f. Addresses local workforce training needed to support target industries.
- g. Encourages cottage industries such as breweries, crafts, flower shops, coffee shops.
- h. Attracts revenue-generating retail uses and services (shopping, grocery stores, clothing, restaurants, bars and lounges, hotels with meeting space, other hospitality/lodging, cleaners, and other).
- i. Increases residential development to support existing businesses and desired retail base.
- j. Identifies strategies to revitalize the Train Depot and the Chase Creek Historic District and to support heritage tourism.
- k. Develops Highway 191 as a mixed-use commercial corridor within Town limits.
- l. Supports local arts, crafts, and healthy food providers.
- m. Takes advantage of Clifton's unique environment, topography, and the San Francisco River to support recreation-oriented businesses such as 4-wheeling, rock climbing and guided hikes.
- n. Offers an extensive menu of active and passive recreation opportunities to its residents and visitors to explore the great outdoors, making the Town a recreation destination.
- o. Identifies the public/private partnerships needed to support the strategy.
- p. Identifies fee structure to support a hospitality/lodging (bed) tax and other applicable visitor tax.

Goal 2: Maintain and broaden the mix of unique shopping, service, hospitality and recreational opportunities in Clifton to attract and retain local and regional sales tax revenue in the community.

Policy 1: Identify and attract hospitality and tourism opportunities that fit Clifton and create new tax revenues.

Policy 2: Identify and attract unique tourism demand generators that will bring visitors and new revenues into Clifton.

Policy 3: Nourish public and private partnerships to encourage collaboration, entrepreneurialism and innovation.

Policy 4: Establish a Mixed-Use zoning district in the Zoning Ordinance that integrates employment, residential and retail developments and support the development of commercial corridor along Highway 191.

Policy 5: Encourage economic development initiatives that support existing businesses and desired retail base.

Redevelopment/Revitalization/Infill

Goal 3: Prioritize redevelopment, revitalization and infill efforts as part of the economic development strategy.

Policy 1: Prioritize the revitalization of the Chase Creek Historic District to support heritage tourism.

Policy 2: Take advantage of the Train Depot by attracting users that support the strategic economic development vision of the Town.

Policy 3: Identify grants and public/private funding sources to support redevelopment and revitalization efforts.

Policy 4: Support façade improvement programs and other similar efforts to encourage existing retail development to remain competitive and to avoid the need for costly revitalization efforts in the future.

Policy 5: Work closely with Freeport-McMoRan to maximize the economic development potential of their lands within Town limits.

Recreation Destination

Goal 4: Give tourists and visitors a reason to visit and extend their stay by making Clifton a recreation destination that takes advantage of the area's natural resources and creates opportunities for community-based eco-tourism.

Policy 1: Support Clifton as a community-based eco-tourism destination by encouraging great outdoors and recreation-oriented businesses such as:

- a. Guided tours and nature adventures.
- b. Kayak and canoe rental/pickup.
- c. Rock climbing.
- d. Hiking and biking.
- e. 4-wheeling.
- f. Cross-terrain and mountain bike riding.
- g. Nature study and bird watching.
- h. Camping grounds and associated facilities.

Policy 2: Use the scenic quality of the area, crafts, and arts to attract motorcycle tourism.

Policy 3: Establish an annual bicycle event "Tour de Clifton."

Policy 4: Attract bar and lounges, restaurants, hospitality, lodging and bed and breakfasts.

Policy 5: Support Clifton's RV Park.

Policy 6: Improve wayfinding throughout Town by including signage for trails heads and trail systems, including regional and local trails and the San Francisco River Shared Path.

Policy 7: Work closely with BLM to develop a recreation and community-based eco-tourism strategy that takes advantage of all-natural resources within the Clifton Planning Area.



Public Services and Infrastructure Improvements, Incentives and Funding

Goal 5: Support infrastructure and public services improvements required to sustain economic development opportunities.

Policy 1: Identify public services and infrastructure expansions needed to support the 5-year economic development strategy.

Policy 2: Continue to work cooperatively with Greenlee County to support flood control and protect existing and future investments from major flood events.

Policy 3: Continue to support the expansion of health and medical services.

Policy 4: Maintain a pro-active and business-friendly development services attitude that supports entrepreneurs seeking to operate businesses in the Town.

Policy 5: Streamline the development review and permitting processes.

Goal 6: Identify incentives that support economic development efforts.

Policy 1: At the discretion of the Town of Clifton leadership and with advice from municipal staff, consider utilizing development incentives and public investments to attract businesses and targeted industry sectors:

- a. When a positive return on investment and public benefit can be demonstrated; or
- b. When needed to meet the strategic economic development interests of the community outlined in the 5-year economic development strategy.

Goal 7: Identify funding mechanisms to achieve economic development objectives.

Policy 1: Utilize the Town's Capital Improvements Program (CIP), bonds, grants and other funding sources to expand and maintain infrastructure needed to:

- a. Support the development of Highway 191 as a key economic development corridor;
- b. Retain existing businesses and support their growth and expansion needs; and
- c. Speed the attraction and growth of targeted industries.

Quality of Life

Goal 8: Use economic development as a tool to improve the quality of life in Clifton.

- Policy 1: Prepare and adopt a 5-year economic development strategy focused on job diversity, innovation and capital investment.
- Policy 2: Encourage new development that is supportive of the environment in terms of air and water quality, noise or visual impacts.
- Policy 3: Attract, retain and grow unique retail businesses that serve a regional customer base as a means to increase Clifton's sales tax revenues.
- Policy 4: Encourage local companies to develop and/or participate in public/private partnerships that provide educational and training opportunities to Clifton residents.

Branding, Marketing and Advertising

Goal 9: Identify branding, marketing and advertising efforts needed to support economic development initiatives.

- Policy 1: Advertise the Town and support periodic promotion to attract tourism.
- Policy 2: Write articles emphasizing Clifton's people and places and submit to Southwest Airlines The Magazine read by more than 6 million travelers.
- Policy 3: Brand the national historic Coronado Trail placing Clifton on the map as the place **"Where the Trail Begins."**
- Policy 4: Develop economic development outreach approach and marketing tools to attract businesses in targeted industries.
- Policy 5: Market Clifton's assets with the purpose of increasing opportunities for job growth.
- Policy 6: Utilize Clifton's community brand and culture to attract and retain unique retailer, entertainment and hospitality to diversify and capture local and regional consumer expenditures.

Public/Private Economic Development Partnerships

Goal 10: Strengthen public and private partnerships to ensure the long-term viability of the Town, the County and the region.

- Policy 1: Work collaborative with major employers and public/private partners in the preparation of the Clifton 5-year economy development strategy and in the coordination of economic development efforts.
- Policy 2: Engage SEAGO, the Chamber of Commerce, local businesses, Freeport McMoRan, and Greenlee County in efforts to:
 - a. Support the healthy growth of existing businesses; and

- b. Attract and retain target industry sectors identified in the 5-year economic development strategy.

Policy 3: Foster relationships with the fine arts community to identify live/work space needs for artists.

Policy 4: Support the private/public partnerships needed to acquire historic buildings within the Chase Creek Historic District for renovation, restoration or preservation.

Policy 5: Work in partnership with the SHPO to identify funds for the preservation/restoration of historic buildings and landmarks.

Policy 6: Work cooperatively with major land owners in the Clifton Planning Area, including BLM, ASLD and Freeport-McMoRan to support the Town's economic development efforts.

Policy 7: Work cooperatively with ADOT to support Highway 191 as the Town's economic development spine.

Human and Social Capital As Town Assets for Capacity Building

Goal 11: Support Clifton's unique human and social capital.

Policy 1: Support efforts that enhance Clifton's unique human capital (skills, knowledge, and experience of its residents and business owners).

Policy 2: Nourish Clifton's unique social capital encompassing all the Town's social networks and public/private partnerships as a major asset that supports capacity building.

Policy 3: Support the development of programs that provide job skills and support a strong and healthy workforce.





Healthy Community

During the Clifton General Plan community outreach process, numerous comments supported healthy community best practices. A healthy community is one where its members, institutions, services, infrastructure, economy and environment thrive. The Healthy Communities Element promotes Clifton residents' well-being and a high quality of life that supports health and active lifestyles.

Healthy communities can be measured along eight dimensions which contribute significantly to a community's ability to thrive. These are:

Complete Neighborhoods: "Complete neighborhood" refers to a neighborhood where residents enjoy safe and convenient access to the goods and services needed in daily life. Complete neighborhoods include a variety of housing options, access to grocery stores and healthy food options such as community gardens, Community Supported Agriculture (CSA) and farmers markets, quality public schools, public open spaces and recreational facilities, affordable transportation options and civic amenities. An important element of a complete neighborhood is that it is built at a walkable and bikeable human scale and meets the needs of people of all ages, incomes and abilities.

Social Networks: Strong social networks offer support, increase opportunities, facilitate social exchange, and promote the sharing of skills, resources, and assets.

Physical Assets: Clifton's physical assets, such as buildings, historic buildings and structures, streetscapes, parks, library, health centers, and other public spaces are safe, clean, and comfortable, and provide opportunities for interaction and exchange. The physical assets of Clifton are aesthetically pleasing and reflect the desired community identity, character and sense of place.

Infrastructure: Clifton supports the infrastructure required to sustain the current and future populations and the healthy and safe operation of all Town functions.

Economic Opportunity: A robust economic development strategy supports appropriate measures, fosters innovation, attracts and retains the types of businesses appropriate for the Town to prosper, explores opportunities for river recreation, community-based eco-tourism and heritage tourism, and allows all constituents to participate in the creation and production of goods and services that contribute positively to healthy lifestyles and high quality of life.

Home-based Business Incubators



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

Environment: Clifton understands the sustaining functions of the environment and its relevance as an economic development tool and as an opportunity to support active and healthier lifestyles.

Local Institutions: All community-based institutions sustain, respect, and support each of the dimensions described above.

Active and Healthy Lifestyles: A high quality of life includes active and healthy lifestyles, provides access to healthy and nutritious foods and supports walkability, bicycle rideability, and recreation.

Guiding Principle

A healthy community is one that supports healthy people, healthy economy, healthy infrastructure, and healthy environment thereby increasing the quality of life of Town residents, supporting prosperity and promoting active and healthy lifestyles.

Healthy Community Goals

Goal 1: Ensure that all future development and redevelopment support quality of life, active lifestyles, environmental resources and the distinct small-town character and sense of place that makes Clifton unique.

Policy 1: Support convenient and equal access to community services, programs, and practices that serve residents of all ages and income levels.

Policy 2: Incorporate community amenities and gathering spaces with accompanying healthy activities that are accessible to all.

Policy 3: Support and promote health including access to healthy foods, care facilities and active lifestyles.

Policy 4: Maintain a sense of environmental responsibility which entails promoting awareness of and living in balance with the natural desert, riparian, and hillside environmental subsystems that make Clifton a destination.

Policy 5: Support the San Francisco River Corridor as a vital community asset offering recreational activities to residents and visitors.

Policy 6: Place emphasis and support for local food systems including community gardens, farmer's markets and local grocery stores.

Policy 7: Provide methods to age in place with access to health care, local food systems and recreation.



Public Facilities and Services

The Town of Clifton owns, manages and maintains the sanitary sewer, which currently services areas within the Town's corporate boundary. The update and extension of sewer lines is the most significant public infrastructure tool to guide growth and development within the Town. Sanitation is provided to rural areas located outside of the sewer service system by individual septic tanks. Clifton manages and operates police and fire departments and includes a full-time limited jurisdiction magistrate court.

The Clifton Public library services Clifton and Morenci and offers informational, cultural, recreational, art, and educational programs that support library users' needs. Clifton also owns, operates, and maintains The Clifton Town Hall, the Public Works Facility, several Parks and Recreation facilities and the Visitors Center. The Town operates from the Town Hall located on Coronado Boulevard. Parks, open spaces, trails and recreational facilities are addressed in the Parks, Open Space and Recreation Element.

Morenci Water and Electrical Company, a subsidiary of Freeport-McMoRan, produces electrical power and supplies water. Flood control is achieved in partnership with Greenlee County Flood Control District.

Canyonlands Healthcare promotes healthier lives through affordable, accessible, integrated primary care. Canyonlands Healthcare sites are federally qualified community health centers operating as nonprofit organizations and emphasizing comprehensive, coordinated primary and preventive care.

This Public Facilities and Services Element addresses those public services and facilities owned, managed and operated by the Town of Clifton for which the Town has jurisdictional responsibility and includes the supporting goals and policies necessary to provide the high-quality services envisioned by the community. This element ensures that the Town will maintain the levels of service and capacity needed to sustain the existing and forecasted populations. It also strengthens current partnerships with other public and private service providers to support the needs, safety and welfare of the Town's current and forecasted population. The General Plan Background and Current Conditions volume available separately summarizes all public facilities and services supporting the Town.

Clifton's Colonia Designation

The ADOH receives approximately \$9 million in CDBG entitlement funds annually from the U.S. Department of Housing and Urban Development (HUD) to fund eligible programs and projects in communities located in the 13 rural counties in the state.

CDBG funds may be utilized to address a wide variety of community needs, including construction or renovation of various infrastructure projects such as water, wastewater and solid waste facilities, streets, and flood control projects; construction or improvements of a range of community facilities such as senior, health and social services centers; expansion of public services to serve low-income persons; creation of new jobs through small business loans or infrastructure improvements; and various affordable housing projects including home reconstruction, rehabilitation or repair programs.

Funding is accessed through a process that is described in the HUD required Five-Year Consolidated Plan and annual action plan updates to the 5-year plan. The rural Councils of Government (COGs) partner with ADOH to assist communities with project administration and technical assistance. CDBG funds available to eligible applicants are divided into 3 accounts; Regional Account, State Special Projects Account (SSP) and Colonia Set Aside Account.

In order to provide sufficient funding to address those issues that plague Colonias, ADOH makes funding available through the Colonia set-aside once every two years in a competitive application process announced through a Notice of Funds Availability (NOFA). As a Colonia listed in the ADOH Colonias list, Clifton qualifies for this special set aside CDBG funds only available to Colonias.

Clifton Levee

A major piece of Clifton's flood risk management is the Clifton Levee. Constructed in 1994, the levee is designed to protect the area of South Clifton from flood events. The most visible part of the levee is the large gate that crosses US Highway 191 near the San Francisco River. These gates are tested yearly to make sure they're operational during flood events. The Town's flood prevention education program provides continuous education on flood preparation plans for homes and businesses.



Guiding Principle

Support high-quality public services, efficient, cost-effective facilities and the infrastructure required to serve the current and future populations and to foster the high quality of life envisioned.

Public Facilities and Services Goals and Policies

Goal 1: Take advantage of ADOH's CDBG Colonias set aside funds for the improvement of public facilities.

Policy 1: Assess infrastructure needs and apply to ADOH's CDBG Colonias set aside funds under the Town's designation as a Colonia.

Wastewater System

Goal 2: Continue to manage, operate, and maintain the Town's wastewater system in a responsible manner.

Policy 1: Evaluate recommendations included in the *Sewer Collection System & Wastewater Treatment Plant Preliminary Engineering Report* completed in 2017 to update collection system and build an innovative Wastewater Treatment Plant:

- a. Prioritize wastewater system upgrades needed to maintain adequate levels of service and increase capacity.
- b. Identify funding mechanisms to support updates.

Policy 2: Consider adopting Level of Service (LOS) standards for wastewater system based on per capita use and WWTP capacity to monitor improvements and growth-related needs.

Policy 3: Utilize existing right-of-way for the placement and realignment of public sewer systems and preserve environmentally sensitive areas through a coordinated approach.

Policy 4: Monitor emerging technologies in wastewater and consider new technologies that improve cost and operational efficiencies of the public sewer system.

Goal 3: Provide wastewater system services in a cost-effective, efficient, and logical manner.

Policy 1: Support regional economic opportunities and new development through well planned, infill sewer system capacity expansions.

Policy 2: Provide new wastewater services to developments outside the Town's municipal boundaries only pursuant to a pre-annexation agreement with the Town.

Policy 3: Upgrade and secure wastewater collection system and build an innovative wastewater treatment plant facility.

All Infrastructure

Goal 4: Integrate economic development, land use, and cost of development best practices in infrastructure expansion decisions.

Policy 1: Periodically review policies that recover costs associated with new development to ensure that development pays its fair share in conformance with the direction provided in the Cost of Development Element.

Policy 2: Promote efficient development of infrastructure by adopting an annexation policy that requires conformance with Town standards and requires payment of Town system development fees.

Policy 3: Require a pre-annexation agreement from new development outside the Town's municipal boundaries that clearly establishes the responsibilities of all public and private service providers.

Policy 4: Provide the infrastructure needed to support economic development such as commercial growth and identify "shovel ready" parcels for industry attraction.

Policy 5: Identify infrastructure needs to support future residential development in a feasible manner.

Policy 6: Explore feasible options to extend infrastructure to the Table Top area.

Goal 5: Continue to work effectively with other private/public service providers in the provision of infrastructure and services needed to support growth.

Policy 1: Continue to work with Morenci Water and Electrical Company in:

- a. The provision of needed water and electrical utilities.
- b. Clarification of service areas.
- c. System upgrades necessary to support economic development opportunities.
- d. Plans for added capacity to support housing, commercial and employment growth.
- e. Provide electric wiring for Chase Creek Historic District to support revitalization efforts.

Policy 2: Coordinate with non-municipal infrastructure and utility providers when planning new facilities/corridors, systems upgrades, and/or expansion of existing services.

Policy 3: Continue to strengthen partnerships with private and non-profit entities providing services to Clifton residents.

Policy 4: Continue to work efficiently with waste removal, recycling and solid waste partners to protect public and environmental health.

Policy 5: Continue to work with regional partners to ensure that hazardous and non-hazardous wastes are managed in an environmentally safe manner.

Goal 6: Foster the efficiencies and communication improvements needed to support Town efforts.

Policy 1: Build a municipal complex that is centrally located and provides service to all residents.

Policy 2: Update current facility operations to meet current best practices and efficiently guide infrastructure updates.

Policy 3: Improve fiber optics communication system to service Town residents and support economic development attraction and recruitment of target industry sectors.

Policy 4: Identify critical facilities expansions needed to support growth.

Public Safety

Goal 7: Sustain a safe environment through the support of public safety and law enforcement.

Policy 1: Support the Clifton Police Department partnerships, crime prevention programs, and public safety strategies to increase public safety and create a safe environment.

Policy 2: Support the Clifton Police Department facility expansion needs.

Policy 3: Support coordination between behavioral health professionals and public safety professionals.

Goal 8: Provide emergency response service that meets or exceeds national averages to the extent it can be afforded by the community.

Policy 1: Consider mutual aid agreements to serve unincorporated portions of the planning area as well as neighboring communities as resources permit.

Policy 2: Maintain facility, equipment and staff levels that will meet police, fire, and emergency services response standards as resources permit.

Policy 3: Support hospital and health care services by including senior living accommodations and in-home care.

Education and Other Public Community Services

Goal 9: Support the education, health, recreation, and library programs and services needed to serve the current and future populations

Policy 1: Support education, art, recreation, library, health, and workforce programs needed to improve the quality of life desired by residents and businesses.

Policy 2: Attract institutions of higher learning interested in developing community-based eco-tourism and heritage tourism programs and curriculum as part of the Town's economic development strategy.

Policy 3: Continue to support regional partners in the provision of needed community services.

Policy 4: Connect schools to neighborhoods via sidewalks, bicycle paths and trails that minimize arterial and collector crosswalks and provide safe routes to schools.

Policy 6: Work with School District to coordinate joint use of school facilities with civic and non-profit organizations that require meeting space.

Policy 7: Maintain and strengthen public/private partnerships with service providers, non-profit sector, and other jurisdictions for the provision of quality public community services, identification of funding, and needed coordination and support to ensure that such services appropriately serve the Town current and future needs.

Goal 10: Support the Clifton Public Library as a vital community asset for the provision of a variety of services.

Policy 1: Support the library's vital functions and approved strategic plan.

Policy 2: Encourage the library's role as a destination, place of discovery and an active partner in community building, economic development and ongoing learning.

- Policy 3: Support existing library initiatives, programs and collaborative resources that:
- Increase access to job and provide educational and training opportunities for the workforce.
 - Give children a strong start in learning.
 - Support patrons and visitors of all ages to pursue learning in a collaborative and creative environment.
- Policy 4: Seek grant opportunities that support or expand existing library programs and explore innovation.
- Policy 5: Design future library facilities or expansion/renovation of current facilities to include flexible spaces and the latest technological infrastructure.
- Policy 6: Maintain an adequate budget to provide for the needs of changing collections including electronic resources.

Flood Control and Stormwater Management

Goal 11: Continue to address Town-wide flood and stormwater management efforts.

- Policy 1: Continue to work with Greenlee County Flood Control District to identify safe and efficient strategies for flood control.
- Policy 2: Work with Greenlee County on opportunities to remove lands from the floodplain and on the creation of recreation opportunities along the San Francisco River corridor.
- Policy 3: Continue to address the Flood Plain designation and enforce related ordinances in any growth or expansion conversations.
- Policy 4: Explore ways to redirect stormwater to the San Francisco River.
- Policy 5: Continue to maintain and check dams and alleys routinely and improve drainage structures and drainage system throughout the Town.
- Policy 6: Explore the feasibility of building a covered culvert over Chase Creek to allow for additional parking spaces and improve traffic flow within the Chase Creek Historic District.

Parks, Recreation, Trails, Open Space and San Francisco River Corridor

Goal 12: Support public facilities improvements needed to make Clifton a recreation destination.

- Policy 1: Continue to maintain existing parks, recreation facilities, trails and shared paths throughout the Town.
- Policy 2: Support efforts to clean up riverbed and remove Tamarisk vegetation and other invasive species clogging river flow along the San Francisco River to improve flood control and support eco-tourism.

Policy 3: Continue to check dams to decrease flooding and support river cleaning efforts to promote safe usage of the river for swimming, fishing and other recreation activities.

Public Infrastructure Healthy Community Best Practices

Goal 13: Align public facilities intent with healthy community principles.

Policy 1: Encourage new Town public facilities and the expansion of older public facilities to:

- a. Complement the scale, massing, character and identity of adjacent neighborhoods to support Clifton's distinct sense of place.
- b. Incorporate courtyards, plazas, pocket parks, landscape amenities including shade trees, and public art to increase community interaction and create safety by design.
- c. Be grouped where feasible and appropriate to provide complementary public services, have compatible functions, and support a one-stop center to have multiple, cross-departmental benefits.
- d. Locate in areas accessible by multiple modes of transportation (walking, biking, and transit) and include pedestrian walkways or sidewalks and bicycle parking to discourage automobile dependence and support active and healthy lifestyles;
- e. Provide outdoor opportunities for farmers' markets, healthy foods and community gardens, and multipurpose community events when adjacent to residential areas;
- f. Provide flexibility in the design of facilities to accommodate changing needs (meeting spaces, art studio space, temporary work space for small businesses and ventures, job and skill training, health programs, etc.);
- g. Utilize green, local, and/or recycled materials in the construction of new public facilities when feasible;
- h. Include active and passive solar and energy and water efficient features when feasible;
- i. Incorporate water harvesting methods and best practices when feasible;
- j. Incorporate drought tolerant plants, water harvesting, and drip irrigation in landscape design;
- k. Support economic development efforts; and
- l. Protect environmental resources.



Water Resources

Arizona Revised Statutes (ARS 9-461.05.D5) requires a water resources element that describes available water supplies and adequacy to meet current and future needs or that includes a plan to meet future water needs. The General Plan Background and Current Conditions Volume identifies available water supplies to meet current demands. This element of the General Plan provides the policy direction to meet future water needs. The goals and policies in this element have community-wide applicability and do not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

Water Basins and Groundwater Resources

According to the Arizona Department of Water Resources (ADWR) Water Atlas, the Town of Clifton is within the Southeastern Arizona Planning Area. The Southeastern Arizona Planning Area includes five watersheds. The Upper Gila Watershed drains about 7,400 square miles in the planning area above Coolidge Dam and contains the Bonita Creek, Duncan Valley, Safford and Morenci basins. Major tributaries include the San Francisco River, Eagle Creek, Bonita Creek, San Simon Creek and the San Carlos River. The portion of the watershed above Clifton encompasses an area of approximately 2,750 square miles and is bounded by the Tularosa and Mogollon Mountains on the east, the Gallo Mountains on the north and numerous other mountains on the west.

The Southeastern Arizona Planning Area includes 14 groundwater basins that vary significantly in size. The Town of Clifton is in the Morenci Water Basin. The Morenci Basin is characterized by steep canyons, mesas and mountains with numerous streams and washes. The basin consists mainly of volcanic rocks. Groundwater is found primarily in alluvial deposits along major water courses and groundwater flow is to the south along the San Francisco River drainage. Groundwater recharge has been estimated at 15,000 AFA and groundwater in storage at 3 million-acre feet (maf).

Water Resources

Under the Environmental Quality Act of 1986, the Arizona State Legislature created the Arizona Department of Environmental Quality (ADEQ) in 1987 as the state's cabinet-level environmental agency. ADEQ is composed of three environmental programs: Air Quality, Water Quality and Waste, with functional units responsible for technical, operational and policy support. ADEQ works with cities, towns and special districts with limited resources and populations of 10,000 or less to help them comply with environmental laws. ADEQ's voluntary Small Communities Environmental Compliance Assistance Program offers resources for maintaining and documenting compliance efforts.

Water Quality

To improve water quality, ADEQ Water Quality Division (WQD) implements the Arizona Pollutant Discharge Elimination System (AZPDES) program. This program requires all facilities that discharge pollutants into streams and lakes to obtain a permit. Regulated discharges include sewage treatment facilities, construction sites larger than one-acre, municipal storm water systems and a variety of industrial facilities. An AZPDES permit includes discharge limits, monitoring and reporting requirements and other conditions necessary to protect human health and the environment.

At federal level, the Environmental Protection Agency (EPA) measures water quality to ensure healthy watersheds and drinking water quality. The EPA has a complex method of measuring watershed quality using 15 indicators such as pH, chemicals, metals, and bacteria. Water quality in Clifton, Arizona is 60 on a scale to 100 (higher is better). This is a measure of Watershed quality only.

Safe Drinking Water Act: Under the Safe Drinking Water Act, protection of drinking water quality starts with an assessment of the quality of all public water sources and continues through regulations that govern water system design and construction. Drinking water quality is further assured through scheduled tests for a wide variety of potential contaminants. The results of these tests are reported to the WQD and a summary is delivered to customers once a year. Because of these regulations and continued testing, drinking water supplies in the United States are among the cleanest and safest in the world. Arizona is no exception. The water company supplying water to Clifton is Morenci Water and Electric. The company is required to provide a water quality summary support to customers on an annual basis.

Groundwater Protection: ADEQ issues Aquifer Protection Permits (APP) to safeguard Arizona's groundwater. This program controls the discharge of pollutants from sewage treatment facilities, septic tanks, mining operations and other industrial facilities. It also regulates the direct reuse of reclaimed water. APPs establish specific discharge limits and monitoring and reporting requirements. They may also require facilities to undertake special measures to protect human health and the environment from harmful pollutants. ADEQ's Pesticide Contamination Prevention Program prevents groundwater contamination from routine agricultural pesticide use. The program regulates agricultural use of pesticides and includes the creation of the Groundwater Protection List, publishing an annual report of the use of pesticides with the potential to reach and impact groundwater. Freeport-McMoRan maintains an APP with ADEQ.

Guiding Principle

Protect the quality of water by working with agencies and water providers to proactively manage the Town's water resources while supporting water conservation best practices.

Water Resources Goals

Goal 1: Proactively manage the Town's Water Supply

Policy 1: Coordinate Town growth with Morenci Water and Electric, the water company supplying water to Clifton, to maintain the safe and adequate drinking water supply needed to sustain the Town's current and future populations.

Goal 2: Protect the quality of Clifton's surface water and groundwater resources

Policy 1: Invest in sewer infrastructure that provide adequate treatment capacity and reduce pollutant loading in washes, rivers and streams.

Policy 2: Continue to work collaboratively with the Gila Watershed Partnership, BLM and Forest Service by making the *User Guide to San Francisco River of Southeastern Arizona* available to San Francisco River users to ensure responsible habits while recreating that prevent contamination.

Policy 3: Continue to reduce pollutant loading through water quality improvement projects like the *San Francisco-Blue Rivers Watershed Improvement Plan*.

Policy 4: Continue to support courses like the *Watershed Steward (MWS) Course* for the San Francisco and Blue Rivers in coordination with Clifton Library, BLM, U.S. Fish & Wildlife Service, and the Greenlee and Graham County agricultural and environmental communities to raise awareness on surface water quality issues.

Goal 3: Promote coordinated planning between jurisdictions and agencies responsible for potable water, wastewater, and storm water management.

Policy 1: Support a comprehensive and collaborative regional approach to potable water, wastewater and stormwater management.

Goal 4: Engage the public in water conservation strategies to promote stewardship, manage water consumption and protect future water supplies.

Policy 1: Require that landscape plans for new development include water harvesting and drip irrigation.

Policy 2: Encourage and educate community members on specific water conservation programs and strategies.

Policy 3: Encourage the use of drought-tolerant plants, water harvesting and drip-irrigation as components of the landscaped environment for streetscapes and landscaped areas on all new public and private development projects.

Policy 4: 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.

Policy 5: Educate the community on water conservation strategies, including, but not limited to:

- a. Discouraging the use of turf for residential, commercial and industrial landscapes and streetscapes;
- b. Encouraging the use of air paved gravel and air grass systems in lieu of turf for sports fields;
- c. Encouraging the use of efficient irrigation systems (drip/low flow) and water harvesting features in all new development or redevelopment;
- d. Adopting a drought tolerant plant palette;
- e. Providing incentives for the use drought-tolerant vegetation and water harvesting.



Cut Curb Water Harvesting Feature (Left) Drainage Control Incorporating Water Harvesting (Right)



Environmental Planning

Arizona Revised Statutes (ARS 9-461.05.D3) requires an environmental planning element that address anticipated effects, if any, of plan elements on air quality, water quality and natural resources associated with proposed development under the general plan. The goals and policies included in this element have community-wide applicability and do not require the production of an additional environmental impact statement or similar analysis beyond the requirements of state and federal law.

The Water Resources Element provides the policy direction to meet future water needs, protect surface and groundwater sources, and ensure water quality. This element of the General Plan ensures that growth and development is balanced with the protection and enhancement of the environmental infrastructure of the Town of Clifton, including natural resources, open space, wildlife habitats, riparian areas, washes and floodplains through the use of sustainable principles. This element also addresses energy conservation, recycling, air quality. identifies potential flood hazards and provides policy direction for the mitigation of such hazards.

Guiding Principle

Protect Clifton's valuable natural resources, floodplains, riparian areas, quality open space, wildlife corridors, habitats, washes, and viewsheds and promote energy efficiency and resource conservation.

Environmental Planning Goals

Goal 1: Protect Clifton's natural resources, riparian areas, quality open space, wildlife corridors, habitats, washes, and viewsheds as resources for community-based eco-tourism.

Policy 1: Promote cluster development that provides integrated open space in new developments using implementation tools such as Planned Area Development (PAD).

Policy 2: Adopt guidelines to preserve and maintain undisturbed riparian vegetation, quality open space, wildlife habitats and corridors, scenic views or viewsheds and to ensure consistency in staff review.

Policy 3: Utilize drought-tolerant vegetation to protect the Town's environmental resources, provide shade and protection from summer heat and help reduce the heat island effect.

Goal 2: Protect and improve air quality by reducing sources of air pollution.

Policy 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.

Policy 2: Promote preservation of existing vegetation and revegetation of disturbed areas and limit premature removal of vegetation to assist in dust control.

Policy 3: Implement programs to reduce dust pollution, such as paving roadways, and adopt and enforce ordinances relating to grading, dust control and construction regulations.

Policy 4: Develop programs to improve connectivity and walkability throughout the Town to encourage alternative modes of transportation and reduce emissions.

Goal 3: Maintain and preserve the desert character and environment of Clifton to further the General Plan sustainability and economic development goals

Policy 1: Enhance connectivity and walkability throughout Clifton to provide adequate access to the Town's natural features, such as the San Francisco River corridor.

Policy 2: Continue to work with BLM to develop programs that preserve riparian areas and wildlife habitats.

Goal 4: Prevent flood hazards in areas along the San Francisco River and major drainageways

Policy 1: Continue to work with the Greenlee County Flood Control District to ensure timely mapping revisions of the erosion hazards, floodways and floodplains.

Policy 2: Continue to work with the Greenlee County Flood Control District on mapping revisions requests and on applications for floodplain revisions concerning the Federal Emergency Management Agency (FEMA) Letters of Map Revision (LOMAR) process.

Policy 3: Continue to annually test Clifton levee gates to make sure they are operational during flood events.

Policy 4: Provide continuous education on flood preparation plans for homes and businesses support through the continuous implementation of the Town's flood prevention education program.

Policy 5: Work collaboratively with ADOT to ensure that Highway 191 north remains functional as the only evacuation route in the Town during flood event.

Goal 5: Support wildfire prevention efforts within the Town of Clifton

Policy 1: Support wildfire prevention efforts from the Fire Department to protect lives, property and natural resources.

Policy 2: Work collaboratively with ADOT to ensure that Highway 191 north remains functional as the only evacuation route in the Town during wildfires.

Goal 6: Support the long-range viability and sustainability of the Town of Clifton by promoting energy efficiency

Policy 1: Require new development to incorporate passive and active solar methods in new development and redevelopment when feasible.

Policy 2: Investigate new technology that may reduce waste disposal costs and support alternative energy production.

Policy 3: Support any Morenci Water and Electric's utility incentive program incorporating alternative energy sources into new and existing developments.



Cost of Development

Economic growth ensures adequate revenue to support the Town's programs and services prioritized by the Mayor and Council and the community. Essential to economic growth is new development and redevelopment that contributes impact, service, and processing fees. In conformance with Arizona Revised Statutes, this element addresses three key components:

1. It defines the term "fair share." State legislation allows the Town to define this term based on its unique needs and resources and it relates to the portion of costs of infrastructure necessary to support new development to be paid for by developers.
2. It establishes a measure of fairness as mandated. This guarantees that costs borne by new development result in a benefit to the development; and provides a reasonable relationship between development costs and the burden imposed on the Town of Clifton for providing additional necessary public services for the development.

It is not the intent of the Cost of Development element to overburden the growth industry or be a disincentive to private sector capital investment in the development of quality residential, mixed use and commercial enterprises.

3. This element identifies various options that can be used to fund and finance additional, necessary public facilities and services.

Guiding Principle

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

Cost of Development Goals and Policies

Integrated Approach

Goal 1: Maximize efficiencies and minimize cost of development by integrating land use planning, infrastructure, cost of development and economic development efforts.

Policy 1: Direct development to areas where infrastructure is in place or planned.

Policy 2: Inventory parcels with available infrastructure and target the type of development most appropriate for such areas.

Policy 3: Prioritize infrastructure expansion to those areas of the Town identified as Growth Areas and redevelopment areas.

Policy 4: Consider the cost/benefit ratios of new development on Growth Areas as part of the approval process.

Policy 5: Work with major property owners to market and develop sites for retail, commerce, mixed-use and residential projects and work out innovative development terms to help fund the infrastructure improvements.

Public Facilities and Services Cost Recovery

Goal 2: Recover the cost of public facilities and services required to serve new development or redevelopment that are not met by impact fees, wastewater fees and other development related fees or taxes.

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

Policy 2: Explore the best methods to fund and finance new public facilities and services, such as bonding, special taxing districts, community facilities districts, development fees, in-lieu fees, facility construction dedications, service privatization, and consolidation of services.

Policy 3: Ensure that the adopted system of development fees and facility/utility improvement policies bear a reasonable relationship to the burden imposed on the Town by new development to provide services to such development.

Policy 4: Require all new development to contribute or construct new facilities or systems within or adjacent to the development consistent with its proportional use of the facility.

Policy 5: Conduct and periodically update development fee studies to ensure establishment of reasonable fees.

Policy 6: Encourage the growth or relocation of industries that generate local tax revenue and employment.

Policy 7: Encourage planned development such as PADs and Specific Plans that generate local tax and employment.

Policy 8: Maintain the definition of "legally available" as those legal mechanisms which are not prohibited by law in the State of Arizona at the time the project is approved.

Goal 3: Achieve fairness in allocating the costs of new development.

Policy 1: Balance public and private interests to achieve fairness in allocating the costs of new development with sensitivity to impacts on housing costs and housing affordability.

Policy 2: Recognize the non-monetary burden that places a cost on development in the form of time delays, land set-asides, or expensive entitlement processes.

Policy 3: Recover fair share costs (defined as the total capital costs of facilities and equipment minus developer credits and funds dedicated to a project).

Policy 4: Establish development incentive areas or other incentives, such as an Infill Incentive District, Mixed-use District, or Chase Creek Historic District that may allow reduced cost recovery obligations for projects within those areas.

Policy 5: Ensure that the fair share charged to a project includes only those costs associated with that project and does not require the developer to improve existing deficiencies in public facilities.

Policy 6: Ensure that the identified benefits of the new public facilities and services are received by the development charged with paying for them.

Policy 7: Charge a development only for its proportionate share of the benefits received by the new public facilities and services.

Policy 8: Allow infrastructure to be incrementally brought on line or phased in order to not overly burden the initial phases of a project and put the overall success of the project at risk.

Goal 4: Assess the functionality, suitability and sustainability of existing public facilities and infrastructure.

Policy 1: Seek alternative financing methods for basic infrastructure.

Policy 2: Maintain enough financial reserves for maintenance of basic infrastructure.

Policy 3: Examine infrastructure financing strategies and evaluate resources for completing and/or upgrading existing roads, sewer system and other basic infrastructure necessary to support projected growth.

Goal 5: Continue to explore creative development cost-sharing strategies for Clifton.

Policy 1: Seek public/private economic development partnerships.

Policy 2: Strengthen the Town's economic development strategy by promoting coordination with adjacent jurisdictions, SEAGO, Freeport McMoRan, ADOT, ASLD and BLM.

Policy 3: Quantify the revenue outcomes of exploring alternative revenue mechanisms (and their composition) to achieve a balanced and sustainable revenue base.

Policy 4: Verify Morenci Water and Electric's current capacity to support residential and commercial growth.

Goal 6: Develop a streamlined and cost-effective development review process.

Policy 1: Streamline the Building Department's development review process to support a reduced timeframe.

Additional Revenue Sources

Goal 7: Identify and secure additional revenue sources.

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

Policy 2: Pursue available grants and loans from federal, state and regional sources that can provide financial assistance to the Town, property owners, investors and developers to complete new development projects.

Available Mechanisms to Fund and Finance Development

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

Pay-As-You-Go out of Current Revenues

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

Grants and Low-Interest Loan Programs

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

Property Taxes

The Town has a property tax.

General Obligation Bonds

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

Revenue Bonds

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

Certificates of Participation

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

Development Impact Fees

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

User Fees

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

Improvement Districts (Special Taxing Districts)

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

Community Facilities Financing Districts

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

In Lieu Fees

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



General Plan Administration

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

This chapter ensures that future amendments of the General Plan further Clifton's vision and that the vision, goals, and policies are implemented in a fair and equitable manner. The implementation strategies supporting each element are outlined in the Implementation section of this chapter. This approach provides an easy-to-use reference guide for the Town to monitor general plan implementation.

General Plan Authority

All policies and implementation strategies included in this General Plan follow all applicable federal, state and Town of Clifton laws and regulations, as may be amended. Clifton is committed to protecting private property rights. This General Plan serves as a roadmap for future development. It also protects grandfathered property rights for existing entitlements. The Town of Clifton recognizes the recent economic recession and the role new planned development plays in shaping our community and economic future. As such, this General Plan balances the benefits of policies applicable to development and the cost of compliance. This must be done to achieve sustainable growth, provide affordable housing, retain existing businesses, and attract new retail and commercial development, and companies seeking to invest in job creation in the region. Policies included in this General Plan are not intended to be applied to land being developed which has already been through legislative review and approval in the Town.

Authority and direction to plan come from the Arizona Revised Statutes, expressly the Growing Smarter and Growing Smarter Plus Acts, as amended as well as other directives embedded in Statute. Community involvement was conducted in conformance with the Public Participation Plan adopted at early stages of the General Plan planning process by the Clifton Mayor and Council as required by the Arizona Revised Statutes. The Public Participation Plan is available separately.

Plan Adoption

As a new General Plan, the Arizona Revised Statutes require that the Town of Clifton voters ratify or approve the General Plan during an election. Following ratification, every ten years, a new General Plan or the currently effective General Plan shall be submitted for voter adoption or readoption. Major amendments to the General Plan are not required to be submitted to the voters by State Statute but must be approved by a two-thirds majority vote by the Town Council.

Planning Tools Used to Implement the General Plan

Planning tools that may be used by the Town to implement the General Plan include the rezoning and entitlement processes in accordance to the needs of each distinct land use defined in the Land Use Element. PADs, Specific Plans or Master Plan Communities (MPCs) are also entitlement tools aiming at guiding development including one or more land use. Additional planning tools that may be used to implement the General Plan include the preparation of area plans, neighborhood plans and revitalization plans.

A PAD grants higher flexibility and is therefore the recommended implementation tool. A PAD is an overlay zoning district that establishes special zoning controls. The Town may approve a request to establish a PAD where a development that is well-suited to its location cannot be accommodated by the zoning for the area. This planning tool provides flexibility to accommodate a mix of uses under one planned area.

General Plan Amendments

Amendments to this General Plan may be initiated by the Town or by private individuals or agencies in accordance with the procedures set forth in State law. The term “amendment” shall apply to both text and map revisions. Amendments to this General Plan shall be classified as major amendments or minor amendments. Major amendments may only be considered by the Town Council at a single hearing designated each year for such cases, must be submitted within the same year they are heard and must receive an affirmative two-thirds majority vote of the Town Council for approval. Minor amendments can be heard and considered by the Town Council at any time and must receive an affirmative simple majority vote of Town Council for approval.

Major Amendments

In accordance with ARS §9-461.06, a change is to be considered a major amendment if the resulting change is a “substantial alteration of the municipality’s land use mixture or balance” as established in the General Plan.

Amendments to this plan will be considered major if they meet one of the following criteria, the occurrence of which results in a substantial alteration of Clifton’s land-use mixture or balance.

1. For all areas, a change in the Future Land Use map of more than 160 acres; or
2. General Plan text changes that are in conflict with or alter the goals and policies of this plan.

Minor Amendments

Any change to the Future Land Use Map or any change that does not meet one of the criteria listed above for a major amendment is considered a minor amendment.

Administrative Amendments

Changes to formatting, scrivener errors, photos, graphics, tables or maps, other than the Future Land Use map and Growth Areas map, can be completed as an administrative procedure.



General Plan Implementation

The Arizona legislature mandates municipal planning agencies to undertake the following actions to implement the General Plan:

1. Adopt and implement the General Plan so that it serves as the community guide for the orderly growth and development and as the basis for the efficient expenditure of Town funds related to the subjects of the General Plan.
2. Render an Annual Report to the Town Council on the status of the General Plan and the progress of its application.
3. 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 Town, including a coordinated program of proposed public work for the ensuing fiscal year. Such coordinated program must be submitted to the municipal planning agency for review and report to such agency for conformity with the adopted General Plan.
4. All acquisitions and dispositions of real property shall be reported to the Town of Clifton department in charge of planning and community development to ensure conformity with the General Plan. The planning agency shall render its report as to conformity with the adopted General Plan within forty (40) days after submittal.

This chapter serves as the primary mechanism for General Plan implementation and conforms to all state mandates. It includes funding sources, programs and resources available to assist Town staff in the implementation of the goals and policies and achieve the community vision.

Implementation Goals

Goal 1: Maintain the general plan as a dynamic, responsive, up-to-date guide for public decision making and expenditures.

Policy 1: Establish an effective mechanism for General Plan implementation, evaluation and review.

IMPLEMENTATION STRATEGIES

- a) Request the Planning and Zoning Commission to hold at least one public annual meeting to discuss General Plan progress.
- b) Request that Town staff annually prepares a General Plan Status Report for the Planning and Zoning Commission detailing General Plan progress and including:
 - a. A summary or matrix evaluating progress towards implementing the goals and policies of the General Plan;
 - b. Any recommended amendments to the General Plan;
 - c. Any staff recommendations regarding future year(s) funding for General Plan actions and programs; and
 - d. A summary identifying new development within the Town.
- c) Make available the General Plan Status Report to the Planning and Zoning Commission no later than two (2) months prior to the adoption of the annual Town Budget.
- d) Ensure that all relevant Town departments participate in the preparation of the General Plan Status Report.
- e) Circulate the 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 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 General Plan Status Report to the Town Mayor and Council after the Planning and Zoning Commission public meeting.
- h) Ensure that Mayor and Council reviews progress made in implementing the General Plan prior to the adoption of the Town Budget and Capital Improvements Program.
- i) Maintain capital reserve funds and whenever possible set funds aside each year for future capital projects to help secure adequate funds for capital improvements.
- j) Ensure that expenditures from the committed reserves are made in consultation with appropriate boards and commissions through the Town-wide annual review and budget process.

General Plan Implementation Matrix

The intent of the Implementation Matrix is to prioritize goals and policies within each element of the General Plan for their timely, effective, and successful completion. The Implementation Matrix categories are defined in the following table.

Matrix Category	Definitions
Implementation Strategy	Actions needed to implement General Plan goals, guiding principles and overall General Plan vision.
Lead Department	Identifies the primary responsible Town department for accomplishing a specific implementation strategy.
Anticipated Timeframe	Identifies and prioritizes the intended timeframe for the implementation strategy to be initiated.
Potential Funding Sources	Lists the potential funding source necessary to implement the measure based on the Funding Mechanism Matrix ID.
Public/Private Partners	Lists potential public/private partners

Implementation Strategy

Identifies actions to carry on the goals and policies provided on each element of the General Plan. Each implementation strategy describes the action that will guide development decisions and capital improvements.

Lead Department

Describes the departments or teams within the Town that will lead the effort. The following acronyms are utilized in the Implementation Matrix:

1. Acronyms - Town Departments or Town Teams:
 - Town Manager Team (TM)
 - Public Works Team (PW)
 - Building Department/Code Enforcement Team (BD/CE)
 - Clifton Police Department (CPD)
 - Fire Department (FD)
 - Parks and Recreation Department (PR)
 - Economic Development Team (ED)
 - Planning, Community Development and Housing Team (PCH)
2. Acronyms - Town Processes:
 - Development Review Process (DRP)

Anticipated Timeframe

Prioritizes implementation strategies based on immediacy of need, land and infrastructure availability, revenue generating potential, and role in achieving the fiscal viability desired. The timeframe may change over time based on need, opportunity, available personnel, and funding, and includes the following categories:

1. **Ongoing Action**
2. **Immediate Action** (initiate no later than 6 months after General Plan ratification by the voters)
3. **Short-range (First 5 years)**: Includes development on privately-owned or Town of Clifton-owned lands with existing or planned infrastructure. It also applies to land acquisition strategy from BLM in conformance to Recreation Public Purposes Act criteria and to the preparation of Parks, Recreation, Trails and Open Space Master Plan as an economic development strategy.
4. **Mid-range (6-10 Years)**: Initiate when infrastructure to serve the area is approved or available. Includes development on privately-owned or Town of Clifton-owned lands without existing or planned infrastructure.
5. **Long-range (More than 10 years)**: Requires acquisition of land from the ASLD not envisioned during the planning horizon of this general plan.

Public/Private Partners

The list of partners is not exhaustive and includes the following entities:

1. Acronyms - Jurisdictions, Agencies and Commissions:
 - Arizona Department of Transportation (ADOT)
 - Arizona State Land Department (ASLD)
 - Arizona Department of Environmental Quality (ADEQ)
 - Arizona Department of Water Resources (ADWR)
 - Arizona Game and Fish (AGFD)
 - Bureau of Land Management (BLM)
 - Clifton Historic Preservation Commission (CHPC)
 - Clifton Arts Commission (CAC)
 - Greenlee County (GC)
 - Greenlee County Flood Control District (GCFCD)
 - Southeastern Arizona Government Organization (SEAGO)
 - Town of Clifton (TC)
 - Town of Clifton Planning & Zoning Commission (P&Z)
2. Acronyms - Private Entities:
 - Major Land Owners (MLO)
 - Freeport McMoRan (FMRR)

Financing Mechanism

Includes financing programs, mechanisms and funding sources available to implement the different plan elements. The Town of Clifton has a menu of options it can use to fund and finance development costs to allow the public and private sectors to partner and find the best cost recovery approach for each new development. The Town also has the flexibility to adjust such approaches as additional methods become available. Funding options that should consider when expecting new development to pay for their fair share of the cost of infrastructure are defined in the Cost of Development Element and included in the Funding Mechanism Matrix ID under the cost of Development option. Other financing mechanisms and potential funding sources are also listed in the Funding Mechanisms Matrix ID included below.

Funding Mechanism Matrix ID

Funding Mechanism	ID
Cost of Development financing options that could be explored for applicability: <ul style="list-style-type: none"> • Pay-as-you-go out of Current Revenues • Grants and low-interest Loan Programs • Property Taxes • General Obligation Bonds • Revenue Bods • Certificates of Participation • Development Impact Fees • User Fees • Improvement Districts (Special Taxing Districts) • Community Facilities Financing Districts • In Lieu Fees 	1
Community Development Block Grant (CDBG) Colonias Funding	2
SEAGO assists communities in the region cordinating a variety of grant programs for economic development and transportation	3
State Historic Preservation Office (SHPO)	4
Arizona Department of Transportation Grants	5

Arizona Department of Housing (ADOH) Colonias Funding

Arizona has made significant improvements to the way it administers the Community Development Block Grant (CDBG) colonias set-aside funds. According to ADOH, the Town of Clifton is a designated Colonia within Greenlee County. CDBG funds may be utilized to address a wide variety of community needs, including:

1. Construction or renovation of various infrastructure projects such as water, wastewater and solid waste facilities, streets, and flood control projects;
2. Construction or improvements of a range of community facilities such as senior, health and social services centers; expansion of public services to serve low-income persons;
3. Creation of new jobs through small business loans or infrastructure improvements; and
4. Various affordable housing projects including home reconstruction, rehabilitation or repair programs.

Funding is accessed through a process that is described in the HUD required Five-Year Consolidated Plan and annual action plan updates to the 5-year plan. The rural Councils of Government (COGs) partner with ADOH to assist communities with project administration and technical assistance. CDBG funds available to eligible applicants are divided into 3 accounts; Regional Account, State Special Projects Account (SSP) and Colonia Set Aside Account.

Arizona must set-aside at least 10% of its total annual CDBG funds allocation for Colonias projects; only projects that address the lack of basic infrastructure or safe and sanitary housing can qualify as colonia projects. ADOH makes such funding available through the Colonia set-aside once every two years in a competitive application process announced Through a Notice of Funds Availability (NOFA).

Applicant must be a State of Arizona, Department of Housing Certified Colonias or must complete and submit a Colonias Designation and Certification packet along with all source documentation at least 60 days prior to the Colonias Application deadline. The current list of those Colonias who have been certified as eligible to participate in the competitive Colonias Set Aside application round is posted on the Department's website on the Community Development and Revitalization page.

Clifton General Plan Implementation Matrix

Growth Areas Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Integrated Growth Management					
1	P1	TM/P&Z	Ongoing	1	FMMR
2	P1	TM/P&Z	Ongoing - Annual Review	1	Tie General Plan to CIP/Town departments involved in CIP
Growth Supports Character and Sense of Place					
3	P1	PCH/P&Z	Ongoing	1	Through DRP
Infill, Revitalization, and Redevelopment					
4	P1-P4	TM/CHPC	Immediate Action/Ongoing	1, 2, 3, 4	Chase Creek Historic District: SHPO (Historic District Revitalization); SEAGO (Economic Development Strategy)
5	P1	TM/ED	Immediate Action/Ongoing	1, 2, 3, 4	Train Depot: SEAGO (Economic Development Strategy)/Area businesses.
6	P1	TM/PW/ED	Immediate Action/Ongoing	1, 2, 3, 4	Prioritize infill on lands with existing infrastructure/SEAGO/FMMR.
	P2	PCH/PW	Ongoing	1	Through DRP
	P3-4	TM/ED	Immediate Action/Ongoing	1, 2, 3, 4	Grant Writing Colonias Set Aside Funds & SEAGO (Economic Development Strategy)
7	P1 (a to d)	TM/P&Z/ED	Ongoing	1	Through DRP
	P2	TM/P&Z/ED	Immediate Action/Ongoing	1, 2,4	Through DRP & Economic Development Strategy/SEAGO
	P3	TM/ED	Ongoing	1,2	Economic Development Strategy/SEAGO
	P4-6	TM/PW & BD/CE			Integrated strategy including: Housing Assessment; Code Enforcement & grant writing.
	P7	PCH/P&Z	Ongoing	1	Through DRP
8	P1-2	TM/P&Z/ED	Immediate Action/Ongoing	1,3	FMMR
	P3	ED	Ongoing	1,3	Economic Development Strategy/Town Businesses
	P4	P&Z	Ongoing	1	Through DRP

Growth Areas Element (Continued)

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Highway Corridor					
9	P1-P2	TM/P&Z	Ongoing	1	Through DRP
	P3-P5	TM/ED	Ongoing	1,5	ADOT
Tier 1 Growth Area					
10	P1 and P3	TM/P&Z	Ongoing	1	Through DRP
	P2	TM/ED	Immediate Action/Ongoing	1,2,3,5	FMMR, other land owners, ADOT (Access from 191)
Tier 2 Growth Area					
11	P1-P5	TM/P&Z/ED	Long Range	1	ASLD
Regional Recreation and Community-Based Ecotourism					
12	P1-P6	TM/ED	Short Range	1	BLM/SEAGO
Growth Management and Annexation					
13	P1-P3	TM/P&Z/ED	Short Range	1	Greenlee County/BLM/ SEAGO/FMMR private land owners
Land Acquisition Strategy for Recreation & Public Uses					
14	P1 (a - b)	TM/P&Z/ED	Short Range	1	BLM

Land Use Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Quality of Life and Long-Term Viability					
1	P1-P3	PCH/P&Z	Ongoing	1	Through DRP
2	P1-P2	PCH/P&Z	Ongoing	1	Through DRP
Healthy Land Use Mix					
3	P1, P3, P4	PCH/P&Z	Ongoing	1	Through DRP
	P2	TM/TC/ED	Ongoing	1,3	Economic Development Strategy/SEAGO
4	P1-P2	TM/TC/ED	Ongoing	1	FMMR/BLM
	P3	TM/TC	Long-range	1	ASLD
5 & 6	All policies	PCH/P&Z	Ongoing	1	Through DRP
Community Character & Beautification					
7	P1-P2	BD/CE	Ongoing	1,2	Through Code Enforcement & Preparation of Housing Needs Assessment/CDBG Colonias Grants
	P3	PCH/P&Z	Ongoing	1	Through DRP
Infill, Redevelopment and Revitalization					
8	P1-P3	P&Z/PW//BD/CE/CHPC/ED	Short-range	1,2,3,4	Appoint a committee to prepare and adopt a Chase Creek Historic District Revitalization Strategy/SHOP/SEAGO
Highway Corridor					
9	P1-P3	P&Z/ED	Immediate Action/Ongoing	1,3	P&Z through DRP/ED through Economic Development Strategy/SEAGO
10	P1	PCH/P&Z	Ongoing	1	Through DRP
Mining and Mineral Resources					
11	P1	PCH/P&Z	Ongoing	1	Through DRP
San Francisco River Corridor					
12	P1	PR	Ongoing	1	Parks & Recreation Awareness Programs/BLM
	P2-P3	P&Z	Ongoing	1	Through DRP/County/BLM
13	P1	P&Z/PR	Ongoing	1	Through DRP
Public Facilities and Land Use					
14	P1-P2	PW	Short-range	1	Public Facilities Expansion Needs Inventory/CPD/FD/PR/Library
	P3	PCH/P&Z	Ongoing	1	Through DRP
15	P1-P2	P&Z	Short-range	1	Update Zoning Code to Include PAD

Transportation and Circulation Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Safety					
1	P1-P8	PW	Short-range	1,2,3	Work with ADOT as it pertains to Highway 191 & Safe Routes to School Programs/Work with SEAGO to identify funding sources.
Multi-modal Transportation					
2	P1-P2	P&Z	Ongoing	1	Through DRP
	P3	TM/TC	As Needed	1	Development Agreements/Intergovernmental Coordination with County/FMMR/ADOT/BLM/ASLD
	P4	PW	Short-range	1	SEAGO/ADOT
	P5	PR	Ongoing	1	BLM
	P6	PW	Mid-range	1	SEAGO
Multi-modal Transportation					
3	P1	PW/PR	Ongoing	1	Connectivity coordination with County, Morenci, FMMR, ADOT, BLM
	P2-P3	P&Z/PW	Ongoing	1	Through DRP
	P4, P6, P7	TM/TC/P&Z/PW	Mid-range	1,2,5	Work with County, SEAGO, ADOT, FMMR and regional partners to prepare a Transportation Master Plan that prioritizes CIP projects and identifies funding
	P5	PW	Mid-range	1,2,5	ADOT/SEAGO
Universal Access					
4	P1-P3	PW	Ongoing	1,5	Apply to all road improvements and widening efforts and require new development to provide these through the DRP. ADOT
Parking					
5	P1 and P4	PW	Mid-range	1,2,5	Address parking standards for residential and non-residential development as part of the Transportation Master Plan
	P2 and P3	P&Z/PW	Ongoing	1	Through DRP
	P5 and P6	PW/PR	Mid-range	1	Explore feasibility of electrical vehicle charge station, solar generating covered parking & park-and-ride in Transportation Master Plan
Circulation System and Transportation Network Financing and Maintenance					
6	P1-P4	PW	Mid-range	1	Address in Transportation Master Plan

Housing & Neighborhood/Community Beautification Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Safety					
1	P1 (a-g)	TM/PCH/P&Z PW/Library & BD/CE	Short-range	1,2	<ol style="list-style-type: none"> 1. Identify funds (grant) to prepare a Housing Needs Assessment that addresses existing housing conditions, identifies affordable housing needs and affordable housing development partners (Habitat for Humanity subdivision building) and incentivizes ownership. 2. Partner with Library to offer education programs that educate on steps to increase housing ownership. 3. Establish a CHDO for affordable housing development with assistance of ADOH.
2	P1	PCH/P&Z	Ongoing	1	Through DRP
	P2	TM/PW & BD/CE	Short-range	1,2	See strategy for Goal 1 above.
3	P1-P2	PW	Short-range	1	<ol style="list-style-type: none"> 1. Identify shovel ready parcels within Town that can support housing development (Tier 1 Growth Area and Infill Areas) 2. Incentivize residential development in those residential priority areas by offering a streamlined DRP.
4	P1-P2	TM/P&Z/PW/Library & BD/CE	Short-range	1,2	See strategy for Goal 1 above.
5	P1, P2 and P4	PCH/P&Z	Ongoing	1	Through DRP
	P3	PCH/P&Z	Short-range	1	Update Zoning regulations to include mixed-use development zoning district.
Neighborhood and Community Clean Up and Beautification Efforts					
1	P1-P5	BD/CE & PW	Short-range	1	Establish Clean Up Program & Enforce the <u>Abatement of Dangerous Buildings Code</u> .
2	P1-P3	PR/Library	Short-range	1	Establish a Plant-A-Tree/Tree Preservation Program
3	P1	CHPC	Short-range	1	Establish a Public Arts Program
	P2	PCH/P&Z	Ongoing	1	Through DRP
	P3-P4	CHPC	Ongoing	1	Establish a Public Arts Program

Parks, Recreation, Trails and Open Space Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Quality of Life					
1	P1 (a-k) to P-7	PR	Short-range	1	Prepare a Parks, Recreation, Trails and Open Space Master Plan that includes CPTED techniques/BLM
Connectivity					
2	P1	P&Z/PR	Ongoing	1	Address as part of Master Plan and through DRP/BLM
	P2	P&Z/PR	Ongoing	1	Through DRP
	P3	PR	Short-range	1	As part of Master Plan/BLM/County/SEAGO/FMMR
Recreation Destination					
3	P1-P7	PR/ED	Short-range	1	As part of Master Plan/BLM/County/SEAGO/FMMR
Maintenance, Funding and Public/Private Partnerships					
4	P1-P5	PR/ED	Short-range	1	As part of Master Plan/BLM/County/SEAGO/FMMR
5	P1-P6	PR/ED	Short-range	1	As part of Master Plan/BLM/County/SEAGO/FMMR
Open Space Land Acquisition					
6	P1-P3	PR/ED	Short-range	1	As part of Master Plan/BLM/County/SEAGO/FMMR
Clean Energy					
7	P1-P2	PR	Ongoing	1	Where feasible and appropriate/BLM

Economic Development Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Diversified Economic Development Strategy					
1	P1 a-p	ED	Short-range	1,3	Prepare Economic Development Strategy SEAGO/County/Commerce Authority//BLM/FMMR
2	P1, P2, P3, P5	ED	Short-range	1,3	Prepare Economic Development Strategy SEAGO/County/Commerce Authority//BLM/FMMR
	P4	PCH/P&Z	Immediate Action	1	Update Zoning regulations to establish a mixed-use district.
Redevelopment/Revitalization/Infill					
3	P1-P4	ED	Short-range	1,3	Prepare Economic Development Strategy SEAGO/County/Commerce Authority//BLM/FMMR
	P5	TC/TM	Ongoing	1	FMMR
Recreation Destination					
4	P1-P5	ED	Short-range	1,3	Prepare Economic Development Strategy SEAGO/County/Commerce Authority//BLM/FMMR
	P6	PR	Ongoing	1	Improve wayfinding throughout the Town by adopting a Wayfinding Program/BLM
	P7	TC/TM/PR/ED	Ongoing	1	Address Community-Based Eco-tourism Strategy as part of the Economic Development Strategy/BLM
Public Services and Infrastructure Improvements, Incentives and Funding					
5	P1	PW	Mid-range	1	Identify public services and Infrastructure expansions needed to support the Economic Development Strategy/SEAGO/ADOT
	P2	PW	Ongoing	1	Country Flood Control District
	P3	TC/MT/ED	Ongoing	1	Support health and medical services expansion needs and address these in Economic Development Strategy
	P4	TC/MT	Ongoing	1	SEAGO
	P5	PCH/P&Z	Immediate Action	1	Streamline DRP
6	P1	TC/MT	As needed	1	At discretion of Mayor and Council
7	P1 a-c	TC/TM/PW	Ongoing	1,3,5	Address as part of the Economic Development Strategy

Economic Development Element (Continued)

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Quality of Life					
8	P1, P3, and P4	TC/TM/ED	Short-range	1,3	Prepare Economic Development Strategy SEAGO/County/Commerce Authority//BLM/FMMR
	P2	PW/P&Z	Ongoing	1	Through DRP process environmental impact statement
Branding, Marketing and Advertising					
9	P1-P6	TC/TM/ED	Immediate Action	1,3	Designate an Economic Development Task Force that will initiate branding and identify funds for the preparation of the Economic Development Strategy. SEAGO, County, BLM (Where the Trail Begins) Arizona Commerce Authority, FMMR, Chamber of Commerce
Public/Private Economic Partnerships					
10	P1-P7	TC/TM/ED	Immediate Action	1,3	<p>1. Include representation in the Economic Development Task Force from:</p> <ul style="list-style-type: none"> • SEAGO • Greenlee County Economic Development • BLM (Recreation Destination/Eco-tourism) • Chamber of Commerce • Major Employers (FMMR) • ADOT (Highway 191 vital functions) • Local Businesses • Art Community • CHPC/SHPO • Library (One Stop Workforce Training/Education) <p>2. Identify funds for the preparation of the Economic Development Strategy</p>
Human and Social Capital As Town Assets for Capacity Building					
11	P1-P2	TC/TM/ED	Ongoing	Volunteer Pool	Work with local no-profits and social organizations to recruit and nourish Clifton's talent and intentionally focus the community collaborative spirit through involvement in community events, cleanups, mural projects, and networking.
	P-3				Support the Clifton Library as a One Stop place for workforce training and volunteer organizing.

Healthy Community Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Healthy Community Goals					
1	P1	Collaborative	Ongoing	NA	Continue to support equal access to all community services, programs and practices.
	P2	PR/Library	Ongoing	1	Continue to support programs and activities that support active and healthy lifestyles through the provision of parks and recreation programs and education programs.
	P3 and P6	PR/Library	Ongoing	1	Continue to support community garden and farmers markets and programs that support the local food system, meals on wheels program, and nutrition education programs.
	P4	Collaborative	Ongoing	NA	Continue to promote awareness about the importance of sustaining the natural environment that makes Clifton a destination.
	P5	PR	Ongoing	1	Continue to support San Francisco River as a vital community asset/BLM.
	P7	Collaborative	Short-range	1,2	Address aging in place as component of the Housing Needs Assessment and identify Clifton's aging population support needed to age in place.

Public Facilities Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Public Facilities and Services					
1	P1	PW	Immediate Action	1,2	Assess infrastructure needs and work with ADOH to apply for CDBG Colonias set aside funds.
Wastewater System					
2	P1-P4	PW	Short-range	1,2	Based on recent wastewater study: <ul style="list-style-type: none"> • Prioritize system upgrades; • Adopt per capita LOS based on historic sewer usage to monitor WWTP capacity; • Integrate sewer distribution system upgrades with roadway upgrades when feasible and possible; • Consider new technologies to improve cost and efficiencies for wastewater system; • Apply for CDBG Colonias set aside funds to upgrade and secure wastewater collection system; and • build an innovative wastewater treatment facility that support current and future needs.
3	P1-P3	PW	Short-range	1,2	See implementation actions for goal 1 above.
All Infrastructure					
4	P1, P3	TM/PW/P&Z	Ongoing	1	Ensure that development pays its fair share through development agreements, pre-annexation agreements and DRP
	P2	TC/TM/PW/P&Z	Mid-range	1	Adopt an annexation policy that clearly establishes conformance with Town standards and Town system development fees to recover cost of providing infrastructure.
	P4, P5, P6	PW	Immediate Action	1	Identify, map and prioritize areas with infill potential where infrastructure is available (shovel ready) to serve new residential and non-residential development.
5	P1-P5	TC/TM/PC	Ongoing	1	Continue to work effectively with water, electrical utilities, waste removal, recycling and solid waste partners and all service providers to support current needs and anticipated growth.

Public Facilities Element (Continued)

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
All Infrastructure (Continued)					
6	P1-P4	TC/TM/PW/CPD/FD/PR	Mid-range	1,2	<p>Prepare a Public Facilities Plan that:</p> <ul style="list-style-type: none"> Assesses all Town-owned and operated critical facilities expansion needs; Incorporates facility operations best practices needed to efficiently guide infrastructure upgrades; Identifies communication system improvements needed to support Town residents needs and economic development efforts; and Identifies funds for building a municipal complex/civic center that is the focal point of the Town
Public Safety					
7	P1-P3	TC/TM/CPD	Ongoing	1	<ul style="list-style-type: none"> Continue to support the CPD needs to ensure the safety and wellbeing of the community. Address CPD facility expansion needs in the Public Facilities Plan
8	P1-P3	TC/TMT/CPD/FD/EMS	Ongoing	1,2	<ul style="list-style-type: none"> Consider mutual aid agreements and intergovernmental agreements to serve unincorporated areas as resources permit Maintain facility, equipment and staff levels needed to meet or exceed emergency response Work with health services providers to determine best way to address senior living accommodations/aging in pace, and in-home care (CDBG Colonias)

Public Facilities Element (Continued)

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Education and Other Community Services					
9	P1, P3-P7	PR/ED/PCH	Ongoing	1	<ul style="list-style-type: none"> As part of the Economic Development Strategy develop a menu of education, arts, workforce development, and recreation programs needed to improve quality of life, support local business and attract new businesses. Continued to work with all public/private services providers in the provision of community services. Continue to work with School District to provide safe routes to school and explore community use of school facilities after hours.
	P2	TC/TM/PR/ED	Short-range	1,3	As part of the Economic Development Strategy work with SEAGO and BLM on ways to attract an institution of higher learning interested in developing community based-eco-tourism and heritage tourism programs and curriculum.
10	P1-P6	TC/TM	Ongoing	1	Support the Library's initiatives and programs approved in its Strategic Plan and seek grant opportunities to support its vital functions
Flood Control and Stormwater Management					
11	P1-P6	PW	Ongoing	1,2	Continue to: <ul style="list-style-type: none"> Work with Greenly County Flood Control District on flood and stormwater management efforts; Maintain and check up dams and alleys routinely Improve drainage system throughout the plan
Parks, Recreation, Trails, Open Space, and San Francisco River Corridor					
12	P1-P3	PR/PW	Ongoing	1	Continue to: <ul style="list-style-type: none"> Maintain parks, recreation facilities, trails and shared paths; Work with BLM to support river cleanup and invasive species removal to improve flood control and support eco-tourism.
Public Infrastructure Healthy Community Best Practices					
13	P1 a-l	Collaborative	Ongoing	1	Support enumerated practices when feasible and appropriate.

Water Resources Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Water Resources Goals					
1	P1	PW	Ongoing	1	Continue to coordinate Town growth with Morenci Water and Electric to maintain a safe and adequate drinking water supply for the current and future populations.
2	P1-P4	PW	Ongoing	1	Continue to work with Gila Watershed Partnership, BLM, Forest Services, Library, U.S. Fish and Wildlife Service, and the Greenlee and Graham Country agricultural and environmental communities to protect the quality of Clifton's surface water and groundwater resources.
3	P1	TC/TM/PW	Ongoing	1	Support a comprehensive and collaborative regional approach to potable water, wastewater and stormwater management
4	P1	PW/P&Z	Ongoing	1	Through DRP
	P2, P4 and P5	PW/Library	Ongoing	1	Continue to support water conservation education programs that address water harvesting, drought tolerant landscapes, drip/low/flow irrigation.
	P3	PW/P&Z	Ongoing	1	Through DRP

Environmental Planning Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Environmental Planning Goals					
1	P1-P3	PCH/P&Z	Ongoing	1	<ul style="list-style-type: none"> Update the Zoning regulations to include PAD standards that cluster development and integrate open space; Adopt guidelines to preserve undisturbed natural open space that include. Require drought-tolerant vegetation as part of the landscape plans for new development and redevelopment through the DRP.
2	P1-P3	PW	Ongoing	1	<ul style="list-style-type: none"> Implement all applicable Federal and State Air Quality Standards to reduce sources of air pollution, including dust control.
	P4	PW/PR	Ongoing	1	<ul style="list-style-type: none"> Ensure that road improvements support connectivity and encourage walkability and bicycle use throughout the Town to reduce emissions were feasible and appropriate.
3	P1-P2	PW/PR/PCH/P&Z	Ongoing	1	Through DRP to provide connectivity to San Francisco River Corridor and in partnership with BLM to develop programs that preserve riparian areas and wild habitats.
4	P1-P4	PW/Library	Ongoing	1	Continue to work with Greenlee County Flood Control District, annually test levee gates and support Town's flood prevention education
	P5	TC/TM/PW	Ongoing	1	Continue to partner with ADOT to ensure that Highway 191 north remains functional as the only evacuation route in the Town during flood events.
5	P1-P2	FD	Ongoing	1	Support Fire Department Wildfire Prevention efforts & continue to partner with ADOT to ensure that Highway 191 north remains functional as the only evacuation route in the Town during flood events.
6	P1	PCH/P&Z	Ongoing	1	Through DRP.
	P2-P3	PW	Short-range	1	Work waste disposal partners and support Morenci Water and Electric's on the implementation of programs incorporating alternative energy sources.

Cost of Development Element

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Integrated Approach					
1	P1-P5	TM/PW/ED	Immediate Action	1	<ul style="list-style-type: none"> Identify and map shovel-ready parcels and direct development to those areas; Prioritize infrastructure expansions to infill, redevelopment and Tier 1 Growth areas. Require a cost/benefit analysis for development in Growth Areas requiring major infrastructure upgrades. Utilizing the shovel-ready property parcels, work with property owners to market and develop those sites.
Public Facilities and Services Cost Recovery					
2	P1-P8	TC/TM/PW	Short-range	1	Conduct a Development Fee Study to identify a fee structure for new development that meets all applicable mandates.
3	P1-P8	TC/TM/PW	Short-range	1	<ul style="list-style-type: none"> Achieve fairness in allocating the costs of new development by conduct a Development Fee Study; Consider incentivizing development in certain areas by reducing cost recovery obligations in those areas; Require large development proposals to provide a phase approach to the provision of infrastructure as part of the DRP
4	P1-P3	TC/TM/PW	Short-range	1	<ul style="list-style-type: none"> As part of the Development Fee Study identify financing strategies to cover the cost of infrastructure necessary to sustain growth.
5	P1-P4	TC/TM/ED/PW	Short-range	1	As part of the Economic Development Strategy, strengthen public/private partnerships and explore alternative revenue mechanisms to achieve a balanced and sustainable revenue base.
6	P1	PCH/P&Z	Short-range	1	Streamline the DRP to support a reduced timeframe
Additional Revenue Sources					

Cost of Development Element (Continued)

GOAL	POLICY NUMBER	LEAD DEPARTMENT/ AGENCY	ANTICIPATED TIMEFRAME	POTENTIAL FUNDING SOURCES	COMMENTS/ PUBLIC/PRIVATE PARTNERS
Additional Revenue Sources					
7	P1-P2	Collaborative	Immediate Action	1,2,3,4,5	<ul style="list-style-type: none"> • Work closely with the Library in the identification of applicable grants; • Designate a grant team that spends time each week in the identification of all applicable grants from CDBG Colonias funding, SEAGO, SHPO, ADOT, etc. • Create a list of grants the Town can pursue and use the information included in the <i>General Plan Background and Current Conditions Report</i> to apply for grants. • As revenues increase, consider having a part time grant writer on staff.