

RESOLUTION 2024-042

A RESOLUTION OF THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA, DECLARING AS A PUBLIC RECORD THAT CERTAIN DOCUMENT FILED WITH THE CITY CLERK AND TITLED "VISTA 2040," ADOPTING "VISTA 2040", THE SIERRA VISTA GENERAL PLAN, IN COMPLIANCE WITH ARIZONA REVISED STATUTES § 9-461.06; DIRECTING THAT "VISTA 2040" BE SUBMITTED TO THE VOTERS FOR RATIFICATION AT THE GENERAL ELECTION SCHEDULED TO BE HELD ON NOVEMBER 5, 2024; AND PROVIDING FOR REPEAL OF CONFLICTING RESOLUTIONS.

WHEREAS, Arizona Revised Statute § 9-461.05 and 9-461.06 require the Mayor and City Council to update or readopt a comprehensive, long-range general plan consisting of a statement of community goals and development policies every ten years; and;

WHEREAS, per Arizona Revised Statutes § 9-461.06 (C) the City has adopted a General Plan amendment process which provides for effective, early, and continuous public participation, and sought feedback from property owners, residents, public officials, public agencies, other government jurisdictions, and other organizations serving a public purpose; and;

WHEREAS, per A.R.S. § 9-461.06(D), at least sixty days before the notice issued pursuant to A.R.S. § 9-461.06(E), the City transmitted copies of the proposed general plan for review and further comment to all relevant parties and persons that requested in writing to receive a review copy; and

WHEREAS, the Planning and Zoning Commission and the City Council considered the public's recommendations and held public hearings per A.R.S. § 9-461.06(E) and (G), respectively; and

WHEREAS, per the General Plan amendment policy, the Planning & Zoning Commission recommended a Finding of Fact to the City Council that demonstrated the need and justification for the updated Plan; and,

WHEREAS, having received and considered all public comment and having considered the best interests of the City as a whole, the City Council finds that the "VISTA 2040" sets forth the City's goals and development policies; and

WHEREAS, per A.R.S. § 9-461.06(M), the City Council is required to submit the proposed General Plan to the voters for ratification at the next regularly scheduled municipal election scheduled at least one hundred twenty days after the City Council adopted the plan.

NOW, THEREFORE, BE IT RESOLVED BY THE MAYOR AND CITY COUNCIL OF THE CITY OF SIERRA VISTA, COCHISE COUNTY, ARIZONA, as follows:

SECTION 1

That certain document entitled "VISTA 2040" of which one paper copy and one electronic copy are maintained, per A.R.S. § 44-7041, on file in the office of the City Clerk as required by A.R.S § 9-802, and available for public use and inspection during regular business hours, is hereby declared to be a public record and said copies are hereby ordered to remain on file with the City Clerk.

SECTION 2

The City of Sierra Vista General Plan, known as "VISTA 2040," as shown in Exhibit A, is hereby adopted.


SECTION 3

"VISTA 2040" shall be placed on the ballot at the regular municipal election to be held on November 5, 2024, for ratification by the voters.

SECTION 4

Upon ratification by the voters, "VISTA 2040" shall repeal and replace "VISTA 2030," adopted June 26, 2014, and all amendments thereto, in its entirety.

PASSED AND ADOPTED BY AT LEAST TWO-THIRDS OF THE MEMBERS OF THE CITY COUNCIL AND APPROVED BY THE MAYOR OF SIERRA VISTA, ARIZONA, THIS 27TH DAY OF JUNE, 2024.

  
\_\_\_\_\_  
CLEA MCGAA  
Mayor

APPROVAL AS TO FORM:

  
\_\_\_\_\_  
NATHAN WILLIAMS  
City Attorney

ATTEST:

  
\_\_\_\_\_  
JILL ADAMS  
City Clerk

Prepared by: Jeff Pregler

RESOLUTION 2024-042  
PAGE TWO OF TWO



**Sierra Vista**  
A R I Z O N A

EXTRAORDINARY SKIES. UNCOMMON GROUND.



# VISTA 2040

SIERRA VISTA GENERAL PLAN

Approved by the Mayor and City Council | TBD

# ACKNOWLEDGMENTS

## CITIZENS OF SIERRA VISTA

### MAYOR AND COUNCIL

Mayor Clea McCaa

Mayor Pro Tem Carolyn Umphrey

Council Member William Benning

Council Member Marta Messmer

Council Member Gregory Johnson

Council Member Angelica Landry

Council Member Mark Rodriguez

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#### Commission

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Carolyn Cruz

Gwen Calhoun

Judy Wand

Allyne McFalls

### Environmental Stewardship Commission

Joelle Buffa

Patrick Murphy

Steven Spearman

Shelly Short

Bruno Talerico

Sharon Flissar, Staff Liaison

### Commission on Disability Issues

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Lori Schectman

Liza Quinones

Verna Williams

Chanse Frenette

Blake Fisher, Staff Liaison

### Neighborhoods Commission

Michelle McCollum

Julia McCaa

Wendee Grinde

Vera Gates-Williams

Janet Wilcox - Associate Member

Matt McLachlan, Staff Liaison

### Economic Development Commission

Gary Packard Jr.

Wallace Ricks

Michelle Hagele

Hannah Rainey

Marvin Kouza

Dan Valle- Ex Officio

Melanie Edwards-Barton - Ex Officio

Tony Boone, Staff Liaison

### Parks and Recreation Commission

Wesley Hewitt

John Moreno

Berlynda Schaaf

Jessica Kunkel

Joseph Hayes

Laura Wilson, Staff Liaison

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**Planning and Zoning Commission**

Bradley Snyder, Chair  
Randy Wilcox, Vice Chair  
Tait Wilcox  
Rachel Gray  
Daman P. Malone  
Jeff Pregler, Staff Liaison

**Tourism Commission**

Anna Smith  
Douglas Phillips  
Aaron Hennequin  
Rebecca Smith  
J Wayne Lawson  
Tony Boone, Staff Liaison

**Transportation Commission**

William Indelicato  
Anthony Isom  
Alfred Joseph Spurgeon  
Keith Landry  
Sharon Flissar, Staff Liaison

**Youth Commission**

Sophia Rosa  
Ryan Brooks  
Lexi Prickett  
Riley M. Absalon  
Matthew Swiney  
Laura Wilson, Staff Liaison

**City Management**

Charles P. Potucek, City Manager  
Victoria Yarbrough, Assistant City Manager

**Community Development Department**

Matt McLachlan, Director  
Jeff Pregler, Senior Planner  
Blake Fisher, Planner

**Communications**

Adam Curtis, Communications Manager  
Elizabeth Wrozek, Public Information Officer

**Contract Planning**

Christine McLachlan, Cochise County

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# 1 INTRODUCTION & OVERVIEW

*Sierra Vista residents have long been concerned about maintaining and elevating the quality of their community, particularly the quality of residential life, the natural environment, schools, and other public services.*

Sierra Vista citizens understand that the City will continue to grow and change and want to guide that evolution in a manner that protects the core values that attracted residents to the community in the first place.

Many of Sierra Vista's residents are drawn from other regions of the country or other places in Arizona.<sup>1</sup> According to the U.S. Census Bureau, one in five residents moved to the City since the previous year which is 1.3 times the geographic mobility rate in Arizona. Within this total, 9% moved from a different state and two percent moved from abroad.<sup>2</sup>

Many are attracted by Sierra Vista's safe neighborhoods with good family and retiree housing values; laid back atmosphere; excellent leisure and outdoor activities; community shopping; diverse

cuisine options; availability of medical care; and quality public facilities and services.

Sierra Vista (Spanish for Mountain View) is the largest of seven municipalities within Cochise County (6,219 square miles), which forms the southeastern corner of the state. Sierra Vista is the most westerly community in the county, located approximately 14 miles north of the U.S./Mexico border, 60 miles southeast of Tucson, Arizona, and 160 miles southeast of Phoenix, Arizona.

The City's elevation, which averages 4,625 feet above sea level, contributes to the area's climate, providing cooler temperatures compared to lower elevations in the region and the large metropolitan areas in the state.

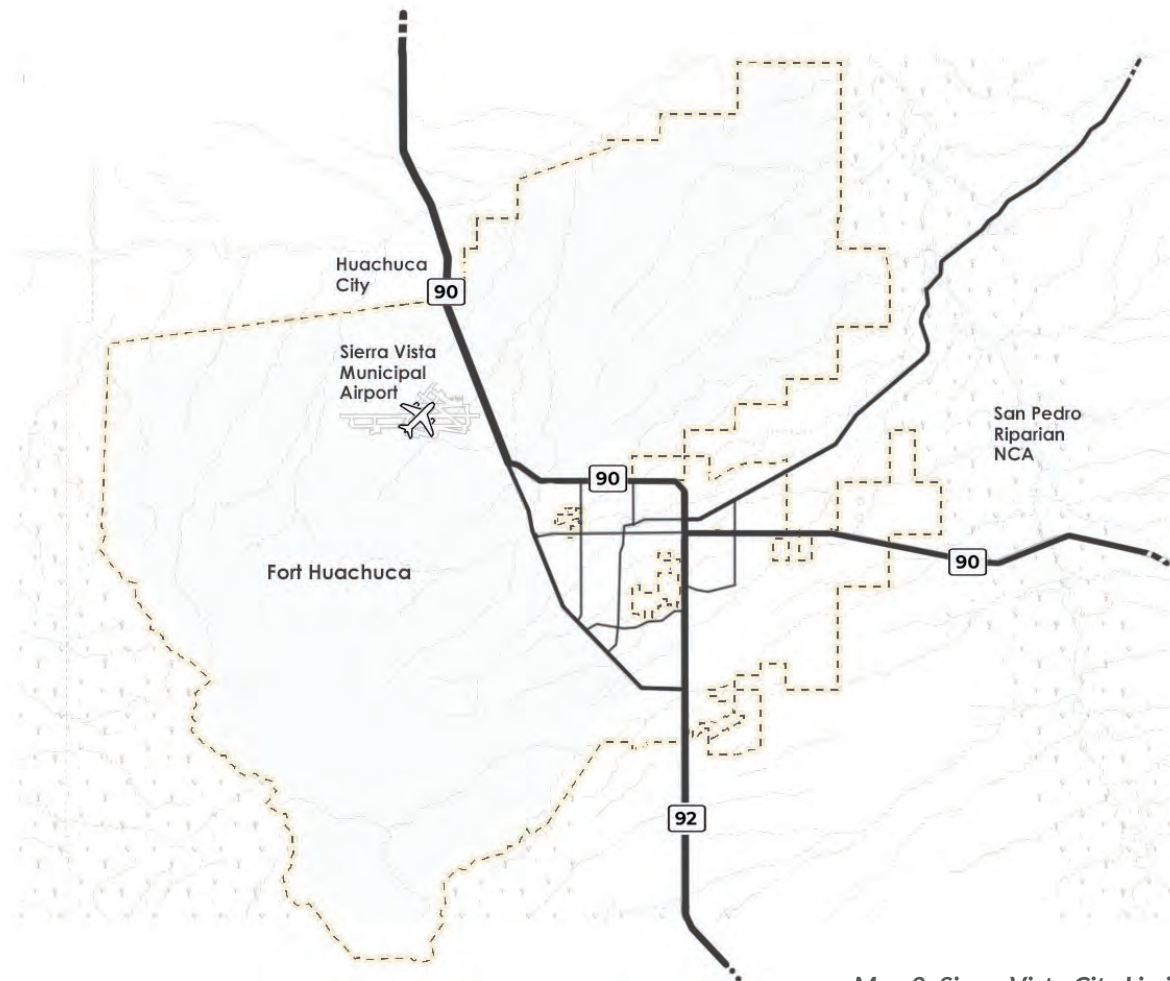
Located on the lower slopes of the Huachuca Mountains, Sierra Vista is bounded to the east



Map 1: Sierra Vista, AZ

<sup>1</sup> U.S. Census Bureau (2022). American Community Survey 5-year estimates. Retrieved from Census Reporter Profile page for Sierra Vista, AZ <<http://censusreporter.org/profiles/16000US0466820-sierra-vista-az/>>

<sup>2</sup> Ibid



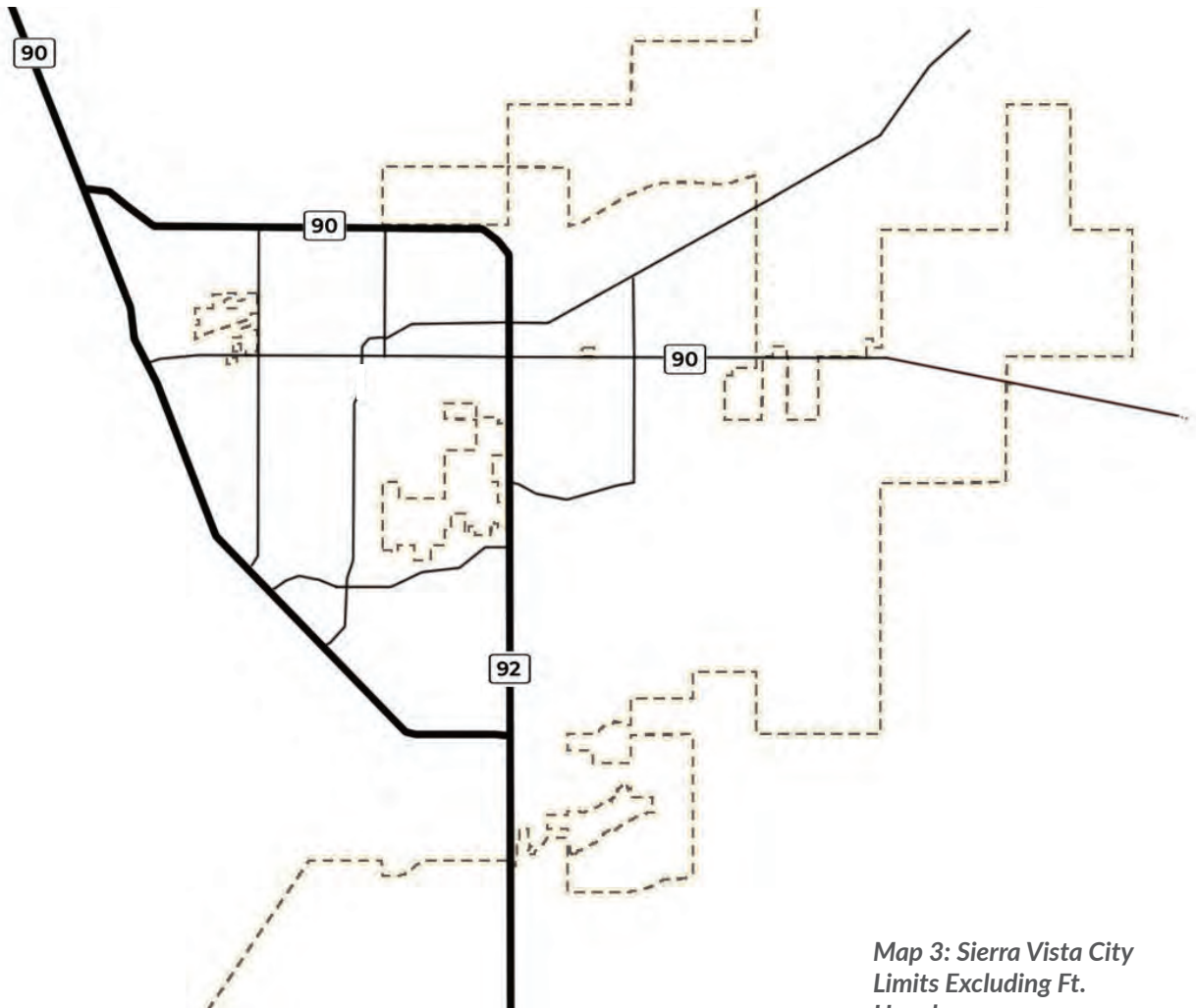
*Map 2: Sierra Vista City Limits  
(2024)*

by relatively flat land which gently slopes towards the San Pedro River. To the south and west, the community is bordered by the Huachuca Mountains, which rise to a height of almost 10,000 feet at the tops of Miller and Carr Peaks. The urbanized portion of the community is totally surrounded on the north and west by the Fort Huachuca Military Reservation which is also part of the City.

Community members cherish Sierra Vista's tight-knit, small-town feel and tranquility. Sierra Vista is often described as an oasis

due to its unique natural surroundings and community attributes. Many of one's daily needs can be met without leaving the City.

At a wider scale, there is a symbiotic harmony between the urban and rural places in the region, which is characterized by a blend of desert landscapes, rugged mountain ranges, and vibrant communities each with their own unique history and character.



*Map 3: Sierra Vista City Limits Excluding Ft. Huachuca*

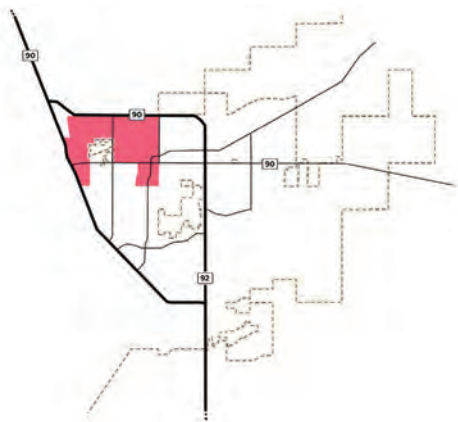
## HISTORY

Sierra Vista's history is closely tied to the establishment and development of Fort Huachuca. The area was initially inhabited by various Native American groups, including the Apache. European settlers began arriving in the late 19th century, drawn by the fertile San Pedro River Valley.

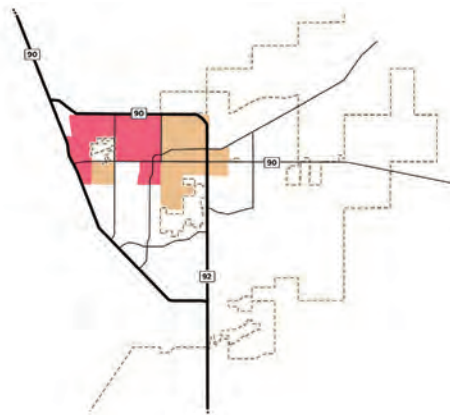
Fort Huachuca was established in 1877 as a U.S. Army fort to protect settlers and control conflicts with the Apache. The fort's primary

purpose was to secure the Arizona border and protect against raids from Apache warriors led by Cochise and Geronimo. Situated on the western slope of the San Pedro River Valley, the site offered fresh running water, dense tree canopy, and high ground that provided uninterrupted sight lines in three directions for effective guard and advantage.

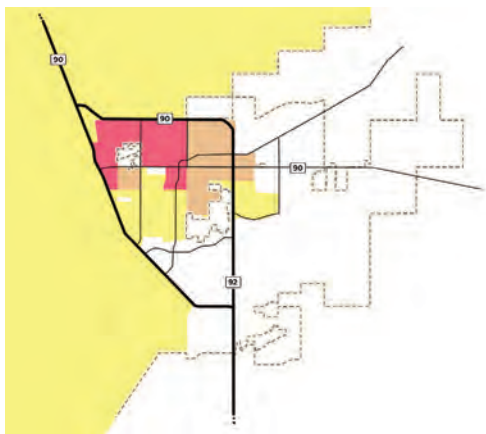
Cavalry and infantry stationed at Huachuca continued a frontier pacification and protection mission until the 1890's. Over the years, the military outpost became a fort and served as



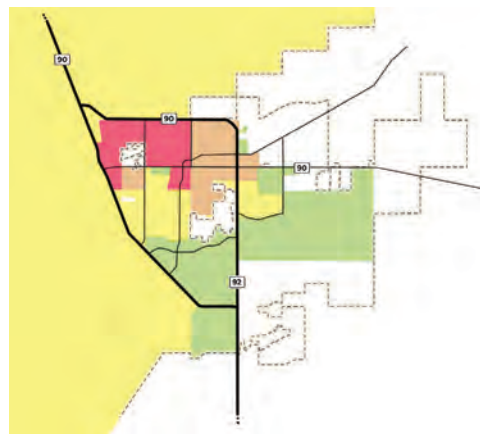
Sierra Vista at establishment (1956)



City expansion through 1969



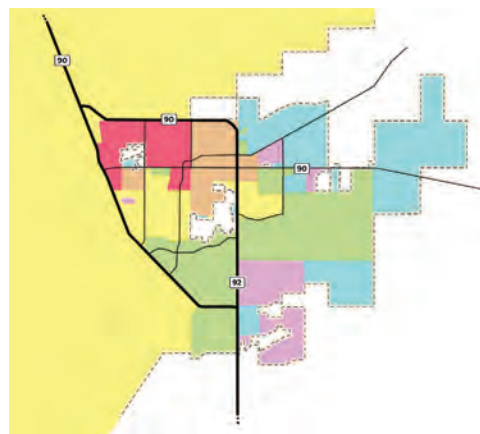
City expansion through 1979



City expansion through 1989



City expansion through 1999



City expansion through 2023

the home of the famed Buffalo Soldiers of the 9th and 10th Cavalry. In the beginning, the areas around Fort Huachuca were virtually unpopulated except for a few small ranches spread along the San Pedro River and close to the mountains. In later years, a small community began to develop to the east of the Fort taking on a variety of names including Overton, White City, Buena, Garden Canyon, and Fry.

The local area and the Fort were first served by the New Mexico & Arizona Railroad. Beginning in 1972, the El Paso & Southwestern Railroad constructed their line to and through the military reservation. Freight service was provided by Southern Pacific Railroad. It branched from Southern Pacific's Benson-Douglas line at Lewis Springs and headed west through Sierra Vista (formerly known as Fry).

During World War II, Fort Huachuca served as an infantry training base. After being closed for several years, the post was reopened in 1954 and became home base for the Army's Electronic Proving Ground. Sierra Vista officially became a town in 1956, and it continued to grow in tandem with the fort's expansion.

The fort's growth during the 1950s and early 1960s put it at the forefront of military research and development for electronic warfare. Other related organizations were sited at Fort Huachuca during the 1960s and 1970s.

Today, the Fort supports a diverse mission set: as an individual training base for Military Intelligence and Unmanned Aircraft System (UAS) Soldiers; as an operations platform supporting Army Networks Operations; and as a communications intelligence, and electronic warfare test and evaluation platform with the Army's first multi-domain operations range to meet the modernization requirements for the

Army of 2030 and 2040.

Sierra Vista is also home to Cochise College and the University of Arizona's College of Applied Science and Technology, which have been important institutions for education and community development.

Today, Sierra Vista is a thriving city with a diverse population. The military presence, along with the City's proximity to natural attractions, contribute to its unique character.

## WHAT IS A GENERAL PLAN?

The State of Arizona requires local jurisdictions to update their general plans every 10 years. A general plan is a long-range planning document that takes a holistic approach to growth and development. State law also requires that the voters ratify the general plan to ensure it reflects the community's vision. Sierra Vista has a long tradition of planning that started with the 1965 General Plan which included standards, maps, and goals and objectives, many of which are still relevant.

While the General Plan in and of itself is not regulatory in nature, it will be used as an advisory document for the Planning and Zoning Commission and City Council in the consideration of zoning map amendments or zoning text amendments to the Development Code which include zoning, subdivision and other development regulations. Moreover, the general plan serves as an important planning tool that can help inform respective department public work plans and capital improvement planning and prioritization.

## PLAN GOALS

- To identify principles and priorities about where the City should be devoting its time,

attention and investment.

- To help guide decision-making with respect to the key ongoing challenges and opportunities of fostering a livable and affordable built environment, ensuring harmony with the natural environment, growing a resilient economy, promoting interwoven equity, ensuring a healthy community, and bolstering responsible thinking at the regional scale.
- To outline specific goals and strategies for addressing each of these challenges and opportunities.
- To create a unifying vision that integrates the planning and development efforts across the city.
- To create a resource to inform policy decisions over the lifespan of the plan.
- To develop a high-level methodology for implementing and measuring progress, including periodic updates to create a living document.
- To help balance and align core service delivery and long-range planning with strategic plan priorities set by Sierra Vista City Council.
- To prepare an illustrative and user-friendly planning document.

## BASIS FOR PLAN ELEMENTS

The Arizona Revised Statutes require that communities plan for their future. Under the provisions of A.R.S. 9-461, a community of Sierra Vista's size must adopt a statement of goals and development policies; a land use element, which designates the proposed general distribution, location, and extent of such use of lands for housing, business, industry, recreation, education, public facilities, open space and other appropriate categories; a circulation element consisting of the general location and



*"Sierra Vista, one of the top bird watching places on earth, is nicknamed the Hummingbird Capital of the United States. Annually, 15 species of hummingbirds, and more than 300 other bird species visit nearby canyons, forests, and riverbanks." (Source: [www.explorecochise.com](http://www.explorecochise.com)), Photo by Gary Smith*

extent of existing and proposed streets and any other mode of transportation that may be appropriate. State law also provides for a community to develop other plan elements including recreation, public buildings, housing, community facilities, and citizen participation.

## PAST PLANNING EFFORTS

A general plan has guided City development since 1965. Over the years, Sierra Vista's general plans have contained the community's goals and strategies for the future in such areas as land use, environment, transportation, and public services. A consultant produced the 1965 General Plan and included standards, maps, and goals and objectives, many of which are still relevant.

The City's first revision to the 1965 plan was

entitled VISTA 2000. City staff used a planning process that involved the community and public officials when writing this General Plan. In January 1982, the City Council adopted the goals and policies section. The policies were revamped the following year and a revised VISTA 2000, with specific objectives, was approved by the Sierra Vista City Council in April 1984. VISTA 2000 was later expanded to incorporate several separate studies related to wastewater treatment systems, drainage analysis and design study, airport master plan, as well as a series of transportation studies and plans.

The City Council adopted the VISTA 2010 General Plan in 1995. A major focus of VISTA 2010 was to create a user-friendly document, unlike the 500-page VISTA 2000. The adoption of VISTA 2010 reaffirmed the approval of several previously adopted specific plans, including plans for housing, surface water, sewers, fire protection, and the airport.

The City Council adopted the next iteration of the VISTA 2020, in 2002. Due to a change in State law, VISTA 2020 was the first General Plan to require citizen ratification. In May 2003, Sierra Vista citizenry approved VISTA 2020 by a nearly 2 to 1 margin. VISTA 2020 included six additional Plan Elements including Growth, Environmental Planning, Water Resources, Cost of Development, Conservation, and Safety. These elements were included because they reflected the desires and goals of the community. In all, VISTA 2020 included 17 Elements.

On June 14, 2014, the City Council adopted VISTA 2030, which is the most recently approved General Plan. The citizens later voted to ratify the plan on the November 2014 ballot. The Plan was the first to have an online public engagement platform to accept public comments and the first plan to be completely digital. This evolving technology allowed for increased public participation and transparency.



*One in four Sierra Vista residents have served in the military, more than double the rate in Arizona. The City is proud of the fact that many veterans transitioning to civilian life and a new career choose to stay in Sierra Vista or decide to retire here after their service.*

#### VISTA 2040

Since VISTA 2030's adoption, the City has demonstrated its strong commitment to the community through major capital investments in public facilities and transportation infrastructure; expanding and significantly upgrading the City's park system, most notably its sports fields; supporting small and large special events; providing superior law enforcement and fire and medical



step in honoring the City's heritage while embracing its future.

## WHERE WE WANT TO GO

Vista 2040 is intended to be aspirational and visionary in nature, but with specific goals to help Sierra Vista achieve a more livable future. Contained within these aspirations are some key concepts and ideas, which emerged through the planning

services; expanding offerings at the public library, museum and other community facilities; undertaking blight removal and clean up initiatives; and supporting private investment on the City's West End.

Input from the community has made clear their desire for safe and livable neighborhoods, vibrant commercial areas and civic spaces, parks and open space, and well maintained transportation corridors. In order to achieve this and ensure the long-term success of the City, it is essential that Sierra Vista strategically plans for, embraces, and adapts to shifting demographics, technology, innovation, and evolving market demands.

Acknowledging Sierra Vista's present-day complexities and opportunities, the General Plan prioritizes fostering the City's current assets, while also envisioning a future that is more accessible, sustainable, and livable. The plan provides goals and implementation strategies to accommodate new development and invite new residents, while simultaneously meeting the needs and desires of existing community. This General Plan update is a key

process. These concepts will require synergistic implementation between departments and disciplines, and with outcomes that can be spread across the community to improve livability in numerous ways.

## THE VISION

Sierra Vista in 2040 is an attractive, vibrant and inviting place to live, work, and visit. Our community, with its spectacular natural environment, mountain vistas, military heritage, and engaged citizens, provides a big city experience in a small-town atmosphere.

Residents celebrate the revitalization of the West End, which serves as a gathering place for families and visitors with a variety of restaurants, arts and cultural activities, retail, and nightlife in a safe, walkable setting.

Sierra Vista is a place where people are friendly and helpful, ideas are respected, and actions are taken based on collaborative input. We have a diverse population committed to developing and strengthening a healthy community, and our citizen-centric City government operates with





*Photo by Gary Smith*

transparency.

The City's economy is strong and diverse with varied employment opportunities. Fort Huachuca continues to be a key regional and state economic driver, as well as an important U.S. military asset. A strong community-supported economic development program has resulted in new, quality business and industry in Sierra Vista, providing family-wage jobs that retain our youth to stay and raise families of their own. Businesses choose Sierra Vista for our innovative and entrepreneurial spirit and because they are regarded as valued members of the community. Cultural, convention, military, and eco-tourism also strengthen our economy, drawing visitors from around the world.

The success of the regional hospital has spurred the expansion of a thriving cluster of medical firms that serve communities throughout southeast Arizona. Retail activity is healthy, with a mix of independently owned and chain stores in attractive commercial districts.

We have a bright sense of community, fostered

by well-planned, managed growth that fills in, rather than expands the borders of our City. Our attractive neighborhoods, abundant parks, and readily accessible multi-use paths provide both recreation and transportation alternatives.

Sierra Vista has excellent police and fire protection; dependable water, trash and sewer service; and well-maintained public facilities, roads, and airport. Emergency

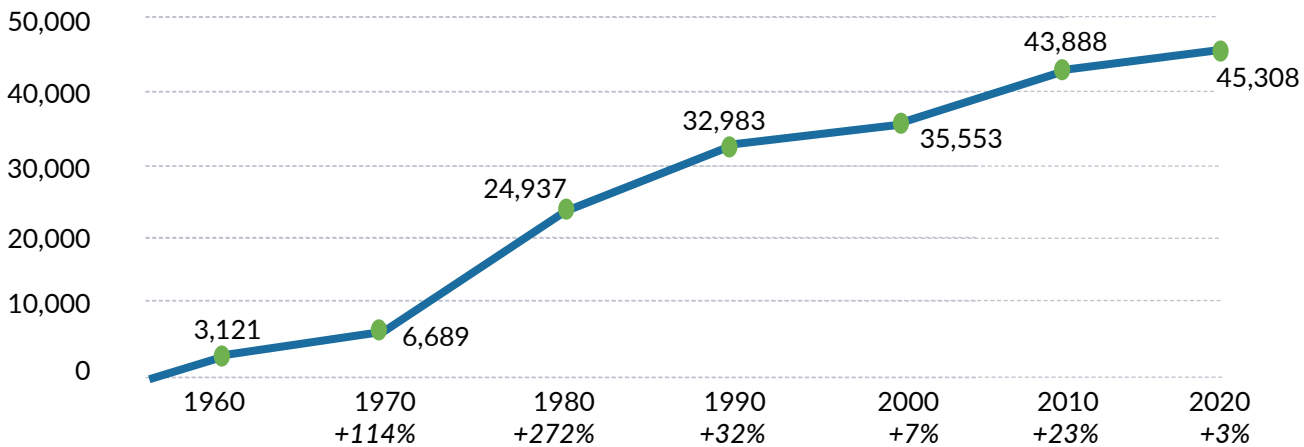
preparedness for natural or manmade disasters is a high priority. We protect and cherish our natural resources and have cooperatively developed creative conservation and landscaping solutions to moderate water use, and we have preserved our namesake mountain view. We consider community stewardship of the environment to be very important.

Sierra Vista is adjusting gracefully to growth in 2040 and is a delightful place to call home.

## POPULATION OVERVIEW

One of Sierra Vista's most important resources is its people. Population is a primary determinant of land use requirements, housing supply and demand, and public facility needs and services. Sierra Vista's area has grown considerably over the past 60 years. At the time of incorporation in 1956, the City encompassed approximately two square miles. As a result of continuing series of annexations, including the 1971 annexation of Fort Huachuca, the City now covers approximately 152.8 square miles.

Table 1. Historic Population Growth



Source: US Census

Between 1960 and 2020, the City’s population grew by 42,187 residents. The City’s population growth rate closely matched the state’s during the 1980’s and between 2000 and 2010.

The sharp 23.4% population increase between 2000 and 2010 is largely attributable to the ramp up in federal defense spending after the September 11, 2001, terrorist attacks on the United States and the subsequent military campaigns in Afghanistan (Operation Enduring Freedom) in 2001 and later in Iraq (Operation Iraqi Freedom) in 2003. This spending surge coincided with one of the most significant housing market booms in U.S. history, especially leading up to the mid-2000s. During this timeframe, 4,583 residential building permits were issued, peaking at 836 units in 2004.

VISTA 2030 provided a 10-year population projection using 2013 as the base year. At that time, the State Demographer projected the City’s population to grow by 1% per year from 45,981 in 2013 to 50,913 by 2023. The 2013 budget sequestration, which was a series of automatic spending cuts triggered by the Budget Control Act of 2011, significantly

impacted the local economy in subsequent years. The sequestration led to furloughs of civilian employees, reduced training, and other budgetary cuts at the fort. This had a direct impact on the local workforce and the businesses that rely on federal contracts and spending. The local housing market experienced a spike in selling activity from residents leaving the community for jobs elsewhere. By 2020, the City’s was able to recover population losses from the economic downturn earlier in the decade posting a 3.2% gain. However, the 2020 Census estimate of 45,308 residents fell below the 2013 population estimate and 2023 population projection previously used for planning purposes.

**PROJECTED POPULATION**

The City of Sierra Vista General Plan establishes the long-range growth management policies of the City of Sierra Vista. Future population projections for the City identify the amount of residential land and development density allocations that will be necessary to accommodate the population. Future population estimates will assist with planning

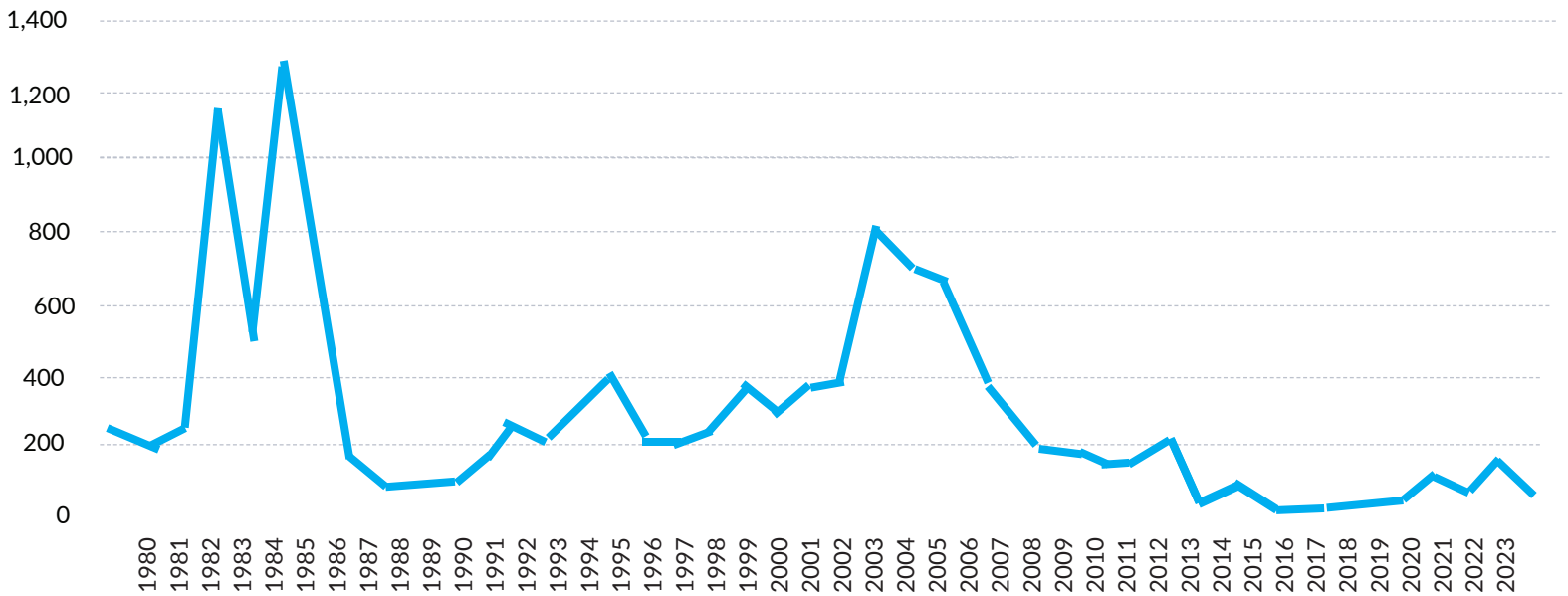
Table 2. Population Projections (Change)

PLACE	Census 2010	Census 2020	2023 State Estimate	2030 State Projection	2040 State Projection
Sierra Vista	43,888	45,308	46,031	47,264	48,028
Cochise County	131,346	125,447	129,781	127,781	130,670

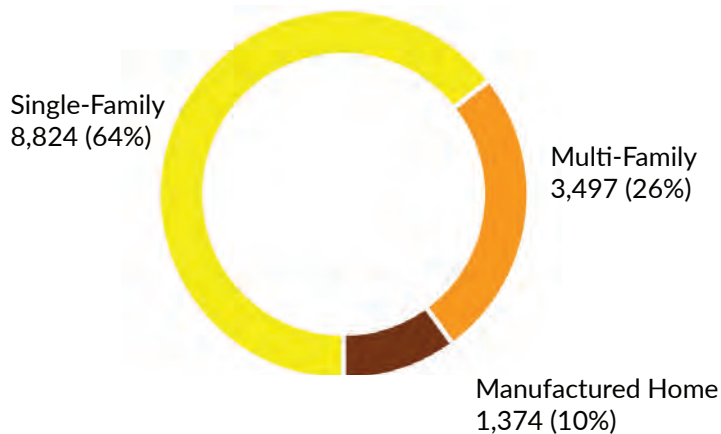
PLACE	Change					
	2010-2020		2020-2030		2020-2040	
	No.	%	No.	%	No.	%
Sierra Vista	1,420	3.2%	1,956	4.3%	2,720	6.0%
Cochise County	-5,899	-4.5%	2,334	1.9%	5,223	4.2%

Source: <https://www.azcommerce.com/oeo/population/population-projections/>

Table 3. Dwelling Unit Permits (1980-2023)



**Table 4. Residential Permits by Type (1980-2023)**



appropriate allocations and provisions for parks, sewer, sanitation, and other public facilities and services necessary to maintain the City's desired quality of life for existing and future residents. Future population projections for the City of Sierra Vista are based on sub-county projections prepared by the State Demographer's Office, which is a unit of the Office of Economic Opportunity. According to the Arizona Sub-County Population Projections, 2023-2060 Methodology Report, published on September 15, 2023, the projected population was obtained by linear interpolation and all places were then proportionately adjusted to preserve consistency with the county population.

According to the state, Sierra Vista's annual growth rate is projected to be 0.25%, or about 117 persons per year, between 2023 and the end of the planning period in 2040 when the City's population is estimated to reach 48,028 residents.

## DEMOGRAPHIC SNAPSHOT

The socio-economic demographic makeup of the community is a critical component of any General Plan. Sierra Vista's current demographics and trends provide the

foundational understanding of the existing social and economic capacities and informs future planning possibilities.

The data presented comes from the U.S. Census Bureau's Decennial Census and the American Community Survey (ACS) Five-Year Estimates. The ACS uses statistical sampling over a five-year period to describe the average characteristic over the period of collection.

### AGE AND GENDER OF RESIDENTS

The median age of a population is a key demographic indicator that can provide insights into the age distribution and potential shifts in a community's composition over time.

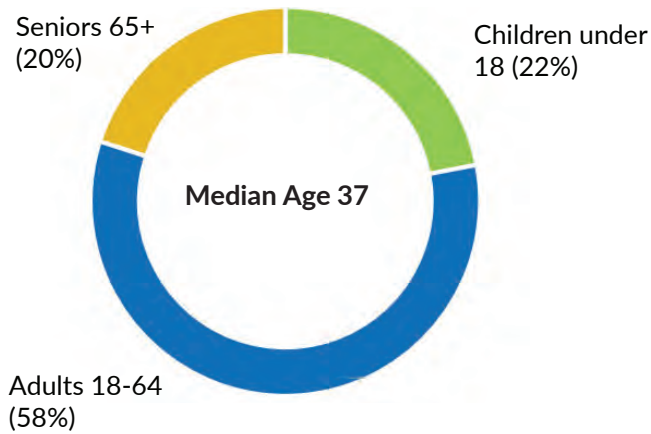
According to the 2000 U.S. Census, the median age of Sierra Vista's population was 32 years old and 26% of the population was under 18 and 12% was 65 years and over.

According to the 2022 ACS, the median age of Sierra Vista's population rose to 37 years old, which is a little less than the figure in Arizona (38.4 years of age). According to the same source, school-aged children (under 18) comprise 22% of community residents, working aged people (18-64) make up 58%, and seniors and elderly (65 and over) represent 20% of the total city population.

The estimated average household size in Sierra Vista in 2022 was 2.4 persons per household (pph) which is smaller than the household size in the state as a whole (2.6 pph).

The lower proportion of school-aged children and higher proportion of seniors and elderly may be attributable to changes in family structure and life expectancy, with more people choosing to stay or move to Sierra Vista in retirement.

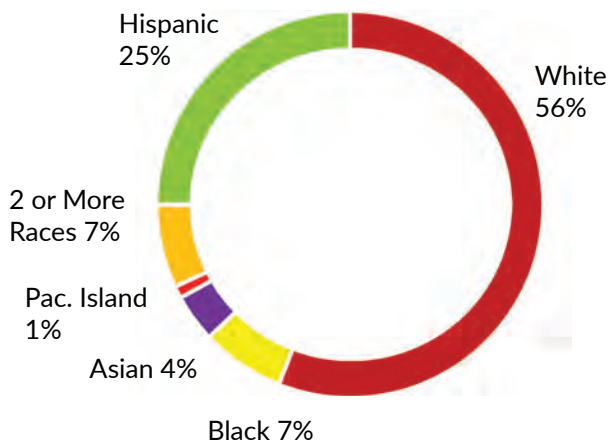
Table 5. Age Distribution



**RACE AND ETHNICITY**

Sierra Vista, like many cities in the southwest, has had a diverse racial and ethnic population, influenced by demographic trends, migration patterns, and community dynamics. According to the 2022 ACS, just over half (56%) of City residents identified as being white (non-Hispanic). This group typically includes individuals of European decent. One-quarter of the City’s population identified as being Hispanic, which includes respondents of any race, and seven percent identified as being black. Moreover, 7% reported as identifying

Table 6. Race and Ethnicity



with two or more races and 4% as Asian, and 1% as Pacific Islander.

**INCOME AND POVERTY**

Income and poverty statistics can provide insights into the economic well-being, household incomes, and socio-economic conditions of a community. According to the 2022 ACS, Sierra Vista’s median household income was \$70,899, which is about 20% higher than the Sierra-Vista Douglas, Arizona Metro Area (\$58,421) and about the same as the amount in Arizona (\$72,581). The per capita income was reported to be \$37,671.

According to the same source, about 10.8% of Sierra Vista residents fell below the poverty line, which is about 80% of the rate in the state as a whole (13.1%).

**EDUCATIONAL ATTAINMENT**

The level of education completed by residents can influence various aspects of a community well-being, economic vitality, social dynamics, and cultural development.

Sierra Vista is a highly educated community with 93% of the population aged 25 and over having attained high school graduation or higher, compared to 89% in Arizona. More than one-third (34%) of all City residents above 25 years of age hold a bachelor’s degree or higher.

The University of Arizona College of Applied Science and Technology, along with Cochise College, proactively review and adapt their curriculum to match the needs of the local business community, offering four and two-year degrees along with many certification programs.

Table 7. Household Income

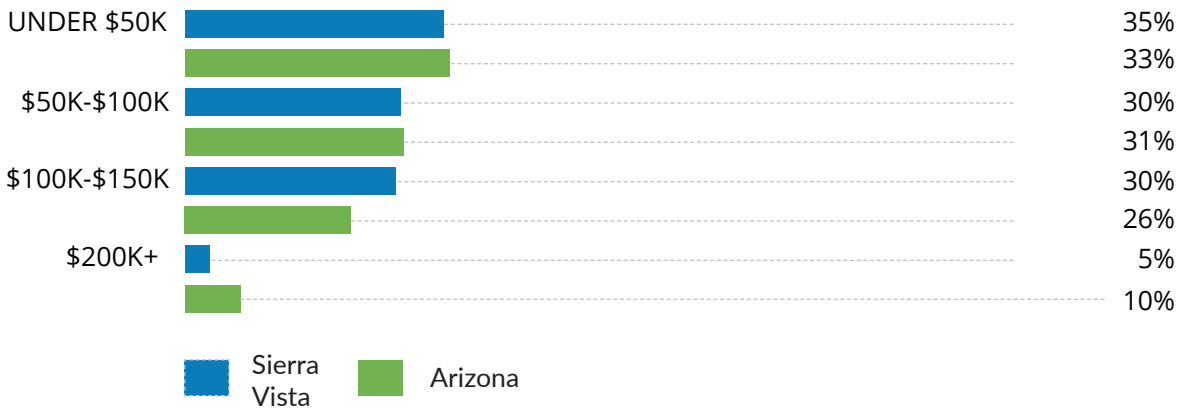
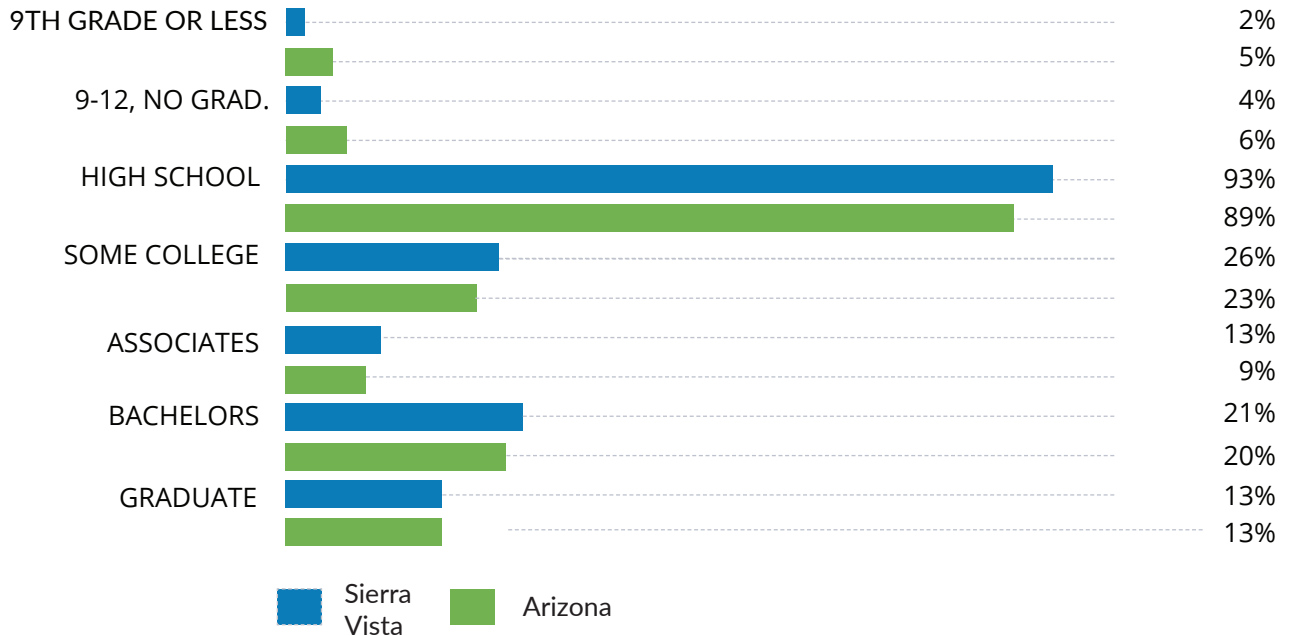


Table 8. Educational Attainment



## 2

## PLAN ADMINISTRATION & CITIZEN INVOLVEMENT

*Periodic review is essential in keeping any adopted General Plan viable and assures that the Plan is in concert with planning and development policies of the City Council. The amendment process defines a course of action for both public and private interests, beginning with a formal request to make a change or amendment to the adopted General Plan. The Administration section of this document outlines the processes necessary to make all amendments.*

### INTRODUCTION

The finalization and adoption of the City of Sierra Vista General Plan, VISTA 2040, will initiate consideration of programmatic and topic-specific plans, ordinances, and projects to align with the plan's policies. For example, the annual review and update of the City's capital improvement program should take into consideration the policy recommendations contained in this document. Annual strategic planning is another tool to move forward the plan's policies and suggested projects.

Opportunities should be provided to identify any changes in conditions that would impact the plan's recommendations. If the Planning

and Zoning Commission finds that policy issues or changes in basic assumptions or conditions have occurred that necessitate plan revisions, they could advise staff to recommend potential amendments to be considered as part of a formal amendment process.

It is essential that all development regulations be consistent with and complement the General Plan's vision and policies.

Most often, however, the City will consider staff- or applicant-initiated amendments that will result in changes to the Future Land Use Map.

### GENERAL PLAN AMENDMENT POLICY

On October 12, 2000, the Mayor and City Council approved Resolution #4471 which established a public participation policy in compliance with the Growing Smarter Plus law. This law mandated that the City adopt a public participation policy for the processing of General Plan amendments.

#### TYPES OF AMENDMENTS

The City's public participation policy establishes three categories of amendments:

1. Major Amendments. This applies to amendments that increase or decrease the mix of land use in the General Plan by 60% or more.
2. Minor Amendments. All other amendments.
3. Corrections. This applies to minor revisions necessary to correct a scrivener's error, annexation, ownership transfers of government land, or minor revisions to open space designations consistent with accurate FEMA 100-year floodplain information.

### INITIATION OF AMENDMENTS

The initiation of an amendment to the text or maps of the General Plan may be accomplished by one of the following methods:

1. A majority vote of the City Council.
2. A majority vote of the Planning and Zoning Commission.
3. A request for a map amendment by a majority of the property owners in the area proposed for the amendment.
4. A request for a text amendment by an interested party.

### APPLICATION SUBMITTAL

Fully completed applications for amendments to the general plan shall be presented at a public hearing within twelve months of when an application is accepted by the city. Incomplete applications will be returned to the applicant and must be returned in complete form to be considered for adoption.

### TEXT AMENDMENTS

Applications for a text amendment to the General Plan shall be made to the Director of Community Development on a standard form provided for this purpose. The application shall include:

1. The applicant's name, address, and interest in the amendment;
2. The language of the proposed amendment to the General Plan; and
3. Statements in support of the application, including a list of present conditions justifying the proposed amendment.

### MAP AMENDMENTS

An application for a map amendment to the

General Plan shall be made to the Director of Community Development on a standard form provided for this purpose. The application shall include:

1. The name and address of all owners of the property for which a change is sought, together with proof of ownership. Proof of ownership shall consist of a copy of the title report issued not more than 30 days prior to the date of the application by a title company authorized to conduct business in the State of Arizona.
2. In the event that the application includes other property in addition to that owned by the applicant, the applicant shall file a petition in favor of the application, signed by the real property owners representing at least 75% of the land area to be included in the application. If the map amendment will change to open space, written permission in a letter signed by the affected owner(s) must be submitted.
3. Where the applicant represents another person, firm, partnership, or corporation, proof of agency, including a listing of every real party in interest, whether a beneficiary of a trust or otherwise, shall be provided to the city in the following manner:
  - a. If the land is owned by a corporation, proof of agency shall consist of a corporate resolution designating the individual to act as an agent. The corporate resolution must be certified by the secretary of the corporation and authenticated by the corporate seal, or acknowledged in a form prescribed by A.R.S. § 33-506.
  - b. If the land is owned by a partnership, proof of agency shall consist of a written document of the partner(s)



designating an individual to act as agent. The document must be certified and acknowledged in the form prescribed by A.R.S. § 33-506.

- c. If the land is owned by an individual, proof of agency shall consist of a written document designating the individual to act as agent. The document must be certified and acknowledged in the form prescribed by A.R.S. § 33-506.
- 4. A map drawn to scale showing the existing and proposed boundaries and an accurate legal description of the area being proposed for amendment. If the legal description of the property is less than the entirety of the lot, block, or parcel described in a recorded subdivision, then said legal description and map shall be prepared and certified by a registered surveyor licensed by the State of Arizona.
- 5. A vicinity ownership map drawn to scale showing all parcels in the vicinity adjacent to and surrounding the property to be changed within a radius of 500 feet of the exterior boundaries of the property.
- 6. Two sets of typed, printed, or electronic list containing the names and mailing addresses of the owners of parcels within a radius of 500 feet of the exterior boundaries and identified by the same number as on the vicinity ownership map. One set shall be printed on standard mailing labels. Correct zip codes must be shown for each address.

**REASONS FOR A GENERAL PLAN AMENDMENT**

As part of a fully completed application, substantial reasons for changing the general

plan must be given. It is the responsibility of the applicant to demonstrate that these reasons are compelling enough to approve the general plan amendment. As guideline criteria, such reasons should satisfy at least one of the following:

- 1. Significant changes have occurred in the area of concern since the adoption of the general plan or since the last review and amendment period;
- 2. The general plan contains provisions which unreasonably limit the ability to achieve the policy/objectives contained in the general plan;
- 3. Oversights, inconsistencies, or land use related inequities exist in the area of concern.

**ADDITIONAL INFORMATION**

Additional Information may be submitted, which will be considered in evaluating amendment requests. The following additional information is suggested:

- 1. A description of any special features to be shown on the required map.
- 2. Any special General Plan policies being proposed by the applicant to perhaps mitigate impacts on special site features or address concerns of adjacent property owners.
- 3. Any information regarding the proposed amendment, such as its effect on special site features or surrounding areas or other information, the applicant feels is important when considering the request.
- 4. Statements reflecting the present conditions justifying the proposed amendment; statements showing that the parcel fulfills the criteria for

establishment of the proposed district or, in the absence of the ability to comply, statements as to why the presumption against the amendment should be overcome; and any other factors or reasons in support of the proposed amendments.

### **GENERAL PLAN AMENDMENT REVIEW PROCESS**

1. **Pre-application Meeting.** Prior to filing an application for a General Plan amendment, the applicant shall meet with the Director of Community Development, or his or her designee, to informally discuss the proposed amendment. This stage allows the applicant the opportunity to receive informal guidance, address possible conflicts when they can be easily resolved, establish tentative meeting schedules, and simplify the process to reduce delays.
2. **Neighborhood Meetings.** To help facilitate open citizen participation in the review process of General Plan amendments, the applicant must hold a neighborhood meeting. The purpose of the meeting for the neighborhood potentially impacted by the proposed amendment is for the General Plan amendment to be presented to the citizens of the area neighborhoods and for citizens to identify, list, and discuss issues related to the amendment. Working with the applicant, the citizens can seek solutions for the issues they identify. Neighborhood meetings are to be held subsequent to the pre-application meeting and prior to the submittal of the application so the citizens can express their views before time and effort have been expended by the applicant on the formal submittal. At the neighborhood meeting stage, the applicant should attempt to resolve as many issues as possible before submitting the

formal application.

The applicant is responsible for organizing, scheduling, and supplying all materials for the neighborhood meeting. The applicant will provide to the City information on the meeting date, time, location, and purpose of the meeting at least 15 days prior to the meeting. The applicant shall notify all property owners and residents within 500 feet of the exterior boundaries of the project and all homeowner associations within 1,000 feet of the project. A written summary of the meeting shall be prepared by the applicant and submitted with the application.

### **STAFF REVIEW**

Staff will review the amendment requests in two phases: (1) an initial review prior to the Planning and Zoning Commission study session; and (2) a supplemental analysis prior to the Planning and Zoning Commission and City Council public hearings.

1. **Study Session.** The study session is an informative session where staff presents the basic facts of the amendment request to the commission. At this time, staff does not make approval or denial recommendations but may recommend expansion of the notification areas. Staff may also introduce other relevant information to the commission such as: consistency with General Plan policy objectives and existing General Plan policies; potential impacts on floodplain, steep slopes and wildlife habitat; transportation and wastewater treatment facilities; existing neighborhoods and development; build-out potential and urban form; accessibility to activity centers and emergency services; and cumulative impacts of proposed amendments.

2. **Supplemental Analysis.** Following the Planning and Zoning Commission study session, staff will perform a supplemental analysis to address issues not covered in the initial review, to evaluate potential impacts due to any expansion of the amendment area, to address issues raised at the study session and, where appropriate, to perform more complex analyses such as computer modeling to assess impacts on transportation and wastewater facilities.
3. **Timing.** The time necessary to perform the supplemental analysis depends on the nature and complexity of each request. The schedule presented to the Planning and Zoning Commission during the study session will reflect the relative complexity of the various amendment requests as well as the need to expeditiously process amendment requests.
4. **Staff Recommendation.** Following completion of the supplemental analysis and the public review process, staff will recommend approval, approval with changes, or denial, based on the criteria provided for Planning and Zoning Commission consideration.

**PLANNING AND ZONING COMMISSION CONSIDERATION**

The Planning and Zoning Commission will hold a study session on major General Plan amendments at its regular meetings in September. The Planning and Zoning Commission will hold public hearings and review major general plan amendments at its regular scheduled meetings in October. Minor amendments will be reviewed throughout the year and considered by the Commission during at least one study session and two public hearings. Following their public hearings, the Commission may recommend to the Council

that the amendment be approved or denied based on the findings of fact as required by this policy. The Commission may also table the amendment pending receipt of further information.

**CITY COUNCIL CONSIDERATION**

The City Council will consider major General Plan amendments at their first regular meeting in November. Major General Plan amendments will not be considered at other times during the calendar year unless such consideration is directed by majority vote of the Council. Minor amendments will be considered throughout the year. Every application for a General Plan amendment will be considered by the Council at a public hearing. Following the hearing, the Council may move to approve the proposed amendment, deny the proposed amendment, or table consideration of the proposed amendment pending receipt of further information. Except for General Plan amendments that are required to be submitted to the voters for ratification, the adoption or re-adoption of a General Plan and any amendment to the general plan, shall not be enacted as an emergency measure and is subject to referendum as provided by Article IV., Part 1, Section 1, Subsection (8), Constitution of Arizona, and Title 19 Chapter 1, Article 4. In applying an open space element or a growth element of a General Plan the council shall not designate private land or state trust land as open space, recreation, conservation or agriculture unless the City receives the written consent of the landowner or provides an alternative, economically viable designation, in the general plan or zoning districts allowing at least one residential dwelling per acre.

**PUBLIC HEARINGS**

Public Notice Requirements: Every application for General Plan amendments shall be

considered by the Planning and Zoning Commission at two public hearings and by the City Council at one public hearing. Notice of the time, date and place of the hearings, including a general explanation of the matter to be considered and/or including a general description of the area affected, shall be given at least 15 days before each hearing in the following manner:

1. Each notice for public hearing for text or map amendments shall be (a) published at least once in a newspaper of general circulation, which is published or circulated in the City and (b) posted at City Hall, the Public Library, the Community Center and seven other locations in the City selected by the City Clerk.
2. Notice of the time, date, and place of the hearing shall be posted on the affected property. A posted notice shall be printed so that the following are visible from a distance of 100 feet: (a) the words "plan amendment," (b) the present district classification, (c) the proposed district classification, and (d) the date and time of the hearing.
3. Notice of the time, date, and place of the hearing for the amendment shall be mailed by certified mail to the owner(s) and applicant or his agent. In the event that the application is requesting a change for properties not owned by the applicant, the City Clerk shall notify, by certified mail, the property owners listed on the County Assessor's records of the proposed change. This notification shall be postmarked no later than 15 days prior to the first public hearing required for the application.
4. Notice of the time, date, and place of hearings shall be sent to all owners of property within 500 feet of the affected property for major amendments. Notice shall also be sent to all homeowner associations within 1,000 feet. Unless otherwise provided, addresses for a mailed notice shall be obtained from the county's real property tax records. The failure of a property owner to receive notice shall not invalidate an action if a good faith attempt was made to comply with the requirements of this policy for notice. In addition to persons who receive notice, the City may provide notice to others if it has reason to believe that they are affected or otherwise represent an interest which may be affected by the proposed development.
5. In proceedings involving map amendments for land that abuts other municipalities or unincorporated areas of the county, copies of the notice or public hearing shall be transmitted to the planning agency of the governmental unit controlling the abutting land.
6. To help gain information on properly located public sites in the General Plan, the City will send copies of the proposed amendment for review and comment to public agencies such as Cochise County, Fort Huachuca, Sierra Vista Unified School District, Southeast Arizona Governments Organization, Bureau of Land Management, and United States Forest Service. Copies will also be sent to local utility companies, civic and professional organizations.
7. In addition to the notification procedures described in this section, notification of a new General Plan, plan elements, and major plan amendments shall be sent by the city to the following entities at least 60 days prior to City Council consideration:
  - a. City Council

- b. Cochise County Planning Division
- c. Town of Huachuca City
- d. Fort Huachuca
- e. Santa Cruz County Planning Department
- f. Southeastern Arizona Governments Organization
- g. Arizona Department of Commerce
- h. Any person who has requested in writing to receive a copy.

**PUBLIC HEARING BY PLANNING AND ZONING COMMISSION**

Every application for amendment of the General Plan shall be considered by the Planning and Zoning Commission at two public hearings. The hearings shall be conducted in accordance with Development Code Section 151.31.005. In making their recommendation to the City Council, the Commission shall make the following findings of fact:

- 1. The amendment is not in conflict with any portion of the General Plan not being amended and is consistent with existing policy.
- 2. The amendment constitutes a substantial benefit to the community and is not solely for the good or benefit of a particular landowner or owners at a particular point in time. A substantial community benefit may be established after examination of the following impacts:
  - a. Neighborhood - Determine the extent to which the proposed amendment impacts or is impacted by neighborhoods within an approximate half-mile radius of the boundary of the property. If only a portion of a neighborhood is included in the half-

mile radius, the entire neighborhood should be considered as impacted. The applicant shall provide evidence of neighborhood support or shall address neighborhood concerns.

- b. Infrastructure- Review the ability and capacity of water and sewer systems to provide for the needs of the proposed development without system extensions or improvements beyond those to be completed by the applicant. The applicant shall show how needed improvements to public streets and/or other transportation systems to meet projected travel demands and other infrastructure deficits would be mitigated.
- c. Public Safety - Review the capability of police and fire to provide adequate emergency services according to acceptable response standards set by the City. Applicant shall show how any service deficits would be mitigated.
- d. Leisure Services- The ability of the proposed public and private open space, recreation, and park facilities to provide for the needs of the proposed development. The applicant shall show how mitigation measures, if necessary to meet any needs beyond the scope of the community's open space, parks, library and recreation policies and programs would be provided.
- e. Revenue- Will the community be able to absorb the proposed growth while receiving sufficient income to mitigate impacts of the development?
- f. Public Schools - The capacity of the appropriate school district to accommodate the children expected within the proposed area. The applicant

shall show adequate mitigation measures, if necessary, to meet any needs for planned student populations.

- g. Compatibility with Land Use Goals- Determine the extent to which the proposed amendment is compatible with the land use goals in the General Plan. Does the change avoid creation of isolated uses that will cause incompatible community form and burden on services?
- h. Site Design - Does the proposed amendment contribute to the overall welfare of the immediate area considering the following indicators:
  - 01. Efficiency of traffic circulation in the area;
  - 02. Compliance with buffer yard standards; and
  - 03. Continuity of design with adjacent properties.
- i. Environmental- Will the community be able to sustain a balance of resources, including physical and cultural, to meet the demands of present and future residents? The applicant shall show how mitigation measures, if necessary, to address the development's impact on air, water, land and cultural resources will be provided. The applicant shall also evaluate off-site environmental impacts on the proposed development, as well as specific impacts the development may have on other sites within an approximate half-mile radius.

## CITIZEN INVOLVEMENT: THE COMMISSIONS

On May 4, 2023, the Mayor and City Council passed Resolution 2023-029, which established guidelines on citizen participation on Council advisory bodies. The primary role of the commissions is to provide increased public input and citizen participation in the determination of City policies and procedures, and to advise the City Council on matters of importance to the City. They perform as a citizens' advisory arm of the City Council with a focus on Council Strategic Goals and Objectives and the General Plan.

Each Commission was given a focus area for the purpose of providing input on the General Plan. Staff prepared and presented background information on changes in the community that have occurred since VISTA 2030 and projections on population growth that will need to be accommodated during the planning period. The currently adopted goals and strategies were presented for review and feedback to determine whether they should be amended, or new goals or strategies should be added. The feedback that was received has

"It's easy to sit home and say 'boy, wish the city would do more', but there's opportunities for our residents to participate and have that voice heard and to help the city see those things that are important," Snyder said. "That's why I participate. That's why I encourage many people to participate."

--Brad Snyder, Chairman of Planning and Zoning Commission (Croog, D. (2023, April 22) City Commission experience decreasing public participation. Herald/Review Media.)

*Table 9: Commission and General Plan Element Review Responsibility*

COMMISSION	GENERAL PLAN ELEMENT
TRANSPORTATION	Transportation & Circulation
NEIGHBORHOODS	Redevelopment & Infill Development
	Housing & Neighborhoods
ENVIRONMENTAL STEWARDSHIP	Conservation of Resources
	Water Resources
	Environmental Planning
PARKS & RECREATION	Public Facilities, Services & Buildings
	Open Space
	Parks, Recreation, & Open Space
PUBLIC FACILITIES & SERVICES	Arts, Humanities, & Cultural Activities
PLANNING & ZONING	Future Land Use & Growth
ECONOMIC DEVELOPMENT	Economic Vitality
TOURISM	Topics of Specific Interest
DISABILITIES ISSUES	
YOUTH	

been incorporated into each of the elements of the General Plan with the concurrence of each the respective Commissions. They are charged with monitoring changes in the community within their assigned area of focus and providing recommendations on any policy changes that the Council should consider in accordance with the Commission’s Practice and Procedures Guidelines and this Citizen Participation Plan.

**CITIZEN INVOLVEMENT:  
COMMUNITY SURVEY RESULTS**

The general public was invited to participate in an online community survey that was advertised through:

- Social media ads and organic posts;

- A video series;
- Cover story in Vistas newsletter;
- Multiple features in City emailed newsletter;
- Radio ads;
- Newspaper Ads (print and digital); and
- Outreach at meetings and events.

The survey included a questionnaire and opportunities to provide general comments (Guestbook) and a mapping tool for input on community infrastructure. The engagement yielded 1,616 visitors and 335 submissions. Sierra Vista residents accounted for 88% of the submissions. Just over half (53%) of survey takers have lived in Sierra Vista for 10 years or less. Just over one third (34%) were born in 1969 or earlier; 45% between 1970 and 1989; and 21% were born after 1990.

The survey results suggest that the City is on the right track with the highest ranked comments being in alignment with the City's goals and strategies. The preference is for Sierra Vista to grow at a modest pace, with new housing consisting primarily of detached single-family homes. Continuing to invest in roadway maintenance and connecting pathways within the community is strongly desired. Improving outdoor spaces and building an indoor recreation center at the Veterans Memorial Park Sports Complex as contemplated by the Parks Master Plan was also supported by the survey results. Focusing economic development efforts around supporting small business retention and expansion is considered a high priority.

Residents love the weather, being surrounded by nature and mountain views. They appreciate low traffic, strong sense of community, and interactions with friendly generous people. The lack of desired businesses, youth/family activities, and general entertainment options are areas that need improvement.

#### COMMUNITY GROWTH & DEVELOPMENT

- Suburban-style neighborhoods consisting of single-family homes is favored above all other types of housing.
- Sierra Vista's distinctive "small town feel" consistently stands out as one of the City's most attractive attributes.

#### PUBLIC FACILITIES AND SERVICES

- Safety and security are Sierra Vista's most



important community values.

- A new indoor recreation facility is the most desired public facility/service.

#### CONNECTIVITY

- Maintaining existing roadways, sidewalks and pathways is the highest concern regarding Citywide circulation.

#### ENVIRONMENTAL SUSTAINABILITY

- Sierra Vista's natural beauty, open space, and outdoor parks are the most cherished features in the community.
- Ensuring the sustainability of the City's water supply is the top environmental priority, well above other concerns such as light pollution, air quality, and renewable energy.
- Despite this, environmental stewardship ranked 8 out of 13 on community values (1 being the highest and 13 being the lowest).

#### ECONOMIC VITALITY

- Creating an environment supportive of small businesses and facilitating a greater



mix of businesses and services should be the top economic priority of the City.

- Residents would also like to see a walkable downtown.
- However, national chain stores (Sprouts, Costco, Five Guys, etc.) are strongly desired in our area.
- Additional local medical and health service providers are also desired.

## GOAL 2-1

*Increase citizen participation in the governmental decision process.*

### STRATEGIES

1. Continue to seek out qualified individuals to serve on the City's Boards and Commissions.
2. Ensure the development community pursues early and effective citizen participation in conjunction with their applications.
3. When possible, hold neighborhood meetings or public workshops near the locations affected by the decision.
4. Ensure public notification is clearly understandable.
5. Ensure public notification is easily accessible to all individuals including those with disabilities.
6. Schedule public hearings and meetings at times that provide the greatest opportunity for public participation.
7. Ensure public actions are transparent and public documents are clear and understandable.

8. Use the most current technology to keep the public better informed.
9. Use online and other social media tools to obtain public input, when appropriate.
10. Create web-based documents and maps to allow the public to review and download appropriate information.
11. Provide web links to information pertaining to public hearings and public processes.
12. Provide for radio, television, online streaming, and allow for real-time public participation.
13. Provide Citywide high-speed internet connectivity in City facilities to improve public participation.

“Engaging with our citizens informs every aspect of City government. We need to hear our residents’ concerns, priorities, and questions to effectively serve our community. It’s also a two-way street. Providing engaging, accurate, and consistent communication builds trust with residents, which is vital when the City has important information to share.”

--Adam Curtis, Communications Manager

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.06 B 1

“Adopt written procedures to provide effective, early and continuous public participation in the development and major amendment of general plans from all geographic, ethnic and economic

areas of the municipality. The procedures shall provide for:

- a. The broad dissemination of proposals and alternatives.
- b. The opportunity for written comments.
- c. Public hearings after effective notice.
- d. Open discussions, communications programs and information services.
- e. Consideration of public comments.”

## STATE LAW REQUIREMENTS

According to Arizona Revised Statutes, Section 9-461.05-D.H,

“a major amendment means a substantial alteration of the municipality’s land use mixture or balance as established in the municipality’s existing general plan land use element. The municipality’s general plan shall define the criteria to determine if a proposed amendment to the general plan effects a substantial alteration of the municipality’s land use mixture or balance as established in the municipality’s existing general plan land use element.”

## 3

## TRANSPORTATION & CIRCULATION

*The City's transportation system plays a significant role in shaping the fabric of the community – connecting its citizens, visitors, and the work force to where they want or need to go.*

### INTRODUCTION

Well designed and maintained roadways contribute to the overall quality of life by fostering community cohesion, supporting economic development, and promoting a healthier and more sustainable way of living.

Connectivity is an integral part of land use planning because effective connectivity can only occur when appropriately designed transportation infrastructure is built to meet the future growth demands. Many of the components needed for efficient and effective transportation and circulation systems are

part of the “Complete Streets” roadway design. “Complete Streets” is a universal transportation policy and design approach that requires streets to be 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.

This plan supports designing roadways that enable various modes of transportation, particularly those oriented toward pedestrian and bicycle use, as well as providing traffic management improvements. Moreover, maximizing the community benefit of the Vista Transit service area is also considered.

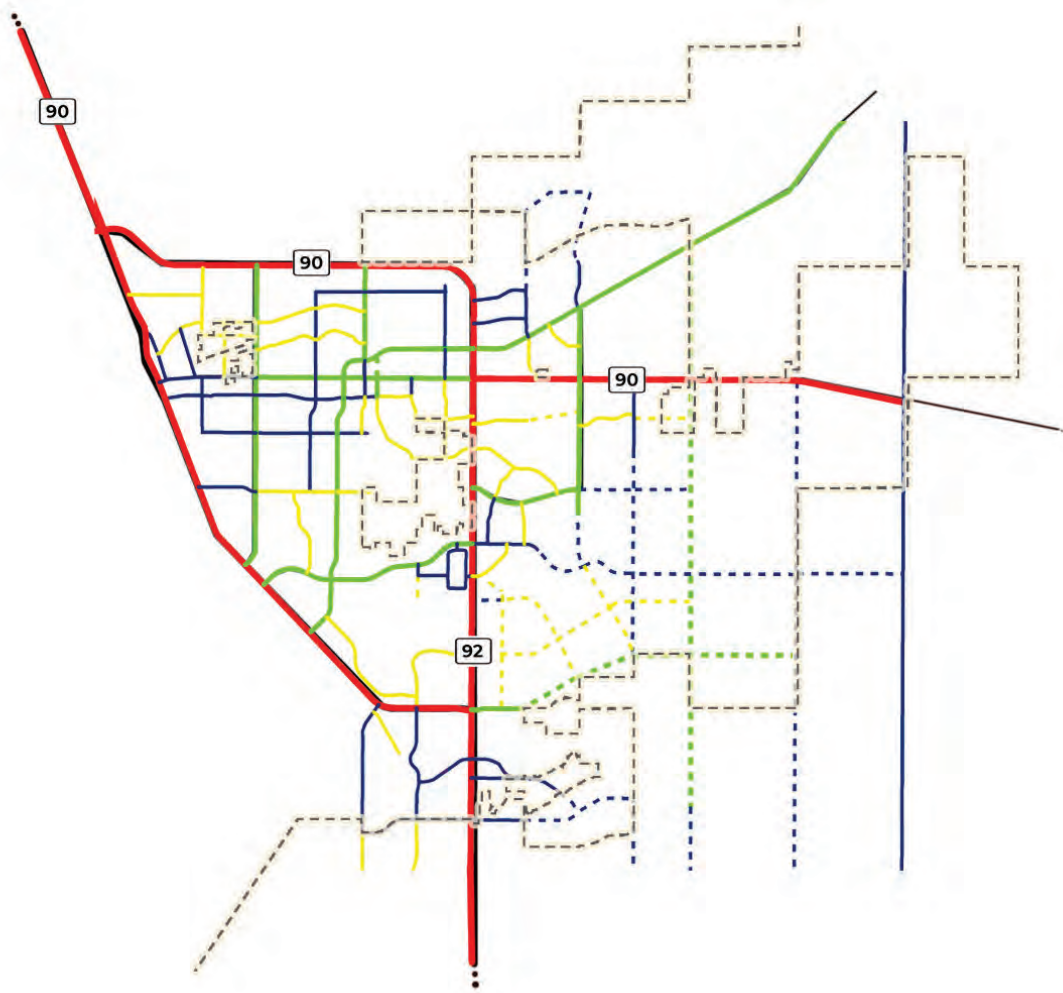
### EXISTING ROADWAY SYSTEM

The key to maintaining a good transportation system exists in the ability to provide good circulation throughout the community. This is accomplished by developing roadways that move people and goods as efficiently as possible. To accomplish this, a hierarchy of streets known as a Functional Classification of Streets has been established in coordination with the state and federal departments of transportation.

Street hierarchy refers to the classification and organization of roadways within a transportation network based on their functional roles, capacity, and connectivity. This concept is a fundamental urban planning and design principle aimed at optimizing traffic flow, enhancing safety, and supporting the overall



Looking west on SR-90.



Map 4. Traffic Circulation Plan

- Principal Arterial
- Minor Arterial
- Major Collector
- Minor Collector
- - - Minor Arterial (City)
- - - Major Collector (City)
- - - Minor Collector (City)

For more detailed mapping information, please visit the City's GIS webpage and click on the Average Daily Traffic map layer.  
<http://cosvazgis-sierravista.hub.arcgis.com>

livability of a community. Street hierarchies categorize roads into different levels, such as arterials, collectors, and local streets, each serving specific purposes. Arterial roads facilitate the movement of large volumes of traffic over longer distances. Collectors link local streets to arterials, providing a balance between mobility and access within neighborhoods. Local streets, on the other hand, prioritize access to residences and businesses, emphasizing a safer and more pedestrian-friendly environment. An effective street hierarchy promotes efficient transportation systems while considering the diverse needs of residents, businesses, and visitors, contributing to the creation of well-planned, functional, and aesthetically pleasing urban environments.

## TRAFFIC CIRCULATION PLAN

A traffic circulation plan is a strategic and organized approach to managing the movement of vehicles, pedestrians, and other modes of transportation within a given area. The plan aims to optimize the flow of traffic, enhance safety, and improve accessibility for all users. It

“Curb appeals counts for retail business. Bushy green trees are more inviting to customers than plain asphalt. If the western stretch of Fry were a little more appealing, it would lend itself to pedestrian as well as vehicular traffic. The west end of Fry is a contradiction to the generally livable city and certifiably beautiful area through which it treads.”

--Herald Opinion (1992 June 21) Fry Boulevard Needs More Trees, Herald/Review Media.

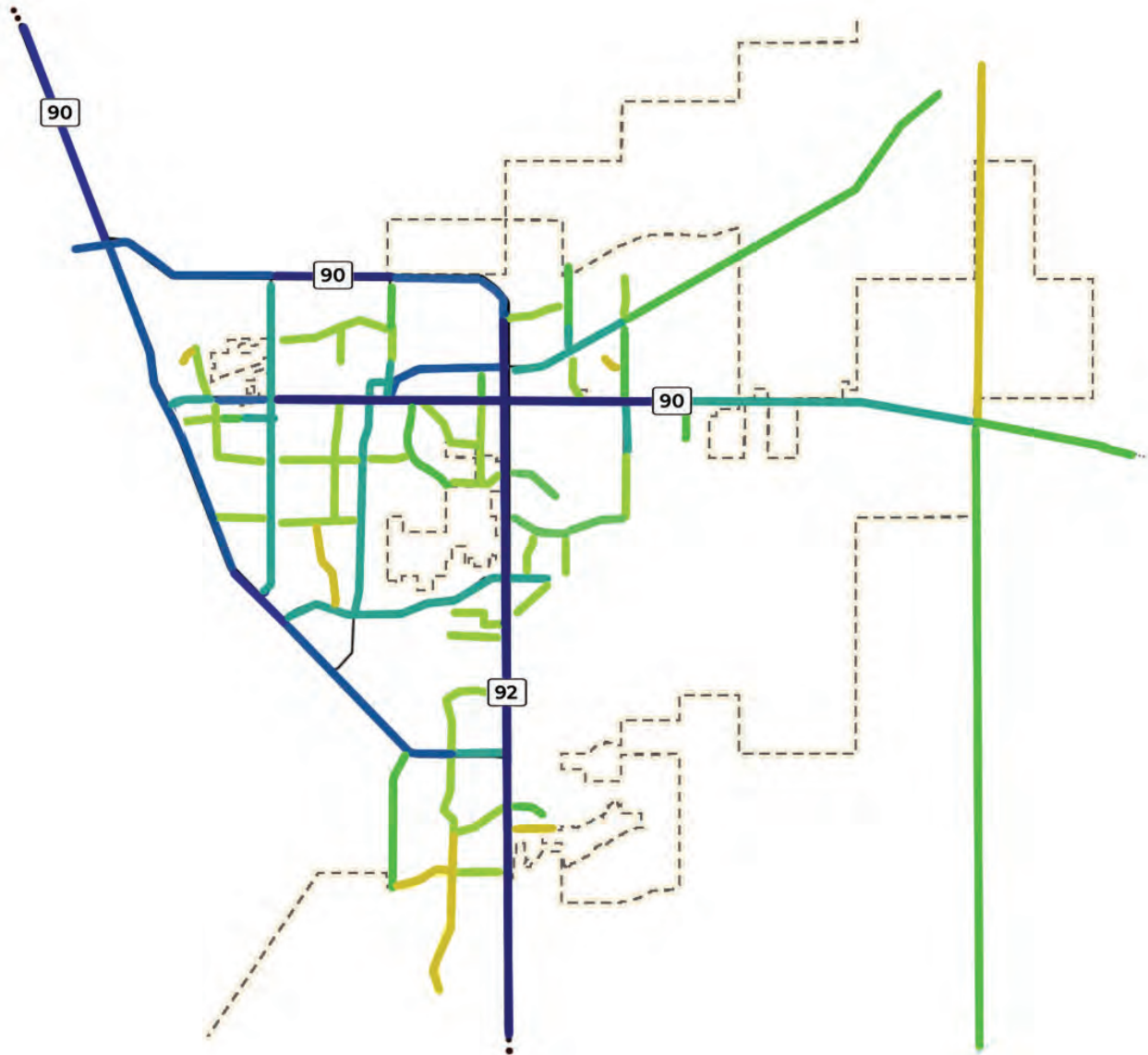
involves the design and arrangement of roads, intersections, sidewalks, bicycle lanes and other transportation infrastructure components.

The City's Traffic Circulation Plan designates the functional classification of existing and future roadways within the Planning Area. The corresponding guidelines, standards and specifications for each roadway classification is found in the Sierra Vista Roadway Design Manual which is implemented through the City's development code. Elements found in the Roadway Design Manual include the layout and dimensions of roadways, traffic control devices, pavement and drainage design, intersection design, access management, pedestrian and bicycle facilities, and safety considerations. This manual was developed to ensure consistency, safety, and efficiency in the design and construction of roads under the City's jurisdiction.

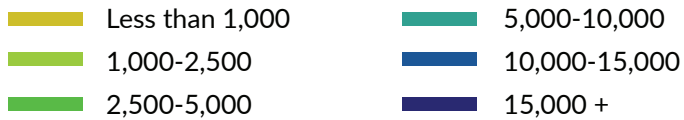
## METROPOLITAN PLANNING ORGANIZATION

The 2010 U.S. Census marked the first time the population in Sierra Vista's urbanized area in and adjacent to Sierra Vista exceeded 50,000 residents (this area includes an area south of the City referred to as Sierra Vista Southeast). In 2013, the Office of Management and Budget (OMB) reclassified Sierra Vista-Douglas from a micropolitan area to a metropolitan area. According to OMB, the purpose of the metropolitan designation is to provide a nationally consistent set of delineations for collecting, tabulating, and publishing Federal statistics for geographic areas.

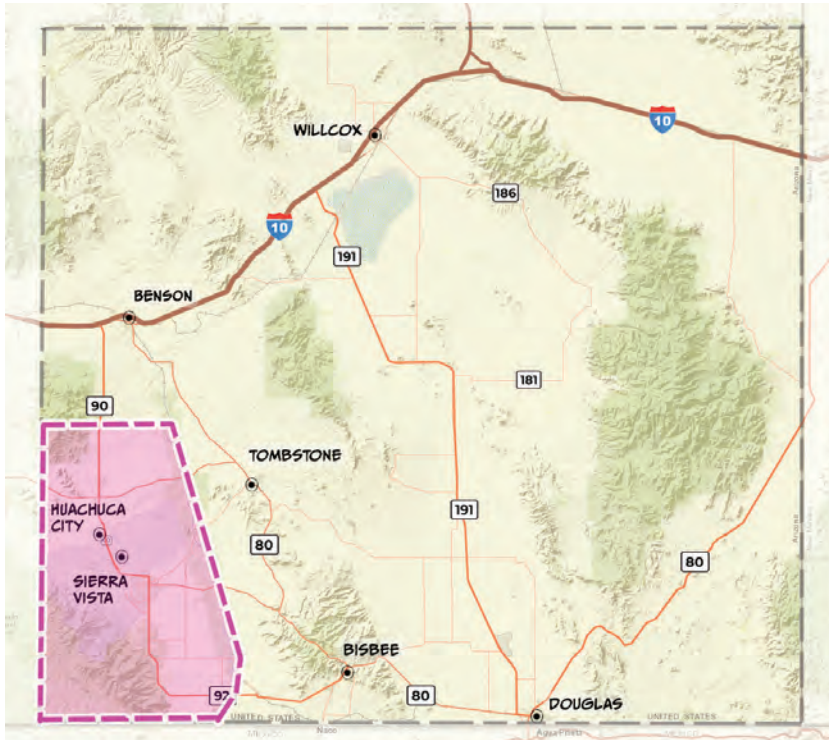
Federal rules and laws established by the federal transportation bill



Map 5. Average Daily Traffic\*



\*Source: SVMPO 2050 Long-Range Transportation Plan



**Map 6: Sierra Vista MPO Boundaries**

short- and long-range plans. In 2021, the SVMPO Board of Directors adopted the [2050 Long-Range Transportation Plan](#), which is adopted by reference as an Appendix “A” to this plan. This plan sets out near-term, mid-range, and longer-range multi-modal projects to support strategies to fund a regionally connected transportation network.

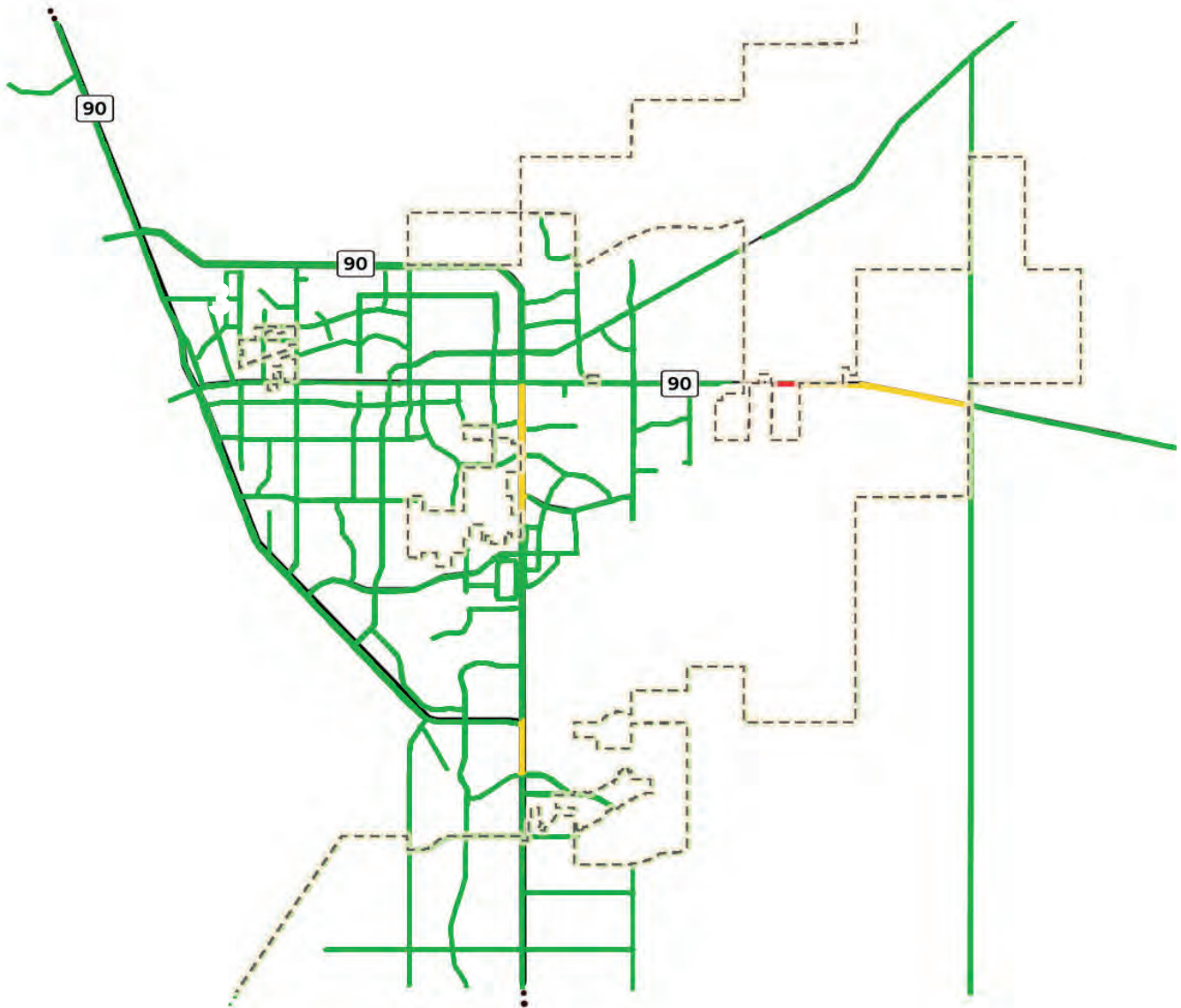
The Long Range Transportation Plan uses forecast modeling to determine future

“Moving Ahead for Progress in the Twenty-First Century” (MAP21) required the creation of a regional transportation agency. On March 14, 2013, the Mayor and City Council passed Resolution 2013-016 establishing the Sierra Vista Metropolitan Planning Organization (SVMPO) and its boundary with the purpose of promoting continuity and participation in the long-range transportation planning of the area.

The MPO serves as a conduit for distributing federal transportation funding according to the priorities established in its

traffic volumes and future roadway capacity within the MPO area. According to the LRTP, between 2020 and 2050, daily regional vehicle miles traveled (VMT), as estimated by the Traffic Demand Model (TDM), are anticipated





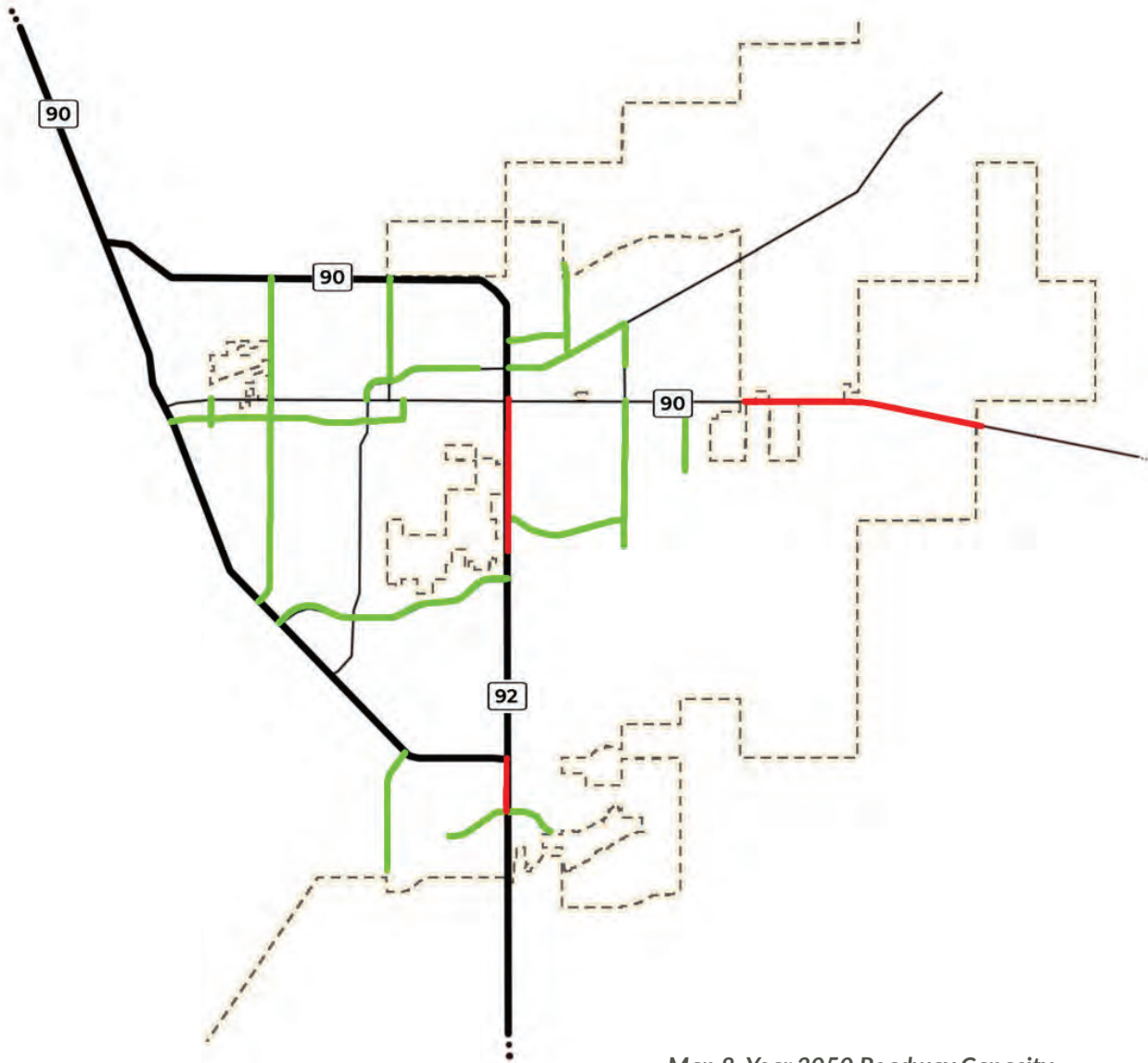
Map 7. Existing Modeled Roadway Level of Service\*

- █ LOS C or better
- █ LOS D
- █ LOS E

For more detailed mapping information, please visit the City's GIS webpage and click on the Roadway Level of Service map layer.  
<http://cosvazgis-sierravista.hub.arcgis.com>

\*Source: SVMPO 2050 Long-Range Transportation Plan





Map 8. Year 2050 Roadway Capacity

- █ Under Capacity - Candidate for Road Diet
- █ Potential for Congestion - Candidate for Future Capacity Improvements

For more detailed mapping information, please visit the City's GIS webpage and click on the Year 2050 Roadway Capacity map layer.  
<http://cosvazgis-sierravista.hub.arcgis.com>

to increase from 1.11 million miles to 1.19 million miles. Between 2020 and 2050, the daily vehicle hours traveled (VHT) are anticipated to increase from 31,300 to 33,600 hours. The VMT and VHT are anticipated to increase by 7.2% and 7.3%, respectively.

The modeling projections in the LRTP also indicate that by 2050, six roadway segments within the MPO boundary area will become congested and may require additional capacity. These roadways which occur at separate sections along State Route 90 and 92 will be monitored to determine when and what type of improvements will be needed to mitigate the congestion. This plan recommends that ADOT consider alternatives to roadway widening to mitigate any congestion issues that arise during the planning period such as signal timing and multi-modal improvements.

As part of the LRTP, modeling of current and projected roadway volumes and an analysis of their carrying capacity was done. The plan identifies 17 roadway sections that qualify as candidates for “road diets,” which is a

transportation and design strategy that involves reallocating space on a road to improve safety, accommodate various modes of transportation, and enhance the overall livability of an area.

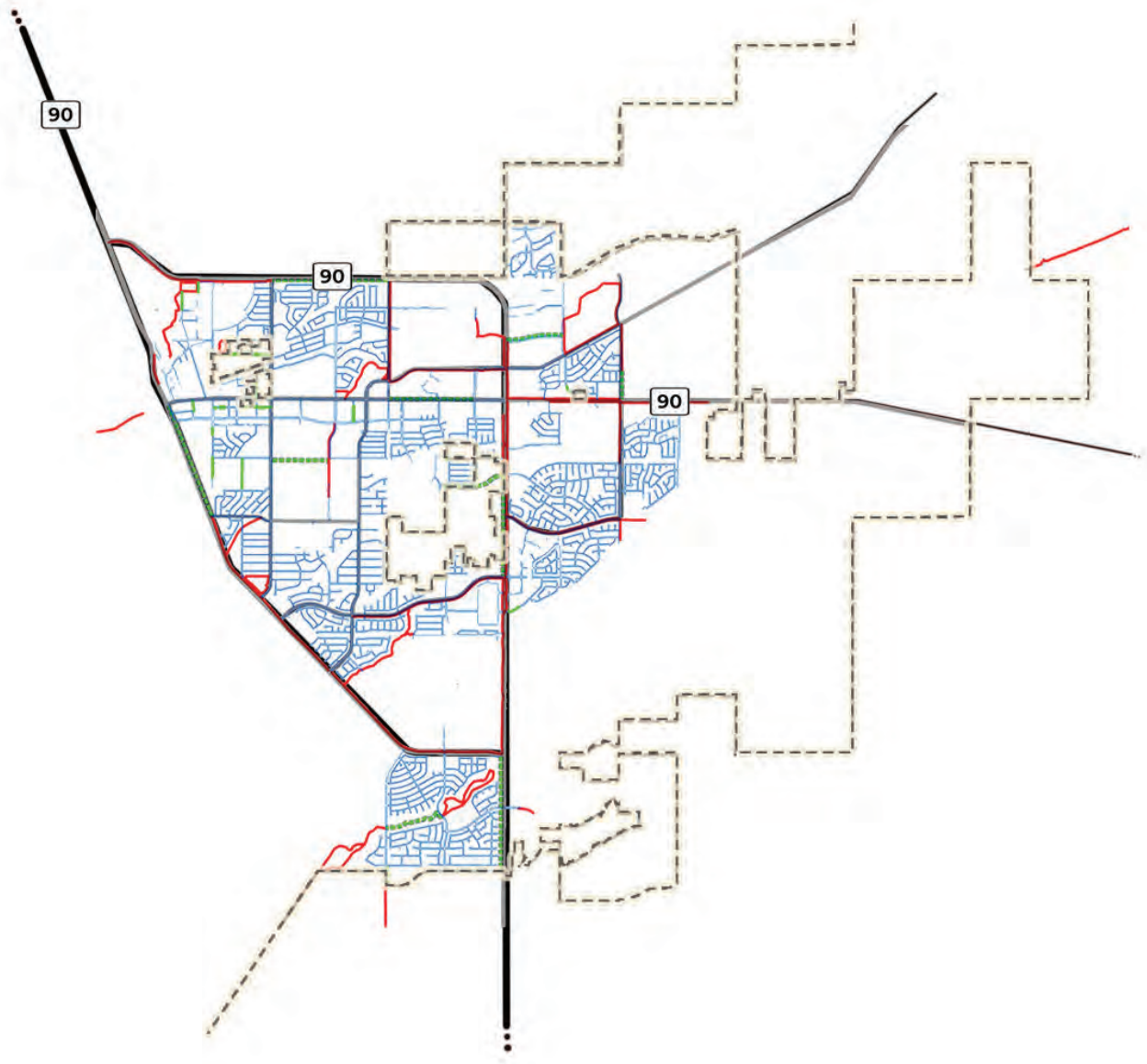
## BICYCLE AND PEDESTRIAN CONNECTIVITY

The City’s network of shared use pathway system is often regarded as one of the top features of the community. Over the years, the City has constructed 23 miles of shared use pathways along roadways that connect with additional trails within the City’s parks and open space areas. These infrastructure improvements not only provide for recreational opportunities, but are also a lifeline for many people that have mobility issues, as these improvements allow safe passage to critical needs in the community.

The [Safe Bicycle and Pedestrian Routes Plan](#), developed in 2011, provides recommendations for building out the City’s bicycle and pedestrian network (refer to Appendix “B”). This document prioritized safe bicycle and

pedestrian routes based on critical need. The criteria for prioritization included, connectivity to major shopping and employment areas, connectivity to recreation, connectivity to schools, safety improvements, critical missing linkage, and project complexity and cost. The project list from the Safe Bicycle and Pedestrian Routes Plan was integrated into the SVMPO Long Range Transportation Plan





Map 9. Existing and Planned Sidewalks and Multi-Use Paths\*

**SIDEWALKS**

- Planned Sidewalk Extension
- Existing Sidewalk

**MULTI-USE PATH**

- - - Planned Multi-use Path Extension
- Existing Multi-Use Path

For more detailed mapping information, please visit the City's GIS webpage and click on the Existing and Planned Sidewalks and Multi-Use Paths map layer.  
<http://cosvazgis-sierravista.hub.arcgis.com>

\*Source: Sierra Vista Transit

2050. The inclusion into the LRTP provides continued support for alternative transportation as well as a potential funding source for future projects. Any proposed sidewalk and multi-use path projects identified on State Trust Land are conceptual only and require coordination with the agency for an encroachment permit and/or acquisition of right-of-way, as needed. This desire to improve and grow the pedestrian and bicycle network is also reflected in the public comments from VISTA 2030 and VISTA 2040, which stated that roadways should be able to accommodate all modes of transportation, particularly those oriented toward pedestrian and bicycle use.

Since 2011, the City has completed a number of projects that were identified on the list or were identified as critical connectivity links including:

- Avenida Del Sol-from SR 90 to Camino Del Norte (shared-use path)
- Coronado Drive-from Busby to Golf Links (shared-use path)
- North Avenue-from Kayetan to Cyr Center (shared-use path)

- West-East Bicycle Route from Carmichael Avenue to Coronado Drive - (shared use roadways and bicycle lanes)
- Montebello subdivision-Variou locations (Sidewalks)
- 5th street-from Denman to midblock alleyway (Sidewalks)
- West Fry Boulevard from Buffalo Soldier Trail to Carmichael Avenue. (first phase)

The projects that have not yet been implemented were integrated into the Sierra Vista MPO LRTP. These include two trail reconstructions, two natural paths, 12 paved shared-used paths, 15 sidewalks, and an enhanced pedestrian crossing.

In recent years, the City has been successful acquiring grant funding from the Federal Transit Administration (FTA) for ADA compliant accessibility projects within a quarter mile distance from transit stops including curb, gutter, sidewalk, ramps, and street lighting. The City will continue to pursue all available local, state and federal funding sources to complete pedestrian connectivity around transit stops, parks, and schools.



In addition to the publicly financed shared-use paths and sidewalks, the Development Code requires developers of a subdivision to construct a minimum 5-foot-wide sidewalk adjacent to all new streets and shared-use paths along collector and arterial roadways. Recent examples of this are the pathways constructed within the Canada Vista and Summit

Heights subdivisions.

The City is inclusive to all members of the community. The City needs to continue to prioritize the provision of sidewalks and multi-use paths for connectivity for all residents. This connectivity is essential for creating safe, accessible, and vibrant communities that promote health, mobility, equity, sustainability, and overall quality of life for all residents.

In addition to the connectivity component there are additional advantages to sidewalks and multi-use paths such as healthier lifestyles and economic competitiveness. Based on a Health Impact Assessment conducted by the SVMPO in 2016, 23% of Cochise County reported no leisure time physical activity. According to U.S. Department of Health Services, adults should participate in aerobic exercise for a minimum of 30 minutes a day, five days a week to ward off chronic diseases. Walking and biking are an effective way of meeting these guidelines for the betterment of physical and mental health.

Providing a variety of connections that support recreational activities for visitors, in particular biking and walking, will support tourism within these areas, as well as provide healthy transportation options for local residents. In June 2013, the Arizona Department of

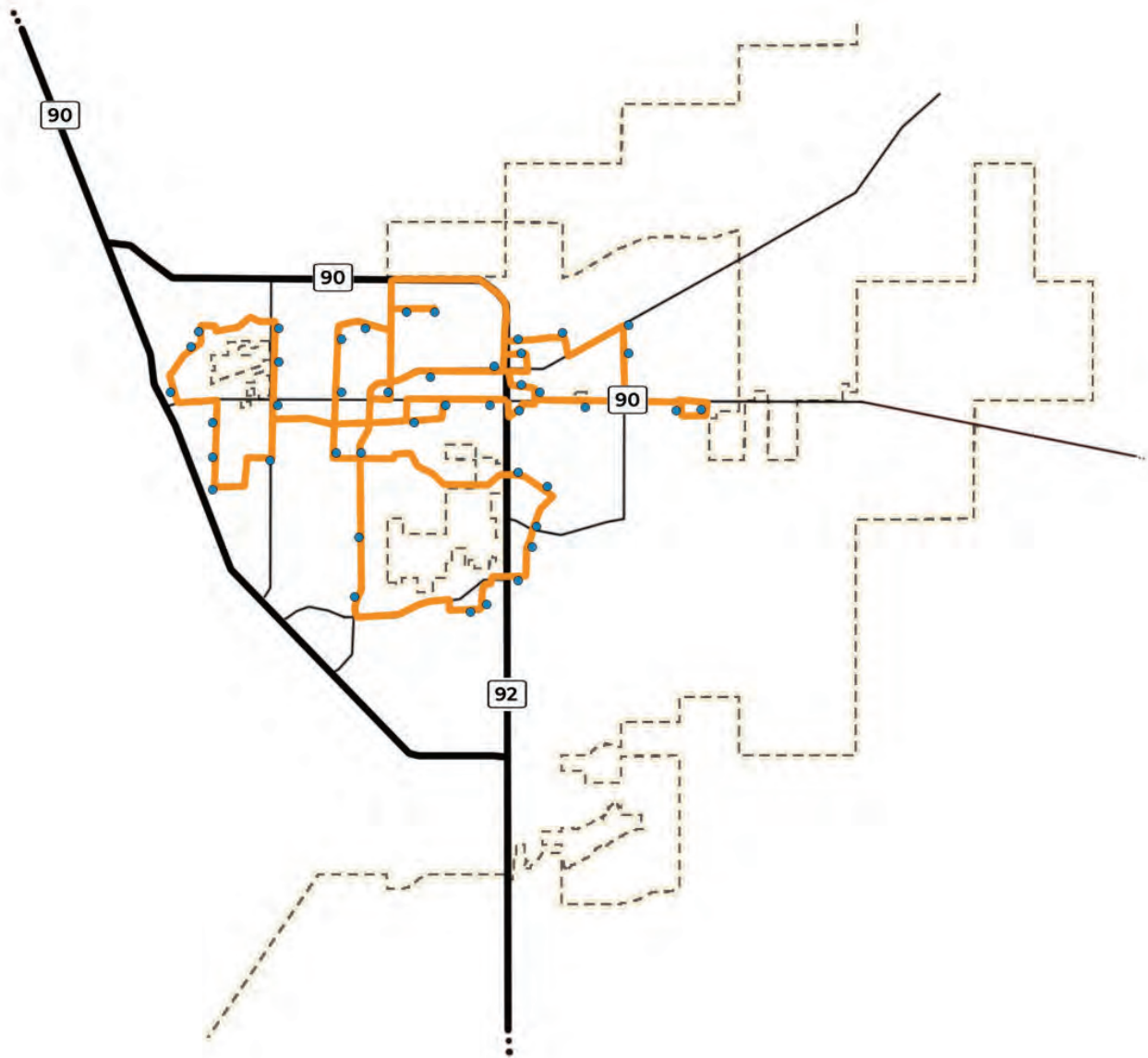
Transportation released a report, “An Economic Impact Study of Bicycling in Arizona: Out of State Bicycle Tourists and Exports”<sup>1</sup>, which focused on the impacts from out-of-state cyclists traveling to Arizona for events, guided tours, races, and training camps. The study documented that bicycle tourism brought a total of \$88 million and 721 jobs in Arizona. There are currently two annual competitive bicycle events in the community and this number could increase with additional shared-use paths.

The League of America Bicyclists offers a voluntary application process for communities, businesses, and universities to be assessed for bicycle friendliness. The program provides a roadmap to improve conditions for bicycling by providing safe accommodations and encouraging people to bike for transportation and recreation. According to the League “making bicycling safe and convenient are keys to improving public health, reducing traffic congestion, improving air quality, and improving quality of life.”

In 2021, the City was awarded Bronze-



<sup>1</sup> Arizona Department of Transportation. “An Economic Impact Study of Bicycling in Arizona, Out-of-State Bicycle Tourists & Exports.” [https://apps.azdot.gov/ADOTLibrary/Multimodal\\_Planning\\_Division/Bicycle-Pedestrian/Economic\\_Impact\\_Study\\_of\\_Bicycling-Executive\\_Summary-1306.pdf](https://apps.azdot.gov/ADOTLibrary/Multimodal_Planning_Division/Bicycle-Pedestrian/Economic_Impact_Study_of_Bicycling-Executive_Summary-1306.pdf). (Page 5) 2013.



Map 10. 2024 Sierra Vista Transit Route and Stops\*

- Bus Route
- Bus Stop

For more detailed mapping information, please visit the City's GIS webpage and click on the Sierra Vista Transit Routes and Stops map layer: <http://cosvazgis-sierravista.hub.arcgis.com>

\*Source: Sierra Vista Transit

level [Bicycle Friendly Community](#) status in recognition of the significant strides taken to enhance bicycle infrastructure, education, and overall support for cycling enthusiasts. The Report Card provided key steps the City can pursue to increase its status to silver including, but not limited to: improving and expanding the low-stress bike network, increasing the amount of bicycle parking, and adding bicycle repair stations and air pumps.

## PUBLIC TRANSIT

There is a nexus between public transit and pedestrian and bicycle connections. High quality walking and biking infrastructure is important for making safe connections to transit. Not only does sidewalk connectivity make travel times and walking distance shorter, but the quality of this infrastructure can encourage new riders to choose transit. Similarly, bicycling to transit can significantly extend the distance riders can travel, but only if complete and comfortable networks create access to the stop. Vista Transit, the City's public transit system, has invested and encouraged the ridership of bicyclists by providing bike racks as standard equipment on most buses. In addition, Vista Transit has targeted and had great success in improving ADA access throughout the system. All buses have an accessible entrance in the form of a ramp mounted at the passenger doors with two stations for securing devices. In addition, within the last five years, all transit shelters were retrofitted with a smaller 4-foot bench that allows wheelchairs to fit inside the shelter.

In 2021 the Short Range Transit Plan was adopted which serves the purpose to inform and guide the continued operations of the transit service between 2021 and 2026.

This document was developed concurrently with the Sierra Vista Metropolitan Planning Organization's (SVMPO) Long Range Transportation Plan. Vista Transit includes 14 buses, one transit van, a 15-person passenger van, and one pickup truck. A total of three paratransit routes are run with the various buses. There are currently eight full-time drivers and six part-time drivers when fully staffed. Fixed route services operate from 7:00am to 5:00pm on weekdays. In recent years during COVID-19, Vista Transit experienced a reduction in ridership, but was still able to provide service to almost 70,000 riders. Staffing shortages posed additional challenges, which resulted in route changes and reductions in operating hours. However, Vista Transit was able to maintain service and increase ridership with the introduction of free fares and the On-Demand System.

The City will continue to review and update the master plan as needed to ensure bus routes are operating in the most efficient and effective manner. Service improvements will be added as financially feasible.

In addition to Vista Transit, there is a regional public transit system called Cochise Connection. The City of Douglas operates this transit system which includes stops between Douglas, Bisbee, Palominas, and Sierra Vista. The Cochise Connection works in concert with Vista Transit to ensure individuals can stay connected within Cochise County.

## AIR TRANSIT

The Sierra Vista Municipal Airport (FHU), a general aviation facility, shares runways with Libby Army Airfield and serves southeastern Arizona. The Sierra Vista Municipal Airport is one of only 18 joint-use airports in the

United States. As the civilian facility is entirely surrounded by the Fort Huachuca Army Installation, space is a limiting factor for continuing growth and development of the facility.

The airport owns and leases tie-downs and hangars. The hangars are furnished with lighting, electrical outlets, skylights, and roof turbine vents, most also have electrically operated doors. The hangars are located at the general aviation apron site, and the lighted general aviation apron is secured from the public. Hangar lessees are provided access cards for security gates and have 24/7 access. An aircraft wash rack is located on site. In addition to the 62 hangars, 35 tie-down sites are located at the Sierra Vista Municipal Airport General Aviation apron.

The last [Airport Master Plan](#) was last completed in 2013. An Airport Master Plan is an evaluation of the airport's aviation demand and an overview of the systematic airport development that will meet those basic demands. The Master Plan establishes development objectives and provides for a 20-year planning period that entails the rationale for various study elements to include airfield configuration, facility development, land use recommendations, and support facilities. It also serves as a strategic tool for establishing airport improvement priorities and obtaining funding.

The City has constructed one capital improvement project at the airport since 2015, which was to rebuild a portion of Taxiway G and J. Shortly after the Airport Master Plan was approved, the FAA altered past practice and determined that projects within the joint-use area, were not automatically eligible for federal funding through the FAA and instead, required additional justification to clearly show the General Aviation benefit. Since most projects

in the 2013 Master Plan were in the joint-use area and did not have the justification the FAA was seeking, it became difficult to implement new capital improvement projects. A new master plan update is slated for completion in 2025 and should help to identify new project opportunities and priorities for airfield development.

The City will continue to seek out economic development opportunities that maximize vacant or underutilized space within the airport and identify and carry out improvements that will advance its full potential.

### GOAL 3.1

*Provide a safe, effective, environmentally sensitive, financially sound, and integrated multi-modal transportation system.*

#### STRATEGIES

1. Level of Service Standard. Maintain a Level of Service (LOS) Standard of "C" peak hour volume for all roadways within the City.
2. Traffic Circulation Plan. Use the site and development process to implement the City's Traffic Circulation Plan.
3. Transportation Monitoring. Maintain an updated inventory of transportation needs. Such efforts should be coordinated with the Sierra Vista Metropolitan Planning Organization (MPO) 2050 Long Range Transportation Plan and should include the following information:
  - A. Functional Classification System Map.
  - B. Traffic Circulation Plan Map.
  - C. Traffic counts.
  - D. Existing Road Classification, Travel Lane, and Level of Service Maps.



- E. Traffic Volumes Map.
  - F. Traffic Crash Data.
  - G. Problem Intersections.
4. Sierra Vista Roadway Design Standards. Adapt existing roadways to conform with the Sierra Vista Roadway Design Standards where feasible as part of roadway reconstruction, rehabilitation, and maintenance projects.
  5. Access Management. Consolidate non-conforming driveway entrances and encourage the use of shared access drives to serve multiple businesses in connection with street reconstruction projects.
  6. Accessibility. Install ADA ramps, sidewalks, and pathways where missing to provide connectivity.
  7. Health. Promote the healthy benefits associated with walking and biking.
  8. Economic. Continue to identify ways walking and biking can increase sports tourism and provide additional economic benefits.
  9. Road Diets. Evaluate roadways with low forecasted volume to capacity ratios for their ability to accommodate wider bicycle lanes, sidewalks, landscaping and pedestrian amenities.
  10. New Construction. Maintain City requirements for developers to construct shared-use paths along collector and arterial roadways as well as along adjacent washes.
  11. Safety. Identify and implement projects through the City's Traffic Safety Committee that improve the visibility and safety of pedestrians and bicyclists such as installing and widening nonconforming bicycle lanes, installing pedestrian signals where warranted; reducing cross walk distances with curb extensions; improving corridor lighting; removing trip hazards; and traffic calming measures.
  12. Project Coordination. Transportation project scopes of work, schedules, and work plans should be coordinated with other infrastructure improvements that are needed in the same area.
    - A. Street projects that include utility, stormwater, sidewalk, and streetscape.
    - B. Utility projects that include community park, sidewalk, stormwater, or roads.
    - C. Stormwater projects that include roads, utilities, and sidewalks.
  13. Wayfinding. Install directional signs to help pedestrian and motorists navigate and find points of interest in the City and recreational routes.

## GOAL 3.2

*Operate public transportation that is effective at meeting the needs of Sierra Vista residents and visitors.*

### STRATEGIES

1. Service. Provide efficient public transportation throughout the City of Sierra Vista and Fort Huachuca in a safe, affordable and reliable manner. Locate bus stops in areas that provide the most benefit as is economically feasible.
2. Facilities. Routinely inventory and assess transit stop conditions and needs.
3. Accessibility. Improve accessibility to transit stops by constructing pathways and

bicycle connections.

4. Experience. Identify and implement ways to improve the rider experience through technology, scheduling, and other means.
5. Education. Improve the community's knowledge about transit service and its benefits through increased public communications and marketing.

### GOAL 3.3

*Maintain the Sierra Vista Municipal Airport as a general aviation facility in accordance with FAA standards and requirements.*

#### STRATEGIES

1. Airport Safety. Continually inspect airport infrastructure for operational safety. Review and update safety procedures for airport operations in order to address current and future needs and demands. As conditions change with the airport and surrounding community, determine the need for system improvements.
2. Airport Master Plan. Use the Airport Master Plan as amended to prioritize capital improvement, maintenance, and operational projects.
3. Airport Compatibility. Implement the recommendations of the Joint Land Use and Compatibility Study, as amended, to ensure seamless integration between the Municipal Airport and Libby Army Airfield to protect the missions on Fort Huachuca.
4. Airport Area Development Coordination. Continue to notify and provide for review and comment all development applications to Fort Huachuca's Encroachment Board pursuant to City policy.
5. Federal and State Aviation Standards. Coordinate and comply with all applicable federal, state and local aviation standards and requirements for airport operations, maintenance, and development.
6. Financial Operations. Ensure that the operations of the Sierra Vista Municipal Airport follow best practices:
  - A. Ensuring facility revenues.
  - B. Securing federal and state funding assistance and grants.
  - C. Requiring lease holders and sublease holders to pay fair market rents and fees to the Airport Enterprise Fund.
  - D. Executing federal and state airport operations standards.
  - E. Identifying new funding and revenue opportunities.



- F. Conducting a review of the market conditions on a minimum biannual basis.
- G. Identify and pursue potential grant opportunities for the improvement and execution of airport facilities and operation, including those sponsored by ADOT, FAA, and DoD.
- H. The City shall examine opportunities for flex space and/or short-term lease options at the Municipal Airport.

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

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-C 2, E 3

“A circulation element consisting of the general location and extent of existing and proposed freeways, arterial and collector streets, bicycle routes and any other modes of transportation as may be appropriate, all correlated with the land use element of the plan.”

“The circulation element provided for in subsection C, paragraph 2 of this section shall also include for cities of fifty thousand persons or more and may include for cities of less than fifty thousand persons recommendations concerning parking facilities, building setback requirements and the delineations of such systems on the land, a system of street naming and house and building numbering and other matters as may be related to the improvement of circulation of traffic. The circulation element may also include:

(a) A transportation element showing a comprehensive transportation system, including locations of rights-of-way, terminals, viaducts and grade separations. This element of the plan may also include port, harbor, aviation and

## 4

## PARKS, RECREATION, & OPEN SPACE

*Sierra Vista residents have long been concerned about maintaining and elevating the quality of their community, particularly the quality of residential life, the natural environment, schools, and other public services.*

### BACKGROUND - PARKS

Receiving less than 15 inches of rain per year (less than half the national average), little-to-no-snow, and an average annual high temperature of 77°F, Sierra Vista exists within a regional biome that makes it ideal for year-round outdoor recreation. The City's 27 parks serve a municipal jurisdiction of approximately 153 square miles (1,630 residents per park), in addition to the sizable periphery populations from the surrounding unincorporated communities. 89% of Sierra Vista residents live within a half-mile of a city park which is the equivalent of a 15-minute walk. Private/special access park space is also available, including two private parks, two golf courses, and the numerous outdoor recreation options available to those with access to

Fort Huachuca. For those seeking more natural excursions, additional recreational opportunities abound just beyond the City's boundaries, such as the U.S. Forest Service's Coronado National Forest and the U.S. Bureau of Land Management's (BLM) San Pedro Riparian National Conservation Area (SPRNCA).

To better manage the City's vast park system, Sierra Vista City Council has approved the [Parks and Recreation Master Plan 2021-2032](#) (Appendix "C"). The document includes an inventory and assessment of each of the City's parks (including sub-master plans for specific parks) as well as an action plan for future park upkeep and capital improvements. Input for this plan was provided through a comprehensive public outreach program and with input and recommendations from the Parks & Recreation Commission. The formal mission statement, goals, and strategies established within the Master Plan have been included within this section.

With surveying for both the Vista 2040



*Aerial photograph of Len Roberts Park*

“To promote a full range of Park and Recreation locations and opportunities as a means of enhancing the quality of life for residents of our community, while sustaining and improving the quality of existing City Parks, Sports Fields, and public building grounds in order to establish safe, welcoming and accessible spaces for residents and visitors to enjoy, connect with nature, and one another.”

--Parks & Recreation Master Plan Mission Statement, 2021

City has shifted from a quantitative Level of Service standard based on park acreage minimums to fulfilling objectives established in the Master Plan, including the completion of a ~10-year action plan, which includes capital improvements and maintenance priorities.

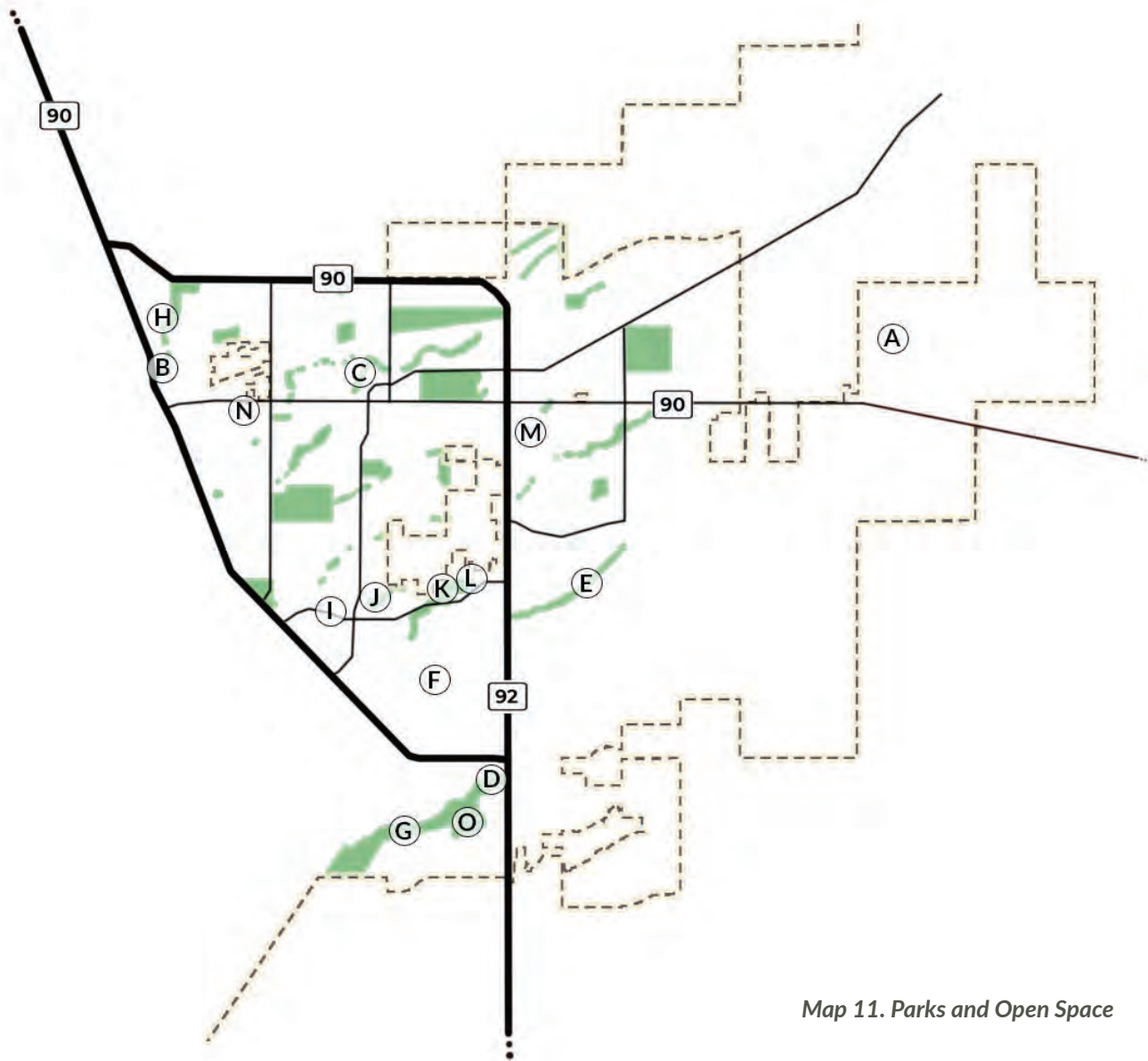
Specifications regarding relevant roles and responsibilities of the Parks & Recreation Commission, the Director of the Department of Parks & Leisure (Parks & Recreation), the Director of the Department of Community Development, and the City Clerk are identified within the [City of Sierra Vista Parks and Recreation Facility Implementation Plan](#) (adopted March 28, 1996, and amended April 10, 2008 – Appendix “D”).

Consideration guidelines for prioritization of future park development are also identified, to be utilized in preparation for future capital improvement plans.

campaign and Parks and Recreation Master Plan, the City has received substantial public feedback regarding municipal park space. Community input has shown that Sierra Vista’s natural beauty, open space, and existing outdoor parks are its most cherished features by both local residents and those from the surrounding communities. In both survey efforts, the largest amount of input received to date is primarily concerning requests for additional amenities (specifically water features and indoor recreation facilities, both of which have been incorporated into the associated capital improvement plan). Additionally, in accordance with direction provided by the Parks & Recreation Commission, the



Public Works personnel remove excess vegetation from a wash



Map 11. Parks and Open Space

For more detailed mapping information, please visit the City's GIS webpage and click on the Parks and Open Space map layer:  
<http://cosvazgis-sierravista.hub.arcgis.com>

Table 10: Identified Open Space Within the City of Sierra Vista

Name	Location (Map 11)	Type	Acres	Linear Feet	Amenities	Comments
Wetlands at EOP	A	Developed wetland	50		Viewing Platform	Provides bird habitat
Forest Doerner	B	Linear Park	0.7	2,000	Benches	Needs to be connected to future MUP's north and south; Landscaped
Woodcutters	C	Linear Park	2.8	2,500	Bridge connects to Lenzner via alleyway	Landscaped
Garden Canyon Wash Tributary	D	Wash	2.5	2,400		On private land
PDS South Drainageway	E	Drainageway	27	11,600		
PDS Golf Course Drainageway	F	Drainageway	11.25	278	Adjoins golf course	Private land
Garden Canyon Park	G	Linear Park	140	6,196	Two parking lots, St. Andrews and Cherokee	Master Planned in June, 2008
Soldier Creek	H	Linear Park	8.5	1,500	Playgrounds, Fitness equipment, Picnic facilities, Parking	Includes play field on west end of park
Summit Drainageway A	I	Drainageway	14.72	1,499		
Summit Drainageway B	J	Drainageway	10.47	2,102		
Summit Drainageway C	K	Drainageway	0.85	300		Stormwater basin
Summit Drainageway D	L	Drainageway	9.75	3,412		Portions are in County
Kings Manor Drainageway*	M	Drainageway	2	1,501		
Fab Parcel**	N	Potential Park	1.26	445		Acquired for potential park space
Roadrunner Parcel**	O	Potential Park	15.01	1,640		Acquired for potential park space
<b>TOTAL OPEN SPACE</b>			<b>396.81</b>	<b>37,373 (7.08 miles)</b>		

Note: These areas have the characteristics of both parks and open space.  
 \*Portions of Kings Manor Drainageway may be routed underground in the future.  
 \*\*NEW FOR VISTA 2040, proposed for future park development

## BACKGROUND - OPEN SPACE

Open space can play a vital role in the development of any urban community. Among its important functions are the preservation of natural resources, including areas required for the safeguarding of plant and animal life, protection of riparian areas for aquifer protection, and the preservation of floodplains. In Sierra Vista, open space land use / zoning designations are largely applied to the land along the City's many washes and drainageways, which weave throughout the urban fabric of the community.

In line with goals and strategies established in Vista 2030, over the past decade the City has acquired over 16 acres of additional public open space, bringing the Citywide total to approximately 397 acres. The most recent additions consist of two vacant properties slated for future park development. The largest acquisition, Roadrunner Parcel, is located in the southern portion of the City where there is a deficit of public recreational opportunities.



It is slated for development 2025-2028. The second acquisition, Fab Parcel, is located within the commercial center of the West End, with a development timeline to be determined.

## STEWARDSHIP

To maintain these largely natural spaces, members of the public are encouraged to “adopt” open space designated areas through the City's Adopt-An-Area program. Adoptees are provided trash picking tools, vests, and bags by City staff upon request. Not including road and multi-use paths, open space areas are divided into 35 wash / drainageway segments and 30 park locations, which are selectable by the prospective adoptees via an online webmap. The program is currently operating at a 17% adoption rate for open space areas, with additional promotion recommended to draw future adoption prospects.

For official maintenance, Public Works staff continues to operate under the protocols established within the Wash Maintenance

Policy, an internal policy document created in 2013. The goal of the policy document is to establish scope and procedures for removal of vegetation and debris from urban washes and drainage ways. This is to prevent displacement of surface flow that can result in flooding during wet seasons. Clearing of accumulated vegetation also helps prevent the spread of wildfire during dry weather.



## GOAL 4-1

*Provide Park and Recreation Facilities that are beautiful, high quality, and respect the cultural landscapes, natural resources, and environment of use, while offering a variety of experiences, both passive and active, that are well maintained and accessible.*

### STRATEGIES

1. Enhance park recreation areas to meet residents' changing needs.
2. Create environments that encourage regular active and passive activities to support health, wellness, and social connections.
3. Assess and monitor park inventory on a regular basis.
4. Develop opportunities for unstructured, open play.

## GOAL 4-2

*Provide the opportunity for residents to live healthy lifestyles utilizing park amenities that promote and encourage active, mobile, and outdoor recreation prospects.*

### STRATEGIES

1. Increase the development of interconnected multi-use path system throughout the City that will provide opportunity for recreation as well as alternative modes of transport e.g. cycling, walking, jogging and hiking.
2. Evaluate and consider amenities / components to increase level of service or activity levels on existing lands.
3. Evaluate and consider high demand amenities / components to increase level of service or activity levels in existing land.

4. Evaluate and consider amenities and / or high demand components infrastructure needs to support programming needs.
5. Evaluate and consider trends in parks and recreation when adding amenities / components to increase level of service or activity levels.
6. Evaluate development and / or convert existing park spaces into open space facilities to meet changing needs.

## GOAL 4-3

*Provide high-quality Park Facilities, services, and opportunities that are accessible, inclusive and distributed equitably across Sierra Vista. This includes inclusive and accessible park facilities to the community. In doing so, Parks and Leisure aims to empower residents to improve their health and wellness by equitably providing access to parks, facilities, and programs.*

### STRATEGIES

1. Continue to implement ADA transition plan and monitor compliance.
2. Provide inclusive and accessible park facilities to the community.
3. Improve access and opportunities for healthy and active lifestyles.
4. Initiatives and efforts to increase equitable access for physical activities.

## GOAL 4-4

*Use existing community resources efficiently and demonstrate fiscal responsibility and to coordinate and partner with other entities to ensure the available opportunity for comprehensive, quality services and facilities.*

**STRATEGIES**

1. Expand and enhance partnerships with other public agencies and private entities that have aligned goals while minimizing duplication between agencies.
2. Continue to explore and pursue grants and outside funding.
3. Emphasize local events and functions.
4. Incorporate West End Redevelopment into future plans for public space.

**GOAL 4-5**

*Facilitate Sports Tourism as an economic driver for the City and help enhance Sierra Vista's image and quality of life through the attraction, promotion and development of sports, and be a catalyst for Sierra Vista as a sports destination.*

**STRATEGIES**

1. Play a leadership role in attracting key sporting events to the City and leverage the sports market to generate economic impact and media exposure to Sierra Vista. Continue to explore and pursue grants and outside funding.
2. Attract, host, and support local, regional, state, and national sports events and be a catalyst to grow Sierra Vista's sports ecosystem. An organized sports-related activity can include organized competitive events, trials, try-outs or training camps, clinics, exhibitions and sports related meetings.
3. Enhance Sierra Vista's domestic image by using sport as a platform to develop and promote a vibrant sports tourism industry.
4. Encourage the development of amateur and collegiate athletics and sport development throughout the City, county, and state and

Southwest Region.

5. Leverage the investment into Cyr Center and Domingo Piaz Soccer Fields to capitalize on the tournament market.
6. Enhance existing sports fields.
7. Expand field inventory to meet changing needs.

**GOAL 4-6**

*Enhance and maintain Parks quality and condition to ensure a legacy of providing an excellent and relevant Park system.*

**STRATEGIES**

1. Protect and enhance Park Recreation Areas to meet residents' changing needs.
2. Establish a long-term strategy for acquisition and management of park specific-space including maintenance of all lands and assets.
3. Develop park standards of practice appropriate for the intent and use of current and future inventory of linear, mini, neighborhood, community, sports, special use parks and outdoor recreation areas.
4. Evaluate diversification to include maintenance that is funded or completed by others (e.g., partners, other entities).
5. Enhance existing sports fields to meet changing needs.
6. Enhance the capacity, quality and variety of uses of the existing system of park, recreation and open space facilities and services

**GOAL 4-7**

*Identify potential open space land.*

**STRATEGIES**

1. Identify potential open space lands using the Surface Water Plan, Special Flood Hazard Area maps, the Open Space Acquisition and Development Plan, and other appropriate information sources.
2. Locate areas within the City that are deficient in open space.
3. Identify open space areas that are critical to preserve natural resources.

**GOAL 4-8**

*Obtain land for open space.*

**STRATEGIES**

1. Use a variety of funding sources available to purchase open space land.
2. Educate developers so they understand the benefits of preserving open space.
3. Require buffers between development and areas of wildlife habitat.
4. Purchase land to provide connections between open space areas, where feasible, to provide ecosystem connectivity.
5. Coordinate with other jurisdictions to establish a network of open space and trails connecting the Huachuca Mountains and San Pedro Riv

**GOAL 4-9**

*Provide stewardship programs to protect open space land.*

**STRATEGIES**

1. Coordinate with appropriate jurisdictions or organizations for developing and providing

stewardship programs.

2. Promote the use of volunteer groups to assist with open space clean-up and maintenance efforts.
3. Ensure the Wash Maintenance Plan, created in 2013, continues to incorporate environmental values when it is updated or modified.
4. Consider environmental impacts when improving and maintaining public and private open space, particularly in wash areas.

**GOAL 4-10**

*Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainageways.*

**STRATEGIES**

1. Amend the Surface Water Plan as needed to provide updated engineering data.
2. Identify areas within designated flood hazard areas that require analysis for potential removal from the floodplain, and when feasible, pursue removal from the floodplain.
3. Coordinate necessary floodplain updates with the Federal Emergency Management Agency.

**STATE LAW REQUIREMENTS**

Arizona Revised Statutes, Section 9-461.05-9 D 4

“An open space element that includes:

- a. A comprehensive inventory of open space areas, recreational resources and

designations of access points to open space areas and resources.

- b. An analysis of forecasted needs, policies for managing and protecting open space areas and resources and implementation strategies to acquire additional open space areas and further establish recreational resources.
- c. Policies and implementation strategies designed to promote a regional system of integrated open space and recreational resources and a consideration of any existing regional open space plans.”

## 5

## LAND USE, GROWTH, & COMMUNITY DESIGN

*This section sets forth recommendations for continued use, new development and reuse of land in the City over the coming decades and how it should be integrated into the existing urban fabric.*

### INTRODUCTION

This Land Use, Growth, and Community Design Element incorporates three sub-elements: (1) Land Use; (2) Growth Areas; and (3) Community Design.

Sierra Vista's historical identity is a City of family friendly neighborhoods with a strong connection to Fort Huachuca. The economic base has expanded over the years to include a diverse range of commercial retail, office, medical, business, and professional services. Focusing on the neighborhood as the fundamental building block of community while improving the economic vitality and vibrancy of commercial, shopping and industrial districts and creating active and attractive community spaces is key to retaining and attracting the next generation of Sierra Vista residents.

Creating a "sense of place" is simply referred to as Placemaking. It describes a certain type of community development based upon common ground where people gather or live, such as housing, squares, streets, green spaces, plazas and parks. It's an examination and accounting

of the types of places where people and businesses want to locate, invest, and expand. Placemaking is based on a single principle – people choose to live in places that offer specific amenities, social networks, resources and opportunities to support thriving lifestyles.

### Ten Principles of Smart Growth

1. Create a range of housing opportunities and choices.
2. Create walkable neighborhoods.
3. Encourage community and stakeholder collaboration.
4. Foster distinctive, attractive communities with a strong sense of place.
5. Make development decisions predictable, fair, and cost effective.
6. Mix land uses.
7. Preserve open space, farmland, natural beauty and critical environmental areas.
8. Provide a variety of transportation choices.
9. Strengthen and direct development towards existing communities.
10. Take advantage of compact building design.

### COMMUNITY ATTRIBUTES

**Residential neighborhoods.** According to the U.S. Census, there are 20,155 housing units in the City. Almost three quarters of the housing stock (73%) is comprised of single-family units and nearly two-thirds (61%) are owner-occupied. Between 2018 and 2022, the median value of owner-occupied housing units was \$215,900, and the median gross rent was \$1,080. According to the University of Arizona's Eller College of Management, the Sierra Vista-Douglas metropolitan area's share of affordable homes was 92.9%, placing it among the top five most affordable small housing markets in the

nation.<sup>3</sup>

Many of Sierra Vista's neighborhoods were developed by a single builder mainly consisting of standardized single-family housing of different sizes and owner options based on preferences and lifestyle. The architectural styles of homes in Sierra Vista can vary, ranging from traditional Southwestern designs to more contemporary styles. The West End, which contains manufactured home neighborhoods along with site-built homes and attached housing types, was developed within a gridded street pattern. As time went on, most residential areas within Sierra Vista were incrementally developed as a series of interconnected subdivisions featuring a modified grid street pattern with cul-de-sacs in a suburban format.

**Retail and professional services.** These are primarily located on Fry Boulevard and State Route 92. Fry Boulevard has a variety of shops, restaurants, and other commercial establishments. A number of retail malls and shopping areas are located on State Route 92 and on the State Route 90 Bypass between Martin Luther King Jr. Parkway/Charleston Road and Fry Boulevard/E Highway 90. The Mall at Sierra Vista is located further south, with access on State Route 92 and Avenida Cochise.

**Fort Huachuca.** Fort Huachuca has been a significant economic and cultural influence in the region. According to the 2023 Report on Economic Impact of Arizona's Principal Military Operations, prepared by The Maguire Company and Elliot D. Pollack & Company for the Arizona Military Affairs Commission, four different

training units conduct 78 courses, training and educating over 12,000 service members and civilians. Many of the active-duty military and their family members live on post in privatized housing with 1,064 individual homes in 10 housing areas. As for barracks locations, there are 4,825 units on Fort Huachuca. The Report estimates the total local economic impacts of operations on Fort Huachuca (in 2022 Dollars) to be \$1.6 billion in wages and \$4.3 billion in direct, indirect, and induced output.

Fort Huachuca's Main Gate connects to Fry Boulevard at Buffalo Soldier Trail. There are two other gates: an East Gate at Buffalo Soldier Trail and State Route 90 (Hatfield Street inside the Base) and a West Gate on Canelo Road.

**Parks.** Sierra Vista is an attractive destination for many residents and visitors in part because it embodies a spirit of healthy living. Sierra Vista offers residents tremendous recreational amenities and close proximity to a wide range of outdoor activities. There are many opportunities to enjoy an active lifestyle with more than 25 miles of multi-use paths, 20 parks, a variety of sports fields and private health clubs, golf courses and scenic off-road hiking and biking trails. Veteran's Memorial Park located north of Fry Boulevard and east of Coronado Drive. Another major park and recreation area is the Domingo Paiz Sports Complex, which is located on Tacoma Street.

**Schools.** Cochise College is located on the northeast section of Sierra Vista and can be accessed via Campus Drive. They also operate a downtown campus on the southeast corner of El Camino Real and Wilcox Drive. In 2019, the University of Arizona founded the College of Applied Science and Technology (CAST) on its

<sup>3</sup> <https://www.kgun9.com/news/local-news/sierra-vista-douglas-ranks-top-five-most-affordable-small-housing-markets-in-america>

Table 12: Current Land Use Designation

USE TYPE	ACRES	PERCENT	ACRES EXCLUDING STATE AND FEDERAL LAND	PERCENT EXCLUDING STATE AND FEDERAL LAND
<b>Private/Semi-Private</b>				
RESIDENTIAL	3,637	3.8%	3,637	36.3%
COMMERCIAL/INDUSTRIAL	896	0.9%	896	8.9%
CHURCH/NON-PROFIT	224	0.2%	224	2.2%
PRIVATE UTILITY COMPANY	40	0.0%	40	0.4%
PRIVATE GOLF COURSE	166	0.2%	166	1.7%
VACANT/AGRICULTURAL/OTHER	3,175	3.3%	3,175	31.7%
<b>Public</b>				
MUNICIPAL FACILITY/DEDICATED LAND	916	1.0%	916	9.1%
PARK	362	0.4%	362	3.6%
DEDICATED DRAINAGE	178	0.2%	178	1.8%
COUNTY FACILITY	21	0.0%	21	0.2%
PUBLIC SCHOOL	400	0.4%	400	4.0%
STATE FACILITY	4	0.0%	-	-
STATE LAND - UNDEVELOPED	13,898	14.5%	-	-
FEDERAL LAND - BLM/DoD	71,751	75.0%	-	-
<b>TOTAL</b>	<b>95,670</b>	<b>100.0%</b>	<b>10,016</b>	<b>100.0%</b>

Table 13: Land Ownership

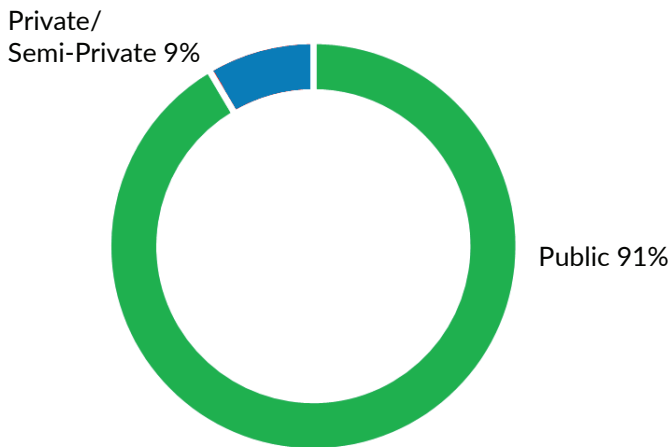
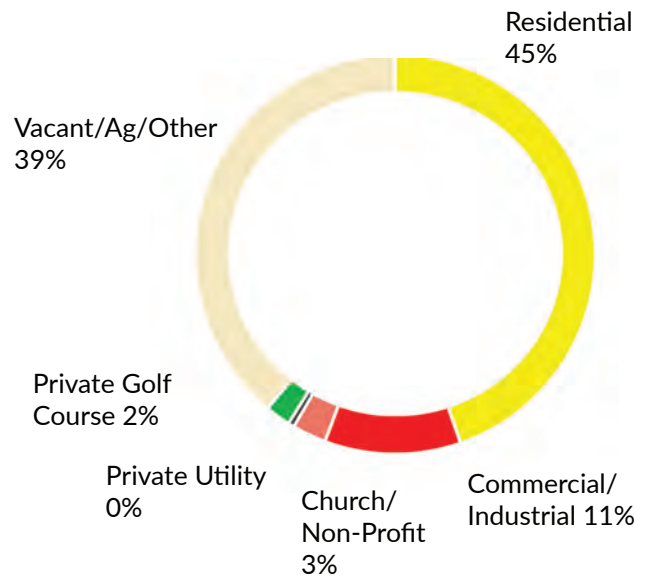
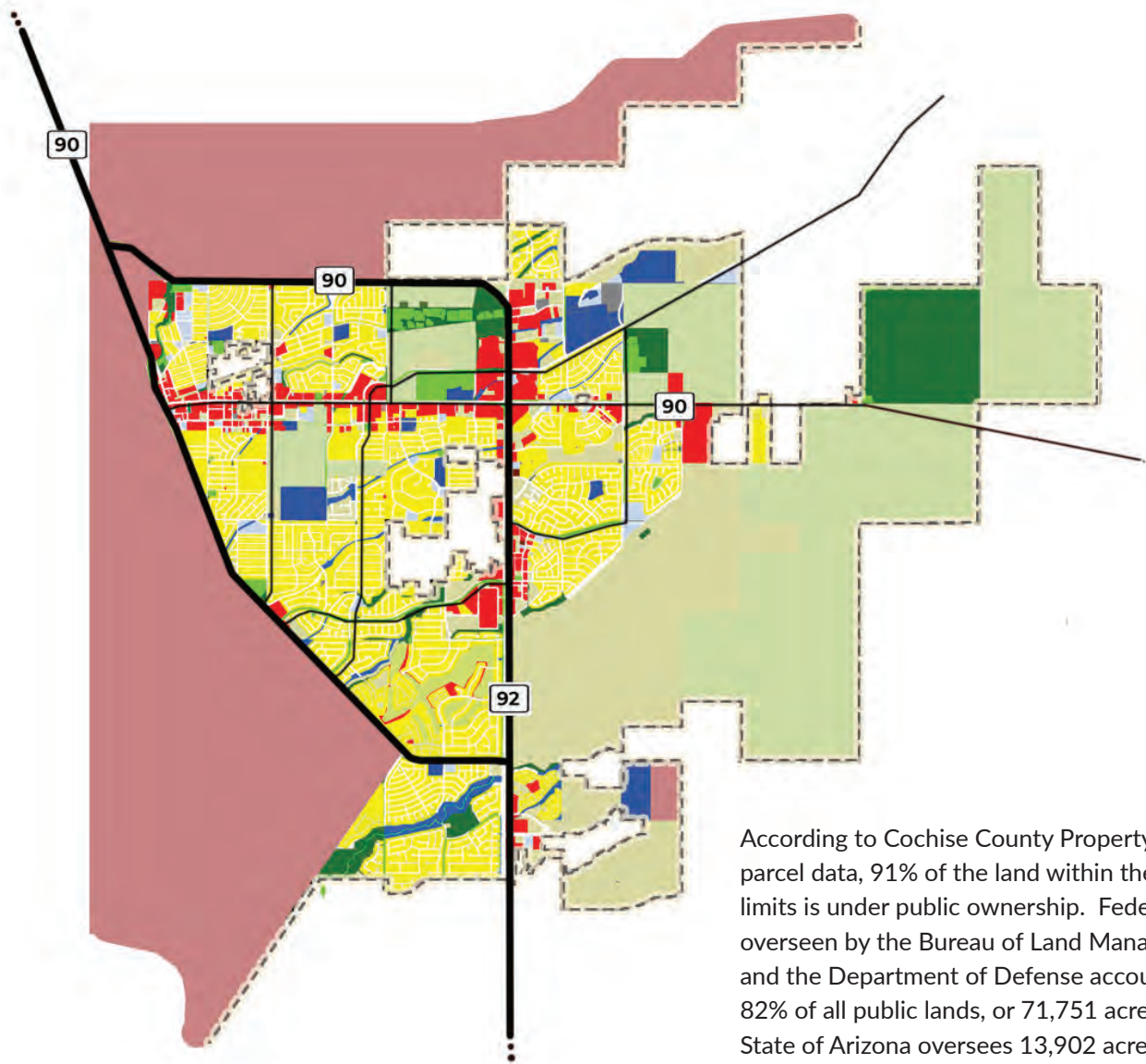


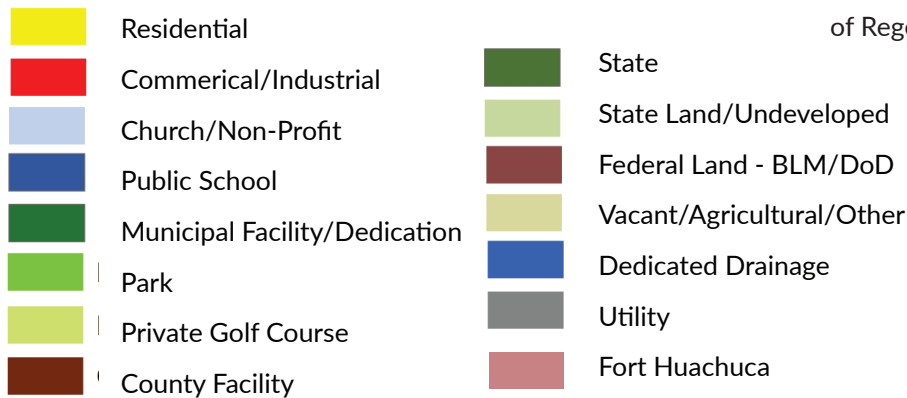
Table 14: Current Land Use Distribution





According to Cochise County Property Assessor parcel data, 91% of the land within the City limits is under public ownership. Federal lands overseen by the Bureau of Land Management and the Department of Defense account for 82% of all public lands, or 71,751 acres. The State of Arizona oversees 13,902 acres within the City limits, which represents 16% of the public land inventory. The remaining two percent are owned by the City or County (1,477 acres) and the Sierra Vista Unified School District, Cochise College, and the Arizona Board of Regents (400 acres).

Map 12. Existing Land Use Map





branch campus in Sierra Vista because of the rapid growth in the Cyber Operations program. CAST provides future focused, career ready degrees in technology and social sciences. Buena High School is located on Buena School Boulevard, north of Charleston Road. Joyce Clark Middle School is located on Lenzner Avenue. The Sierra Vista Unified School District has five elementary schools including Bella Vista, Carmichael, Huachuca Mountain, Pueblo Del Sol, and Town and Country. There are also a number of charter and religious-based schools.

**Government.** The Public Works Complex is located at 401 Giulio Cesare Avenue. The City Hall and Council Chambers and the Police Department are located on North Coronado Street. The Sierra Vista Public Library, Oscar Yrun Community Center, Ethel H. Berger Center, and Visitor Center are located on Tacoma Street.

**Municipal Airport.** Sierra Vista Municipal Airport (FHU), a general aviation facility, shares runways with Libby Army Airfield and serves Southeastern Arizona. The Airport supports a range of aviation activities, including private, corporate and charter flights. The airport does not have scheduled commercial airline service but provides essential aviation and services and facilities for the local community, businesses, and transient pilots.



## FUTURE LAND USE

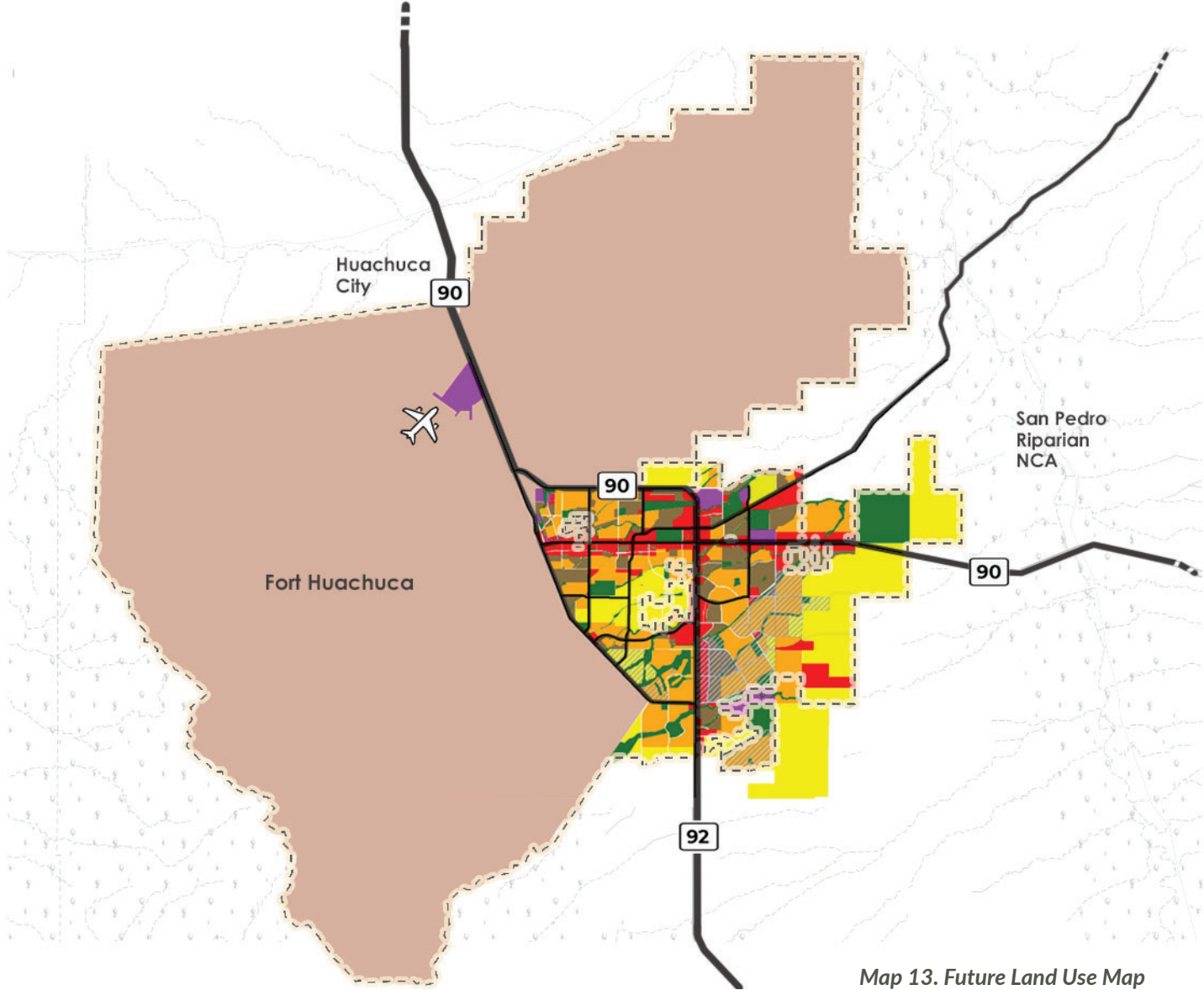
Land use patterns, how land uses are arranged, and the urban form (the spaces, places, and boundaries that define city life), are critical to the health and wellbeing of Sierra Vista residents. City plans accommodate a range of lifestyles, living, and working conditions. The City also strives to accommodate diverse community settings to create a solid foundation for growth throughout the next several years.

Together, the VISTA 2040 goals and strategies and the Future Land Use Map provide a flexible guide to promote informed public and private decision making for the betterment of the community. The land use designations on the map are generalized. The Future Land Use Map forms the basis for the City's Official Zoning Map and corresponding land use and development regulations. This Plan and Map are intended to be policy documents and decision-making guides.

## MAP DESIGNATIONS

The Future Land Use Map sets forth the extent of land necessary, in the proper designations, to allow for the projected growth. In the Growth Areas, the land use plan designations contained within Specific Plan Areas are shown. All development, redevelopment, and land use shall be consistent with those designations.

- **Low Density Residential (0 – 2.5 DU/A):**  
This designation indicates areas to be zoned and used for low density residential use. The low-density residential designation is intended to create, maintain, and promote neighborhoods with larger lot sizes where land use is primarily detached single-family dwellings. The designation allows for limited agricultural uses, but maintains the overall character of a semi-rural, single-family neighborhood. The maximum density in this designation is 2.5 dwellings per acre. The corresponding zoning districts includes Urban Ranch (UR), Single Family Residence-36 (SFR-36), and Single-Family Residence-18 (SFR-18).
- **Medium Density Residential (0-7.5 DU/A):** The medium density residential designation is designed to stabilize and protect a suburban lifestyle with planned single-family residential communities. The designation allows for moderate sized lots with principal uses limited to detached single-family dwellings. The maximum density in this designation is 7.5 dwellings per acre. The corresponding zoning districts includes Single-Family Residence-12 (SFR-12), Single-Family Residence-10 (SFR-10), Single-Family Residence-8 (SFR-8), and Single-Family Residence-6 (SFR-6).
- **HDR) High-Density Residential (0 - 25 DU/A):** The high-density residential designation provides for single-family detached dwellings and multi-family dwellings that may include multi-story buildings. This designation consists of smaller sized lots and allows for townhouses, condominiums, apartments, recreational vehicle parks, and manufactured home parks. The maximum density in this designation is 25 dwellings per acre. The corresponding zoning districts includes Multi-Family Residence (MFR), Manufactured Home Residence (MHR) and Recreational Vehicle Park (RV).
- **Commercial/Mixed-Use:** The commercial mixed-use land use designation accommodates a mix of use types to allow for varying scale and intensity of uses. These types of uses are generally characterized by infill type development on individual parcels, commercial center development, and regional level destination developments. Commercial activity is to be guided into distinct nodes at the intersections of major roadways throughout the City, as well as along major thoroughfares throughout the City. In addition to commercial activities, mixed-use and freestanding multi-family developments (up to 25 DU/A) is permitted. Light manufacturing also allowed, provided a conditional use permit is required when the use fronts Fry Boulevard or adjoins an existing residential use.  
  
The corresponding zoning districts include General Commercial (GC), Limited Commercial (LC), Office Professional (OP), and Neighborhood Convenience (NC).
- **Industrial:** The industrial land use designations allow for light and heavy manufacturing along with aggregate and



Map 13. Future Land Use Map

- Low Density Residential
- Medium Density Residential
- High Density Residential
- Commercial / Mixed-Use
- Industrial
- Open Space / Public Facilities
- Specific Area Plan
- Federal (DoD) / Ft Huachuca

For more detailed mapping information, please visit the City's GIS webpage and click on the Future Land Use map layer:  
<http://cosvazgis-sierravista.hub.arcgis.com>

mining operations, and ancillary light commercial uses. The designation is typically characterized as development that due to noise, odor generation, or some other special considerations, is not appropriate adjacent to residential uses. As such, the locations of the industrial uses on the land use map minimize the impacts on the residential zoning districts. The corresponding zoning districts include Light Industry (LI), Industrial Park (IP), and Heavy Industry (HI).

- **Open Space/Public Facilities:** The open space/public facilities designation encompasses land that is currently being used, or proposed to be used, for public and municipal facilities, public schools, parks and open space, utilities, and stormwater. The corresponding zoning district is the Open Space/Public Facilities District which was enacted to provide for land uses in areas that have been set aside to serve recreational functions or to provide open space areas and to provide for governmental buildings and facilities, schools and school grounds, and related uses. For areas primarily pertaining to drainage corridors within flood hazard areas, alterations or adjustments may be permitted without the necessity of an amendment to the Future Land Use Map based on the delineation and mapping of actual boundaries required as part of any plan amendment or development approval request.

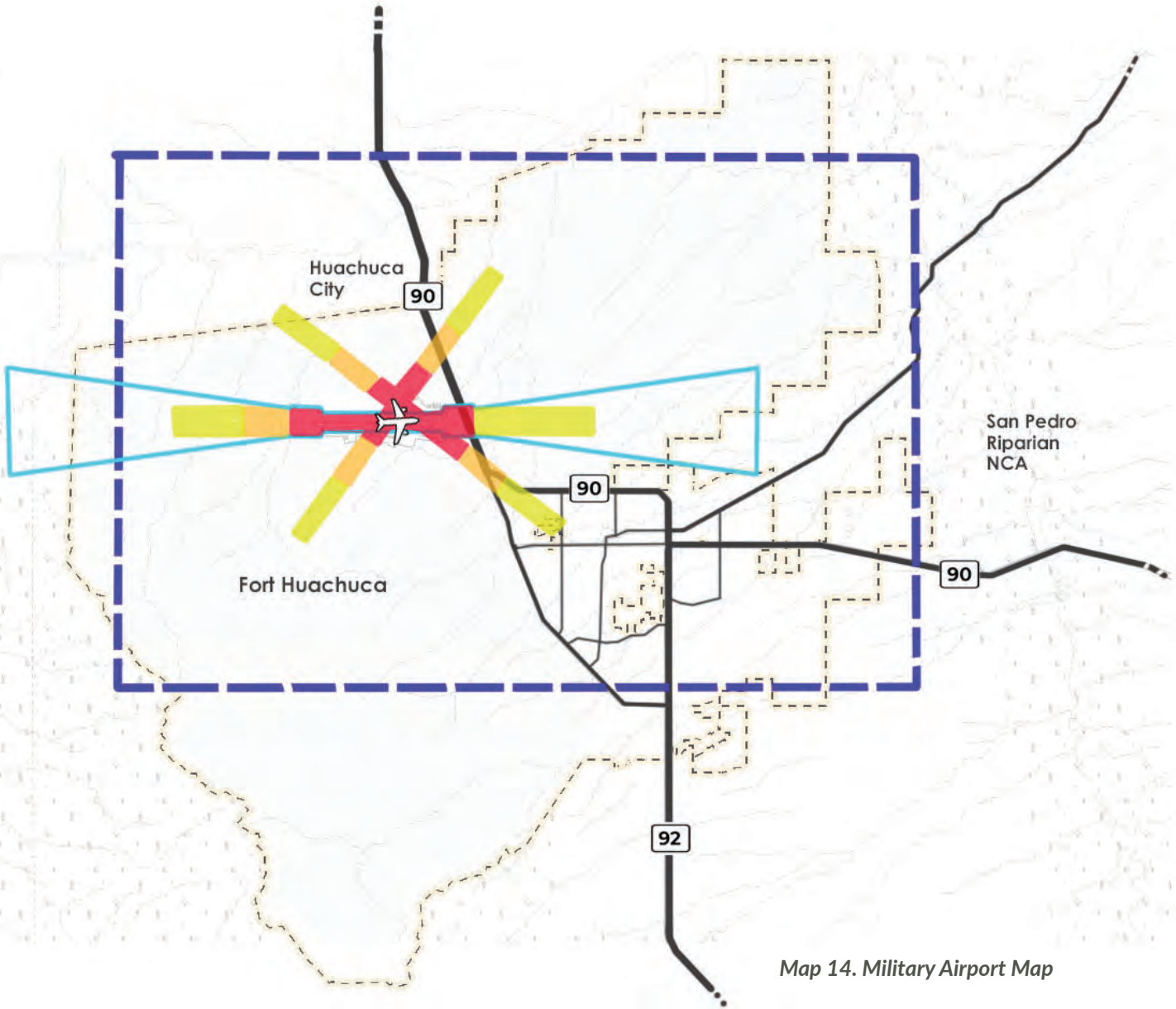
In the event that parcels of land designated by the General Plan for open space are developed for private use, development rights may be transferred in accordance with the following requirements:

Development rights may be transferred at the rate of one (1) unit per acre for residential land use designations and a floor area ratio of 0.05 for non-residential land use designations.

## MILITARY INSTALLATION -FORT HUACHUCA COORDINATION

Per Arizona Revised Statutes 28.8481, “a political subdivision that has territory in the vicinity of a military airport or ancillary military facility that includes property in a high noise or accident potential zone shall adopt comprehensive and general plans, if applicable, for property in the high noise or accident potential zone to assure development compatible with the high noise and accident potential generated by military airport and ancillary military facility operations that have





- Clear Zone
- Accident Potential Zone 1 (APZ 1)
- Accident Potential Zone 2 (APZ 2)
- Territory in the Vicinity of Military Airport

For more detailed mapping information, please visit the City's GIS webpage and click on the Military Airport map layer:  
<http://cosvazgis-sierravista.hub.arcgis.com>

or may have an adverse effect on public health and safety.” The General Plan recognizes and supports the state legislation related to the continued, viable operations of military installations. Permitted uses shall follow the Arizona land use compatibility requirements and Arizona Revised Statute 28-8481. The High Noise Accident Potential Zones, the territory located within a military airport, APZ1 and APZ2, and the Clear Zone are all identified on the land use maps.

The Fort Huachuca Military installation is a part of the City of Sierra Vista. The City recently codified that all rezonings be reviewed and approved by the Fort Huachuca Encroachment Board prior to City Council approval. In addition, the review process for new commercial buildings includes a review and approval from the Fort Huachuca Encroachment Board and any required federal agencies.

The City sponsored and participated in the Fort Huachuca Joint Resource Utilization Study (JRUS) that was completed in May 2022. The JRUS is a collaborative land use and resource planning effort to identify and address compatibility concerns and challenges around Fort Huachuca. Compatibility, in relation to military readiness, is the balance between community and military needs and interests that allow each to accomplish its goal. The Study Area captures all land, airspace, and the electromagnetic range associated with Fort Huachuca operations that encompasses all of Sierra Vista. Key issues and strategies for mitigating and preventing compatibility issues are provided in the [JRUS](#) which is adopted by reference as an Appendix “E” to this plan. The key issues and strategies cover housing availability, land/air space competition, land use, public trespassing, resiliency, safety and vertical obstructions. The JRUS serves

as a framework for further collaboration, tailoring, and coordinated implementation of compatibility and sustainability enhancing strategies. It is important that collaboration and cross communication continue to establish appropriate procedures, recommend or refine specific actions, and adjust strategies to ensure that JRUS implementation is responsive to the changing needs and continues to help stakeholders resolve key sustainability issues in the future.

## FUTURE EXPANSION

Communities throughout the state are adapting with both the real and perceived impacts of growth. Some of the concerns arising from local growth include increased traffic, the quantity and quality of the water supply, losses of open space and wildlife habitat, impacts on infrastructure, and urban sprawl. One of the ways to mitigate urban sprawl is to promote infill development and “planned growth.” Infill development occurs when new development is constructed within an already developed area. “Planned growth” refers to a deliberate and systematic approach to managing the expansion and development of communities, regions, or organizations over an extended period. It involves setting goals, establishing strategies, and implementing policies to guide growth in a manner that aligns with overarching objectives, such as economic vitality and quality of life.

In 1999, the Arizona legislature enacted a state law addressing the impacts of “urban sprawl” by requiring a new General Plan element entitled “Growth,” to focus on areas a city can target for future expansion. These target areas should include a mix of land uses, provide retention of open space, support multiple modes of transportation, and provide efficient public infrastructure.

In 2002, the City and Cochise County signed a Joint Planning Area Agreement that allows the establishment of a development plan that covers areas extending 20 miles beyond the City limits. Such a plan includes the full-range of planning issues permissible under law.

## GROWTH AREAS

The [Tribute Specific Plan \(Appendix “F”\)](#), which was approved by City Council in 2006, consists of 1,916 acres and is located in the southeast portion of the City. The Plan proposes a mix of uses and residential densities and cannot exceed 6,959 homes. In addition, land is identified for the possible construction of fire station, police substation, and branch library. There will be two community parks (5 to 40 acres), several neighborhood and linear parks, and a multi-use trail system. The larger community parks can also function as detention basins. The Tribute Specific Plan was adopted in 2006 and the developer projected building would take 20 years to complete. In 2023, the landowner received preliminary plat approval for a 376-lot single-family subdivision named Independence Village. This subdivision, if completed, could accommodate a significant share of the projected housing demand during the planning period. However, as of early 2024, its future remains uncertain with the landowner conveying that its parent company intends to refocus its resources towards holdings in other markets.

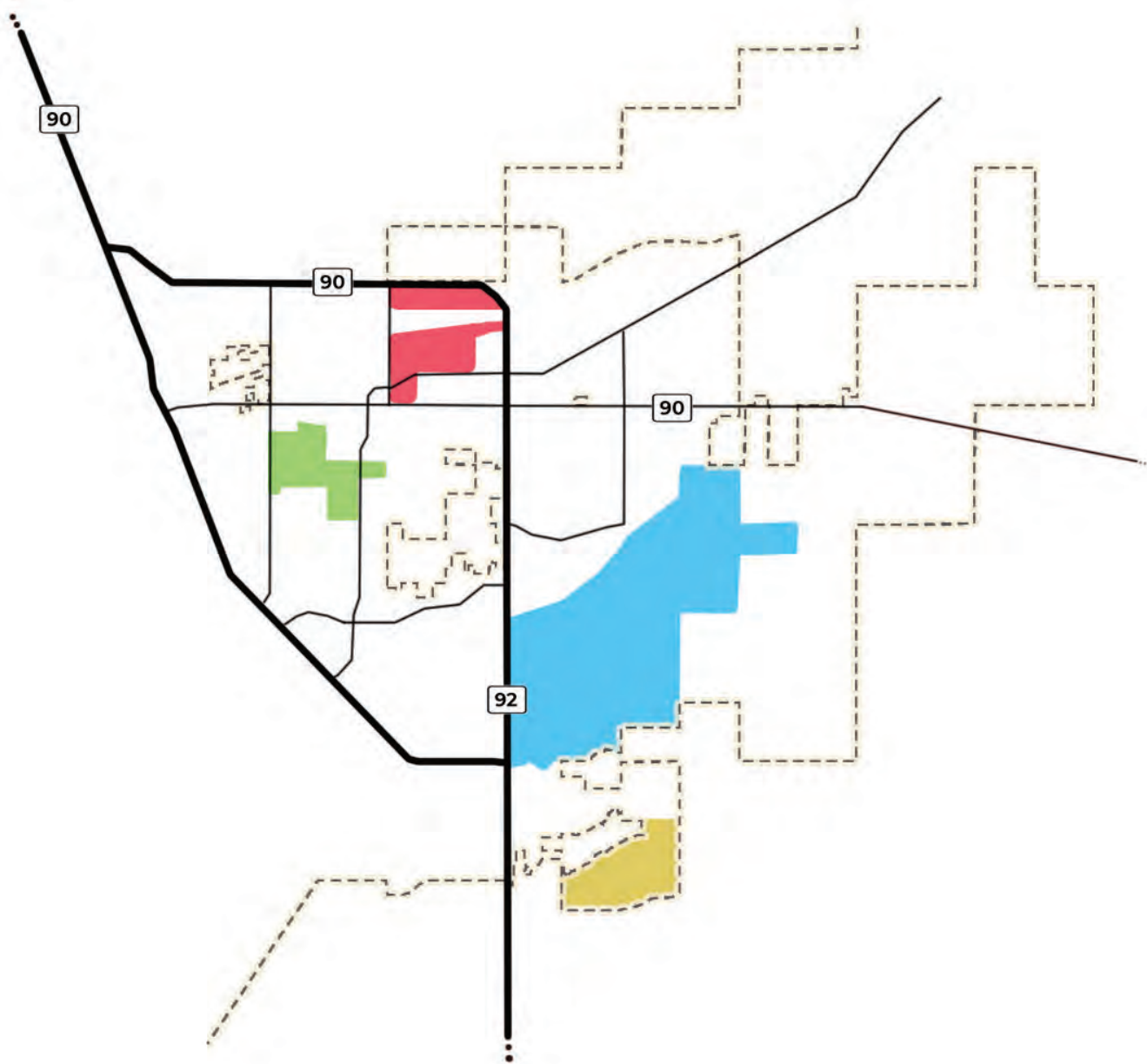
The [Ventana De Flores Specific Plan \(Appendix “G”\)](#), approved by City Council in 2007, contains land located in the southeast portion of the City and consists of 335 acres. The Plan proposes a mixture of residential densities and cannot exceed 1,480

housing units. In addition, there will be a regional and neighborhood park and a multi-use trail system. There has been no development in the Specific Plan area. When Council adopted the Ventana De Flores Specific Plan, the developer projected building would take 10-20 years to be completed. The project has been in a holding pattern since. However, it should be noted that a 349-lot single-family subdivision to the north, Buffalo Soldier Ranch, started construction in late 2023 and is anticipated to be built-out in five phases based on market demand.

[Section 36 \(Appendix “H”\)](#) includes 275 acres of mostly undeveloped State Trust Land. The City approved, by a General Plan Amendment, the State Master Plan for Section 36 in 2009. The Master Plan includes a mixture of land uses that will provide the highest and best use as defined by the Arizona State Land Department. A private developer purchased 38 acres from the State Land Department. And, in 2011, the City purchased another 48 acres of the State Trust Land for recreational use and the extension of Avenida Escuela. The City has already invested in infrastructure within this section such as the construction of Martin Luther King, Jr. Parkway and has completed a plan that would provide improved access to the existing recreational amenities. This growth

“Sierra Vista should be as much concerned with assuring the creation of beauty in the development of its new growth areas as with the ways and means of de-uglifying those existing parts that are visually distressing.”

---1968 Community Beautification Plan



Map 15. Growth Areas Map

- Section 36: 230 Acres
- Section 2: 180 Acres
- Tribute: 1,916 Acres
- Ventana de Flores: 335 Acres



area is surrounded by municipal facilities and infrastructure improvements. Development on this property would be considered infill development.

**Section 2 (Canada Vista State Master Plan** adopted by reference as **Appendix “I”**) includes approximately 214 acres (as of 2022) of existing undeveloped State Trust Land. In 2006, the State Trust Land Department sold a separate 60 acres to a private developer, which has since been platted as Canada Vista. There is existing infrastructure serving Section 2 including Coronado Drive, Wilcox Drive, Lenzner Avenue, and a main sewer line. Coronado was recently widened to four lanes and a required multi-use path was constructed by the developer as Phase 1 of the subdivision was completed. The State Master Plan for Section 2 includes a mix of high, low, and medium density residential development and commercial development. This growth area is surrounded by existing development and infrastructure and would be considered infill development.

## ANNEXATION AREAS

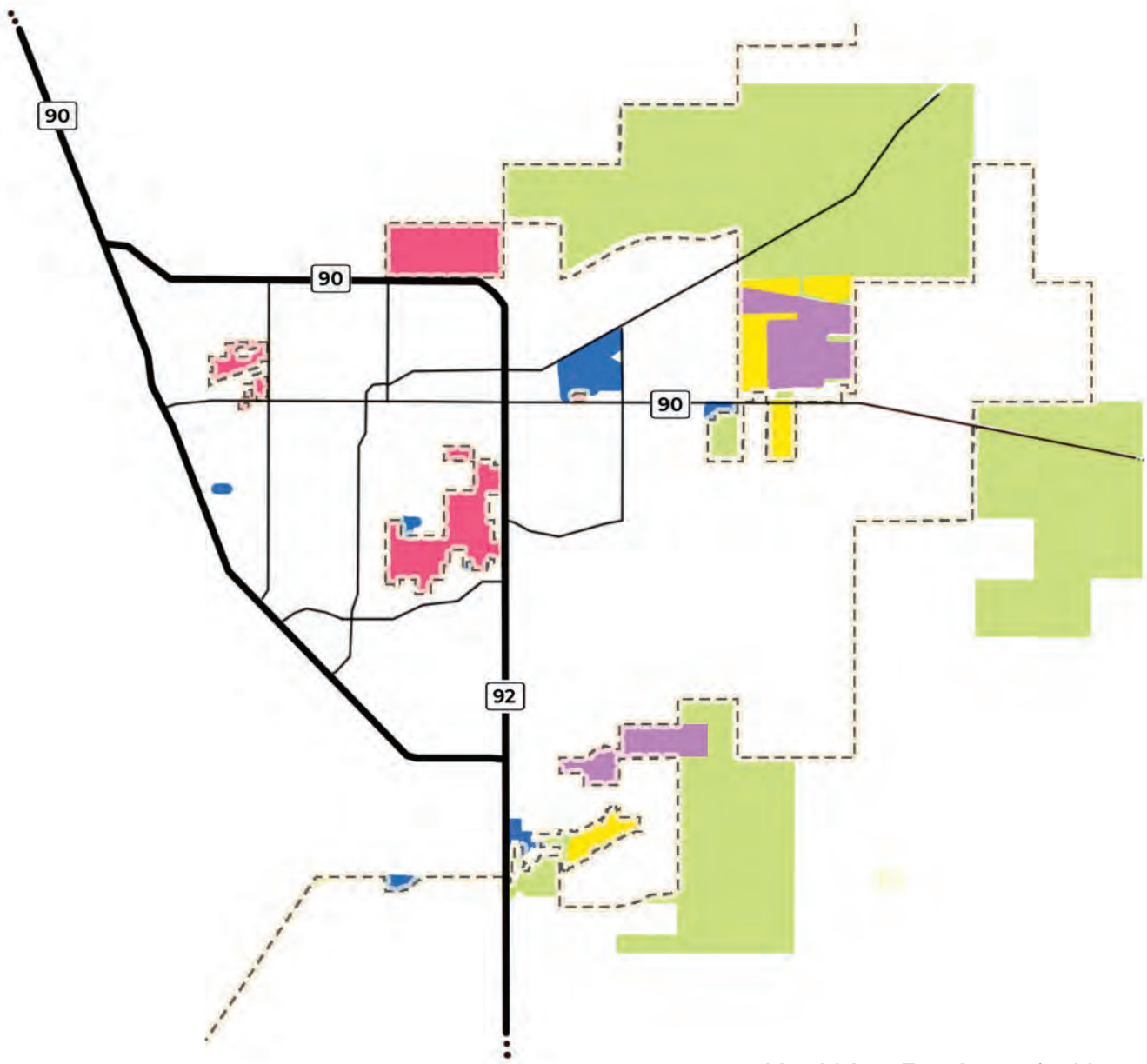
Annexation is a legal process by which a City can grow. Annexation must meet the legal requirements set by the state relative to size, shape, and contiguity. In general, annexation simplifies boundaries, making the provision of City services easier and more efficient. It assures future development will be in accordance with the City’s building and development standards. Moreover, it increases the City’s share of state sales tax, motor vehicle fuel tax, revenue-sharing of state income tax, federal revenue sharing/federal grants, and local transportation assistance fund revenue.

In 2008, the Mayor and City Council approved Resolution 2008-149, which established

the City’s Annexation Policy and Long-Term Annexation Map. The Annexation Policy provides guidelines as to how the City will pursue future annexations.

Priority is given to areas designated on the Long-Term Annexation Map as “proactive annexation areas”. These areas are contiguous to the City and/or will provide a strategic benefit to the community. Proactive annexation areas are composed of undeveloped land where services can be extended to support new development and county enclaves. Pursuant to state law, the territory must adjoin the city boundary by at least 300 feet. Moreover, the parcel must be at least 200 feet wide at all points (not including right-of-way). Finally, the length cannot be more than twice the maximum width of the annexed territory. Overall, the annexation must make sense in terms of delivery of services. Contiguity and size and shape requirements do not apply if the property is surrounded on three or more sides by the city limits. When completed, annexations cannot result in the creation of a new “county island”. The City must provide a plan for services (e.g. police/fire) and infrastructure that is equal to that of property within the city within ten years from the date the annexation is approved.

Since VISTA 2030 was adopted, the City has completed six annexations encompassing approximately 100 acres. Residential annexations included southern half of the Sulger subdivision (2015) and properties along Little Hill Lane (2018), and Golf Links Drive (2019). Combined, these brought in 69 homes into the city limits. Commercial annexations included properties along North 5th Street (2016), the northwest corner of Avienda Cochise and SR 92 (2020), and properties along the east side of SR 92 generally between Golden Acres Drive and Glen Road (2022). These annexations resulted



Map 16. Long Term Annexation Map

- Enclave Area
- Undeveloped Area
- Previously Developed Commercial/Industrial Area
- Previously Developed Residential Area
- Area Annexed 2008-2024

in 26 commercial properties being added to the City limits resulting in an increase to the tax base of the community.

## COMMUNITY DESIGN

The look and feel of a community are reflected in how it is designed and developed. Guiding new and future developments to reflect the surrounding community context and character, creating cohesive, functional, and aesthetically pleasing places is essential for preserving Sierra Vista's existing culture and urban fabric.

The community of Sierra Vista enjoys a beautiful natural setting surrounded by the Huachuca Mountains on the west and south, the San Pedro River Valley to the east, and nearby mountain valley ranges across the valley. The blending of both the natural and built environments contributes positively to overall and localized community appearance and quality of life.

The City was developed during the advent of automobiles and therefore development occurred on the fringes of the City limits because they were easily accessible by vehicle. Therefore, the City does not benefit from an "established downtown," rather, the City is defined by two primary, linear commercial strips, Fry Boulevard and State Route 92. This pattern of development has made it difficult to establish a "sense of place" or City identity.

### COMMUNITY DESIGN FEATURES

The City should explore the use of community design features to address the specific aesthetic, land use, architectural, and community character needs of the local area. Such standards should consider: community gateways, viewsheds and focal points, public art, streetscape design, landscape design and

façade design.

**Community Gateways** are an architectural feature, hardscape, or landscaping that signifies a transition between one space and another. The City should use community gateways to create a memorable positive first impression of the City, reinforce the City's marketing and branding efforts, and serve as neighborhood entrances.

Viewsheds are areas of land or other environmental elements that are visible from a fixed vantage point. Focal points are natural features or built structures (building, statue, public art, fountain, etc.) that attract the viewer's attention. Contrast, location, isolation, convergence, and the unusual are used to create viewsheds and focal points. The establishment of viewsheds and focal points are desired design features for built environments, open space areas, green belts, and community separators. The City's low building height limits help to preserve viewsheds of the mountain ranges that surround the community.

Public Art includes artistic works created for, or located in, a public space such as parks, street areas, courtyards, plazas, or community buildings. The City should promote the quality, visual appearance and use of Sierra Vista's public areas and streetscapes by creating art projects that reflect the community's character, identity, and heritage (e.g. murals, sculptures, paintings, mosaics, etc.)

**Streetscape Design** is the space between the buildings on either side of a street that defines its character. The space is created by the relationship between and composition of the street's buildings, sidewalks, signs, parking areas, and public furnishings.

In April 2009, the City Council adopted

Architectural and Design Guidelines as an appendix to the General Plan. The guidelines provided design flexibility and allowed creativity for commercial and industrial developments. In April 2019, the City Council approved Architecture and Design Review Standards, which replaced the design guidelines. The purpose of the Architecture and Design Review Standards is to promote reasonable and context-sensitive site and building design standards. These standards provide measurable criteria and are mandatory for new commercial, industrial, and multi-family projects.

The City should continue to use its planning processes to form a welcoming, safe, and active environment for people. Large scale development plans should include a streetscape design that features:

- A. Building setbacks and entrances.
- B. Sidewalk and crosswalk design.
- C. Transit facilities and parking areas.
- D. Public areas such as courtyards, plazas, and pocket parks.
- E. Street furniture such as lighting fixtures, benches, bike racks, bus stop shelters, and trash receptacles.
- F. Building, street, and wayfinding signage.
- G. Shade trees and human scaled landscaping.
- H. Pedestrian friendly streets that are easy to navigate or cross.
- I. Lower speed limits and narrower streets as methods to enhance pedestrian activity.
- J. Pedestrian crosswalk lights.

Landscape design is a plan that blends the built and natural environment together by incorporating landscape materials into the design and planning of the built environment. Development projects should promote community character and resource conservation

by incorporating a landscape plan that addresses the development's visual appearance, neighborhood compatibility, and maintenance needs of the development. Criteria to consider when developing landscape design plans include:

- A. Overall visual appeal of the landscape design.
- B. Use of drought tolerant native species and plant materials, including low-maintenance ground covers and perennials to offset carbon emissions.
- C. Provision of shade and sitting areas.
- D. Buffering of incompatible uses and structures with walls, fencing and landscaping.
- E. Use of low impact design practices to maximize the use of stormwater for irrigation.
- F. Suitability of landscape materials to the site based on their future health and maintenance of the plants, streetscape, and other structures.
- G. Compatibility with abutting properties.

Façade design is a term used to refer to the front exterior of a building or other exterior sides when they are emphasized. The City should encourage building façades to be complementary to the established character of the district. Façade designs should:

- A. Establish a visually pleasing overall building experience.
- B. Utilize a hierarchy of vertical and horizontal expressions.
- C. Respond to the lines and forms of adjacent buildings to create a unified street-oriented environment.
- D. Provide a clear and inviting building

entrance.

- E. Feature architectural details.
- F. Avoid uninterrupted blank walls.
- G. Encourage the use of recessed doorways and windows.

**GOAL 5-1**

*Develop a well-planned City.*

**STRATEGIES**

1. Encourage and incentivize the developer to provide a mixture of residential densities, pedestrian amenities, and various land uses through the use of Specific Plans or flexible development code standards.
2. The City shall work with adjacent jurisdictions to promote compatible land uses and address issues of regional concern.
3. Encourage infill and master planned development in the State Trust Land and Growth Areas.
4. The City shall tie development approvals to availability of infrastructure, both existing and proposed, as part of a development.
5. Encourage a mix of housing types, including mixed use developments, within the City to provide a variety and diversity among the housing stock.

**GOAL 5-2**

*The City shall ensure that the general character, density, and land use pattern is maintained and protected while:*

- *Striving to attain a land use configuration that is compatible with existing development;*
- *Enhancing the City’s open space character by providing public and private open space;*

- *Ensuring opportunities for all persons to purchase or rent decent, safe, and sanitary housing they can afford, free from arbitrary discrimination because of sex, age, race, ethnic background, income level, marital status, or household composition; and*
- *Encouraging economic development or redevelopment.*

**STRATEGIES**

1. The City shall ensure that land uses associated with development are reviewed for compatibility in accordance with the requirements of the Sierra Vista Development Code and are reasonable in terms of both the land and surrounding uses and are in the overall public interest.
2. In order to ensure that growth takes place in the most efficient and effective manner possible, the City of Sierra Vista shall manage growth in a manner which:
  - A. Ensures that all proposed development is compatible with the capabilities of existing and/or planned support facilities and the missions on Fort Huachuca;
  - B. Minimizes development to the fullest extent possible in high-risk areas, coastal high hazard areas and the 100-year floodplain;
  - C. Concentrates or clusters commercial development in order to achieve optimal land use relationships, compatibility with traffic movement objectives, and minimal air pollution;
  - D. Maintains the stability and integrity of existing residential neighborhoods when subject to residential infilling;
  - E. Ensures that residential neighborhoods are insulated whenever possible from

- incompatible or disruptive land uses;
- F. Maintains the economic viability of commercial areas by governing their establishment, expansion and operation in relation to identified community needs;
  - G. Ensures that the City's economic base will continue to be diversified;
  - H. Ensures that urban development and redevelopment preserves and protects properties of special value for historic, architectural, environmental or aesthetic purposes, where economically feasible; and
  - I. Ensures that large scale residential development will only occur in those undeveloped portions of the City which can accommodate such growth.
3. The City will consider the essential character attributes and quality of life features found in existing and future residential neighborhoods as part of its land use planning and management.
  4. The City's development code regulations shall ensure existing residential areas are protected from encroachment of incompatible activities; likewise, other land use areas shall be protected from the encroachment of incompatible residential activities.
  5. Existing residential areas shall, through provisions contained in the development code, be located and designed to protect life and property from natural and manmade hazards such as flooding, excessive traffic, subsidence, noxious odors, noise, and deterioration of structures.
  6. Residential land uses shall, through provisions contained in the development code, be compatible with the type and scale of surrounding uses.
  7. As an ongoing policy, the City shall, through provisions contained in its development code and building and property maintenance code, encourage:
    - A. The conservation, maintenance, and rehabilitation of the existing neighborhoods and housing stock;
    - B. The revitalization of older residential areas, where conditions warrant;
    - C. A balanced land use mix providing for a variety of housing types, densities, and access to services and facilities; and
    - D. The design of residential developments to meet the housing needs of all income groups.
  8. Nonresidential development shall be planned, provided, and maintained in a manner compatible with environmental and economic resources, as well as the intensity of other standards adopted under the Future Land Use Map Section of this Plan.
    - A. In order to minimize land use incompatibility, the City shall maintain development code provisions that require the installation of appropriate buffering between commercial and non-commercial land uses.
    - B. The development code should ensure that nonresidential land uses are located in a manner that ensures the compatibility with the type and scale of surrounding land uses, where existing or programmed public facilities shall not be overburdened.
    - C. Strip commercial development that compounds traffic and land use conflicts shall be strongly discouraged and shall be addressed

through provisions contained in the development code.

- D. The City shall minimize the amount of direct access onto major roads by controlling the number and location of curb cuts as required by the Sierra Vista Roadway Design Manual.
- E. The development code should contain provisions whereby ancillary commercial uses around shopping centers are clustered to assure compatibility with existing centers and minimize traffic problems and land use conflicts.
- F. The redevelopment and/or rehabilitation of existing commercial areas or uses shall be encouraged.
- G. Redevelopment should occur in such a manner as to minimize the disruption within the community and the relocation of residents.
- H. The development code shall contain provisions whereby neighborhood commercial development occurs in locations convenient to residential areas, but not in a manner that will adversely affect the neighborhood quality of life.
- I. The development code shall contain provisions whereby development and/or redevelopment proposals provide for adequate off-street parking and loading facilities and the separation of pedestrian and vehicular traffic.

**GOAL 5-3**

*Coordinate with Fort Huachuca for all future City development.*

**STRATEGIES**

- 1. Continue standard operating procedures of sending all new development projects to the Fort Huachuca Encroachment Board and applicable government agencies for review and approval to ensure there are no conflicts with military missions.
- 2. Codify additional public hearing processes to require review and approval of new development from the Fort Huachuca Encroachment Board and applicable government agencies.
- 3. The City shall ensure that all new development within the High Noise Accident Potential Zones are compatible in land use type and densities/intensities as stated in A.R.S. 28-8461.
- 4. The City shall follow the recommendations within the Joint Resource Utilization Study.

**GOAL 5-4**

*Economic Development shall be considered when planning future sites.*

**STRATEGIES**

- 1. Continue to provide flexible zoning standards to encourage development and redevelopment in the West End and manufactured home parks through the Infill Incentive District, West Sierra Partnership Program, and the Recreational Vehicle Park Overlay District.
- 2. Encourage adaptive reuse of existing buildings with a mixture of uses that locate housing, employment, retail, entertainment and services within areas to support walkability and reduced vehicle trips.
- 3. Monitor and find opportunities to reduce vacancy rates.

**GOAL 5-5**

*Consider environmental impacts when planning future sites.*

**STRATEGIES**

1. Gradually transition to lower residential densities as development moves east toward the San Pedro River through low density residential zoning.
2. Continue to pursue additional low-impact development techniques and standards for all new commercial development.
3. Design sites through the site planning and subdivision platting processes to provide access and connections to alternative transportation routes.

**GOAL 5-6**

*Build upon the City's unique assets to create a stronger sense of place and identity.*

**STRATEGIES**

1. Develop a vision of the City that reflects the goals and strategies of the community.
2. Recognize, preserve, and enhance the unique character of pedestrian places.
3. Identify opportunities for public or private enhancements that create a sense of place.
4. Use landscaping, decorative lighting, entry features, signage, and other streetscape design techniques to provide visual emphasis to the streetscapes in the City.
5. Support the installation of public art throughout the City through local funding sources.
6. Improve the visual quality of existing commercial corridors by requiring

landscaping, right-of-way treatment, and visual screening of obtrusive uses.

7. Ensure developments are constructed to be accessible for all persons.

**GOAL 5-7**

*Annex areas that provide the most benefit to the City as stated in the City's Annexation Policy*

**STRATEGIES**

1. Proactively pursue annexation of properties in areas identified in the City's Annexation Policy.
2. Require Pre-Annexation Agreements for property owners that request connection to City sewer.
3. Provide incentives, as necessary, to encourage property owners to annex.

**GOAL 5-8**

*The City strives for equal protection for residential development and aggregate mining operations by promoting compatible land uses in areas of close proximity to existing or planned aggregate and mineral mining operations.*

**STRATEGIES**

1. The City shall discourage new residential zoning where future residences would be adjacent to an existing or planned aggregate/mineral mining operation.
2. The City shall promote non-residential development, such as commercial centers or industrial uses, adjacent to existing, future or proposed aggregate/mineral mining operations.



## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-C 1

“A land use element that:

- A. Designates the proposed general distribution and location and extent of such uses of the land for housing, business, industry, agriculture, recreation, education, public buildings and grounds, open space and other categories of public and private uses of land as may be appropriate to the municipality.
- B. Includes a statement of the standards of population density and building intensity recommended for the various land use categories covered by the plan.
- C. Identifies specific programs and policies that the municipality may use to promote infill or compact form development activity and locations where those development patterns should be encouraged. (d) Includes consideration of air quality and access to incident solar energy for all general categories of land use. (e) Includes policies that address maintaining a broad variety of land uses including the range of uses existing in the municipality when the plan is adopted, readopted or amended. (f) For cities and towns with territory in the vicinity of the military airport or ancillary military facility as defined in section 28-8461, includes consideration of military airport or ancillary military facility operations.”

## 6

# ENVIRONMENTAL PLANNING, CONSERVATION, & WATER RESOURCES

*The City's tagline "Extraordinary Skies. Uncommon Ground" encapsulates Sierra Vista's unique place and setting in the heart of southeastern Arizona.*

## INTRODUCTION

Aside from its people, Sierra Vista's greatest attributes are its natural environment, resources, and beauty. Residents and visitors enjoy scenic views in nearly every direction day and night. The area is also known as the "Sky Island" region. Sky Islands connect two very different mountain regions, the subtropical Sierra Madre of Mexico and the temperate Rocky Mountains of the United States. The mixing of these southern and northern biotas is truly unique. Sky Islands are where you can see incredible plant and animal diversity and amazing natural beauty.

Sierra Vista is an "eco-crossroad" featuring five life zones within five miles that's famous for its birdwatching. The City was recognized by the State as the Hummingbird Capital of the United States for the 15 species of hummingbirds that pass through Sierra Vista annually.

<sup>1</sup> <https://www.azdeq.gov/AQ/monitoring>

## PURPOSE

The purpose of the Environmental Planning & Conservation Element is to provide a plan and policy direction for the preservation, conservation, and management of natural resources occurring in Sierra Vista. The element will identify and analyze our existing air, land, water, and living resources, and will be used to establish goals and strategies for the protection and enhancement of these resources.

## INVENTORY OF ENVIRONMENTAL RESOURCES & CONSERVATION ACTIVITIES

This section identifies and inventories air and water quality, floodplains, wetlands, soil conditions, vegetative communities, and wildlife habitat.

- A. Air Quality.** The U.S. Clean Air Act requires the U.S. Environmental Protection Agency (U.S. EPA) to establish and enforce national ambient air quality standards (NAAQS) for pollutants identified as harmful to public health or environment. As required by the U.S. EPA, the ADEQ administers an air quality monitoring program to measure the outdoor concentration of those pollutants for which ambient air quality standards have been established. Environmental parameters measured in this monitoring network include criteria pollutants (lead, ozone, particulate matter – PM10 and PM 2.5, carbon monoxide, nitrogen oxides, sulfur dioxide) as well as air toxins. ADEQ also collects meteorological data at sites throughout the state to support the analysis of pollutant data and to provide support for exceptional event reporting.<sup>1</sup>

Nonattainment areas are geographic areas that do not meet the national primary or

secondary ambient air quality standards for a criteria pollutant. Sierra Vista currently complies with these air quality standards. In Cochise County, only one nonattainment area has been designated. It is an area surrounding the City of Douglas, south of the Bisbee/Douglas Airport, east of the Mule Mountains. It was designated in 1990 with a moderate classification level based on the concentration of particulate matter of 10 microns or less in diameter being occasionally above federal standards.

Sierra Vista encourages the use of alternative forms of transportation, such as biking and walking by requiring the construction of 10-foot-wide multi-use paths along arterial and collector roadways for all new developments. The most recent multi-use path constructed was along Coronado Drive between Busby Drive and Golf Links Road.

In 2022, the City applied for and received funding from the Federal Transit Administration (FTA) to construct two multi-use paths within the City. The first path will be constructed on the west side of State Route 92 between Foothills Drive and Avenida Cochise. The second path will be constructed on the east side of Buffalo Soldier Trail from Golf Links Road to Fry Boulevard. The pathways will provide

connectivity to existing paths and increase safety for pedestrians and bicyclists.

Vista Transit continues to be a viable alternative form of transportation. In 2021 the Short-Range Transit Plan was adopted which serves to provide guidance for operating, financial, and capital activities for Vista Transit between 2021 and 2026. This document was developed concurrently with the [Sierra Vista Metropolitan Planning Organization's \(SVMPO\) Long Range Transportation Plan](#).

Vista Transit includes 14 buses, one transit van, a 15 person passenger van, and one pickup truck. A total of three paratransit routes are run with the various buses. Fixed route services operate from 7:00am to 5:00pm on weekdays. In recent years during COVID-19, Vista Transit ridership experienced a reduction in patronage but was still able to provide service to almost 70,000 riders. Staffing shortages posed some challenges, which resulted in route changes and reductions to operational hours. However, Vista Transit was able to maintain service, and ridership has rebounded with the introduction of the On-Demand system and by moving to fare free operations.

An upcoming route master plan will be



*The Vista Transit Center*

commissioned to evaluate opportunities for efficiency and increased service.

The trend toward electric vehicle sales will continue to grow as these vehicles become more affordable and adequate infrastructure is installed to reduce “driver anxiety” over the battery running out of power. The City recently installed a total of eight electric vehicle (EV) charging stations, with a total of 11 charging ports at numerous public parking areas. The new charging stations were part of the Scheider Energy Efficiency Project Phase II and were purchased through a grant. These EV charging stations were strategically placed to enhance sports tourism and economic development efforts. However, an increase in electric car sales may require additional charging stations in the future.

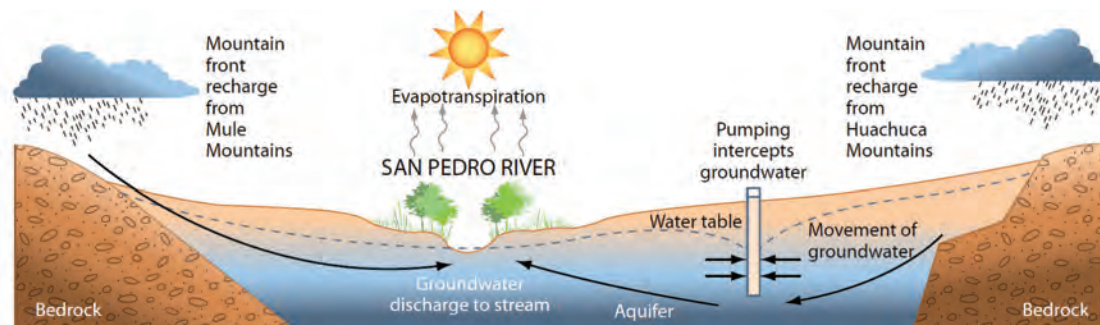
**B. Regional Surface Water Hydrology.** The City’s entire geographical area lies within the Sierra Vista sub-watershed of the Upper San Pedro River Basin. Groundwater currently supplies water to nearly 70,000 people in homes, businesses, farms and industries in the Sierra Vista sub-watershed and provides the critical base flow for the San Pedro River. Baseflow refers to the water in the river during dry periods when no rainfall, runoff, or floods contribute

water to the river.

The ultimate source of all ground and surface water is precipitation on the land’s surface. The hydrological cycle produces rain and snow that flows down the mountains into sediments at the base of the mountains and sinks into the valley aquifer (mountain front recharge). The groundwater then moves slowly towards the river, eventually discharging directly into the San Pedro River. Depending on the route the water takes, this journey to the river may take days, weeks, or thousands of years.<sup>2</sup>

The City is a founding member of the Upper San Pedro Partnership (USPP). The USPP consists of citizens and local water experts representing more than 20 agencies that work together to meet the long-term needs of the Sierra Vista sub-watershed by achieving sustainable yield of the regional aquifer to preserve the San Pedro Riparian National Conservation Area (SPRNCA) and ensure the long-term viability of Fort Huachuca. The City continues to be an active member of the Upper San Pedro Partnership.

The City of Sierra Vista is part of the Cochise Conservation and Recharge



([www.lastgreatplaces.org/sanpedro/geography/hydrology.html](http://www.lastgreatplaces.org/sanpedro/geography/hydrology.html)) USGS OFR

A visual depiction of the San Pedro River Ecosystem

<sup>2</sup> GoingWiththeFlow.pdf ([upper-san-pedro-partnership.org](http://upper-san-pedro-partnership.org))

All of the various scientific studies that have been done here have led us to conclude near stream recharge of effluent and storm water is the most effective way in the short term to help flows in the river.”

--Charles Potucek, City Manager

Network. The mission of the CCRN is to implement a regional network of land and water management projects that result in a healthy watershed, flowing San Pedro River, conservation of water resources, and a vibrant local economy. There are currently 8 projects along the San Pedro River that are either functional or are in the design and planning stages. A list of all the projects can be found on the CCRN website.

In 2015, a group of partners came together

to form the Fort Huachuca Sentinel Landscape. The primary goal of this partnership is to build resilience through collaborative, community-driven strategies, in order to tackle issues such as water conservation, agricultural viability, wildlife habitat restoration, and military mission protection. One of the main missions is facilitate replenishment projects that capture stormwater and effluent and funnel it to an underground aquifer that feeds the San Pedro River. Since its establishment, the Fort Huachuca Sentinel Landscape has enrolled 310,169 acres and protected 67,668 acres through a mix of federal, state, local, and private funding sources. Protected acres are recognized as land acquisitions – fee simple or easement - that have completed the due diligence and closing actions necessary to obtain a real estate interest.



On November 15, 2023, the City of Sierra Vista, U.S. Army Fort Huachuca, U.S. Bureau of Land Management, and Cochise County announced they will receive an America the Beautiful Challenge grant in the amount of \$1,050,000 for the adaptive management of water resources for the SPRNCA. “This project will sustainably protect natural resources and increase local environment resilience fundamental to the Fort Huachuca Sentinel Landscape Strategic Plan. Those goals are essential to the conservation of our natural resources and the economic viability of Sierra Vista by ensuring the future of military missions at Fort Huachuca.” - Charles Potucek, City Manager

Land is considered to be enrolled if the property owner voluntarily participates in federal or state land-management program that provides financial or technical assistance to promote sustainable agricultural practices, restore imperiled species and their habitat, or preserve critical natural resources; or if a landowner or organization receives a federal or state grant to conduct a conservation project on said property.

On September 21, 2021, the Bureau of Land Management, Fort Huachuca, Cochise County, and the City of Sierra Vista entered into a Memorandum of Understanding (MOU) to provide a proposed path for implementing, monitoring, and management actions necessary to ensure the mutually shared goals of an ecologically viable San Pedro Riparian National Conservation Area, an operationally secure Fort Huachuca, and the economic prosperity of the City of Sierra Vista and Cochise County are achieved. The [MOU](#) is adopted by reference as Appendix "J" to this General Plan together with any amendment that is fully executed.

- C. Water Quality.** The quality of water is as important as its availability. Water pollution is considered to originate from two types of sources: directly from point sources (sewage outfall pipes, etc.), and indirectly



from non-point sources. The quality of Sierra Vista's water resources is generally good as no major point source water exists in the community (e.g. no presence of large farm or factory operations).

Stormwater runoff in urbanized areas contributes to indirect pollution of water bodies. Non-point pollution sources include litter, vegetative debris, dirt, animal waste, oil, grease, chemical deposits from motor vehicles, construction sites, septic tanks, fertilizers and pesticides. Regular street sweeping, solid waste collection, and enforcement of City property maintenance and public works regulations and County enforcement of Health Department codes for septic tank maintenance and abandonment can mitigate these effects.

The Arizona Department of Environmental Quality (ADEQ) ensures that drinking water complies with state and federal safe drinking water standards and regulations. Water samples are provided by state certified employees of the private water companies serving Sierra Vista. Annual

Water Quality reports are published on: [Index of /files/water-quality \(azwater.com\)](#).

In addition, ADEQ requires that a Construction Activity General Permit be submitted for any construction project on sites that are one acre in size or greater. The permit is to ensure that a plan, known as a Stormwater Pollution Prevention Plan (SWPPP) is in place to prevent stormwater discharges from the construction sites into the Arizona surface waters such as washes. The Public Works Department monitors each applicable construction site to verify a SWPPP has been developed and provided to ADEQ.

- D. Water Conservation.** The City has adopted many water conservation ordinances since 1994. Water conservation measures internal to new buildings include the installation of low-flow fixtures, insulated and reduced pressure plumbing fixtures, installation of EnergyStar appliances, and the installation of water redistribution systems in new residential homes (hot-water recirculation pumps, manifolds, etc). Conservation measures required external to buildings include the planting of drought tolerant/low water plants and water harvesting for commercial sites, water recycling standards for car washes, prohibitions on water misters and limitations on water features for commercial sites, and prohibitions and limitations on the planting of grass.

In 2013, the City Council adopted Development Code language that requires all new residential developments to incorporate the Environmental Protection

“All of us live in Sierra Vista because it is a great place to call home, and we want to make sure we are taking the necessary steps to preserve our natural environment for future generations.”

--Sharon Flissar, Public Works Director

Agency (EPA) WaterSense provisions. Complying with WaterSense Provisions requires all newly built residences be capable of WaterSense certification, should the homeowner seek to obtain the required inspection and certification. Provisions of WaterSense include efficient delivery of hot water and the use of pressure-reducing valves as well as requiring that all water fixtures be WaterSense labeled. The City is proud that the EPA recognized Sierra Vista as the first known City of its size in the country to implement WaterSense provisions.

The Development Code was amended in 2018 to include low-impact/water harvesting techniques for commercial developments. One of the first amendments allowed roof and foundation drains to be discharged to a rain storage tank, or depressed landscape areas with sufficient buffer from building foundation. Another amendment in this Section allows landscaped areas that receive stormwater runoff to provide only a temporary irrigation system if the areas receive stormwater runoff. In addition, Section 151.08.008. (E)(15) states that storage capacity of a detention basin can be reduced if rooftop and parking lot runoff are either captured in

a water harvesting tank or are directed to landscape areas.

As part of the Schneider Energy Efficiency project, the grass at both the Domingo Paiz and Cyr Center Park soccer fields was replaced with artificial turf. Most recently, the football field at the Veterans Memorial Sports Complex was replaced with artificial turf. Where there is natural grass and drought-tolerant plants, the timers on the irrigation systems are energized through solar power.

The City also provides a toilet rebate program, which allows homeowners to replace older, inefficient toilets for more sustainable, EPA WaterSense labeled toilets at a reduced cost. The City's toilet rebate program originally started in 2001 and ran until 2013 when the program was expanded through a partnership with The Cochise Water Project. After the grant-funded nonprofit completed their role of replacing toilets in 2017, the City once again took over the program in 2019. Between 2001 and 2013, the City replaced more than 2,600 toilets. The Cochise Water Project replaced approximately 4,500 toilets between 2013 and 2017. To date, the program has replaced about 7,400 toilets, resulting in an estimated savings of more than 65 million gallons of water annually. The City has invested more than \$300,000 in this program since it began in 2001.

The City also provides funding to the local University of Arizona Cooperative Extension's WaterWise Program. WaterWise provides a variety of public services, including xeriscaping and rainwater harvesting consultation, children's water conservation education, and free workshops and lectures concerning

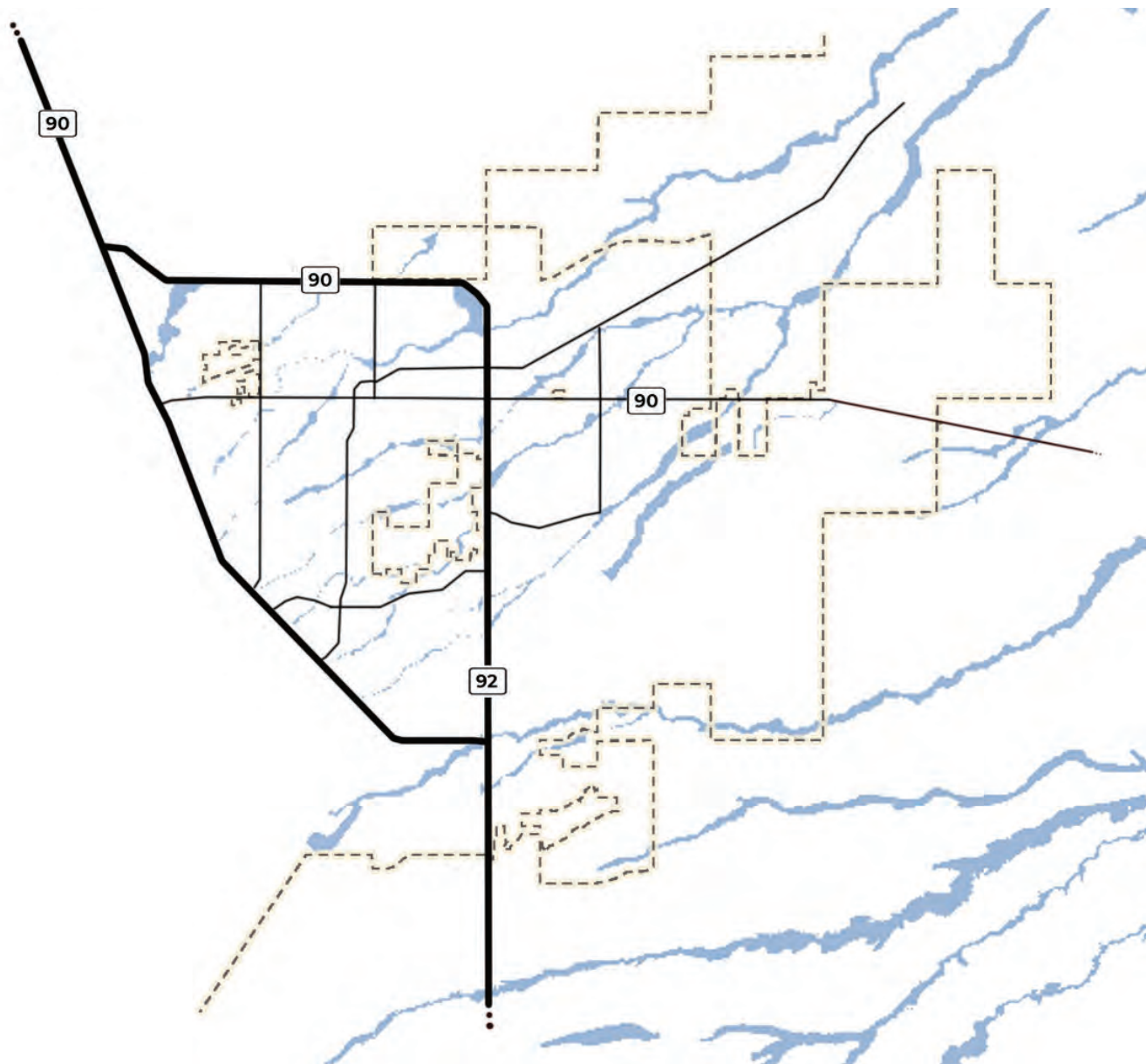
practical water conservation activities.

In addition to the Development Code regulations and monetary incentives that reduce water on a site-by-site basis, the City is also involved in water conservation and recharge measures at the regional level. For example, the Environmental Operations Park (EOP) is the largest recharge project in the County. Using the EOP as a model, additional projects in the county have been constructed to help with aquifer recharge.

- E. Water Usage.** Since 2000, annual water usage in the City has averaged 7,081 acre-feet. During that timeframe, the City's population has grown by 10,478 people, an increase of 29%. Despite this growth, the City has reduced its annual water usage by 832 acre-feet. The 2022 annual water usage was reported to be 6,801 acre-feet which equates to 132 gallons per capita per day based on a current population of 46,031.

For projection purposes, Staff examined water usage data for neighborhoods constructed under the City's current water conservation codes. Pueblo Del Sol Water Company indexes water usage within its service area at a neighborhood level. In 2023, the Holiday at PDS and the Retreat averaged 397 customers during the year. The average household in these single-family neighborhoods used 142 gallons per day which equates to 59 gallons per capita per day based on an average household size of 2.4 persons. The PDS Water Company serves 148 customers residing in multi-family units which average 240 gallons per day. This equates to 120 gallons per capita per day based on an average household size of 2.0 persons per apartment unit.





Map 17: Floodplain Map

 Flood Hazard Areas

For more detailed mapping information, please visit the City's GIS webpage and click on the Floodplain map layer:  
<http://cosvazgis-sierravista.hub.arcgis.com>

By 2040, the City is projected to grow by 2,720 residents. Assuming 85% of future residents are going to reside in detached single-family homes and 15% are going to live in apartment units, the annual water usage is projected to increase by 210-acre feet per year.

Between 2016 and 2023, the City averaged 20,451 square feet of new non-residential uses on an annual basis. If this trend continues, approximately 350,000 square feet of new non-residential construction (retail, office, medical, and warehouse uses) will be added by 2040. Applying an average water use intensity factor of 9.86 gallons per square foot per year,<sup>3</sup> the annual water usage is projected to increase by 10.5 acre feet for non-residential uses per year.

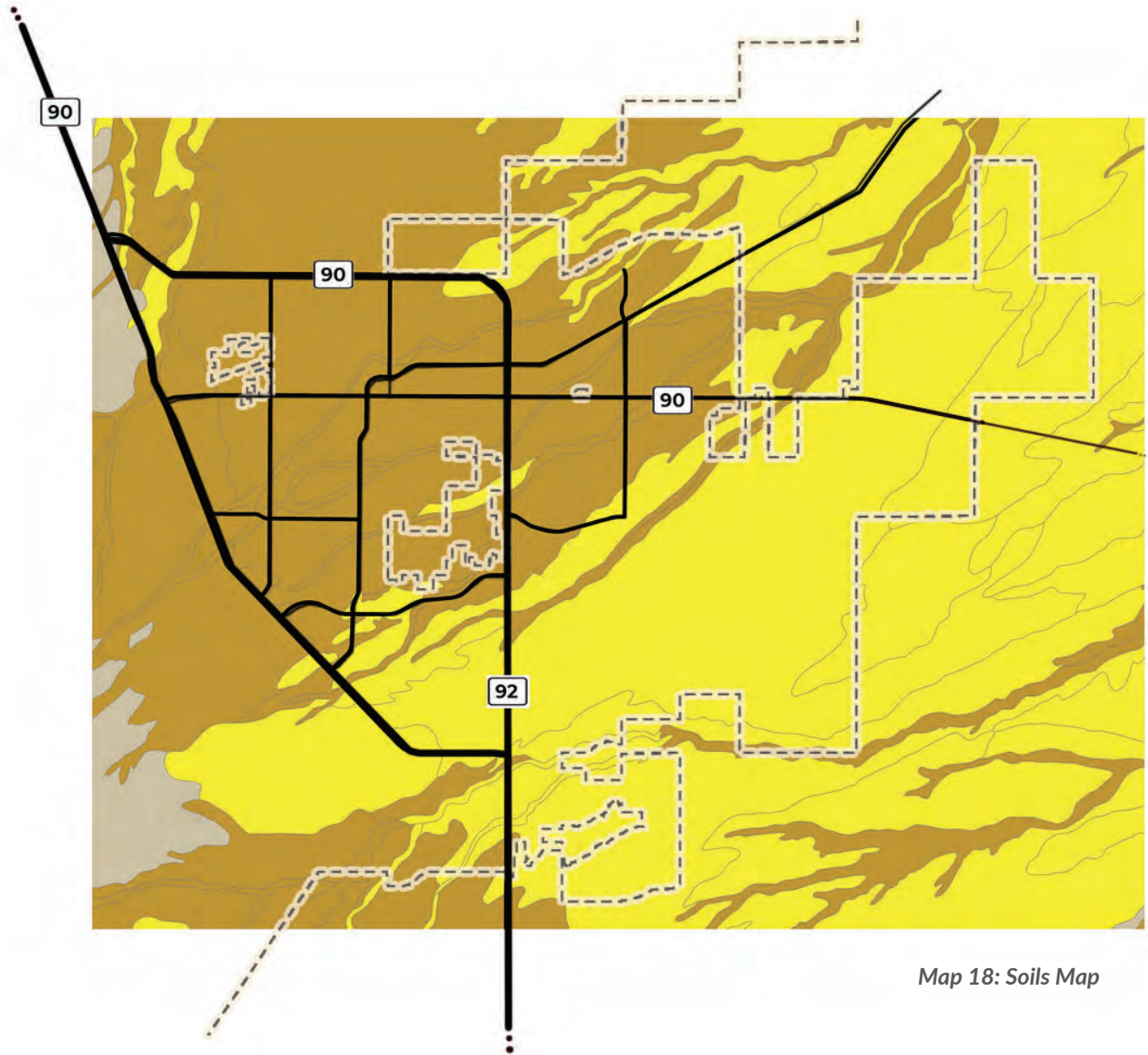
However, it is important to note that this estimate does not factor in additional water conservation measures being employed in the existing building stock that may result in a lower yield.

- F. **Water Adequacy.** In 2008, the City Council adopted Ordinance 2008-018, amending the Development Code to require water adequacy determinations prior to final plat approval for subdivisions defined under A.R.S. 32-2101. The [Adequate Water Supply Program](#) is administered by the Arizona Department of Water Resources (ADWR). In order to obtain an Adequate Water Supply determination from ADWR, a subdivision developer must demonstrate compliance with the following five criteria:




1. **Physical Water Availability:** Sources of water have specific requirements for demonstration of physical availability. A list of those specific requirements can be found in the Arizona Administrative Code. (See: A.A.C. R12-15-716)
2. **Continuous Water Availability:** Water providers or developers must demonstrate that the water supply is uninterrupted for the 100-year period, or that sufficient backup supplies exist for any anticipated shortages. (See: A.A.C. R12-15-717)
3. **Legal Water Availability:** An applicant must demonstrate legal rights to all water supplies included in the application. (See: A.A.C. R12-15-718)
4. **Water Quality:** Proposed sources of water must satisfy existing state water quality standards and any other quality standards applicable to the proposed use after treatment. (See: A.A.C. R12-15-719)
5. **Financial Capability:** Water providers or developers must demonstrate financial capability to construct the water delivery system and any storage or treatment facilities. Financial capability for developers is typically considered through the local government's subdivision review process. A demonstration is also required that adequate delivery, storage and treatment works will be available to the applicant or the applicant's customers for 100 years. (See: A.A.C. R12-15-720)

<sup>3</sup> Based on the average of the 50th median for retail store, medical offices, office, and non-refrigerated warehouse uses. Source: U.S. Water Use Intensity by Property Type, EPA Water Sense. [https://www.energystar.gov/sites/default/files/tools/National%20WUI%20Technical%20Reference%202023\\_0719b.pdf](https://www.energystar.gov/sites/default/files/tools/National%20WUI%20Technical%20Reference%202023_0719b.pdf)

Water rights in Arizona are governed by a complex framework designed to manage the state's limited and variable water resources. General stream adjudications are conducted pursuant to Arizona Revised Statutes 45-



Map 18: Soils Map

-  Highly Erodible Soil
-  Potentially Highly Erodible Soil
-  Not Highly Erodible Soil

251 to 45-264. Thousands of claimants and water users are joined in these proceedings that will result in the Superior Court issuing a comprehensive final decree of water rights for the Gila River system and Little Colorado River system. The San Pedro River adjudication is one of many tributaries that are part of the Gila River System case that began in 1974 to determine the nature, extent, and relative priority of water rights. While not a complete or official record of proceedings in the adjudications, the Clerk of the Maricopa County Superior Court posts documents for public review on its [website](#) (refer to Case No. W1-11-232 for San Pedro Riparian National Conservation Area adjudication).

**G. Floodplains.** The floodplains in Sierra Vista primarily consist of lowlands adjacent to drainageways. According to the [Surface Water Plan for Sierra Vista](#), which is adopted by reference as Appendix “K” to this General Plan, historical flooding of structures along the major watercourses has been limited and generally confined to areas such as Soldier Creek, Fry Townsite, and the Sulger subdivision, which were built prior to modern development codes. The effective FEMA floodplain mapping indicates that several structures are vulnerable to flooding along watercourses during the 100-year storm, but they generally tend to be local and associated with inadequate structures such as roadway culverts and

undersized channels. Past flood damages have been mostly associated with erosion, sediment, deposition, debris deposits, perimeter fencing and landscaping. The absence of adequate drainage structures such as channels and underground storm drains in Fry Townsite and Sulger are difficult to remedy without large expenditures and neighborhood disruption.

It is important to note that several of the watercourses passing through the City have been experiencing channel erosion for many decades. The causes are related to increases in stormwater runoff volume from urban areas, higher sediment transport capacity associated with channel entrenchment, and deposition of sediment within the Fort Huachuca detention basins. Long term degradation presents the greatest threat to property and infrastructure stability throughout most of the community. The City has taken actions to control degradation by constructing several grade control structures and following best engineering practices. The



*Photo by Kordeen Kor*

City will continue to pursue the priorities established in the Surface Water Plan as funding becomes available.

The City has developed a Wash Drainage and Maintenance Policy to reduce the potential for flooding during wet seasons and wildfires during dry seasons. The Policy includes removing vegetation and debris from urban washes and drainage ways. The Public Works Department does factor environmental considerations when maintaining the washes by employing the following practices:

1. Herbicide chemicals are never used within the washes and drainageways.
2. To preserve the natural vegetation around the washes and the park areas, Public Works makes great efforts to leave hard wood trees that are 6-inches or greater in diameter.
3. Within the bank portion of the wash that contains dense, well-nourished vegetation, Public Works will practice discretion in the removal of bushes and trees and make great efforts to leave most of the natural vegetation.
4. Public Works performs debris removal from the washes, which shall include tree limbs, loose vegetation, solid waste, illegal dump material, construction debris, tires, and other objects not belonging in an urban wash.

The City of Sierra Vista participates in the National Flood Insurance Program (NFIP) that provides flood insurance to homeowners and businesses. On January 14, 2016, the City adopted Ordinance 2016-001 which amended the City's floodplain regulations incorporated into

the Sierra Vista Development Code to conform with the model ordinance developed by the Arizona Department of Water Resources. Sierra Vista has adopted floodplain regulations that require new construction or substantial improvements to have the lowest floor 1-foot above the 100-year base flood elevation and restricts the materials and types of construction permitted.

- H. Soils.** According to the USDA, Sierra Vista soils are on stream and fan terraces at elevations of 4,200 to 4,600 feet. Slopes range from 0% to 8%. The soils are well-drained, slow to medium runoff, with moderately slow permeability. The geographically associated soils are the Gulch, Libby, Bella, Vanna, Moco, and Graveyard series. Gulch and Moco soils are fine-loamy. Libby soils are fine. Bella and Vana soils are shallow to hardpan.<sup>4</sup>
- I. Land Cover.** Sierra Vista is developed with uses at varying intensities. Undeveloped portions of the City consist of a mix of grassland/herbaceous vegetation and shrub/scrub.

Desert grasslands occupy the area below the woodland chaparral zone at elevations ranging between 3,000 and 5,000 feet. The prevailing life forms are tall, mid, and short perennial grasses and forbs including sacaton, tobosa, beard grass, threeawn, sideoats grama, black grama, blue grama, curly mesquite, verbena, fleabanes, and Mexican poppy. Low shrubs that are common in desert grasslands include false

<sup>4</sup> National Cooperative Soil Survey, Cochise County, Arizona. Soil survey of Cochise County, Arizona, Douglas-Tombstone Part; 1996, USDA.

mesquite and shrubby buckwheat. Annual grasses and forbs are also common and become more abundant during the winter or summer seasons of above average rainfall.

Southern desert areas are identified as a mixture of Chihuahuan and Sonoran Desert. The Chihuahuan Desert vegetation differs from the Sonoran Desert by the higher density of shrubs and fewer cacti. Common shrubs include creosote bush, whitethorn, tar bush, mariola, crucifixion thorn, grey thorn, mesquite, yucca, salt bush, and catclaw.

- J. Wildlife.** The land surrounding the city provides home to a variety of big and small game species. Included among these, particularly in the Huachuca Mountains, are turkey, white tailed and mule deer, javelina and black bear. Small game include scaled quail, grey squirrel, band-tailed pigeon, mourning and white winged dove, Gamble's quail, cottontail, and jackrabbit. Wildlife habitat is generally confined to those areas that have not been subjected to intensive development. As urbanization spreads, and wood and grasslands are cleared, and bushes removed, the wildlife habitat diminishes. Removal of vegetative cover not only destroys wildlife habitat, but also increases erosion, runoff, flooding, and stream pollution. Use of the floodplains as a greenway minimizes flood damage and can protect wildlife habitats. This habitat protection and natural hazard prevention are complementary results of land use planning.

The City's Wash and Drainageway Maintenance Policy helps maintain the natural vegetation and habitat of the washes. In addition, there is specific

language that addresses wildlife habitat protection. For example, the policy, "provides guidelines for maintenance that will provide a good balance between keeping washes and drainage ways flowing while also protecting wildlife habitat that is located along the banks of washes." Further, many of the most recent bridge crossings facilitate the movement of wildlife under the roadways to avoid conflicts with vehicles.

According to an article published by the Federal Highway Administration <sup>5</sup>, consideration of wildlife is increasing among new developments to reduce conflicts with vehicles, maintain and improve wildlife connectivity, and save lives. As the article indicates, mitigation measures can be developed to reduce vehicle incidents and provide for a continuous wildlife corridor.

In addition to the safety aspect, integrating and preserving wildlife corridors within residential developments allows for residents to get a better understanding and respect of wildlife and their habitats. The creation of Native Pollinator zones, where the native flora and fauna have a symbiotic relationship, is one such example where the public can view and observe native plants and animals live, grow, and interact within the ecosystem.

- K. Light Pollution.** Light pollution from development has a wide range of impact. Artificial light at night affects the health of animals and plants that rely on natural

<sup>5</sup> "Integrating Wildlife Connectivity and Safety Concerns into Transportation Planning Processes" Daniel Buford, Patricia Cramer, and Nove Simpson. Published by the Federal Highway Administration, 2023.



*Christmas tree composting is a popular service offered by the City at the composting facility*

cues visible only in the dark. Moreover, eliminating our ability to view the night sky disconnects us from a cultural heritage of using the heavens to navigate, learn about, and interpret our place in the universe.

Fort Huachuca has multiple operations, including regular night operations, for unmanned aerial systems. Because there are nighttime operations, it is important to ensure that the area surrounding Fort Huachuca, and Fort Huachuca itself, do not produce levels of light pollution that can impact the ability to continue with the nighttime operations. One way to examine light conditions in the community is by measuring light pollution. According to the International Dark-Sky Association, light pollution is the “inappropriate or excessive use of artificial light.” Light pollution is a component of glare, sky glow, light trespass, and clutter. Glare means excessive brightness that causes visual discomfort. Sky glow means brightening of the night sky over inhabited areas. Light trespass means light falling where it is not intended or needed. Clutter means bright, confusing, and excessive groupings of light.

Recognizing the importance of minimizing light pollution, the Sierra Vista City Council approved a Dark Skies Ordinance on May 28, 2015. This Ordinance included limitations on the brightness and glare of commercial signs and exterior lighting. For example, commercial

sites adjacent to residential uses are restricted to a maximum of 150,000 lumens per acre. In addition, the maximum color correlated temperature for LED lights shall not exceed 3,000 Kelvins. For electronic message center signs the brightness cannot exceed 100 nits. Further, illuminated white backgrounds for other ground mounted signs are prohibited. The City continues to monitor sources of light pollution to ensure that the night sky continues to be resource for all to enjoy.

- L. **Energy Conservation.** Incorporating an energy conservation plan into the General Plan ensures that energy considerations are integrated into long-term land use and development strategies. A holistic approach allows communities to address energy challenges comprehensively and maximize the benefits of conservation efforts for both current and future residents.

In 2019, the City started the effort of energy conservation through the Schnieder Energy Efficiency Project. Phase I of the project included replacing light bulbs at all City-owned buildings, parks, athletic fields, parking lots, and streetlights with

energy efficient LED bulbs. In addition, solar panels were installed to power City buildings and facilities. Separate from the Schnieder Energy Efficiency Project, the City has received grants to install solar streetlights within the Montebello, Sulger, and Fry township areas.

In addition to the physical upgrades the City is making to reduce energy at the public buildings and facilities, there are also code requirements for new construction. The Development Code requires that all new commercial kitchens include Energy Star rated appliances. The Architectural Design Standards encourage energy efficient building design by allowing, as an option, developers to orient buildings to take advantage of solar energy that will “allow passive-heating, producing natural light, and harvesting solar energy.” The City also provides reduced building permit fees for solar projects to help incentivize using solar energy.

However, new technologies such as solar water heaters, refrigerators, and washing machines have provided even more opportunities for energy conservation. There has also been a recent trend to all-electric homes which has the benefit of reducing the use of fossil fuels such as natural gas.

- M. Recycling.** The Sierra Vista curbside recycling program ended in 2019. Although the City of Sierra Vista ended its residential recycling program, recycling is still available locally. Council approved an ordinance change allowing other vendors to enter the residential recycling market, and there is a vendor that offers a curbside service to Sierra Vista residents for an additional

fee. Residents who do not want to pay the curbside fee have the option to transport materials directly to the County transfer station at the regular per ton tipping fee (currently \$64 per ton). Some businesses also offer free recycling of limited items such as plastic grocery bags and batteries. The Environmental Stewardship Commission is currently working on a public information campaign focusing on the two other sides of the sustainability triangle, reduce and reuse.

Reducing the amount of waste that is discarded or reusing products can have a positive impact on the environment. The United States Environmental Protection Agency has provided ways to reduce and reuse products such as:

- Think Green before you shop, reduce associated greenhouse gas emissions by thinking green when you shop.
- Reduce your food waste by shopping



*The City used EPA grant funds to improve this site, which is ideally located on the City's West End adjacent to the recent streetscape enhancements along Fry Boulevard. Specifically, a Phase I and II Environmental Site Assessment was performed.*



smart, buying what you need, composting food scraps, and donating unused food to food banks or shelters. More ways to reduce your impact.

- Reuse or repurpose items such as old clothing, cloth grocery bags, and containers to prevent waste.
- Buy used items to reduce waste as well as the emissions created by producing new materials or disposing of them in landfills. Donate unused clothing, electronics and building materials to make sure others can reuse them too!
- Buy products made with recycled content. Check labels to see if a product or its packaging is made from recycled materials.
- Know before you throw. Know what items your local recycling program collects and encourage your household to recycle right and recycle more.
- Learn about what else you can do at home, at school, at work, and in your community!
- Maintain and repair products, like clothing, tires and appliances, so that they won't have to be thrown out and replaced as frequently.
- Borrow, rent or share items that are used infrequently, like party decorations, tools, or furniture.

**N. Brownfields.** In October 2019, Cochise County received a \$600,000 Brownfield Assessment Grant from the EPA to revitalize vacant and underused properties in the county. Community members and property owners can nominate properties with redevelopment potential through

the grant, saving thousands of dollars in creating site condition surveys, and cleanup and reuse plans. The grant is managed by Cochise County with assistance from an environmental consulting team led by Stantec Consulting Services, Inc. In 2022, the County received an additional \$500,000 grant. The program will end in 2026 or when funding is exhausted.

## GOAL 6-1

*Protect the natural functions of the 100-Year floodplain to maintain its current flood carrying and flood storage capacity and to minimize damage caused by flooding.*

### STRATEGIES

1. Maintain naturally vegetated corridors and open space areas along drainageways that are publicly owned to improve flood control and provide wildlife habitat.
2. Implement the projects and recommendations contained in the Surface Water Plan for Sierra Vista to better control stormwater runoff.
3. Identify areas within designated flood hazard areas that require analysis for potential removal from floodplain, and when feasible, pursue removal from the floodplain.
4. Coordinate necessary floodplain updates with the Federal Emergency Management Agency.

## GOAL 6-2

*Support efforts to maintain high standards of air quality.*

**STRATEGIES**

1. Continue to develop infrastructure that accommodates alternative modes of transportation and the efficient flow of traffic movement through signal timing/coordination and other measures.
2. Monitor air quality at construction sites and ensure compliance with dust control regulations.
3. Plant more trees on public property and rights-of-way and encourage homeowners to do the same.
4. Implement the Improvement Strategies as stated in the Short-Range Transit Plan to improve service.
5. Evaluate the feasibility of implementing zero emission vehicles into the City's fleet.

**GOAL 6-3**

*Ensure water conservation and water quality protection.*

**STRATEGIES**

1. Promote and encourage the use of water conservation techniques on previously developed properties and administer and enforce water conservation codes on new public and private development projects.
2. On an ongoing basis, review and propose updates to the City's land development, building, and zoning regulations to improve water conservation based on best practice.
3. Continue to support the Sentinel Landscape Program, the Cochise Conservation & Recharge Network and the Upper San Pedro Partnership in their efforts for water and ecological conservation in the Sierra

Vista sub-watershed.

4. Support the efforts of the University of Arizona Cooperative Extension's Water Wise Program to inform Sierra Vista residents and businesses on ways to save water and available services.
5. Pursue federal and state funding to mitigate groundwater pollution caused by existing and historic land uses, particularly within identified brownfields, which may pose a threat to groundwater resources.
6. The City shall work with appropriate regulatory agency to mitigate adverse impacts, if detected, of private businesses which use, generate or produce any material characterized or listed on the Resource Conservation and Recovery Act's or the Environmental Protection Agency's hazardous waste list.

**GOAL 6-4**

*Support efforts to maximize renewable resources and conserve energy.*

**STRATEGIES**

1. Increase energy savings through increased education and gains in efficiency, conservation, and use of renewable resources throughout the community.
2. Monitor the demand for EV charging stations, and install additional ports at public locations, as needed.
3. Evaluate the Development Code to determine measures for increasing energy savings standards for possible implementation.
4. Reduce permit fees for energy saving appliances.

5. Promote the importance of energy conservation through public awareness and education.
6. Explore the feasibility of alternative powered transportation for Vista Transit.
7. Work with the Environmental Stewardship Commission on items of commission interest such as integrated pest management, encouraging alternate modes of transportation, and community gardens.

## GOAL 6-5

*Support opportunities to recycle, reduce, and reuse.*

### STRATEGIES

1. Collaborate with other jurisdictions, businesses, and organizations on ways to promote and expand recycling options in the community that are feasible to implement.
2. Keep the public updated on available recycling opportunities and review the City's website at least once per year to make sure the information is up to date.
3. Initiate a public information campaign aimed at increasing community participation in reducing, reusing, and recycling.
4. Encourage local businesses and organizations to offer drive-through or drop-off and recycle/reuse events.

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05 E 1

1. A conservation element for the conservation, development and utilization

of natural resources, including forests, soils, rivers and other waters, harbors, fisheries, wildlife, minerals and other natural resources. The conservation element may also cover:

- A. The reclamation of land.
- B. Flood control.
- C. Prevention and control of the pollution of streams and other waters.
- D. Regulation of the use of land in stream channels and other areas required for the accomplishment of the conservation plan.
- E. Prevention, control and correction of the erosion of soils, beaches and shores.
- F. Protection of watersheds.

## 7

## COST OF DEVELOPMENT

*The provision of infrastructure to support new development is a critical aspect of the City's community and economic development efforts.*

Adequate water and sewer service, transportation access, public safety service, and parks and recreation facilities all factor into Sierra Vista's enhanced quality of life and its ability to attract new businesses and meet the demands of its citizens.

Development itself is viewed as a community economic indicator, and as such, the cost of development is an important factor to consider. A resilient community takes a balanced approach to development, proactively responds to outside changes, uses financing systems effectively, and is able to compete in the global marketplace.

Sierra Vista is expected to grow at a quarter percent annually during the planning period. Existing public facilities and levels of service (streets, parks, public safety, wastewater, and refuse services) are generally sufficient to accommodate this projected growth without major capital investment. Existing deficiencies in stormwater and wastewater infrastructure have been identified through separate studies and needed improvement projects will be scheduled as part of the City's capital budgeting process.

The purpose of this Cost of Development Element is to identify goals and strategies that require new development to contribute to its fair share of the cost of public services needed to serve new development. State law requires that any costs imposed by a community on new development may result in a beneficial use to that new development and be in proportion to the burden imposed on the community.

Sierra Vista takes a conservative approach to fiscal sustainability, which has contributed to the City being able to pay down debt early and increase its reserve balance in its "rainy day" fund. The City often relies on a pay-as-you-go approach to financing infrastructure through the use of General Fund resources and outside grant sources.

The City raises its revenue through many sources including taxes (both sales and property), user fees (fees to use a service, e.g., sewer and refuse), state shared revenue, and grants. The City applies for and receives many grants, including grants for public safety, airport, community development, and local transportation assistance for roadway projects and street maintenance.

Development impact fees have been used to finance the capital cost of infrastructure related to new growth. It is important to note that development fees cannot be used for the repair, maintenance or operation of any existing or new facilities. Historically, the fees have been set below the full cost of providing the supporting infrastructure leading to negative fund balances. On July 13, 2017, the City Council passed Resolution 2017-056 imposing a two-year moratorium on the collection of development fees to accelerate private development activity and facilitate the City's economic recovery. The City Council subsequently extended the moratorium for one additional year.

Development fees returned under an updated fee and schedule on July 1, 2020.

In 2023, the City hired a consulting firm to update its Land Use Assumptions Study to determine infrastructure needs and costs and provide recommendations on a new fee structure. Upon evaluating the costs for continuing the development fees, balanced against projected growth over the next 10 years, it has been determined that they should be suspended until such time the expected value proposition changes.

State law requires municipalities to identify various funding and financing mechanisms that may be used to finance additional public services and infrastructure necessary, beneficial, and useful to serve new development. These services bear a fair and proportionate relationship to the burden imposed upon the community by new development, including redevelopment. To accomplish this, the City identifies the necessary public infrastructure (based on impact reports prepared by developers and approved by the City) and services needed to serve each new development or redevelopment project, the cost of that infrastructure and services, the development's fair share of those costs, and the funding and financing mechanisms available to pay the costs. Developers work with the City to find the balance of funding and financing mechanisms that best suit each project.

The City has available the following mechanisms:

- A. Bonding – Approved municipal bonds are interest-bearing securities that are issued for the purpose of financing local infrastructure improvements. Repayment periods from a few months to 40 years allows the issuer to pay for capital projects

it cannot pay for immediately with funds on hand.

- B. Dedications and Exactions – A community can impose a variety of dedications and exactions on development to ensure the provision of public facilities. The dedications may be site specific (such as turn lanes) or off-site specific (such as increased water or sewer capacity needed to serve the development).

Dedications are the transfer of property interests from private to public ownership for a public purpose. Dedications are usually land or the right to use land, such as easements for utilities, infrastructure, or shared use paths; or on-site land dedicated within a development for floodplains, a public park, fire station, or school location if such facilities are needed.

An exaction is the process to obtain a dedication for the greater good. It is a property law concept where a condition for development is imposed on a parcel of land that requires the developer to mitigate anticipated negative impacts of the development. Exactions are similar to impact fees, which are direct payments to local governments instead of conditions on development. Exactions must have a real nexus to the proposed development and may be based upon direct or partial need.

Direct need – through an analysis, if the development causes 100% of the need for a particular public improvement, the construction of this improvement becomes a condition of development. The developer must build or otherwise pay for the improvement needed to solely serve the development, such as a right-turn lane into the proposed development.

- Partial need – if the development causes a percentage of need for a particular public facility, for example, 20% of a larger intersection near but not within the proposed development, the percentage of the cost of this facility will be exacted from the development as a proportional share of a future public improvement that will support growth within an area.
- C. Development Fees – Development impact fees are one-time charges applied to offset the additional public service costs necessary by the arrival of new residents in the area. They are usually applied at the time a building permit is issued. This can include improvements such as water and sewer systems, roads, schools, libraries, and parks and recreation facilities. The funds collected cannot be used for operation, maintenance, repair, alteration, or replacement of existing capital facilities and cannot be added to general revenue.
- D. Municipal Facility Construction – At times, the City pays for and manages the construction of needed municipal facilities.
- E. Service Privatization – Privatization occurs when privately provided services such as water, sewer, and fire protection are provided for a fee; within county areas where a “district” has been formed; or by private, individual resources such as an individual water well or sewer septic system.
- F. Special Taxing Districts - Special districts provide specific services to persons living within the designated geographic area that is taxed, such as shared public improvements, landscaping, marketing, parking, and other services.
- G. Other Financing Options to Consider - In addition to the mechanisms described above, public and private development entities may consider many other forms of financing and may work together to develop a financing package that works for each unique situation. There are numerous types of financing to consider for infrastructure projects, and the following list is not exhaustive, but lists some tools that may be considered:
1. Improvement Districts (funding mechanism source typically property tax)
    - a. Community Investment Districts
    - b. Community Improvement Districts
    - c. Business Improvement Districts
    - d. Community Facilities Districts
    - e. Economic Development Districts
  2. Industrial Development Authority (IDA) bonds
  3. Public-Private Partnerships (P3)
  4. Private Sources – financing, investment
  5. Public Sources
    - a. Bonds and Other Forms of Debt Financing
    - b. Capital Improvement Plan (CIP)
    - c. Federal Highway Funds
    - d. Non-Highway Public Financing
    - e. Tax Exempt Bonds
    - f. Taxable Bonds
    - g. Bond Guaranty Program
  6. Grants:
    - a. Surface Transportation Program (STP)

- b. STP Transportation Enhancements Program
  - c. Congestion Mitigation and Air Quality (CMAQ)
  - d. Bridge Replacement and Rehabilitation Program
  - e. National Highway System (NHS)
7. Federal Financing Programs:
- a. Economic Incentive Zones - AZ Commerce
  - b. Enterprise Zone
  - c. Opportunity Zone
  - d. Empowerment Zone and Enterprise Community
  - e. Foreign Trade Zone
  - f. Transportation Infrastructure Finance and Innovation Act (TIFIA)
8. Community Development Corporation
9. State Infrastructure Banks
- 3. Require that new development pay for a fair and rough proportional fair share of public infrastructure through the use of development agreements and development code requirements in a manner consistent with state law.
  - 4. Encourage redevelopment projects to use public/private partnerships to improve odds of success.
  - 5. Continue to monitor development trends and land use assumptions to assess whether the imposition of development impact fees are warranted.
  - 6. Consider the use of Community Facilities Districts or CFDs for Specific Planning Areas.

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-9 D 4

“Cost of development element that identifies policies and strategies that the municipality will use to require development to pay its fair share toward the cost of additional public service needs generated by the new development, with appropriate exceptions when in the public interest. This element shall include:

### GOAL 7-1

***Improve the City financial systems to provide for needed infrastructure development and rehabilitation, including the maintenance and enhancement of existing infrastructure.***

#### STRATEGIES

- 1. Provide a regular analysis of funding and financing policy alternatives needed for infrastructure development and rehabilitation.
- 2. Work collaboratively with private and non-profit economic development groups to provide for the most effective and efficient use of public and private development dollars.
- A. A component to identify various mechanisms that are allowed by law and that can be used to fund and finance additional public services necessary to serve the development, including bonding, special taxing districts, development fees, in lieu fees, facility construction dedications and service privatization.
- B. A component that identifies policies to ensure that any mechanisms that are adopted by the municipality under this

element result in a beneficial use of the development, bear a reasonable relationship to the burden imposed on the municipality to provide additional necessary public services to the development and otherwise are imposed according to law.





## PUBLIC FACILITIES, BUILDINGS, SERVICES, & SAFETY

*As cities grow and expand, residents and visitors alike have an increased expectation for a variety of municipal services and facilities.*

### INTRODUCTION

At a population total approaching 50,000 and standing as Cochise County's largest city, Sierra Vista is definitively an urban community, and therefore has a responsibility to ensure that these needs are met. The City currently provides a wide range of services, including fire, police, disaster response, recreation, library, solid waste collection, street maintenance, sewer services, and various community development functions. The facilities that support these services must also be maintained, upgraded, and made accessible as necessary to maintain the high standard of living that those in the community have come to enjoy (also known as a "Level of Service" standard).

### EMERGENCY SERVICES

Sierra Vista Fire & Medical Services (SVF&MS) is

committed to safeguarding the residents of Sierra Vista through a comprehensive array of services, including fire protection, ALS/BLS emergency response, community risk reduction, and fire prevention and investigation. In addition to fulfilling its core responsibilities, SVF&MS actively collaborates with City

administration and Community Development to ensure that the City's growth is accompanied by appropriate measures to address fire protection needs and emergency circulation challenges. This proactive approach encompasses ongoing fire inspections, rigorous code enforcement, and strategic land use planning.

Through established mutual aid agreements with neighboring fire agencies, SVF&MS maintains access to supplementary resources, bolstering its capacity to respond effectively to emergencies as they arise. Furthermore, SVF&MS prioritizes community-wide fire and emergency safety education initiatives, fostering a culture of preparedness and resilience among Sierra Vista's residents.

The City's network of mutual aid extends to Fort



Huachuca and 26 other emergency service providers across Cochise County, fostering a collaborative framework for emergency response. Notably, the automatic aid agreement between the Fry Fire District and the SVF&MS streamlines coordination efforts, optimizing response times and resource allocation.

Guided by the [Fire Protection and Emergency Medical Services Master Plan](#) (Appendix “L”), originally adopted in 1985 and amended in 1998, SVF&MS remains dedicated to upholding the highest standards of service delivery. Utilizing the guidelines set forth by the National Fire Protection Association (NFPA), SVF&MS ensures that future planning initiatives align with industry best practices and regulatory requirements. As of present, the construction of an additional fire station has been identified as part of the [Tribute Specific Plan](#), slated for future development.

The Sierra Vista Police Department (SVPD) serves the community with patrol, dispatch, special operations, crime prevention, and animal control services. The department also operates proactive community programs such as the school resource officer. Appropriate staff resources are integral to the police department’s basic mission “To Protect and Serve” through “Professional, Proactive, and Innovative” police services.

The past decade has shown marked improvements for local law enforcement (both technological and operational), including, but not limited to:

- The adoption of body cameras for law enforcement officers
- Partnering with Cochise County to form the Southeastern Arizona Communications

“The best pathway for enhancing community safety is through a proactive posture that embraces public safety partnerships and builds trust and cohesion with community stakeholders while constantly evaluating effectiveness.”

--Christopher Hiser, Police Chief

(SEACOM) regional 9-1-1 communications center

- Establishing a streamlined geographic information tracking system through a Spillman systems merger
- The formation of a peer support program
- Transitioning to the National Incident-Based Reporting System (NIBRS), which provides detailed crime statistics to the FBI
- Patrol officers being equipped with Narcan to provide immediate life-saving measures to those experiencing opioid overdose
- Creating a local police academy through collaboration with Cochise College and the Cochise County Sheriff’s Office, including the construction of a tactical driving course and the purchase of VIRTRA System technologies for virtual scenario training
- The acquisition of:
  - » 2 automated fingerprint scanners with a link established directly to the Arizona Department of Public Safety
  - » 26 web-based PD building cameras through RICO funding
  - » State of the art video and audio recording equipment for Special Operations Bureau interview rooms
  - » Procurement and licensing for

the usage of drone devices in law enforcement activities

Like SVF&MS, SVPD works proactively with other City departments to ensure law enforcement concerns are addressed as the City grows, including specialized review of Temporary Use and Special Event permits, as well as consulting with City planners and inspectors on site planning and review.



*An officer test drives a custom course on the newly constructed driving track*

Community engagement programs continue to be a priority for officers and support staff. The department has hosted multiple public forums with the Sheriff and the NAACP. The Citizen Police Academy continues to be a popular program for citizens to learn about the Sierra Vista Police Department (and policing operations in general). The department has provided "Refuse to Be a Victim" and ALICE training throughout local school districts. SVPD holds and participates in numerous community events, including Coffee with a Cop, National

Night Out, Faith & Blue, and more. Partnering with non-profit organizations, a Domestic Violence Fatality Review Team has also been established.

In addition to its human-focused services, SVPD's Animal Control division plays a vital role in ensuring the welfare of our community's pets. Plans for the Nancy J. Brua Animal Care Center include tenant improvements to accommodate new kennels, a standalone puppy isolation

building, animal support rooms, and enhanced site amenities. These efforts complement recent enhancements such as the construction of a surgical suite for emergency care and the acquisition of a mobile animal trailer, underscoring the department's dedication to promoting responsible pet ownership and animal welfare.

Through these comprehensive initiatives and strategic investments, SVPD remains committed

to upholding public safety and enhancing the quality of life for all residents of Sierra Vista.

The City of Sierra Vista continues to provide the appropriate facilities needed to accommodate local needs. This includes the 2023 construction of a 4.8 acre driving track. Developed on City property through an intergovernmental agreement with Cochise College, the track is located east of SV Fire Station Number 3 off of Giulio Cesare Ave. The large track serves the Southeast Arizona Law Enforcement Training Academy, providing cadets with a safe location to practice tactical driving skills needed by local

law enforcement.

Another addition includes the construction of SV Fire Station Number 4 (EMS Substation) in 2021, located at the southeast corner of Buffalo Soldier Trail and 7th Street. The substation, which was funded in part by a \$1.4 million Defense Community Infrastructure Program grant from the Department of Defense Office of

Recycling Program, County Sheriff's Office, Fry Fire District, Huachuca City Police Department, Whetstone Fire District, Tombstone Marshal's Office, Palominas Fire District, Naco Fire District, National Parks Service, Portal Fire District, San Jose Fire District, and San Simon Fire District.



*Aerial view of SV Fire Station #4 (EMS Substation)*

#### Local Defense Community

Cooperation, provides additional coverage and expedited response times. A communications tower has also been installed with the substation project to allow for better emergency communications. The facility is manned 24/7 by an EMT and paramedic with one ambulance.

Finally, the City and Cochise County created the Southern Arizona Communications (SEACOM) facility in 2017. SEACOM is serves as regional hub for 9-1-1 dispatching and emergency services coordination. The members of SEACOM include the Sierra Vista Police Department, Sierra Vista Fire & Medical Services Department, Cochise Curbside

## EMERGENCY AND DISASTER READINESS

In the event of large-scale emergencies (either natural or human-caused), the City has an established internal Emergency Response and Recovery Plan. Created in 1998, the plans establish how the City will respond to emergency situations of scale. The purpose of the plan is to provide for effective, comprehensive emergency management within Sierra Vista by

using existing governmental

organizations and resources to the maximum extent possible. This document is maintained and updated by the Sierra Vista Police Department (SVPD) and Sierra Vista Fire & Medical Services (SVF&MS).

The plan document covers several elements of emergency management:

1. Hazard mitigation
2. Life preservation
3. Response steps
4. Recovery methodology

For regional concerns, the [Cochise County](#)

Table 15. City Facilities: Emergency Services & Community Development

FACILITY NAME	LOCATION	SERVICES OFFERED
Southeast Arizona Command (SEACOM) (new facility)	1728 Paseo San Luis	Dispatch and coordination
Sierra Vista Police Department	911 N Coronado Dr	Law enforcement services
SV Fire Station #1	1295 E Fry Blvd	Fire, rescue, and medical services
SV Fire Station #2	4127 Avenida Cochise	Fire, rescue, and medical services
SV Fire Station #3	675 Giulio Cesare Ave	Driving track, fire, rescue, and medical services (includes fire inspections)
SV Fire Station #4 (EMS Substation) (new facility)	2051 S 7th St	Fire, rescue, and medical services
Nancy J. Brua Animal Care Center	6799 E Hwy 90	Animal care and control
City Hall	1011 N Coronado Dr	Municipal governance hub, civic administration

within the county, hold annual trainings for government employees on emergency response to ensure operational readiness. Residents of Cochise County are informed via an alert system that sends notifications through SMS, WhatsApp, and public radio broadcasts. In the event of an emergency involving hazardous materials, a Hazardous Materials Teams is available for dispatch from the County, with specific traversal routes identified through the Arizona Department of Transportation to minimize contamination risk.

[Multi-Jurisdictional Mitigation Plan](#) (Appendix “M”) and the Cochise County Emergency Response and Recovery Plan are designed to address the consequences of any disaster or emergency situation in which there is a need for response assistance at any and all levels of government. The plans are applicable to natural disasters, technological emergency, and other incidences requiring governmental intervention. The City provides input and updates to the county concerning hazard mitigation a minimum of once every two years, in addition to meeting on a monthly basis for coordination and decimation of information. Cochise County, along with individual agencies

A state mutual aid plan is also in place to assist municipal and county agencies when additional resources are needed.

## COMMUNITY DEVELOPMENT

The Department of Community Development has three community-oriented divisions: Planning and Zoning, Building Inspections, and Code Enforcement.

- Planning and Zoning coordinates the updates to the general plan and the development code along with functions such as current and long-range planning,

zoning, sign permitting, site planning, and subdivision planning.

- The Building Inspections Division conducts plan reviews, issues building permits, and performs building inspections.
- The Code Enforcement Division provides property-nuisance code enforcement and abatement management.

The Planning and Zoning Division is responsible for managing growth and redevelopment activities of the City and implementing and communicating the vision established by the City's General Plan. Work programs within the Planning Division include long-range planning, land use projects (plan amendments, special studies), as well as current planning activities involving site and subdivision reviews, rezoning petitions, property owner annexations, concurrency, and agreements. Planners work cooperatively with applicants, their representatives, the public and outside agencies. The Planning Division ensures applications are consistent with and further the goals and strategies of the General Plan and meet all adopted code requirements.

The Planning Division provides staff support to the Planning and Zoning Commission, the Housing and Neighborhoods Commission, Redevelopment and Infill Development and the Commission on Disability Issues in helping them carry out their respective agendas and formulate recommendations to City Council on policy matters. The Division also works closely with Cochise County and the Southeastern Arizona Governments Organization (SEAGO) on regional planning and community development issues.

The Administrative function is responsible for administering Community Development Block

Grant (CDBG) activities and documenting compliance with federal program requirements. The City of Sierra Vista is an "entitlement community," receiving a formula-based annual grant award from the U.S. Department of Housing and Urban Development. The primary objective of the CDBG program is to develop viable communities by providing decent, safe housing, a suitable living environment, and expanding economic opportunities that principally benefit low to moderate income households.

The Building Inspection Division provides a full range of building plan review, inspection, and support services for all public and private construction within the City. The division enforces all adopted City Codes, applicable state and federal codes, and regulations relating to building.

The division works to assist residents with maintaining and improving their neighborhoods and staff works to enforce development, property maintenance, and public nuisance codes. The Code Enforcement Division also assists neighborhood organizations.

## PARKS, RECREATION, & LIBRARY

As part of public engagement efforts conducted for the Vista 2040, Public respondents indicated that indoor recreation facilities were the single most desired public facility for Sierra Vista.

As part of the [Parks & Recreation Master Plan 2021-2032](#) (Appendix "C"), a comparative analysis of recreational offerings was performed in comparison to other similarly sized American jurisdictions (populations 30,000-60,000) via the National Recreation and Park Association (NRPA). Sierra Vista stood out as one of the few

jurisdictions providing an indoor pool facility. At a pleasant 80-85 degrees, the 36,500 square foot facility features a zero-depth beach style pool with two enclosed tube slides, a warm water pool with jets, sunning decks, shallow water kids' lagoon with a water slide, a snack bar, diving pool, and eight 25-yard lap lanes for competitions or exercise.

Among existing indoor facilities, the Sierra Vista Library uniquely excels in providing efficient, modern, accessible, and customer-oriented services. The mission of the library is to provide free access to information and services for all members of the community. The library services nearly 30,000 patrons and adds 300 new card-carrying members per month.

As influenced by the impacts of the global pandemic and media usage trends, the library is providing additional e-book and online services, which do not require a physical presence. Library usage doubled during the pandemic, with many library users taking advantage of the remote offerings. However, even as the library adapts to a greater digital focus, the promotion and visibility of

the library in the community is emphasized through outreach services at public events, and programming at assisted living communities and schools. New equipment includes self-checkout machines and iPad devices for children. A current focus for the future of library services are vending machines that can be placed in high-traffic public spaces.

As indicated in the [Tribute Specific Plan](#), areas have been identified for additional public facilities of this nature, necessitated upon the potential growth that the City's current largest planned subdivision would entail.

*Table 16. City Facilities: Parks, Recreation, & Library*

FACILITY NAME	LOCATION	SERVICES OFFERED
Sierra Vista Library	2600 E Tacoma St	Library services and community events
Ethel Berger Center	2950 E Tacoma St	Classes, public activities, and the Henry F. Hauser Museum
Oscar Yrun Community Center	3020 E Tacoma St	Classes, public activities, and the pottery studio
Shape Shifter Skate Shop	3105 E Fry Blvd	Leased space, privately operated skate shop
The Cove	2900 Martin Luther King Jr Pkwy	Aquatic center
Veterans' Memorial Sports Complex Gymnasium* (new facility)	3305 E Fry Blvd	Indoor athletic recreation
Sierra Vista Sports Division	3401 E Fry Blvd	Athletic programs and classes
Activity Center	3030 E Tacoma St	Supplemental to Oscar Yrun Community Center, activity center

Table 17. Public Works Facilities

FACILITY NAME	LOCATION	SERVICES OFFERED
Pedro Castro Maintenance Center	401 Giulio Cesare Ave	Public works, SVMPO, facilities, and fleet services
Environmental Operations Park	7201 E Hwy 90	County solid waste transfer station, City compost facility, and wastewater treatment
Sierra Vista Municipal Airport	1800 Airport Ave	Municipal airport, available for private leasing
Vista Transit Center	2050 E Wilcox Dr	Transit and bus facility

mission objectives in 2025-2026. These include potential opportunities for large-scale land acquisition and licensing for spaceport re-entry.

Sierra Vista does not have a municipal water supply, but it does treat all of the City's wastewater. The City is served by a gravity collection system comprised

## PUBLIC WORKS

Public Works is one of the broadest departments operated by the City of Sierra Vista. It includes Engineering Services, Wastewater, Transportation Maintenance, Public Services, Maintenance Services, as well as management of the Sierra Vista Municipal Airport.

For a municipality of Sierra Vista's size, operating an airport facility presents unique challenges, yet such challenges also present potential opportunities for economic growth through partnership with federal entities and cutting-edge aerospace entrepreneur investment. Sierra Vista City Council approved the adoption of the current [Sierra Vista Municipal Airport Master Plan](#) (Appendix "N") on April 25, 2013. The document provides an overall facility inventory, forecasts for future needs and demand, operational requirements, alternative design considerations, recommended development proposals, and capital improvement schedules through the year 2032. A new airport master plan is anticipated to be presented for City Council approval with updated present conditions and

of 200 miles of pipe ranging from 4 inches to 30 inches in diameter. These pipes convey flow to the Environmental Operations Park (EOP) Wastewater Treatment Plant in the northeast part of the City. The wastewater treatment facility uses screening equipment, equalization basins, anoxic and aerobic basins, clarifiers, and sludge handling and processing equipment. The treatment that occurs uses a biological nutrient removal process to eliminate nitrogen from the water, resulting in clean effluent that is recharged to the aquifer. The EOP WWTP operates under the Arizona Department of Environmental Quality (ADEQ) Aquifer Protection Permit (APP) No. 101489 and has an annual average effluent discharge limit of 4.0 million gallons per day (mgd).

The City retained Hazen and Sawyer to develop a Wastewater Master Plan that was finalized in June 2024. The scope of work included analyzing existing facilities, infrastructure and equipment and monitoring flow rates at 14 locations using a calibrated hydraulic collection system model. The current built environment



and growth potential within partially built or anticipated residential subdivisions were also analyzed and factored into the model to develop 20-year flow rate projections at five-year intervals. The wastewater master plan uses the same population projections as this General Plan. Through this evaluation, the firm developed recommendations for improvements in both the wastewater collection and treatment systems.

The average annual daily flow for the “current” flow scenario was measured at 3.50 million gallons during the 2022 flow monitoring period. This constitutes 87.5 percent of the average effluent discharge limit. The model results showed no significant capacity issues at dry weather flows and only a small number of pipelines approached capacity using a maximum wet weather model run. The model showed a slight increase in the number of pipelines approaching capacity based on the estimated wet weather model run at buildout in Year 2060.

The projected average annual daily flow by the 2040 planning horizon is estimated to reach approximately 3.8 million gallons per day. The results of the collection system evaluation did not indicate any major pipelines that would need upgraded capacity; however, a series of operational improvements are recommended.

The firm’s analysis also revealed that the existing plant has limited hydraulic capacity at peak hour flow in a few sections of the plant. These will need to be addressed through unit process and hydraulic improvements to resolve the hydraulic constraints. Four improvement alternatives are provided to increase plant capacity and address operational concerns for the plant. The City will evaluate and pursue the most beneficial, cost affordable course of action

to ensure regulatory compliance is maintained and the community’s wastewater requirements are being met.

## GOAL 8-1

*Provide high-level of City services and high-quality facilities.*

### STRATEGIES

1. Periodically evaluate all City services and facilities.
2. Coordinate the location of public facilities within new developments.
3. Promote the joint use of public facilities to lessen the need for future buildings.
4. Share City facilities with other governmental organizations, when appropriate.

## GOAL 8-2

*Provide fire and emergency services protection that meet or exceed the National Fire Protection Association (NFPA) standards.*

### STRATEGIES

1. Update the SVF&MS department objectives and programs as needed.
2. Continue to involve the SVF&MS department in land-use decisions that impact fire protection, prevention, and emergency medical services.
3. Ensure there is adequate fire protection and emergency medical service availability for future annexations.
4. Acquire and maintain equipment and facilities to meet NFPA standards.
5. Review requirements for personnel, equipment, and fire stations on an annual

basis.

6. Provide community-wide fire and emergency safety education and prevention programs, inspections, and fire code enforcement.
7. Maintain and update the Fire Protection and Emergency Medical Services Master Plan.
8. Pursue collaborative agreements with neighboring departments and providers to enhance service delivery levels.
9. Establish a data collection system that aligns with supporting department accreditation.

### GOAL 8-3

*Provide public safety (police) protection that meets or exceeds the Commission on Accreditation of Law Enforcement Agencies (CALEA®) standards.*

#### STRATEGIES

1. Identify the police department's goals and objectives for basic police, administrative, and animal control services.
2. Identify future police proactive and innovative services that can be provided to the community.
3. Continue to involve the police department in land-use decisions that impact emergency services.
4. Ensure there is adequate police protection. Acquire and maintain equipment and facilities that meet the CALEA® standards.
5. Provide community-wide educational programs on appropriate law enforcement and prevention activities.

### GOAL 8-4

*Mitigate or minimize the impacts of a disaster.*

#### STRATEGIES

1. Biennially update and prioritize the City's portion of the County's Hazard Mitigation Plan.
2. Ensure mitigation measures are consistent with Cochise County and the state of Arizona requirements.
3. Continue to educate the public on hazard mitigation issues and public awareness of potential hazards.
4. Maintain, update, and upgrade the Emergency Response and Recovery Plan.
5. Conduct annual training on the Emergency Response and Recovery Plan.
6. Encourage coordination and exchange of disaster and safety information and resources between appropriate governmental and private agencies.
7. Construct buildings that adhere to the most current building codes.
8. Conduct inspections and stabilize or demolish damaged structures immediately following an emergency.
9. Locate critical facilities away from areas of significant, identified hazards.
10. Identify and mitigate potential flooding hazards.
11. Work in cooperation with the Federal Emergency Management Agency (FEMA) to ensure flood hazard data is up to date.
12. Coordinate with appropriate governmental and private agencies to minimize dangers from hazardous materials.

13. Develop public awareness programs on natural and man-made hazards and ways of minimizing the effects of these disasters.
14. Develop programs to train volunteers to assist public safety personnel during and after disasters.
15. Work with appropriate state and county agencies to establish specific hazardous material truck routes through the City.

### Goal 8-5

*Site new schools in appropriate locations.*

#### STRATEGIES

1. Work with developers and the Sierra Vista Unified School District on locations for future school facilities.

### GOAL 8-6

*Deliver high-quality customer service.*

#### STRATEGIES

1. Continue providing excellent customer service.
2. Develop a customer service training program for City employees.
3. Conduct surveys as needed to determine customer satisfaction.
4. Improve customer service processes.

### GOAL 8-7

*Advance a business-friendly approach to development.*

#### STRATEGIES

1. Promote the development process as a

partnership between the developer and the City.

### GOAL 8-8

*Incorporate the natural environment, surrounding land uses, and community design standards when locating and developing public buildings and facilities.*

#### STRATEGIES

1. Use green building technologies when building new public facilities.
2. When developing new buildings, include the use of native materials and plantings.
3. Require all City facilities meet or exceed ADA standards.
4. [Use Art Vista: A Public Arts Master Plan](#) (Appendix "O") when designing and planning buildings and other development on public sites.
5. Ensure that City buildings meet or exceed the City's Architectural and Design Standards.

### GOAL 8-9

*Responsibly and intentionally create a city that protects neighborhood vitality and improves community and economic development.*

#### STRATEGIES

1. Ensure that development plans consider the natural as well as the built environment.
2. Support land use planning that integrates sustainability values while also addressing growth, expansion, and economic development.
3. Ensure code enforcement efforts keep

neighborhoods and business areas attractive and blight-free.

## Goal 8-10

*Provide quality library services.*

### STRATEGIES

1. Identify the library's goals and supporting objectives.
2. Involve the library in land-use decisions that affect library services.
3. Ensure there is adequate library service availability for future annexations.
4. Maintain equipment and facilities according to the community needs.
5. Explore and implement innovative ways to cost-effectively expand library services.
6. Continue to support the success of the library outreach program.
7. Expand outdoor programming opportunities and spaces.

## GOAL 8-11

*Integrate the Surface Water Plan provisions into designs and construction of improvements and modifications to washes and drainageways.*

### STRATEGIES

1. Amend the Surface Water Plan to provide updated engineering data as needed.
2. Identify areas within designated flood hazard areas that require analysis for potential removal from the floodplain, and when feasible, work with the Federal

Emergency Management Agency (FEMA) to pursue removal from the floodplain.

## GOAL 8-12

*Comply with Cochise County's Regional Solid Waste Management Plan.*

### STRATEGIES

1. Identify and promote the development of waste management programs and cooperative agreements to recycle solid waste materials where feasible.
2. Continue to work in cooperation with other jurisdictions for waste management.
3. Ensure adequate precautions are taken to reduce the use and handling of hazardous materials.
4. Continue to support the Cochise County household hazardous waste recycling program.
5. Identify and promote the development of waste management programs that reduce waste and encourage reuse.
6. Evaluate ways to reduce the prevalence of plastic bag litter.

## GOAL 8-13

*Maintain an economical, environmentally safe, and efficient wastewater treatment system.*

### STRATEGIES

1. Update the Wastewater Management and Sewerage Master Plan (Appendix "P") as needed.
2. Connect existing non-sewered neighborhoods to the sewer system.

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-9 D  
4 and 5

“A public services and facilities element showing general plans for police, fire, emergency services, sewage, refuse disposal, drainage, local utilities, rights-of-way, easements and facilities for them.”

“A public building element showing locations of civic and community centers, public schools, libraries, police and fire stations and other public buildings.”programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety and affordability and for provision of adequate sites for housing. This element shall contain an identification and analysis of existing and forecasted housing needs. This element shall be designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed or economic level.”

## 9

## HOUSING & NEIGHBORHOODS

*Sierra Vista's housing and neighborhoods have evolved in response to marketplace trends, family lifestyle preferences, and updated building and development codes.*

### INTRODUCTION

The City offers a mix of housing types and sizes in traditional and suburban neighborhood formats. Between 1980 and 2023, the predominant housing type has been detached single-family homes, representing nearly two-thirds (64%) of the 13,695 units that have been built. During the same timeframe, 3,497 apartment units have been constructed which represent 26% of the overall units. Manufactured homes account for the remaining 10%.

Housing demand is a function of three primary forces: population growth, internal shifting of current residents from house to house, and replacement of dwelling units removed from the available housing stock by demolition or conversion to other land uses. Availability of jobs and a good quality of life attract new residents to the area. Sierra Vista's ability to accommodate its share

of regional growth will depend on (1) a quality and range of housing choices that appeals to the public; (2) a transportation network that facilitates comfortable and efficient trips to and from work; and (3) ability to respond to the needs of households who cannot afford market rate housing.

The purpose of the Housing Element is to establish a frame of reference for the policies that will guide the City's efforts to provide its citizens with safe, affordable housing. Moreover, the Housing Element is intended to protect and reinvigorate the existing housing stock, in addition to addressing the needs of those residents whose housing needs are not being met by the private sector. Housing needs often encompass both social and economic



*The final phase of Summit Heights being developed by RL Workman Homes*

needs; for example, the need for transient housing, this relates to the demand for special social services such as mental health, drug and alcohol dependencies, and spouse abuse. The housing needs of the handicapped, minority and female-headed households relate as strongly

to the nature of discrimination, educational achievement, and employment patterns as they do to the economic issues controlling the construction of housing.

The City encourages housing availability for all economic sectors and special needs populations. Sierra Vista strives to enhance the livability by providing clean and safe neighborhoods, promoting walkable neighborhoods, and building people-oriented neighborhoods, for both new and existing areas.

The enabling legislation for this Element states that the element should contain “standards and programs for the elimination of substandard dwelling conditions,” and “an identification and analysis of existing and forecasted housing needs.” The City’s [FY 2024-2028 CDBG Consolidated Plan](#), which is adopted by reference as Appendix Q, provides an analysis of existing and forecasted housing needs. According to the State Demographer, the City’s population is estimated to reach 48,028 residents by 2040, which represents an annual growth rate of 0.25 percent, or about 117 persons per year. If recent housing construction trends continue, as anticipated, there will be adequate housing available to satisfy the community’s future housing needs during the planning period.

### GENERALIZED NEIGHBORHOOD PLANNING AREAS

Sierra Vista is a planned

community with individual subdivisions being developed over time with a variety of lot sizes, housing types and architectural styles and community features. The City’s streets follow a hierarchy pattern with main arteries feeding into collector and local streets serving residential areas. Elementary schools, neighborhood parks, churches, and other civic uses help shape each neighborhood’s character and identity.

The Generalized Neighborhood Planning Areas Map shown on Map 19 were delineated using a modified version of the elementary school attendance zones to provide a starting frame of reference for further defining future neighborhood planning efforts. The broader neighborhood planning areas may be further refined into smaller subareas to align with more particular neighborhood interest groups in the future.

### NEIGHBORHOOD PARTNER PROGRAM

In 2023, the City launched the Neighborhood Partner Program to bring neighbors together



*In January 2024, the Neighborhood Commission spearheaded a landscape improvement project at the corner across from Carmichael Elementary School.*

with a common goal of beautifying their neighborhood through organized cleanups, reporting hazards and public nuisances, and undertaking projects. The program is designed to create a sense of community and pride. Projects must be on publicly owned property or rights-of-way.

## GOAL 9-1

*Conserve and improve existing neighborhoods and ensure the provision of adequate, affordable, and safe housing for existing and future residents of the city.*

### STRATEGIES

1. Definition of Affordable Housing: “Affordable” shall mean that monthly mortgage payments or rents do not exceed 30% of the median annual household income, provided, however, that the City shall continue to evaluate this definition based upon actions taken by the Federal and State government authorities.
2. Definition of Qualifying Income: “Qualifying Income” shall be the annual household income needed to qualify for a mortgage (under prevailing financing terms) assuming that 30% of the annual income

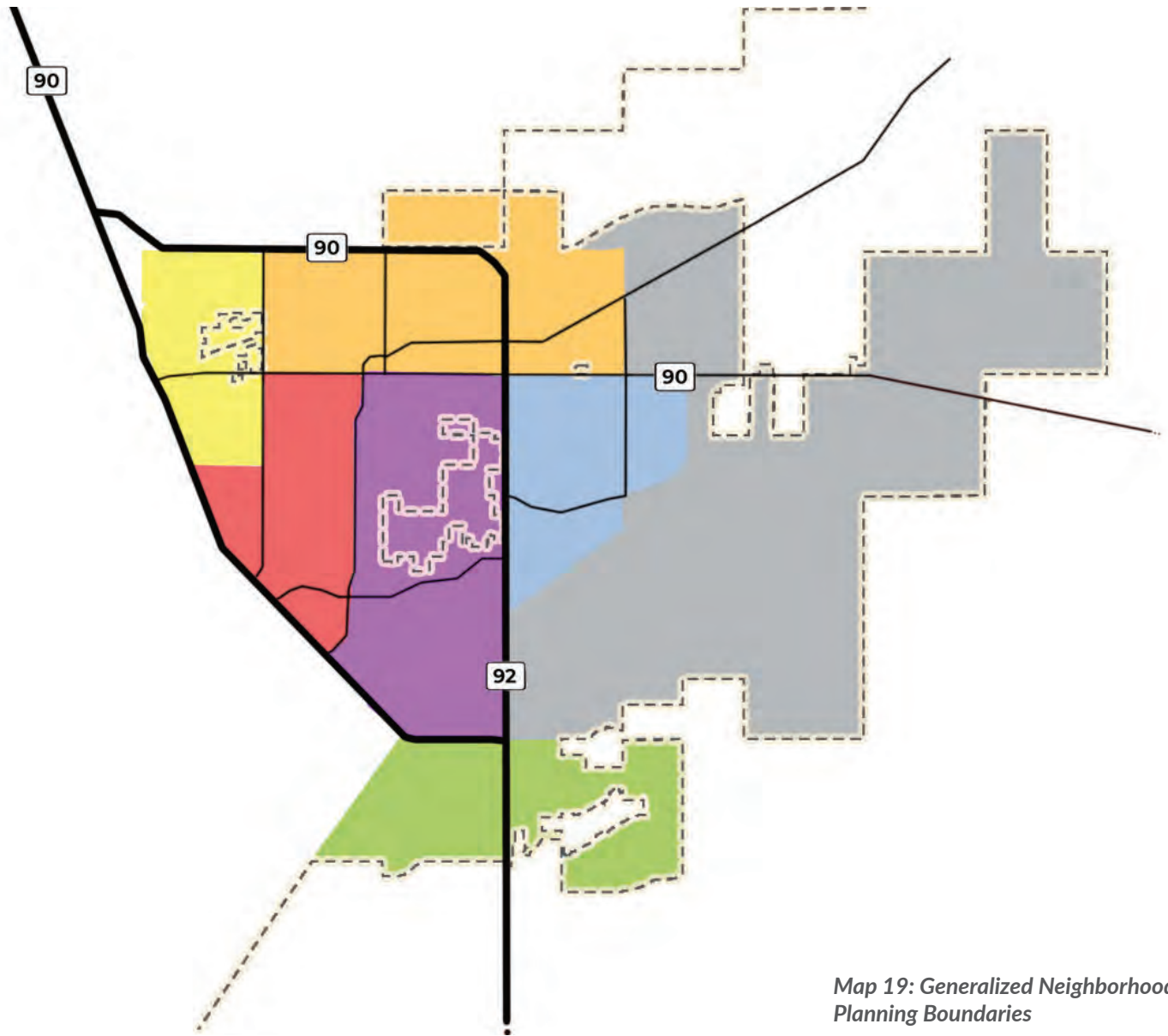
“Neighborhood revitalization requires a multi-faceted approach. It’s grass roots. It’s making small scale, tactical changes that support economic development and improve the broader environment. We’re focused on getting the basics right and building up from there.”

--Matt McLachlan, Director of Community Development








is the housing expenditure, provided, however, that the City shall continue to evaluate this definition based upon actions taken by the federal and state government authorities.

3. Assessment of Affordable Housing Stock: The City shall assess the affordability of its housing stock every five years as a component of the Five-Year CDBG Consolidated Planning Process using best available information.
4. Maintain Active Code Enforcement: The City shall maintain an active code enforcement program to identify housing accommodations and non-residential structures that fail to comply with minimum specifications governing building construction, electrical facilities, water and wastewater systems, construction, fire protection, flood prevention, and housing. Where structures fail to meet minimum standard specifications, the City shall duly notice the violation and stipulate conditions for bringing the structure into compliance.
5. Compatibility of New Residential Development. The City shall continue to endure compatibility of proposed development with adjacent and surrounding residential uses through recognition of existing neighborhoods and minimizing impacts created by new development through the City’s Development Code standards.
6. Ensure Connectivity with Surrounding Uses. Encourage new neighborhoods to establish pedestrian connections with nearby community uses to create connectivity.
7. Supportive Facilities and Services for Quality Neighborhoods. The City shall ensure that sufficient





Map 19: Generalized Neighborhood Planning Boundaries

- |   |  |
|---|--|
|  Bella Vista       |  Town & Country   |
|  Carmichael        |  Village Meadows  |
|  Huachuca Mountain |  Tribute (Future) |
|  Pueblo del Sol    |  |

- public facilities and services supportive to a quality residential environment have been planned, designed, and implemented where possible.
8. Sponsored Neighborhood Improvement Initiatives. Support volunteer service and the implementation of neighborhood improvement projects through the Neighborhood Partner Program to sustain neighborhood vitality, value, and overall sense of community pride.
  9. Affordable Housing Incentives. The City shall expedite permitting to private and not-for-profit builders for low-and moderate-income housing developments and consider fee reductions.
  10. Coordination with Housing Providers and the Private Sector. The City shall coordinate as appropriate with housing providers and the private sector to identify and mitigate regulatory barriers to the provision of affordable housing. The City shall also engage in intergovernmental coordination with the federal and state agencies of pertinent jurisdiction.
  11. Coordination of Housing Type and Location with Transportation Programs and Plans. Land use and transportation shall be coordinated to assure that affordable housing, higher density housing, and housing for special groups are accessible to transit.
  12. Ensure Land Use and Zoning Districts provide for sufficient densities for all present and future residents of the City to purchase or rent housing. The City shall periodically review the Development Code to ensure provisions for the following:
    - a. Residential districts with small lot sizes
    - b. Residential districts with less restrictive setbacks
    - c. Residential districts providing for a mix of residential uses
    - d. Providing for second floor residential uses over ground floor commercial or office space
    - e. Mixed use districts
    - f. Residential districts with the use of manufactured housing
    - g. Accessory dwellings
    - h. Live/work and home-based businesses

## GOAL 9-2

***Improve housing conditions particularly in neighborhoods designated for infill and redevelopment and low to moderate income census tracts targeted for Community Development Block Grant (CDBG) investment.***

### STRATEGIES

1. Definition of Substandard Housing. A substandard housing unit shall be a dwelling unit that is either deteriorated or dilapidated. (A deteriorated unit has one or more intermediate defects but is considered repairable. A dilapidated unit has one or more critical defects and is considered to be beyond repair).
2. Inventory of Substandard Units. The City shall develop and maintain an inventory of substandard housing units which will be assessed annually and encourage property owners to bring substandard housing units into compliance with all codes.
3. Enforcement of Building and Property Maintenance Codes. The City shall enforce all building and property maintenance

codes.

4. **Monitoring of Dilapidated Housing.** The City shall monitor dilapidated housing structures to pursue rehabilitation, replacement, or condemnation prior to new occupancy.
5. **Vacant Dilapidated Housing.** The City shall pursue condemnation and demolition of vacant dilapidated housing structures.
6. **Public Facility and Infrastructure Improvements for Targeted Neighborhoods.** The City shall continue to prioritize Community Development Block Grant funds for use on addressing infrastructure deficiencies in targeted neighborhoods to include ADA ramps and sidewalk connections, pedestrian lighting and amenities, drainage and utilities, street and landscape improvements.

### GOAL 9-3

*Increase housing choices that serve all age groups and needs.*

#### STRATEGIES

1. Support polices and techniques, including but not limited to, universal home design, Visitability design, or Aging-In-Place designs that provide housing opportunities to meet the unique needs of the elderly and disabled.
2. Provide incentives to builders and homeowners that proactively build or retrofit residences to meet Visitability standards.
3. Promote elderly and assisted care facilities in neighborhoods and create connections

between residential developments that promote opportunities for aging in place and continuum of care for the elderly.

4. Seek opportunities to locate housing for those citizens with special needs near transportation services to make mobility easier.
5. Support agencies and organizations that provide shelter, housing, and services to the “hard to house” vulnerable populations, including ex- offenders and homeless.
6. Actively participate in identifying regional partners and solutions for those special needs that may be most appropriately addressed at the regional level.

### STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-9 E 6

“A housing element consisting of standards and programs for the elimination of substandard dwelling conditions, for the improvement of housing quality, variety and affordability and for provision of adequate sites for housing. This element shall contain an identification and analysis of existing and forecasted housing needs. This element shall be designed to make equal provision for the housing needs of all segments of the community regardless of race, color, creed or economic level.”

# 10 REDEVELOPMENT & INFILL

*The City's ultimate success in facilitating community redevelopment depends upon every City department, every commission, every business owner, and every citizen to care and be actively engaged in the process.*

## INTRODUCTION

For many decades, the City has focused on the revitalization, reuse and redevelopment of the West End, the oldest area of the City, which grew up around the main gate of Fort Huachuca and formed the original settlement of the town when it was first incorporated in 1956. Generally, the economically useful age of a building is approximately 50 years. Beyond that age, repairs become expensive and the ability to modernize the structure considered standard for today's users is diminished. As the building stock surpasses that age, the need for rehabilitation, demolition, and new construction begin to increase.

A powerful part of the community redevelopment equation is the economic value of real estate improvements, particularly improvements that are obviously obsolete but not yet arrive at the very end of their useful life. That is so because no matter how deteriorated, income producing improvements have value above and beyond the value of land.

If a candidate redeveloper wishes to carry out community redevelopment, the economics of the undertaking must be able to support the additional cost involved in acquiring income-producing improvements that are to be demolished or substantially rehabilitated. Otherwise, the existing condition will persist, generally compounding the need for community redevelopment. This situation is particularly problematic where the land was subdivided into parcels that are no longer practical for development with contemporary real estate products.

In a residential context, declining rents usually lead to a practice which is sometimes referred to as "slum landlord" where ownership reduces out-of-pocket costs like maintenance and repair to maintain as much of an income stream as possible. As a result, declining prospects of improvement tend to accelerate.

Property maintenance and appearance is an extremely important element in area revitalization. The presence of unkempt yards and trash strewn streets indicate a retreat from the street by residents and signals to strangers that criminal activity is not likely to be interfered with. Conversely, parcels that rate high in landscape maintenance, appear tidy, and are free of trash indicate high resident "ownership" of the neighborhood and give the impression to non-residents that undesirable activities will not be tolerated.<sup>1</sup>

## WEST SIDE PLANNING HISTORY

In addition to the 1965 General Plan and subsequent updates, several other separate plans and studies concentrating on improving

<sup>1</sup> Crowe, Timothy D. Crime Prevention Through Environmental Design. Butterworth-Heinemann, Stoneham, 1991.

- 1968: Community Beautification Plan
- 1998: West Sierra Vista Strategic Plan
- 1999: Western Fry Boulevard Business District Improvements: Gateways, Themes, and Streetscapes
- 2000: West Sierra Vista Master Plan
- 2004/5: Army-Community Heritage Partnerships Fort Huachuca/Sierra Vista Assessment & Enhancing the Experience for Cultural Heritage & Ecotourism Visitors
- 2005: Urban Infill Incentive Policy Adopted
- 2008: City of Sierra Vista: Housing Assessment & Strategic Plan
- 2016: Sierra Vista Fry Boulevard West End Corridor Study
- 2017: Fry Boulevard, West End Corridor Study
- 2018: West Sierra Vista Redevelopment Plan Adopted/Partnership Program Enacted
- 2019: West Sierra Vista Redevelopment Plan Amended (1st Expansion)
- 2020: Urban Infill Policy Amended
- 2020: Entertainment District Policy Adopted
- 2022: West Sierra Vista Redevelopment Plan Amended (2nd Expansion)

the image, character, and vitality of the west side of Sierra Vista have been undertaken over the years. In 1968, the City commissioned a Community Beautification Plan, prepared by Van Cleave Associates, Consulting Planners, to study how to create and retain a vibrant, visually-pleasant environment to live and work. They observed “Sierra Vista should be as much concerned with assuring the creation of beauty in the development of its new growth areas as with the ways and means of de-uglifying those existing parts that are visually distressing.”

Major findings and conclusions offered by the plan include:

- Keeping alleys clean and free of debris would aid in attractiveness.
- Landscaping along Highway 90 and the entrance to the City would be flattering.
- Mixed use areas in the West End would add value to workplace properties.
- Enhance vacant lots; dispose of abandoned properties.
- Preserve and enhance natural drainage/ landscape features of the area (native shrubs, trees, et al). Street landscaping and trees would be desirable.
- Continue to expand sidewalks/bike paths in the area.
- Rehabilitation of store fronts, including new parking areas would aid in beautification.
- Improve in the quality of “signs” and eliminate dilapidated or “cheap” looking signage.
- Further, the plan recommended that the City:
  - Install curbed median, landscaping, streetlights, and City signs along Fry/N. Garden area including more sidewalks, bike paths, parking access, gardens, and mixed-

use spaces. The city and businesses should work together to beautify this space.

- Community clean-ups were considered the initial undertaking to the overall project of beautification.
- Encourages strict enforcement of planning and zoning codes (City and home/business owners).

In 1999, the City engaged Mark Schnauffer, a graduate student in the planning department at the University of Arizona to develop a document entitled: *Western Fry Boulevard Business District Improvements: Gateways, Themes and Streetscapes*. The report addresses some of the possible actions that could contribute to economic growth in the area and targets four specific areas of growth which address the following: entrance and gateway enhancements, key intersections and blocks, and a “sense of place.” Conclusions include very basic and affordable options, as well as more major street design and landscaping changes.

The report offers the following findings and conclusions:

- Bypass limits traffic in the West End resulting in less shopping. Also with the mall, locals less inclined to shop the Fry Blvd. area. Suburbanization has taken away a lot of the customer base. Fort Huachuca is a major consumer of goods in the West End.
- Suggests signage and marketing program before the Highway 90 intersection in addition to creating an attractive “gateway” type area. Requests an information/visitors’ center.
- Design themes suggested to create a sense of “place.” Think Old Tucson, for example. Suggests the Army or “Wild West” as possibilities--“Cochise Crossing.”

- As other plans note, streetscape improvements would clean up the area and add to its beauty. Distinctive street signs, furniture (benches), and signage are listed as possibilities.
- Improve in the quality of “signs” and eliminate dilapidated or “cheap” looking signage.

Key recommendations and their status include:

- Create a marketing campaign for Sierra Vista along 1-10 and Highway 90 using billboards.
- Creation of farmer’s market, bike lanes, public art, and evening concerts as recommended in this report has been implemented in some ways and are enjoying a substantial amount of success.
- Landscaping, streetscaping, entranceway improvement, and information centers are the main suggestions of this study/plan.

In 2000, the City hired The Planning Center, a consulting firm from Tucson to prepare a document entitled: [West Sierra Vista Master Plan](#) (Appendix “R”). The planning process included public participation procedures that resulted in data described thoroughly in the report. In addition, the planning process included the review of existing zoning regulations, development criteria, traffic studies, housing studies, and market data, as well as an on-site character analysis of West Sierra Vista.

The plan recommends:

- Identify a place, which can service as a symbolic heart, to create and establish a traditional civic identity for Sierra Vista. The formation of neighborhood organizations is highly encouraged.
- Develop a funding plan to finance streetscaping improvements within the “commercial corridor.”
- Continue to expand sidewalks/bike paths in the area--“walkability” is defined as an issue on Fry Blvd.

- Improve access to commercial buildings; consider parking lots, common parking areas for pedestrians.
- Foster economic development in the region, including economic incentives for new business growth and expansion of existing businesses.
- Annex Fry Townsite and make into “mixed use” area.
- Acquire Arizona “Main Street” status for Fry Boulevard.
- Encourage economic activity, diversity, and job creation, which are compatible with West Sierra Vista’s natural and cultural resources, including expanding hi-tech industry.
- Develop pedestrian-oriented linkages that will increase access to employment centers, community centers, and cultural, recreational, educational and commercial facilities. Provide incentives to use these transportation systems as necessary.
- Encourage and create design standards for new and existing businesses. Establish an informal design review process to ensure that new development or expansion of old development is conducted in conformance to new guidelines.

In 2004-2005, the City hired the National Trust’s Main Street Center to prepare two studies:

1. Army-Community Heritage Partnerships Program Fort Huachuca/Sierra Vista Assessment Visit; and
2. Enhancing the Experience for Cultural Heritage & Ecotourism Visitors to Fort Huachuca & Sierra Vista.

The partnerships program focused on the

following objectives:

- To better serve the needs to military personnel, and those who visit or work on the installation by enhancing shopping opportunities, produce availability, and services in nearby commercial districts.
- To encourage expanded economic vitality in nearby downtown districts
- To create linkages among the historic buildings and cultural heritage of Army installations, downtown areas, and the evolution of the residents’ social life.
- Investigate the potential for a heritage tourism strategy that would benefit adjacent downtown areas and add value for reuse of historic buildings on Army installations.
- The work plan includes both recommendations where the heritage tourism task force should take the lead as well as recommendations where another task force is the lead, but the heritage tourism task force should play a supporting role. Sierra Vista’s west side district and Fort Huachuca have tremendous potential for a synergistic heritage tourism partnership. Sierra Vista and Fort Huachuca could maximize their potential as a visitor service center and as a heritage destination.

Major Findings and Conclusions:

- A lack of “community center” much discussed and pined for by residents.
- Many not pleased with the look of our downtown district; area suffers from bypass traffic going around city. West End suffers from poor initial design and thoughtful planning.
- Enhance vacant lots; dispose of abandoned properties. Financial assistance to aide in

clean-up efforts or beautification suggested.

- Enhance an entrance way to the City/fort area.
- Transit improvements needed to create a greater sense of community.
- Current visitor's center "off the beaten track" and should be moved.
- The Black Officer's Club is a significant landmark that has tremendous appeal to visitors. The building should be restored and marketed to attract national tourism and bring attention to the Buffalo Soldiers at Fort Huachuca.

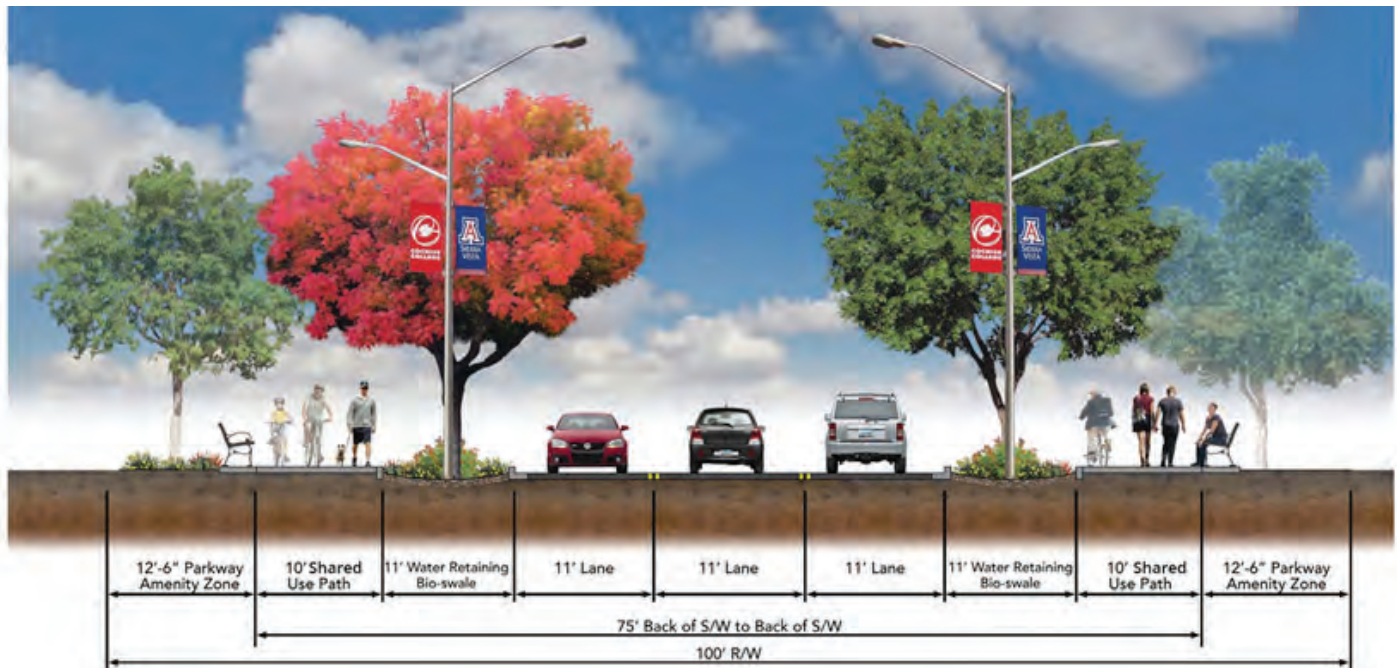
Key recommendations include:

- Begin building curbs and sidewalks along N. Garden and allow on street, angled parking. Recommend a building, perhaps a visitor's center in place of a park area upon entrance to the City. Landscape enhancements to entranceway and gateways suggested.
- Community Center, walkable downtown, and other public infrastructure needs

discussed including parking areas, bike paths, and in general, eliminating visual pollution. Locate a visitor's center in an appropriate place within the City. A grocery store and arts center are also considered to improve standards of living and cohesiveness among residents.

- Create an infill incentive district.
- Continue to create linkages between the downtown district and Fort Huachuca through museums, restaurants, lodging, and parks and recreation. Think off site exhibits, gift shop opportunities, ecotourism opportunities on Fort (talks, workshops, displays).

In 2016, the Sierra Vista Metropolitan Planning Organization contracted with a consulting team led by J2 Design, an engineering and environmental design firm, to identify a first-stage design and construction project for improving the form, function, and character of Fry Boulevard west of 7th Street. The document entitled Sierra Vista Fry Boulevard West End Corridor Study proposes



Fry Boulevard - West End Corridor Study





*Fry Boulevard streetscape improvements*

improvements within the 100-foot-wide road right-of-way to implement a more balanced, multi-modal corridor that is safe for vehicles, bicycle riders, and pedestrians. The first phase of the Fry Boulevard Redevelopment project was implemented from Buffalo Soldier Trail to Carmichael Avenue in 2022.

In 2017, Staff prepared a Finding of Necessity Study that established the statutory basis for designating a portion of the West End as a Redevelopment Area. The following year, the City Council approved the [West Sierra Vista Redevelopment Area Plan](#) (Appendix “S”) for 23 acres of commercially zoned land fronting West Fry Boulevard, west of Carmichael Avenue.

The plan supports repositioning Fry Boulevard from a wide arterial roadway to a smaller, slower, more walkable and aesthetically pleasing community main street as envisioned by the West End Corridor Study. The redevelopment area designation and plan supported the creation of a “small business incentive fund” to help motivate property owners and their

tenants on making beneficial building and site improvements. The West Sierra Vista Redevelopment Area was subsequently expanded in 2019 and 2022 based on property owner support and interest. The West Sierra Vista Partnership Grant Program has played a key role in facilitating community redevelopment goals on the West End.

A.R.S. § 9-499.10



*The West Sierra Vista Partnership Program assisted with the expansion and renovation of Juan's Barbershop.*

authorizes cities and towns to establish an infill incentive district where specific criteria are satisfied for the purpose of providing expedited processing of plans and proposals, waivers of municipal fees for development activities, and relief from development standards. In 2020, the City Council amended the Infill Incentive District Policy originally adopted in 2005 to delegate authority to approve waivers that meet the applicable criteria to the City Manager instead of by development agreement. The Infill Incentive District boundaries cover the West End and Cloud 9 Ranch Estates neighborhood located southwest of State Route 90 and South

Council to grant a waiver to state statutes that prohibit the issuance of certain types of liquor licenses for any premises that are, at the time of license application, within 300 feet of a church, school building, or fenced recreational area adjacent to the school building. This restriction is commonly referred to as the “300-foot rule”. The City’s revitalization strategy encourages expanding the number of nighttime entertainment options for residents and visitors to experience.

### COMMUNITY DEVELOPMENT BLOCK GRANT PROGRAM



*CDBG Funds were used to install pathways, lighting, landscaping and amenities at Timothy Lane Park in the Sulger neighborhood.*

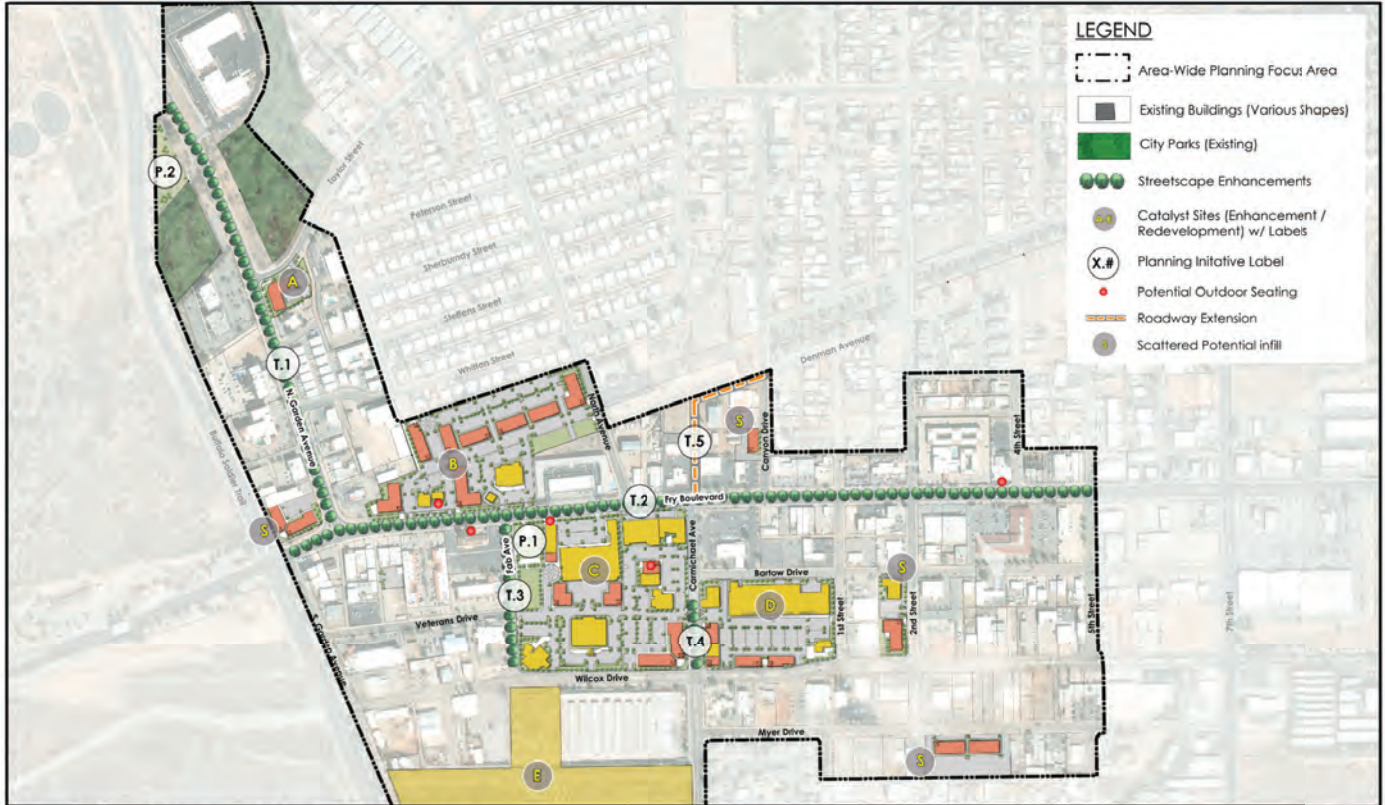
Avienda Del Sol. The policy has been used as a valuable incentive for the redevelopment of several manufactured home parks on the City’s West End and on constrained commercial sites.

In 2020, the City Council approved the enactment of an Entertainment District for commercially zoned properties on the West End. The formal designation enables the City

In 2013, the City of Sierra Vista entered the Community Development Block Grant (CDBG) entitlement program as a direct recipient of annual grant funding from the U.S. Department of Housing and Urban Development (HUD). The program was authorized under Title I of the Housing and Community Development Act of 1974 and is one of the longest continuously run programs at HUD. The Community Development

Department administers the CDBG program and presents proposals and recommendations to the City Council, advisory boards, and the general public.

- The primary national objectives of the program are the development of viable communities, principally for low and moderate income (LMI) persons, through;
- Decent Housing
- Suitable Living Environment



West End Area-Wide Planning  
Urban Framework Plan with Catalyst Sites

PROJECT 2022-141  
SIERRA VISTA, AZ  
SCALE 1:1111  
Stantec

- Expanded Economic Opportunity
- All CDBG activities must result in one of the following:
- Benefit low and moderate income (LMI) persons;
- Prevent or eliminate slum and blight; or
- Meet an urgent need having a particular urgency because existing conditions pose a serious and immediate threat to the health or welfare of the community.

Over the past decade, the City has carried out several CDBG funded projects to upgrade and renovate public facilities and infrastructure within low-income neighborhoods on the West End. The program has also been used to remove blight and help low-income homeowners with emergency home repairs and

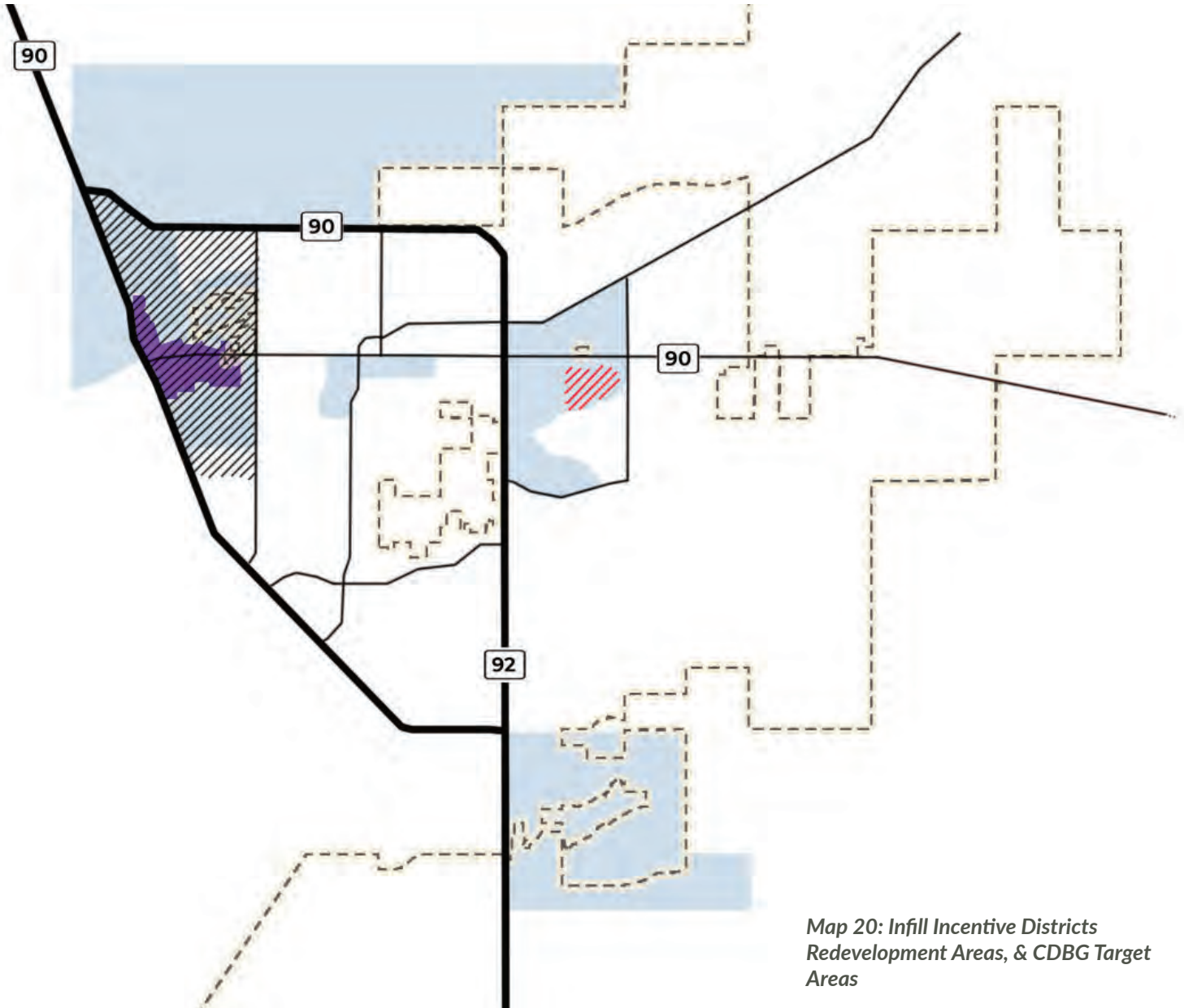
accessibility improvements.

### GOAL 10-1

*Facilitate and incentivize, where authorized, the revitalization of vacant and underutilized properties within existing commercial and residential areas to provide alternatives to sprawl.*

#### STRATEGIES

1. Update the City's Business and Vacant Lands Inventory every six months to track changes in occupancy rates and available properties.
2. Facilitate the development of abandoned,



Map 20: Infill Incentive Districts  
Redevelopment Areas, & CDBG Target  
Areas

- West End Redevelopment Area
- CDBG LMI Target Area
- West End Infill Incentive District
- Cloud 9 Infill Incentive District

idled, or underutilized properties and buildings, bringing them into productive use, through community and economic development programs and initiatives.

3. Plan, program, and implement needed infrastructure improvements in the Infill Incentive Districts and CDBG Target Areas.
4. Pursue development incentives, funding, public-private partnerships/shared facilities, environmental remediation and property consolidation of small and/or fragmented lots for redevelopment through development agreements or other legal mechanisms.
5. Pursue financial commitments from private entities for redevelopment projects.
6. Offer incentives for private investment within redevelopment areas through the West Sierra Vista Partnership Program, Entertainment District Overlay, and Urban Infill Incentive District Program.
7. Encourage community events and activities that will draw people to the West End.
8. Seek state and federal funding assistance or grants for renovation, revitalization, and redevelopment projects.

## GOAL 10-2

*Promote the Infill Incentive District Policy.*

### STRATEGIES

1. Encourage redevelopment by supporting efforts and strengthening partnerships with economic development organizations in the City, state, and region.
2. Encourage and educate land development professionals of the value of the policy.
3. Continue ongoing efforts to obtain grant

and other funding for infill incentive areas.

## GOAL 10-3

*Promote the adaptive reuse of buildings.*

### STRATEGIES

1. Identify buildings that qualify for adaptive reuse by determining if the Identify historically or architecturally significant buildings.
2. Identify historically or architecturally significant buildings.
3. Identify the challenges of updating older buildings to current code compliance
4. Incentivize the adaptive reuse of buildings.

## STATE LAW REQUIREMENTS

Arizona Revised Statutes, Section 9-461.05-9 D 4

“A conservation, rehabilitation and redevelopment element consisting of plans and programs for:

- A. The elimination of slums and blighted areas.
- B. Community redevelopment, including housing sites, business and industrial sites and public building sites.
- C. Neighborhood preservation and revitalization.
- d. Other purposes authorized by law.”

# 11 ECONOMIC VITALITY

*The City defines Economic Development as: “The process of facilitating business retention, expansion, and attraction. Staff must work collaboratively to effectively change the environment (real, virtual, and perceived) in accordance with targeted goals and objectives. Through these combined efforts, and strategic focus, the economic well-being and quality of life of the community will be improved.”*

## INTRODUCTION

Economic development plays a pivotal role in shaping the well-being and vitality of a community. It serves as the driving force behind a community’s growth, prosperity, and overall quality of life. At its core, economic development encompasses a broad spectrum of activities and initiatives aimed at fostering sustainable economic progress. From job creation and income generation to the improvement of infrastructure and the

enhancement of educational opportunities, the impact of robust economic development reverberates across various facets of community life.

The City’s economic development efforts begin with the recognition that the key to retaining and attracting businesses is creating an attractive environment. Maintaining and upgrading community infrastructure, parks, and public facilities, providing quality programming and services, and being strong and proactive on public safety all factor into the City’s image. There is a direct correlation between the health of the City’s tax base and its ability to meaningfully invest in critical infrastructure and quality of life initiatives.

Sierra Vista’s economy is largely dependent on Fort Huachuca. While working to foster this economic relationship, the City must also seek to diversify and encourage non-military business and industry. At the same time, environmental impacts must remain a paramount concern to



*Hosting events like the Tour De Zona provide exposure to the unique assets in the city and the region that is central to the City’s Economic Development and Tourism Strategy.*

protect the natural environment that surrounds us.

**INDUSTRY AND OCCUPATIONAL RANKINGS FOR SOUTHEASTERN ARIZONA**

The confluence of technology, manufacturing, tourism, agriculture and renewable energy forms the bedrock of Arizona’s economic prosperity. Sierra Vista actively monitors statewide trends that may influence the local opportunity. While certain industries may be location dependent, the City has set the foundation for responsible growth and redevelopment with available capacity to accommodate additional development within its service area.

The technology sector is a major force driving Arizona’s economic momentum.

From established tech giants to nascent startups, the state hosts a wide range of companies driving innovation most notably in the Phoenix and Tucson Metropolitan Areas. The University of Arizona’s College of Applied Science and Technology, based in Sierra Vista, is preparing the workforce for jobs in applied computing and cybersecurity that build upon the boundless possibilities of extended reality.

Arizona has a robust manufacturing base that plays a pivotal role in aerospace and defense. The state’s strategic geographic location and skilled workforce make it an attractive destination for aerospace manufacturing and development.

Arizona’s natural beauty, warm climate, rich cultural heritage, and diverse landscapes make it an attractive destination for the tourism and hospitality industry.

The state also has a strong foundation in agriculture and mining. The rich agricultural land supports the growth of crops, particularly cotton, citrus, fruits and vegetables. Further, the mining industry, known for its copper production, has been a historic pillar of the state’s economy.

*Table 18: Top Ranked Industries in Arizona and SE Arizona*

Arizona		Southeastern AZ	
Rank	Industry Title	Rank	Industry Title
1	Construction	1	Construction
2	Health care and social assistance	2	Wholesale trade
3	Professional and technical services	3	Health care and social assistance
4	Information technology	4	Transportation and warehousing
5	Finance and insurance	5	Professional and technical services
6	Manufacturing	6	Other services, except public administration
7	Administrative and waste services	7	Real estate, rental, and leasing
8	Transportation and warehousing	8	Agriculture, forestry, fishing, and hunting
9	Real estate, rental, and leasing	9	Manufacturing

Table 19: Southeastern Arizona Workforce Area Industry Rankings

Industry	Overall	Employment Level (2018)		Historical Employment Annual Percent Change (2015-2018)		Projected Employment Numeric Change (2018-2020)		Projected Employment Annual Percent Change (2018-2020)		Average Annual Wage (2018)		Historical Wage Annual Percent Change (2015-2018)		Employment and Wage LQ <sup>1</sup>
		Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	Rank	Estimate	
Construction	1	2,129	3	12.1%	1	90	3	2.1%	8	\$52,572	5	8.7%	3	8
Wholesale trade	2	736	11	8.5%	3	58	6	3.5%	2	\$67,461	2	4.6%	4	12
Health care and social assistance	3	4,958	2	1.9%	8	214	1	1.9%	9	\$50,466	6	-2.5%	15	1
Transportation	5	650	12	5.0%	5	65	5	3.7%	1	\$44,460	8	1.7%	11	10
Professional and technical services	6	1,977	4	-2.2%	12	49	8	1.1%	10	\$58,058	4	2.4%	9	11
Other services, except public administration	7	920	8	0.6%	10	75	4	2.6%	4	\$35,117	12	1.5%	12	9
Real estate and rental and leasing	8	354	14	9.3%	2	24	12	3.3%	3	\$32,656	14	12.0%	1	13
Agriculture, forestry, fishing and hunting	9	1,001	7	-7.2%	16	145	2	0.7%	12	\$30,862	15	3.7%	5	7
Manufacturing	10	806	10	1.3%	9	39	9	2.2%	7	\$39,780	9	3.6%	6	14
Administrative and waste services	11	1,970	5	2.4%	7	32	11	0.7%	11	\$39,156	11	-4.4%	17	5
Retail trade	12	6,094	1	-0.6%	11	-120	16	-1.0%	13	\$29,848	16	2.9%	8	3
Arts, entertainment, and recreation	13	285	15	3.9%	6	38	10	2.5%	6	\$19,708	17	1.8%	10	15
Information technology <sup>2</sup>	14	36	17	-12.1%	17	-5	13	-7.3%	17	\$80,808	1	10.8%	2	16
Utilities	14	276	16	-7.1%	15	-19	14	-2.0%	14	\$66,716	3	-3.2%	16	5
Educational services	16	842	9	-4.3%	14	-386	17	-3.4%	16	\$39,390	10	-0.6%	14	3
Accommodation and food services	*	4,125	*	-0.3%	*	89	*	1.0%	*	\$16,952	*	5.3%	*	17

NOTE: Industry sectors with an asterisk (\*) were excluded from the rankings because of low wages

<sup>1</sup> Employment Location Quotient and Wage Location Quotient were combined into one variable.

<sup>2</sup> The Information Technology industry combines the following NAICS industry codes: 51121 Software publishers; 51741 Satellite telecommunications; 51791 Other telecommunications; 51821 Data processing, hosting, and related services; and 51913 Internet publishing and broadcasting and web search portals.

Source: Office of Economic Opportunity



“Why is Sierra Vista’s economic vitality important? Simply put, cities with more resources are better equipped to provide for their communities. A strong local economy increases tax revenues, available jobs, and opportunities for citizens. “

--Tony Boone, Director of Economic Development and Tourism

Arizona’s abundant sunshine and natural resources contribute to its growth in the renewable energy sector. The state is investing heavily in solar and wind energy to create a more sustainable and eco-friendly landscape.

The Arizona Commerce Authority published an In-Demand Industry and Occupation Report to assist local workforce agencies develop plans to address workforce needs within each Local Workforce Development Areas. The Report identifies key industries and occupations within the local economy using labor market information. Every industry within a local area is important to the success of its local economy.

In 2018, the top four ranked industries represent one-quarter of total area employment. They include: (1) construction; (2) wholesale trade; (3) healthcare and social assistance; and (4) finance and insurance. The top seven ranked industries in Arizona represent 52% of total state employment.

In 2018, Staff updated the City’s Plan for Prosperity working through an advisory group. Through this process, it was determined that Sierra Vista’s economic endeavors should:

- Build on Sierra Vista’s abundant assets and

advantages.

- Strengthen anchor institutions such as education, medical, and federal.
- Retain, cultivate and attract youth.
- Diversify Sierra Vista’s economic base.
- Maintain and invest in Sierra Vista’s quality of life.

The advisory group identified the following strengths to build upon:

- Climate
- Community intimacy and engagement
- Community leadership
- Fort Huachuca
- Opportunities for outdoor activities
- City infrastructure
- Tourism and proximity to Mexico
- Relatively affordable cost of living
- Schools/colleges
- Skilled workforce
- Diverse and progressive city

In contrast, the advisory group identified the following weaknesses to improve:

- Lack of recreational entertainment;
- Lack of public awareness;
- Lack of large industry/major employers;
- Dependency on Fort Huachuca;
- Lack of a true downtown; and
- Negative perception issues.

From these strengths and weaknesses, the advisory group identified the following opportunities:

- Large activities effecting tourism and entertainment;
- Growing Fort Huachuca missions and partnerships;

- Collaboration with Mexico;
- Public and private partnerships;
- Youth activities;
- Growing retirement population;
- Growing unmanned aerial systems and cyber security (education and business opportunities)
- Increase marketing of the community;
- Convention center; and
- Rebuild downtown.

The resulting economic development framework for sustaining a vibrant community supports:

- Meaningful choices (homes, medical, retail, education, and cultural);
- Unique environment is valued and protected;
- Successful commercial districts;
- A strong and diverse economy;
- Visitors choosing to enjoy the many attractions;
- Superior services; and
- Effective communication that facilitates partnerships.

## GOAL 11-1

*Attract and retain businesses that generate employment opportunities for the local workforce.*

### STRATEGIES

1. Maximize the use of the business attraction fund.
2. Continue to partner with the Arizona



*The City's Economic Development Department regularly participates in local business walks*

Commerce Authority for identifying business development opportunities suited to Sierra Vista.

3. Continue to promote the City as a great place to do business and foster a business-friendly environment.

## GOAL 11-2

*Invest in and upgrade infrastructure, including transportation, utilities, and technology.*

### STRATEGIES

1. Complete all necessary environmental clearances and obtain a spaceport license from the Federal Aviation Administration for the Sierra Vista Municipal Airport.
2. Pursue Defense Community Infrastructure Pilot Program (DCIPS) grant funding for infrastructure improvements vital to Ft. Huachuca and growth at and around the Sierra Vista Municipal Airport.

**GOAL 11-3**

*Collaborate with educational institutions and businesses to ensure that the local workforce is equipped with the skills needed by industries in the area.*

**STRATEGIES**

1. Work with AZ@Work and local businesses to develop youth job fairs and internship programs.
2. Communicate workforce needs and collaborate with Cochise College to develop programs/certifications that prepare workforce for available jobs.

**GOAL 11-4**

*Foster a culture of entrepreneurship by providing resources, mentorship programs, and incentives for small businesses and startups.*



*In January 2024, BlackStar Orbital Technologies Corporation announced the establishment of a new engineering and manufacturing facility at the Sierra Vista Municipal Airport. It's poised to be a cornerstone for the development and production of BlackStar Spacecraft, the company's spaceplane-satellite hybrid.*

**STRATEGIES**

1. Continue to provide entrepreneurs opportunity through partnerships with the Small Business Development Center (SBDC) and Moonshot AZ, a statewide pitch competition.
2. Prioritize the West Sierra Vista Partnership Grant Program to support new and expanding business ventures.
3. Continue partnerships with the University of Arizona Center for Innovation (UACI) to sponsor more tech-based startups.
4. Build entrepreneurial capacity by engaging high school youth and Career and Technical Education (CTE) programs to provide insight and exposure to entrepreneurship as a viable career opportunity.
5. Continue partnership with Arizona's Veterans Business Outreach Center (VBOC) to gain access to veteran entrepreneurs and promote local opportunities.
6. Grow the City's business recognition program to provide more resources and events helpful to underserved entrepreneurs.

**GOAL 11-5**

*Promote the City and region as a tourist destination. Develop attractions, events, and marketing campaigns to draw visitors, stimulating economic activity in the hospitality and service sectors.*

**STRATEGIES**

1. Re-energize Cochise County Tourism and Economic Council (CCTEC) by focusing on countywide participation and highlighting the uniqueness of all areas.
2. Work to create and promote Sierra Vista as the hub for Cochise County weekend excursions and vacation itineraries.
3. Make improvements to the Visitors Center and promote the City's digital adventure guide app.
4. Utilize the Tourism Commission to engage with visitors at events.
5. Utilize the ideas and efforts generated by the Tourism Commission to develop attractions and promotions.

**GOAL 11-6**

*Maintain focus on the revitalization and redevelopment of the West End and the image and character of the major entryways into the city to make a positive impression.*



Keith Hampton Field – one of the many newly renovated sports fields in the community that can host future tournaments.

**STRATEGIES**

1. Cultivate relationships with property owners to ensure awareness of City efforts and encourage support.
2. Continue to promote and assist businesses and property owners with West Sierra Vista Partnership Grant applications.

**GOAL 11-7**

*Maximize the economic impact of the Sierra Vista Municipal Airport.*

**STRATEGIES**

1. Complete building and integration of BlackStar Orbital facilities.
2. Continue working with Ft. Huachuca to secure the excess 203 acres for future expansion.

**GOAL 11-8**

*Attract sporting events and tournaments to Sierra Vista.*

**STRATEGIES**

1. Provide continued support to existing events and tournaments.
2. Explore and capitalize on more opportunities with the newly formed Southern AZ Sports Tourism & Film Authority.

**GOAL 11-9**

*Expand the awareness of Fort Huachuca's contribution and capabilities for our nation's defense, highlighting growth potential.*

**STRATEGIES**

1. Continue to engage with Ft. Huachuca leadership in strategic planning efforts.
2. Utilize Association of Defense Communities conferences and opportunities to share Fort Huachuca capabilities and potential.
3. Continue to introduce potential business catalysts that have compatible growth goals and objective.
4. Continue engagement and support of Huachuca 50 and engagement with Congressional body to ensure awareness, capability and stress importance of Fort Huachuca locally and nationally.

expansion opportunities in collaboration with Fort Huachuca.

**STATE LAW REQUIREMENTS**

None

**GOAL 11-10**

Promote continued investment and use of the Sierra Vista Municipal Airport.

**STRATEGIES**

1. Conduct feasibility study for spaceport re-entry licensing to expand possible airport uses.
2. Create an updated Sierra Vista Municipal Airport Master Plan considering present conditions and potential opportunities.
3. Identify and pursue potential airport

# 12 ARTS, CULTURE, & HUMANITIES

*“Art is the soul of a city, breathing life into its streets, inspiring citizens, and transforming public spaces into vibrant canvases that tell the stories of a community.”*

--Jane Jacobs, Urbanist

## INTRODUCTION

Arts, humanities, and culture contribute to a community’s vitality, uniqueness, and quality of life. Public art can help instill community pride and attachment to specific places and encourage civic engagement. Diverse forms of art and culture helps to foster understanding and appreciation for different cultures and perspectives that leads to greater tolerance, empathy, and harmony within a community. A vibrant arts and culture scene can serve as a draw for tourists, leading to increased visibility and positive promotion for the community.

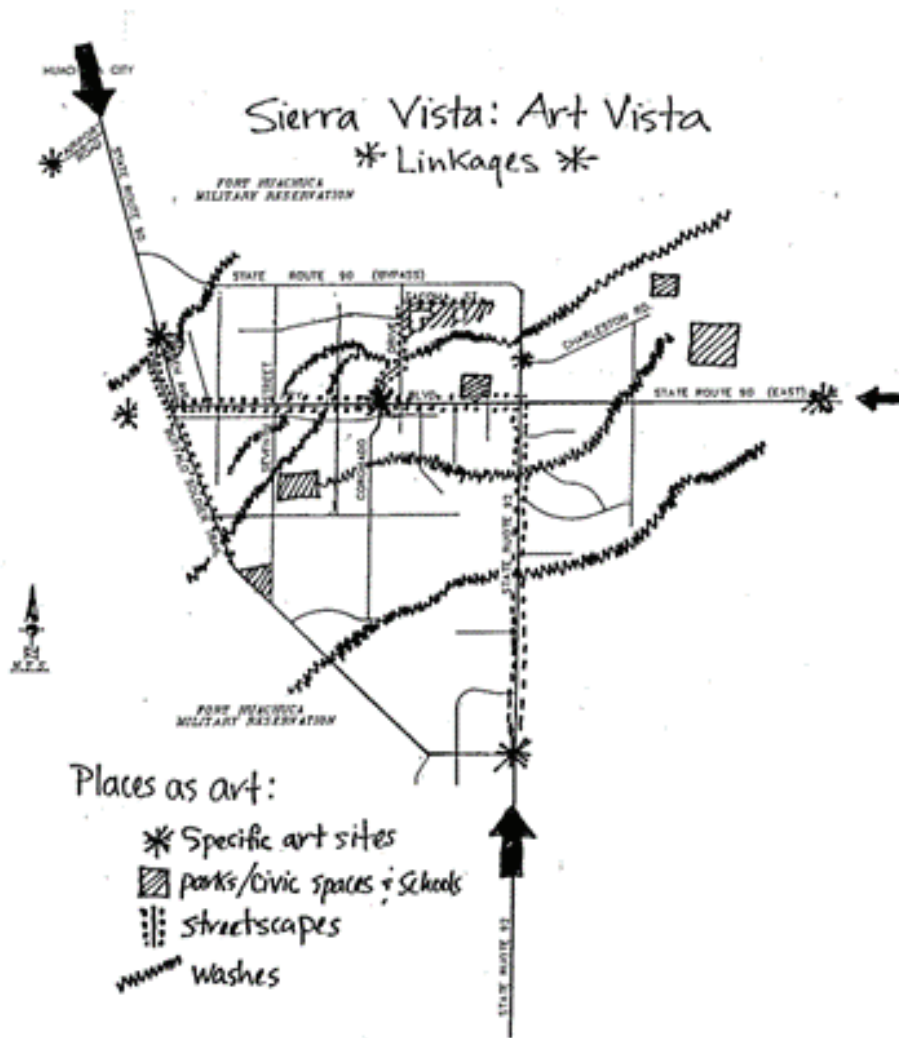
Towards this end, the City established the Sierra Vista Arts and Humanities Commission to expand opportunities to experience the arts in public places and

to encourage different forms of cultural encounters for community residents. The Commission is based upon the belief that art and cultural development enhance the comprehension of one’s community and can enrich individual lives.

In the early 1990’s, the City commissioned a consultant to prepare a comprehensive plan for art in public spaces. Art Vista: A Public Art Master Plan for Sierra Vista was adopted by City Council Resolution # 2717 into the City’s General Plan, VISTA 2000, on November 7, 1991. This Plan continues to serve as the City’s blueprint for the Arts, Humanities, & Cultural Diversity Commission that was reconstituted in March 2023.

The success of Art Vista is predicated upon a partnership between the public and private sectors, and a demonstrated community effort. The Master Plan identifies specific art sites, parks, civic spaces and schools, and prominent streetscapes and intersections in the community that include, but are not limited to:





### STREETSCAPES

- Highway 90 at North Garden Avenue
- Highway 92 at Buffalo Soldier Trail
- Fry Boulevard
- Coronado Drive, north of Fry Boulevard

### PARKS AND OPEN SPACE

- Veterans Memorial Park
- Tompkins' Park
- Soldiers Creek Park
- Environmental Operations Park
- Wash (drainageway) systems

### SITES

- City Hall
- Fire and Police Stations
- Schools

The plan also recognizes the role that businesses can play for expanding opportunities to experience public art in public places in Sierra Vista. The Plan recommends implementing incentives that include providing technical assistance in helping businesses identify and commission artists for permanent public art projects for their developments; developing a program which instructs and encourages

businesses to organize and sponsor art exhibitions and/or temporary artworks in publicly accessible commercial areas; and recognizing and acknowledging businesses participating in the public art program with an award ceremony and other positive publicity efforts.

While many of the recommendations contained in Art Vista have been implemented over the years, there is still ample opportunity for growing the arts and culture scene in the community. Several City facilities, including the Sierra Vista Public Library, Sierra Vista Police Department, Fire Station Number 3, and Public Works Administration building have incorporated works of public art and/or sculpture. Public parks and facilities have also seen colorful artwork added to building walls and structures as well as programming to help nurture and develop artistic talent. These include, but are not limited to classes on woodworking, knitting, pottery, and sculpture. Ensuring equitable access to public events such as free concerts at the Ethel H. Berger Center or Veterans Memorial Park, large special events such as Art in the Park or smaller pop-up events

like Movies in the Park or chalk art during West Fest, provide an array of opportunities for citizens to participate in and experience arts and culture in the community.

The City, with federal funding distributed through the Sierra Vista Metropolitan Planning Organization, has completed the initial phase of planned streetscape improvements along West Fry Boulevard featuring new landscaping, lighting, and pedestrian amenities. Opportunities for public art was identified in the design plans for future implementation. The City is actively pursuing additional federal funding to extend similar improvements along Fry Boulevard, west of Carmichael Avenue to 7th Street, and along North Garden Avenue.

The City launched the West Sierra Vista Partnership Program in 2018 to provide matching grant assistance for private property owners in the West Sierra Vista Redevelopment Area that wish to incorporate public art into their building or site improvement. The current incentive offers up to 50% of the cost of a public art installation or mural visible from a public street. (Grant not to exceed \$5,000.

Moreover, the City's grant participation for mural projects is capped at \$16 per square foot. The final product must be sealed with an ultraviolet, fade resistant clear coat). The grant also supports building façade and landscape improvements on private property to improve the aesthetics of the West End.

New commercial or multi-family residential development projects must comply with the City's Architecture and Design Review standards that apply to façade materials, paint colors, scale,





massing, roof form, entrances, windows, and site design to foster compatibility with the City's urban design and character objectives.

The success of these initiatives in fostering artistic enrichment and promoting cultural engagement within Sierra Vista creates a “knock-on” effect that extends beyond individual programs and events. By investing in aesthetic features, such as public art installations and grant initiatives, the City not only enhances the visual landscape of the area but also inspires greater community involvement and civic pride. These initiatives serve as catalysts for grassroots efforts to beautify neighborhoods and businesses, spurring a sense of ownership and stewardship among residents. Moreover, the adoption of objective standards for architectural design ensures that new developments contribute to the overall aesthetic coherence of Sierra Vista, reinforcing a culture of visual excellence and thoughtful design. Through further investment in public events and partnerships with local artists, the City not only provides opportunities for residents to engage with the arts but also cultivate a sense of cultural vibrancy and creativity that permeates throughout the community. As residents witness the transformative impact of these initiatives firsthand, they may be inspired to embrace artistry and aesthetics in their own lives, thus perpetuating a cycle of artistic expression and community enhancement.

## GOAL 12-1

*Create an environment where arts, humanities, and cultural activities flourish.*

### STRATEGIES

1. Continue to provide incentives to promote

incorporation of art displays in the West Sierra Vista Redevelopment Area.

2. Review and update the criteria and procedures for selection of art objects in public places.
3. Support collaborations for public and private arts and cultural organizations.
4. Develop joint agreements for use of facilities between agencies and organizations.
5. Provide opportunities for access to the arts by all persons.
6. Plan infrastructure upgrades, as funding becomes available for arts, humanities, and cultural activities.
7. Incorporate art, as funding becomes available, to improve the aesthetics of infrastructure.
8. Review and update Art Vista: A Public Arts Master Plan as deemed necessary for effectively advancing public arts and culture projects and initiatives.

## GOAL 12-2

*Build upon the City's unique assets to cultivate a stronger sense of place and identity.*

### STRATEGIES

1. Use landscaping, decorative lighting, entry features, signage, and other streetscape design techniques to provide visual emphasis to the streetscapes in the City.
2. Support the installation of public art throughout the City through available funding opportunities.
3. Improve the visual quality of existing commercial corridors by requiring

landscaping, right-of-way treatment, and visual screening of obtrusive uses.

## STATE LAW REQUIREMENTS

None



# 13 GLOSSARY

**ACRE:** A measure of land containing 43,560 square feet.

**ACRE FEET:** A volume of water 1-foot deep covering an acre of land that consists of 325,851 gallons.

**AMERICANS WITH DISABILITIES ACT (ADA):** 1990 Federal legislation specifying provisions to be made in the design or redesign of buildings, parking, and outdoor areas to remove barriers for persons with disabilities and guaranteeing equal opportunity in public accommodations, transportation and government services.

**ANNEXATION:** The incorporation of land area into an existing community with a resulting change in the boundaries of that community.

**AQUIFER:** A geologic formation, group of formations, or a part of a formation that is water bearing. A geological formation or structure that stores or transmits water, or both, such as to wells and springs. An underground layer of porous rock, sand or gravel containing large amounts of water.

**AQUIFER RECHARGE AREA:** A recharge area is an area that allows water to enter the aquifer. The area is particularly vulnerable to any pollutants that could be in the water. If pavement is constructed over this area, less water can enter the aquifer.

**ARTERIAL ROADWAY:** A street designated on the Traffic Circulation Plan whose primary function is to carry traffic between and through major traffic generators.

**BEST MANAGEMENT PRACTICES (BMP):** Those practices determined to be the most efficient, practical, and cost effective.

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

**BUFFER:** An area of land separating two distinct land uses that acts to soften or mitigate the effects of one land use on the other. Often the buffered area is undeveloped open space, landscaped areas, fences, walls, berms, or any combination of these things.

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

**CITIZEN PARTICIPATION:** Public involvement in the City's policy and implementation.

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

**COLLECTOR ROADWAY:** A street on the Traffic Circulation Plan whose primary function is to carry traffic from local streets to arterial streets and whose secondary function is to provide access to abutting properties.

## COMMUNITY DEVELOPMENT BLOCK

**GRANT:** A program, administered by the US Department of Housing and Urban Development, that provides federal funding for projects to improve the quality of life for people with low or moderate incomes, revitalize urban

centers, and address the urgent health and safety needs of low-income communities.

**COMPLETE STREETS:** A universal transportation policy and design approach that requires streets to be 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.

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

**DENSITY BONUSES:** Density bonuses are increases in commercial floor to area ratio (FAR), typically provided to developers as a reward or incentive when they provide a public amenity including parks, plazas, and affordable housing.

**DETENTION BASIN:** A storage facility for the temporary storage of stormwater runoff with metered discharge.

**DEVELOPER:** The legal or beneficial owner or owners of a lot or of any land included in the proposed development including a holder of an option or contract to purchase or other persons having enforceable, proprietary interests in such land.

**DEVELOPMENT:** The physical extension and/or construction of land uses. Development activities include subdivision of land; construction or alteration of structures, roads, utilities, and other facilities; installation of water and sewer systems; grading; deposit of refuse, debris, or fill; and clearing of vegetative cover.

**DEVELOPMENT AGREEMENT:** An agreement between a municipality and private party that includes issues such as permitted uses of property, density, intensity, and height, dedication of land, and phasing or time of construction.

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

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

**ECOSYSTEM:** An ecological community together with its environment functioning as a unit.

**EFFLUENT:** Wastewater (treated or untreated) that flows out of a treatment plant, sewer or industrial outfall.

**EFFLUENT RECHARGE:** A method of recharging effluent from treated sewage back into the aquifer.

**ELEMENT:** A component of the General Plan dealing with specific topics like open space or land use.

**FEE SIMPLE PURCHASE:** Involves the acquisition of the title, structure, and the whole bundle of rights associated with real property.

**FLOODPLAIN:** The channel and the relatively flat area adjoining the channel of a natural stream or river which has been or may be covered by floodwater. A 100-year floodplain is that area subject to flooding during a storm that is expected to occur on the average of once every 100 years based on historical data.

**FLOOD HAZARD AREA:** An area having special flood or flood-related erosion hazards, and shown on a Flood Hazard Boundary Map or Flood Insurance Rate Map as zone A, AO, A1-30, AE, A99, AH or E.

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

**GRAYWATER:** Untreated used household water from showers, bathtubs, bathroom washbasins, and clothes washers.

**GREEN BUILDING:** Green building encourages the use of environmentally-responsible buildings by incorporating healthy, resource and energy efficient materials and methods in the design and construction of homes.

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

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

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

**HABITAT:** The physical location or type of environment in which an organism or biological

population lives or occurs.

**HAZARDOUS MATERIAL:** A substance that could be harmful to people, animals, plants, and the environment including pesticides, herbicides, poisons, toxic metals and chemicals, liquefied natural gas, explosives, volatile chemicals, and nuclear fuels.

**HIGH-DENSITY:** A relative term, usually used to describe development dominated by multi-family housing.

**HOUSEHOLD HAZARDOUS WASTE:** Waste generated in the home that is toxic or hazardous to humans and the environment when discarded including paint, motor oil, batteries, and household cleaning products.

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

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

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

**JOINT PLANNING AREA:** Area created in an Intergovernmental agreement between Cochise County and certain cities, and extending outward twenty miles from the perimeter of those cities. The Joint Planning Area authority will enable the creation of a joint development plan that can include the full range of planning issues permissible under law with a particular focus on water issues.

**LAND TRUST:** A "land trust" is a private

non-profit corporation formed to protect and manage land for particular uses or features by buying or leasing land or assuming conservation easements on land.

**LAND USE MAP:** The diagram in the General Plan illustrating the general distribution and intensity of allowable development, and the location of planned roads, public facilities and open space.

**LAND USE PLAN:** A plan that graphically depicts existing and future land uses and intensities. It visually discerns land use compatibility and spatial relationships, establishes the physical form of the community and identifies urban design opportunities. A land use plan serves as a guide in the preparation of zoning ordinances and zoning district maps.

**LEAPFROG DEVELOPMENT:** When suburban development leaps over open space areas and continues to sprawl outward.

**LEVEL OF SERVICE (LOS):** Level of service is a measure used in the management of civil infrastructure to measure its 'fit for purpose. LOS can also be used to analyze highways by categorizing traffic flow with corresponding safe driving conditions.

**LINEAR PARKS:** Parks created along washes or roadways that may include walking and bicycle paths, benches, ramadas, informative nature displays and other similar improvements.

**LOW-IMPACT DEVELOPMENT (LID):** Also known as "green infrastructure", LID seeks to utilize storm water as a resource to enhance landscaping and off-set irrigation demand. LID techniques include directing parking lot or street runoff toward landscape areas and sculpting land to slow runoff flow rates.

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

**MITIGATION:** Methods used to alleviate or lessen the impact of something.

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

**MULTI-MODAL:** Infrastructure that is capable of accommodating a variety of transportation modes, such as buses, automobiles, rapid transit, rail, bicycles, and pedestrians.

**MULTI-USE PATHS:** A paved, shared-use, pedestrian, equestrian, cyclist route, or system.

**NATIVE PLANTS:** Plants indigenous to an area or from a similar climate and requiring little or no supplemental irrigation once established.

**NEIGHBORHOOD PARK:** Park intended to meet the recreation needs of people living or working within reasonable walking distance.

**OPEN SPACE:** Undeveloped or predominantly undeveloped land in and around an urban area.

**ORDINANCE:** A City adopted law or regulation.

**OVERLAY DISTRICT:** A method used to apply provisions in a specific area that supplements the standards of the underlying or base zoning. An overlay district might restrict certain uses or allow higher densities than would be permitted in the same zone in other parts of the City.

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

**PARK:** A tract of land, designated and used by

simply enjoying the natural environment.

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

**PERFORMANCE ZONING:** A type of zoning that provides greater flexibility by requiring that any development meet specified performance standards, rather than meeting detailed requirements as to allowed uses and the characteristics of those uses. Performance Zoning Planning & Zoning Seven-member Commission responsible for reviewing and making recommendations to the City Council on proposals for development, the subdivision of land, amendments to zoning, land use studies, the General Plan, and other development regulations.

**PUBLIC ART:** Sculpture, painting, murals, and other forms of artwork that are placed in public spaces or in public view to enrich and add visual interest to the built environment.

**PUBLIC FACILITIES PLAN:** A plan to ensure that public facilities are adequate to meet the needs of the community as well as the needs of growth.

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

**QUALITY OF LIFE:** The term “quality of life”

is used to indicate the general well-being of people and societies. Within the context of this plan it is also used to assess the livability of the City.

**RAINWATER HARVESTING:** Water harvesting refers to the small-scale concentration, collection, storage, and use of rainwater runoff for landscape irrigation.

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

**RECREATION:** Any voluntary activity, such as hiking, walking, birding and engaging in sports, which is conducted primarily for the purposes of pleasure, rest, or relaxation and is dependent upon or derives its principal benefit from natural surroundings or facilities developed for its specific purpose.

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

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

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

**RENEWABLE RESOURCES:** Natural resources, such as water or vegetation, that can be reused or replaced by natural ecological cycles or sound management practices.

**REVITALIZATION:** Restoring new life or vigor to an area, sometimes through public



improvements that spark private investment.

**RIGHT OF FIRST REFUSAL:** The right of a party to match the terms of a proposed contract with another party.

**RIGHTS-OF-WAY:** A strip of land over which certain transportation and/or other public facilities are built, including roads, railroads and utility lines.

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

**SECTION:** An area of land equivalent to 640 acres or one-square mile.

**SECTION 8 HOUSING:** Housing assistance, in the form of direct payments to private landlord, secured from a local housing authority that low-income people can use to rent apartments and homes on the private market.

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

**SEWER:** Any pipe or conduit used to collect and carry away sewage or stormwater runoff from the generating source to treatment plants or receiving streams.

**SIERRA VISTA SUBWATERSHED:** The Sierra Vista Subwatershed includes the drainage area of the San Pedro River from the international boundary with Mexico to near Fairbank, and includes parts of the Huachuca, Mustang, Dragoon and Mule Mountains, and the Canelo and Tombstone Hills.

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

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

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

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

**SUSTAINABLE:** Creating and maintaining the conditions under which humans and nature can exist in productive harmony, and that permits fulfilling the social, economic and other requirements of present and future generations.

**TRAFFIC CIRCULATION PLAN:** A plan that defines the location and types of roadway classifications based Plan (TCP) on existing and projected traffic volume.

**TRANSFER OF DEVELOPMENT RIGHTS:** The process by which development rights are transferred from one lot, parcel, or area of land in a sending district to another lot, parcel, or area of land in one or more receiving districts.

**UNIVERSAL DESIGN:** An approach to the design of products and environments to be as usable as possible by as many people as possible regardless of age, ability or situation.

**UPPER SAN PEDRO CONSERVATION PARTNERSHIP (USPP):** Organization formed in 1998 as a consortium of federal, state and local agencies and organizations that were to assist in meeting the long-term water needs of the San Pedro Riparian National Conservation Area and

of the area residents.

**UPPER SAN PEDRO RIVER BASIN:** Area defined by the San Pedro River's origins near Cananea, Mexico, and ending near the city of Benson, and bounded by the Huachuca, Mustang, and Whetstone Mountains on the west and the Mule, Dragoon, and Little Dragoon Mountains on the east.

**URBAN SPRAWL:** A concept centered on the expansion of auto-oriented, low-density development. Topics range from the outward spreading of a city and its suburbs, to low-density and auto-dependent development on rural land.

**VISITABILITY:** Housing designed in such a way that it can be lived in or visited by people who have trouble with steps or who use wheelchairs or walkers. A house is visitable when it meets three basic requirements: one zero-step down entrance, doors with 32 inches of clear passage space, and one bathroom on the main floor you can get into in a wheelchair.

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

**WATER DEFICIT EFFECT:** occurring when the combined demand on an aquifer is greater than the natural recharge. Results in a lowering water table.

**WATER RESOURCES TERM:** used to collectively describe groundwater (aquifers), surface water (bays, rivers, creeks, oceans, etc.), precipitation and water supply.

**WATERSHED:** The total area above a given point on a stream that contributes water to the stream's flow.