

**PLANNING & ZONING
COMMISSION**

1083 E. RIVER FRONT
ROAD
COTTONWOOD, AZ 86326

Monday, February 26, 2024

6:00 PM

cottonwoodaz.gov

Regular Meeting of the Planning and Zoning Commission

1. CALL TO ORDER

A. Roll Call:

B. Approval of Minutes:

2. INFORMATIONAL REPORTS AND UPDATES:

A brief summary of current events by Chairperson, Commission members, and/or Community Development Director. (The public body does not propose, discuss, deliberate, or take legal action on any matter brought up during this summary unless the matter is properly noticed for legal action).

3. OLD BUSINESS:**4. NEW BUSINESS:**1. [General Plan Annual Report](#)**5. DISCUSSION ITEMS:**

1. Housing Policy

6. CALL TO THE PUBLIC

This is the time for the public to comment on any matter that does not appear on the agenda. Commission members may not discuss items not identified on the agenda. Pursuant to A.R.S. § 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to criticism, or scheduling the matter for consideration at a later date. Comments are limited to three minutes for each person.

7. ADJOURNMENT:

Notice is hereby given that pursuant to A.R.S. subject to certain specified statutory exceptions, parents have a right to consent before the State or any of its political subdivisions make a video or audio recording of a minor child. Meetings of the City Council are audio and/or video recorded, and, as a result, proceedings in which children are present may be subject to such recording. Parents in order to exercise their rights may either file written consent with the City Clerk to such recording, or take personal action to ensure that their child or children are not present when a recording may be made. If a child is present at the time a recording is made, the City will assume that the rights afforded parents pursuant to A.R.S. have been waived.

Information on the above agenda items may be obtained in person from the Community Development Department, 111 N. Main Street in Cottonwood, or by calling (928) 634-5505.

A verbal comment period will be provided during each hearing item. The Chair may impose a time limit on each speaker. The Commission will not consider written materials submitted less than three working days before the meeting.

Pursuant to A.R.S. § 38-431.02(B) the Commission may vote to go into executive session on any agenda item pursuant to A.R.S. § 38-431.03(A)(3) and (4) for discussion and consultation for legal advice with the City Attorney.

The Riverfront Council Chambers are accessible to the handicapped in accordance with Federal “504” and “ADA” laws. Those with needs for special typeface print or hearing devices may request these from the Community Development Admin at 634-5505 (TDD 634-5526). All requests must be made at least 24 hours before the meeting.

Members of the Planning Commission will attend either in person or remotely.



1st Page DRAFT

**CITY OF COTTONWOOD
PLANNING & ZONING COMMISSION
CITY COUNCIL CHAMBERS -- RIVERFRONT
1086 Riverfront Dr.
Cottonwood, Arizona 86326**

**SUMMARY MINUTES & ACTION REPORT
REGULAR MEETING
Monday, January 22, 2024
6:00 p.m.**

I. CALL TO ORDER

Chairwoman Masten called the meeting to order 6:00 p.m.

A. Roll Call

Commission Members Present

Commissioner DuVernay, via zoom
Commissioner Glascott
Commissioner Gehlert
Commissioner Klinge
Vice Chair Garrison
Chairwoman Masten

Commission Members Absent

Staff Members Present

Scott Ellis, Community Development Director
Tina Hayden, Community Development Planner
Charlotte Page, Recorder
Frank Cassidy, Legal Counsel, via zoom
James Bramble, Senior Engineer

- B. Approval of Minutes:** December 18, 2023 Regular Meeting.
Motion: Move To approve the minutes from December 18, 2023 meeting.
Made by: Chairwoman Masten
Second: Commissioner Glascott

Unanimously carried.

C. Election of Chair and Vice Chair:

Motion: Motion to keep Chair of Planning and Zoning Lindsay Masten and Vice Chair of Planning and Zoning Randy Garrison.

Made by: Chairwoman Masten

Second: Commissioner Klinge

Unanimously carried.

II. INFORMATIONAL REPORTS AND UPDATES:

Director Ellis said the next meeting will be scheduled February 26, 2024, due to the President's Day Holiday, and the Inspiration Apartments have received certificate of occupancy for all units.

III. OLD BUSINESS: NONE

IV. NEW BUSINESS:

1. **FP-23-001 – 6 ON SIXTEEN FINAL PLAT** – Consideration of a Final Plat for a 6-lot single family residential subdivision in the R-3 (Multiple Family Residential) zone to be known as 6 on Sixteen. The site is located on approximately 0.95 acres on the west side of S. 16TH Street

Planner Hayden showed a PowerPoint reviewing the project, adjacent properties and read the stipulations into the record. A plat map was reviewed showing proposed private streets and several drainage easements were described.

Planner Hayden read the following stipulations into the record:

- 1) The project shall be developed in conformance with the development plans as reviewed by the Planning and Zoning Commission at the January 22, 2024 meeting, and as reviewed by the City Council.
- 2) The developer shall adhere to the Code Review Board comment letters dated August 2, 2022 (Re: CRB #22-019), December 20, 2022 (Re: CRB #22-031 REVISION), and November 2, 2023 (Re: CRB-23-043).
- 3) The Construction Plans, Construction Cost Estimate, and Phase 3 Grading Report shall be submitted with the required Grading and Civil permit submittal.
- 4) The developer shall provide City staff with proof of recordation of the approved Final Plat within 60 days of City Council approval.

Commissioner Gehlert asked about the density allowances for the lot being in the R-3 zone and also asked about the subdivision requirements for separation of driveways, how far between driveways on the map, and what the size the proposed structures are.

Planner Hayden said that up to 29 units per acre could be allowed in the R-3 Zone. She said the developer explored multi-family options and is now proposing single-family development for the project, with a lot size minimum of 5,000 square feet and a deed restriction limiting further division of lots.

The applicant, Daniel Fox, said the planned development is for contemporary single-family homes sized from 1,585 – 2,200 square feet., and he reviewed the driveway locations and common areas. No connection is planned for the two separate driveways.

Commissioner Gehlert said he likes the proposed streetscape. Daniel Fox said there will be some masonry perimeter walls with decorative iron.

Planner Hayden said the project is not a Planned Area Development (PAD) and no Design Review is required

Joy Mosley, a resident, asked about the exact location for homes planned to be two stories. The applicant identified lots 3 and 5 as the ones to be developed with two story residences.

Commissioners Gehlert and DuVernay asked about deed restrictions for multi-family development, if the home designs will be reviewed, and asked about lots being sold individually if this plan is approved. Commissioner Gehlert said once the plat is approved it opens up the possibility that the proposed lots could be sold individually and the proposal for a cohesive cluster development might change in the future. Commissioner Klinge said she would prefer having multi-family development.

Vice Chair Garrison said he would prefer this development be a PAD. He said he likes the infill, he said this is a creative use for this property, and he understands that the City Zoning Ordinance supports the proposal.

Chairwoman Masten said she agrees with the Commission input, likes infill projects, and she has no concern for the impact of traffic with the number of lots proposed for development.

Planner Hayden said the deed restrictions will limit any future division of the proposed plat. Director Ellis said review of home designs is not required.

Motion: Move to recommend approval of the Final Plat for 6 on Sixteen, subject to the stipulations that Staff has read into the record.

Made by: Vice Chair Garrison

Second: Commissioner Glascott

Roll Call Vote:

Commissioner DuVernay – Aye

Commissioner Glascott – Aye

Commissioner Klinge - Aye

Commissioner Gehlert – Nay

Vice Chair Garrison - Aye

Chairwoman Masten – Aye

Motion carried.

2. **FP-23-002 – MINGUS VIEWS FINAL PLAT** -- Consideration of a Final Plat for a 10-lot single family residential subdivision in the R-1 (Single Family Residential) zone to be known as Mingus Views. The site is located on approximately 2.7 acres on the south side of Marauder Drive approximately 250 feet west of 16th Street. APN: 406-06-036A. Applicant: Joe Mulcaire Contracting LLC.

Planner Hayden presented a PowerPoint reviewing the proposed project, adjacent properties, access, and the detention basin included in the design. The proposed plat is able to utilize deed restrictions to present the proposal as a final plat. She said the Commission will consider staff recommended stipulations and make a recommendation to Council for the proposal.

Planner Hayden read the following stipulations into the record:

- 1) The project shall be developed in conformance with the development plans as reviewed by the Planning and Zoning Commission at the January 22, 2024 meeting, and as reviewed by the City Council.
- 2) The developer shall adhere to the Code Review Board comment letters dated September 7, 2022 (Re: CRB #22-031), April 12, 2023 (Re: CRB #22-031 REVISION), and November 2, 2023 (Re: REVISED CRB-23-041).

- 3) The Construction Plans, Construction Cost Estimate, and Phase 3 Grading Report shall be submitted with the required Grading and Civil permit submittal.
- 4) The developer shall provide City staff with proof of recordation of the approved Final Plat within 60 days of City Council approval.

Commissioner Gehlert asked about the proposed access from Marauder Dr., and what standards would be used to develop the proposed roads.

Planner Hayden described the individual lot access and the review of the project by City Engineering. James Bramble, Senior Engineer, said the offset driveway didn't present a concern.

Chairwoman Masten asked for more information on the detention basin.

James Bramble, Senior Engineer said the detention basin would be privately maintained. He said private roads are not required to meet public road standards, but are required to meet standards for emergency vehicle access.

The applicant, Joe Mulcaire said he is trying to make this development more affordable, with smaller homes, and he is looking at options for the road surfaces.

Commissioner Glascott asked about who would maintain the detention basin and roads.

The applicant confirmed that maintenance for the private roads and detention basin would be the responsibility of the property owners unless a home owner association (HOA) is developed.

Joel Machak, a resident, asked about the options for road designs and surfaces, and commented on the financial responsibility of homeowners for maintenance of the private roads and proposed drainage.

Planner Hayden said the civil and grading permit will give the engineering team an opportunity to review the designs for roads and drainage. The proposal includes CC&R's that address road maintenance by property owners to fire/emergency standards, the development may also form an HOA to be responsible for maintenance.

Chairwoman Masten asked if the Commission can suggest having an HOA. Frank Cassidy, legal counsel, said the language in Cottonwood's Zoning Codes does not allow the Commission to require having an HOA. There is no problem with the Commission suggesting having an HOA.

Commissioner DuVernay said the proposal satisfies a need for low-cost housing and road maintenance may cause a financial burden to the property owners, but he does not object to the proposal.

Commissioner Gehlert said this is a small site, with ten lots, his concern was with the streetscape but the proposal meets the code.

Commissioner Glascott agrees with the need for more affordable housing.

Commissioner Klinge said they might be able to find some funding for development of the roads or other resources needed, allowing payment over time.

Vice Chair Garrison said this is a great opportunity for infill and unique development in a single-family residential space, he likes the style the developer has used in previous projects, and he suggested that the subdivision ordinance standards could be improved.

Chairwoman Masten said there is a need for affordable single-family homes, and likes the proposal.

Motion: Move to recommend approval of the Final Plat for Mingus Views, subject to the stipulations that Staff has read into the record.

Made by: Vice Chair Garrison

Second: Commissioner Klinge

Roll Call Vote:

Commissioner DuVernay – Aye

Commissioner Glascott – Aye

Commissioner Klinge - Aye

Commissioner Gehlert – Aye

Vice Chair Garrison - Aye

Chairwoman Masten – Aye

Unanimously carried.

3. CUP 23-011 – FOUR8 FRIED CHICKEN ADDITIONAL SIGNAGE --

Consideration of a Conditional Use Permit to allow two additional signs in a C-1 (Light Commercial) zone on approximately 0.05 acres located on the northeast corner of N. Main Street and E. Pinal Street, at 1001 N. Main Street. APN 406-34-097. Applicant: John Alvey on behalf of Merkin Vineyard INC.

Planner Hayden presented a PowerPoint reviewing the need for a CUP for additional signs on this business. The building currently has 6 signs and the Zoning Ordinance only allows 4 unless CUP approval is granted by the Commission.

Commissioners asked if there was any comment from the Historic Preservation Commission. Director Ellis confirmed that the original signs were previously reviewed and approved by the Historic Preservation Commission. Staff has brought this CUP to the Commission to satisfy a requirement in the Zoning Ordinance. The cumulative size of the signs is consistent with the maximum allowed square footage.

Motion: Move to approve CUP-23-011 to allow for additional signage in a C-1 (Light Commercial) zone with regard to the Findings of Fact, and subject to the stipulations that were read into the record by staff.

Made by:

Second:

Roll Call Vote:

Commissioner DuVernay – Aye

Commissioner Glascott – Aye

Commissioner Klinge - Aye

Commissioner Gehlert - Aye

Chairwoman Masten – Aye

Unanimously carried.

V. CALL TO THE PUBLIC: NONE

VI. DISCUSSION ITEMS: NONE

VII. ADJOURNMENT: 7:06 p.m.

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Members of the Historic Preservation Commission will attend either in person or by telephone conference call.

DRAFT

City of Cottonwood, Arizona
Agenda Communication



Meeting Date: February 26, 2024
Subject: General Plan Annual Report
Department: Community Development
From: Gary Davis

REQUESTED ACTION

Review and recommendations for annual report to City Council on the status of Cottonwood General Plan 2025.

SUGGESTED MOTION

I move to recommend the proposed updates for the annual report on General Plan 2025 be forwarded to the City Council.

BACKGROUND

Cottonwood's General Plan 2025 (GP25) was adopted in 2014 and is scheduled to be replaced by the updated General Plan later this year. The purpose of GP25 is to "guide and direct future growth and development decisions for the City for the next decade and beyond." A policy document rather than a regulatory one, the plan establishes the broad vision for development and redevelopment, which the City implements through its Strategic Plan and regulatory documents such as the Zoning Ordinance. GP25's function is described as follows in its introduction:

The General Plan provides a basis for public policy decisions concerning land use, transportation, open space and related development. The plan establishes a common vision for the community, which in turn guides decision making by public officials. The vision is developed in response to input from citizens, organizations, agencies and appointed and elected officials. Each Element of the General Plan includes narrative background, associated references to related programs, and Goals and Objectives that are intended to guide future decisions regarding growth and development.

Arizona Revised Statutes §9-461.07 requires the City planning agency to provide an annual update to the City Council on the progress and implementation of the Plan:

After the municipal legislative body has adopted a General Plan, or amendment thereto, the planning agency shall undertake the following actions to encourage effectuation of the plan:

- 1. Investigate and make recommendations to the legislative body upon reasonable and practical means for putting into effect the General Plan or part thereof in order that it will serve as a pattern and guide for the orderly growth and development of the municipality and as a basis for the efficient expenditure of its funds relating to the subjects of the general plan. The measures recommended may include plans, regulations, financial*

reports and capital budgets.

2. *Render an annual report to the legislative body on the status of the plan and progress in its application.*

The report is presented to the Planning and Zoning Commission for review, and Commission recommendations to be forwarded to the City Council.

The attached summary documents each list the indicators for measuring the status of the General Plan implementation, based on the Goals and Objectives sections found at the end of each of the Plan Elements. The Objectives are assembled in a table format with a column on the right for notes on recent activity. Notes in red bold type were added to reflect activity specific to 2023. City staff from various departments have reviewed the items and provided brief comments on the status of these items that have been completed or are in progress.

As currently written, these objectives are a mixture of aspirational statements (such as those beginning with words like “Encourage”, “Support”, or “Promote”) and more specific policy directives. Many of the aspirational statements are principles the City follows in its everyday operations, or are long-term aspirations – neither of which lend themselves well to annual progress updates. This is why many of the update comments on these items are left blank or noted as “ongoing.”

As part of the 10-year update of the General Plan reviewed by the Commission in late 2023, staff has attempted to more clearly differentiate between broad aspirational goals and more specifically worded policy objectives to be carried out, possibly tying the City’s Strategic Plan directly to the General Plan policies, making the Strategic Plan an implementation tool for the General Plan.

JUSTIFICATION/BENEFITS/ISSUES

Annual report is required by state law.

COST/FUNDING SOURCE

There is no cost associated with the review of the annual report.

ATTACHMENTS

[GP25-ann-rpt-for-2023-20240214.pdf](#)

LAND USE ELEMENT - 3		
LU - GOAL 3-1	SUPPORT ORDERLY PATTERNS OF GROWTH AND DEVELOPMENT WITH A WELL-BALANCED MIX OF QUALITY RESIDENTIAL, COMMERCIAL, INSTITUTIONAL, AND RECREATION LAND USES.	
Objective 3-1. A	Protect existing neighborhoods from incompatible land uses.	<i>Ongoing review of development applications to ensure compatibility and avoid spot zones</i>
Objective 3-1. B	Encourage mixed use development with focused, compact centers comprised of residential, retail, office, entertainment and recreational uses in order to promote walkable neighborhoods.	<i>Adopted optional Design Guidelines in Old Town area and changes to C-1 zone to allow more flexibility for development of a mixture of uses</i>
Objective 3-1. C	Support the use of detailed design guidelines to help guide city-wide development, as well as for specific sub-areas and unique situations.	<i>Adopted Historic District Design Guidelines</i>
Objective 3-1. D	Encourage special studies for Planning Sub-Areas to carefully evaluate development alternatives resulting in quality sustainable projects.	
Objective 3-1. E	Support development that provides for a variety of residential types and styles.	<i>Have encouraged variety of housing types with Vineyards and 89 & Vine developments</i>
Objective 3-1. F	Support development proposals that provide opportunities for quality commercial uses.	<i>Ongoing; City has approved several quality commercial uses in recent years</i>
LU - GOAL 3-2	PROMOTE REGIONAL LAND USE PLANNING AND COORDINATION WITH NEIGHBORING COMMUNITIES AND AGENCIES SO AS TO ENSURE MUTUAL GOALS ARE ACHIEVED.	
Objective 3-2. A	Participate in regional planning efforts with surrounding jurisdictions, and state and federal agencies to address issues of regional concern.	<i>Regional housing study completed 2021</i>
Objective 3-2. B	Work cooperatively with other jurisdictions and agencies to coordinate various issues of mutual concern, including transportation systems, open space, recreation, and economic development.	<i>Attend coordination meetings with ADOT; hired a Housing Manager in conjunction with Sedona; participating in regional trail</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>planning, including coordination with State Parks on Jail Trail</i>
LU - GOAL 3-3	SUPPORT THE SUB-AREA PLANNING PROCESS AS A KEY PROGRAM FOR CITY-WIDE REVITALIZATION AND ECONOMIC DEVELOPMENT.	
Objective 3-3. A	Identify and prioritize key sub-areas for implementation of the area planning process.	
Objective 3-3. B	Ensure the sub-area planning process is guided by public involvement, including local residents, property owners and businesses, from the initial visioning program through the plan development.	
Objective 3-3. C	Support development of unique design guidelines that respect the existing character and future vision for planning sub-areas.	
Objective 3-3. D	Develop a model template for the sub-area planning process and a model outline for the plan document.	
Objective 3-3. E	Implement the recommendations outlined in the Planning Sub-Areas section detailed in the Land Use Element.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

LU – GOAL 3-4	SUPPORT LAND USE DECISIONS THAT RECOGNIZE AND PROMOTE COTTONWOOD AS THE COMMERCIAL AND MARKET CENTER FOR THE REGION.	
Objective 3-4. A	Promote a quality business environment within designated commercial, industrial and mixed use areas that is conducive to the formation, retention and expansion of business and employment opportunities.	
Objective 3-4. B	Foster a strong and diverse economy that provides a full range of employment and economic choices, as well as provides a range of retail, service, manufacturing, and professional support for employers, employees and residents.	<i>Ongoing coordination with ED to find locations for new businesses</i>
Objective 3-4. C	Ensure economic growth and development is balanced with preservation of the natural environment and enhancement of the quality of life.	
Objective 3-4. D	Continue to support development of Cottonwood as a major tourist destination with a range of attractions, services and supporting facilities.	<i>Ongoing; We continue to provide programs to attract tourism</i>
LU - GOAL 3-5	CONTINUE SUPPORT FOR REVITALIZATION OF THE HISTORIC OLD TOWN AREA AS A COMMUNITY WIDE ASSET AND SOURCE OF PRIDE.	
Objective 3-5. A	Support a well-balanced mix of residential, specialty retail, office, commercial, entertainment, cultural and civic uses as part of Old Town.	<i>Supported creative development at Bocce, Merkin</i>
Objective 3-5. B	Support additional multi-unit residential and mixed use development in appropriate locations within walking distance to the Old Town commercial and civic areas.	<i>P&Z Commission approved Design Review for 48-unit Bungalows, 718 N. Main, and recommended approval of 416-unit development on Clemenceau parcels (later withdrawn)</i>
Objective 3-5. C	Rehabilitate the historic Cottonwood Civic Center building to improve functionality as a valued multi-use community facility and to improve accessibility.	<i>Community Club House rehabilitation completed</i>
Objective 3-5. D	Identify and enhance gateway entrance areas and transitional zones between Old Town and the surrounding neighborhoods through coordinated signage, landscaping, lighting and street improvements.	<i>Ongoing. We are working to get design build specs for wayfinding signs that we can</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>use to solicit bids for future funding.</i>
Objective 3-5. E	Support professional and administrative office development in the Old Town area to complement retail, restaurant and entertainment uses, and to bring more people into the area on a regular basis.	
Objective 3-5. F	Ensure that adaptive reuse of Cottonwood’s historic buildings is done in a manner that preserves the historic integrity and significance of such structures that are a key part of the City’s heritage.	<i>Adopted Historic District Overlay Zone, Design Guidelines; Landmarking pending</i>
Objective 3-5. G	Support programs to ensure preservation of historic buildings and districts. Ensure new construction in the historic areas is designed to be compatible with the existing architectural and historic context.	<i>Adopted Historic District Design Guidelines; market/promote landmarking</i>

LU GOAL 3-6	SUPPORT REVITALIZATION OF EXISTING NEIGHBORHOODS.	
Objective 3-6. A	Support sub-area and corridor planning for existing developed areas as a method to encourage neighborhood revitalization efforts.	<i>Adopted optional Design Guidelines for Old Town area</i>
Objective 3-6. B	Prepare area plans and neighborhood plans with the involvement of residents, businesses and property owners to guide future development and re-development in and near existing neighborhoods.	
Objective 3-6. C	Encourage in-fill development and re-development that is compatible with the established neighborhood character.	<i>Adopted several Zoning Ordinance amendments to make infill development easier and less costly without increasing density</i>
Objective 3-6. D	Support block watch and similar neighborhood organizing efforts.	<i>Ongoing</i>
Objective 3-6. E	Provide educational programs to encourage neighborhood pride and support enforcement of property maintenance codes and code enforcement efforts to ensure compliance.	<i>Informational brochures available to educate residents on common violations and stormwater management;</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>January 2022-PD launches online “Community Dashboard” enabling citizens to query crime data in defined areas of the city</i>
Objective 3-6. F	Use community development block grants and other grant resources to improve housing, streets, sidewalks and parks in the older neighborhoods.	<i>Completed Playground at Cottonwood Kids Parks using CDBG funds</i>
Objective 3-6. G	Support historic preservation overlay zoning districts for historic neighborhoods and individual landmark properties.	<i>Adopted</i>
LU GOAL 3-7	PROMOTE LAND USES THAT ARE RESPECTFUL OF THE NATURAL ENVIRONMENT AND WHICH CONSERVE VALUABLE NATURAL RESOURCES SUCH AS OPEN SPACE, CLEAN AIR, WATER, AND ENERGY.	
Objective 3-7. A	Pursue the establishment and expansion of parks and open space in Cottonwood neighborhoods to enhance social interaction and create a sense of place.	<i>2019 CDBG Grant funded Parks Master Plan; PD created Community Outreach Officer position. Objectives include reducing illegal encampments in parks and open spaces</i>
Objective 3-7. B	Encourage design of buildings to reflect the City’s unique natural surroundings, including the use of compatible natural materials.	
Objective 3-7. C	Protect steep slope hillsides, natural washes and scenic view opportunities through appropriate design standards and site development regulations, including through implementation of the Hillside Development Ordinance adopted in January 2013.	<i>Ongoing; HD Ordinance implemented in recent development of Mesquite Hills Phase 2</i>
LU GOAL 3-8	ENSURE THAT ANY PROPOSED ANNEXATION IS BENEFICIAL FOR THE CITY OF COTTONWOOD.	
Objective 3-8. A.	Ensure a fiscal impact analysis is included for all annexations. Public costs shall not be greater than anticipated revenues unless the City Council finds that the proposed annexation will further an identifiable community goal that offsets such revenue loss.	<i>10-year service plans adopted for Sawmill Gardens, Spring Creek Ranch, and River</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>Avenue annexations</i>
Objective 3-8. B	The City shall cooperate with the Arizona State Land Department in developing Conceptual Land Use Plans for any proposed annexation of State Land holdings adjacent to the city limits.	<i>State Land Commission consent required by state law</i>
Objective 3-8. C	Require a pre-annexation agreement for any new development project wishing to be annexed into the city. Pre-annexation development agreements entered into with the city shall address mutual interests, such as responsibility for infrastructure, schedules for any required dedication to the city, preliminary development plans, design standards and similar concerns.	<i>Pre-annexation agreement not needed for Spring Creek Ranch annexation; would have a development agreement at time of any PAD zoning</i>
LU GOAL 3-9	SUPPORT LOCAL SUSTAINABLE FOOD POLICIES.	
Objective 3-9. A	Provide support and encouragement for the development of a community-based plan to achieve a sustainable food system. Encourage individual, public and private-sector participation in the establishment of sustainable food system policies and programs.	<i>City offers a community grant that supports our local food system (meals on wheels, Manzanita Outreach, Old Town Mission, etc.)</i>
Objective 3-9. B	Support regional planning and coordination efforts regarding sustainable local food systems.	<i>Have served on steering committee to partner with Local First Arizona to launch the new Verde Grown brand with an intent to link food connoisseurs to local farmers, ranchers, producers, and restaurants</i>
Objective 3-9. C	Develop a plan to identify and mitigate barriers to local food production, including financial, regulatory, logistical, social and natural constraints.	
Objective 3-9. D	Establish benchmarks for sustainable local food systems through the ongoing collection of data and setting of annual target goals so as to provide healthy, affordable, sustainable food resources and to increase quantity, improve quality and ensure adequacy.	<i>Farmer's market is held on Wednesday's in Old Town, put on by the OTA.</i>
Objective 3-9. E	Provide support and resources for the Cottonwood Community Garden and provide opportunities for expanding or establishing new community gardens and school garden projects.	<i>Parks and Recreation now manages the</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>community garden in Riverfront Park</i>
Objective 3-9. F	Support ecologically sustainable food production practices, including best management practices for water conservation and appropriate use of land resources.	
Objective 3-9. G	Support home-based food production that includes opportunities for commercial trade, including back yard poultry and home gardens.	<i>The Cottonwood Recreation Center Kitchen can be rented out for personal use as a commercial kitchen</i>
Objective 3-9. H	Continue support for the Cottonwood farmer’s market summer series, including consideration of new and expanded facilities for the program.	<i>City promotes the farmer’s market through SHOP Cottonwood and social media. The event is hosted by the OTA, with City support</i>
Objective 3-9. I	Facilitate the reduction, reuse or recycling of food-related waste.	

CIRCULATION ELEMENT - 4

C - GOAL 4-1	PROVIDE FOR A COMPREHENSIVE, INTEGRATED TRANSPORTATION SYSTEM THAT SERVES THE COMMUNITY IN A SAFE, EFFICIENT, COST EFFECTIVE AND AESTHETICALLY PLEASING MANNER.	
Objective 4-1. A	Maintain system of functional classifications for the city street system, including arterial, collector and local streets, to ensure that the city-wide circulation system functions in a safe, efficient and practical manner.	<i>Ongoing</i>
Objective 4-1. B	Conduct periodic traffic volume studies on city streets to evaluate growth trends and projected needs.	<i>Ongoing – each site is counted every other year</i>
Objective 4-1. C	Require development projects, including new subdivisions, commercial developments, and planned area developments to address the adequacy of access and circulation according to the functional classification system and overall interconnection with the city circulation system.	<i>Ongoing</i>
Objective 4-1. D	Establish guidelines for when traffic studies are required in the review of new development (pertaining to significant change in land use, new streets, expanded arterial access, overall traffic increase, etc.)	<i>Established within the City’s Engineering Standards and Subdivision Ordinance</i>
Objective 4-1. E	Discourage direct single-family residential driveway access to collector and arterial streets.	<i>Ongoing</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 4-1. F	Ensure that commercial and industrial developments provide primary access to collector streets and arterial streets and not local streets.	<i>Ongoing</i>
Objective 4-1. G	Encourage commercial developments to coordinate shared driveway access.	<i>Ongoing</i>
Objective 4-1. H	Conduct a city-wide study to identify and categorize street and transportation safety issues and to prioritize improvements necessary for safety.	NACOG is conducting a Transportation Safety Plan to identify projects
Objective 4-1. I	Consider development of a comprehensive city-wide neighborhood traffic safety improvement program that includes traffic calming techniques and protects neighborhood streets from high-speed, cut-through traffic.	<i>PD Acquired four speed awareness signs; Demonstrable reduction in median speed, additional signs expected</i>
Objective 4-1. J	Conduct annual reviews of the city circulation system to identify and prioritize facilities which may need further study, including areas where traffic may need to be rerouted, new streets developed or other measures taken to improve the effectiveness of the system.	<i>Ongoing</i>
C - GOAL 4-2	SUPPORT REGIONAL, MULTI-JURISDICTIONAL TRANSPORTATION PLANNING.	
Objective 4-2. A	Continue involvement with the Verde Valley Transportation Planning Organization (VVTPO), ADOT, NACOG, Yavapai County, neighboring jurisdictions and others regarding regional transportation planning.	<i>Ongoing</i>
Objective 4-2. B	Support regional transportation studies and project identification, prioritization and coordination between jurisdictions.	<i>Ongoing</i>
Objective 4-2. C	Support regional efforts to coordinate and improve multi-modal systems, including bicycle routes, public transit and pedestrian routes.	Staff coordinates with regional Bicycle Advisory Committee
C - GOAL 4-3	IMPROVE OPPORTUNITIES FOR ALTERNATE MODES OF TRANSPORTATION, INCLUDING BICYCLING, WALKING AND TRANSIT.	
Objective 4-3. A	Provide a safe, convenient and interconnected system of pedestrian and bicycle facilities throughout the City.	<i>Ongoing</i>
Objective 4-3. B	Develop sidewalk engineering standards and design criteria for new development and for upgrades to existing streets.	<i>Standards are established within the City's Engineering Standards and Subdivision Ordinance</i>
Objective 4-3. C	Update design standards for intersections to ensure safe bicycle and pedestrian access.	<i>Standards are established within the City's Engineering Standards (MUTCD)</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 4-3. D	Identify and implement programs to address improvements for persons with disabilities along sidewalks and other access ways, including access ramps, intersection improvements and tread improvements.	<i>Ongoing; Awarded grant for ADA/pedestrian improvements on Main St. from 10th Street to SR 89A</i>
Objective 4-3. E	Support school child safety as a priority on all streets through the Safe Routes to Schools Program and through the City's Capital Improvement Planning process.	<i>Contingent upon continuing availability of Safe Routes to School program</i>
Objective 4-3. F	Support innovative transit programs, such as door-to-door, dial-a-ride services for special needs populations, including elderly, sick or disabled persons, and for the general public in dispersed areas.	<i>CAT Bus Programs;</i>
Objective 4-3. G	Establish and maintain working relationship with all regional transit providers so as to coordinate linkages where feasible.	
Objective 4-3. H	Provide attractive and safe bus passenger shelters, pull out bays and informational signs for transit routes so as to encourage increased ridership.	<i>Pull-out bay with convenience store on Mingus Ave at Main has been completed; Two shelters on SR 260 near Fir Street and Walmart constructed FY23</i>
C - GOAL 4-4	SUPPORT DEVELOPMENT OF A COMPREHENSIVE BICYCLE PROGRAM.	
Objective 4-4. A	Improve opportunities for bicycling for people of various ages, skill levels and interests. Establish a comprehensive bicycle program that includes physical improvements to streets, bicycle parking facilities, signed route systems, and education programs.	<i>Completed Main Street Road Diet with new bike lanes 2020; permitted bike skills park at Mountain View Prep 2022</i>
Objective 4-4. B	Provide bicycle access to mixed-use corridors, neighborhood districts, community centers and various types of activity centers and key destinations throughout the city.	
Objective 4-4. C	Encourage ADOT to include adequate width and/or designated bicycle lanes on all state highways to allow safe bicycle travel, as per accepted state and national design standards.	<i>ADOT added striped shoulders to 89A from Main St to Verde River bridge</i>
Objective 4-4. D	Establish a city-wide bicycle route plan that provides safe, convenient connectivity throughout the city.	<i>Bicycle Plan updated in 2018; BAC has completed and distributed a bicycle and trails map</i>
Objective 4-4. E	Work with neighboring communities for bike route connections where feasible. Support a regional bicycle planning process.	<i>Ongoing</i>
Objective 4-4. F	Support 4-E bicycle improvement program, including engineering, education, enforcement and encouragement.	<i>PD engages in annual bicyclist awareness</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>and enforcement campaign.</i>
Objective 4-4. G	Integrate bicycle improvements into the city's five-year capital improvements plan based on the approved bicycle plan and proposed route system.	
C - GOAL 4-5	DEVELOP AND IMPROVE PEDESTRIAN AND BICYCLE ROUTES FROM COMMERCIAL AREAS, SCHOOLS AND ACTIVITY CENTERS TO NEARBY NEIGHBORHOODS AND RESIDENTIAL AREAS.	
Objective 4-5. A	Identify and develop improved pedestrian and bicycle routes connecting the Old Town Cottonwood area with nearby neighborhoods, including Verde Heights, On The Greens, Clemenceau and Mingus Avenue.	<i>Riverfront Park Loop Trail completed linking Old Town with park and Jail Trail; Phase 2 of the Riverfront Park loop to be designed and constructed in FY24</i>
Objective 4-5. B	Evaluate and provide improvements where necessary to ensure safe continuous pedestrian and bicycle routes from commercial shopping areas along arterial and collector streets to nearby residential neighborhoods.	<i>The Monte Tesoro infill sidewalk project will be constructed in FY24</i>
Objective 4-5. C	Consider pedestrian and bicycle linkages within existing right-of-way corridors, as well as securing easements for new routes that provide direct connections outside of right-of-way where safety standards are adequately addressed.	
Objective 4-5. D	Support “walkability audit” and “bike-ability audit” programs to review, analyze and make recommendations regarding the pedestrian and bicycling qualities of various areas, including continuity, safety, and aesthetic qualities for sidewalks, bicycle routes, intersections and connecting routes.	
Objective 4-5. E	Consider the advantages of walkable and bikeable neighborhoods in lowering vehicle use, improving public health and reducing harmful pollutants from automobiles.	<i>Ongoing – Riverfront Loop phase one has been completed and now connects Riverfront to Old Town. Phase 2 of the Riverfront Park loop to be designed and constructed in FY24</i>
C - GOAL 4-6	RELIEVE CONGESTION FROM HIGHWAYS AND COMMERCIAL AREAS.	
Objective 4-6. A	Make better use of the City’s collector street system in providing alternate routes which relieve traffic from congested areas; support use of major collector streets for business and visitor traffic; and improve local street connections so residents can get to nearby locations without the need to use arterial streets or state highways for short and mid-length trips.	<i>Ongoing; Main Street and Groseta Ranch Rd are under construction</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 4-6. B	Identify areas around the City which may have special traffic problems and conduct sub-area and corridor planning to establish better opportunities for relief of congestion.	<i>Ongoing; coordinating with ADOT</i>
Objective 4-6. C	Conduct a study to identify appropriate truck routes within the City and develop a comprehensive truck route policy.	<i>Ongoing pending completion of Groseta Ranch Road</i>
Objective 4-6. D	Regularly monitor traffic movement through the City and calibrate traffic signals so that traffic movement is most efficient.	<i>ADOT is responsible for signal timing. Staff will relay concerns to ADOT</i>
Objective 4-6. E	Adopt engineering guidelines for commercial driveways to include criteria for size, spacing, design and location.	<i>Standards are established within the City's Engineering Standards in combination of Zoning Ordinance, and ADOT requirements</i>
Objective 4-6. F	Support appropriate access management programs for state highways and other major City streets.	<i>Ongoing</i>
C - GOAL 4-7	ENSURE ADEQUATE FUNDING AND IMPLEMENTATION MECHANISMS TO ADDRESS SHORT AND LONG TERM CIRCULATION NEEDS.	
Objective 4-7. A	Evaluate circulation impacts and roadway maintenance costs associated with new development and identify short and long term funding sources, ways that adequate fees can be assessed, and "fair share" contributions from various sources.	<i>Ongoing; working on updating Ord. 144</i>
Objective 4-7. B	Support the use of facility improvement districts to provide street improvements within specific areas to meet area needs.	
Objective 4-7. C	Continue to prioritize and implement necessary traffic improvement projects and right-of-way acquisition in coordination with the Capital Improvements Plan.	<i>Ongoing</i>
Objective 4-7. D	Maximize the use of available state and federal transportation funding through match monies, grants, in-kind contributions, other leveraging strategies and inclusion of special projects providing additional benefits.	<i>Ongoing</i>
Objective 4-7. E	Support funding and partnership opportunities that focus on maintenance and repair to existing roadways and circulation facilities.	<i>Completed Ogden Ranch Rd with Yavapai County</i>
C - GOAL 4-8	IMPROVE THE VISUAL AND AESTHETIC COMPONENTS OF CITY STREETS, STREET CORRIDORS AND OTHER PUBLIC AREAS.	
Objective 4-8. A	Develop standards for streetscape design, including landscaping, signage and lighting, which acknowledges the importance of the public realm and supports the goals of maintaining small town character and quality.	<i>Established within Subdivision Ordinance</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 4-8. B	Encourage the planting of appropriate, drought-tolerant street trees and plants along streets so as to provide shade and attractive character.	<i>Requirements in Zoning Ordinance Ch. 407 Landscaping</i>
Objective 4-8. C	Use sub-area and corridor planning process to develop character studies that define unique streetscape design standards in those areas.	
C - GOAL 4-9	SUPPORT AND IMPLEMENT COMPLETE STREETS DESIGN CRITERIA FOR NEW STREETS AND CORRIDOR REVITALIZATION.	
Objective 4-9. A	Develop comprehensive street corridor design standards that incorporate vehicles, transit, walking and bicycles in a functional yet attractive environment.	<i>Included in City's Engineering Design Standards</i>
Objective 4-9. B	Develop a street improvement and maintenance plan which addresses bus stops, bike facilities, trails, sidewalks, street trees and otherwise encourages use by bicyclists and pedestrians.	General Plan draft updates the circulation plan for streets, sidewalks, bike facilities, and trails
Objective 4-9. C	Encourage concentrated housing and "transit-oriented design" near bus routes and transit stops to support the viability of the transit system.	<i>P&Z Commission approved CUP for 56-unit multi-family development across 6th Street from main transit hub</i>
Objective 4-9. D	Adopt design guidelines for new streets and roadway improvements which protect neighborhoods from high-speed, cut-through traffic, do not exacerbate traffic speeds or street capacity, and better accommodate pedestrians, bicycles and buses.	<i>Included in City's Engineering Design Standards</i>
Objective 4-9. E	Consider installation of medians where useful, necessary and desired on major street corridors to control turning movements in busy, high traffic areas.	<i>Ongoing; coordinate with ADOT; Crosswalk was installed on Mingus by the Cottonwood Community School</i>
C - GOAL 4-10	INTEGRATE ACCESSIBILITY STANDARDS WITH ALL CIRCULATION PROJECTS.	
Objective 4-10. A	Develop an ongoing program to identify barriers to movement in the City and prioritize project implementation to improve accessibility based on established criteria, including safety, use and public input.	
Objective 4-10. B	Ensure street intersections throughout the city are designed to allow safe convenient use by persons using wheelchairs and others persons with	<i>Ongoing</i>

	mobility disabilities, including accessible ramps, crosswalks, refuge islands and signal control devices.	
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OPEN SPACE / PARKS - 5

OS - GOAL 5-1	IDENTIFY, PRIORITIZE AND PROTECT OPEN SPACE RESOURCES.	
Objective 5-1. A	Support establishment of open space buffers between Cottonwood and neighboring communities in the Verde Valley, including between Camp Verde to the south along SR 260 and toward Cornville and Sedona along SR 89A.	
Objective 5-1. B	Ensure development projects do not negatively affect key wildlife migration corridors as identified by the Arizona Game and Fish Department.	<i>Ongoing participation of ASGF and State Parks in review of major development applications</i>
Objective 5-1. C	Support the primary goals and objectives of the Verde River Greenway State Natural Area to secure and manage lands along the Verde River system.	<i>Ongoing; The City is currently looking at annexing areas along the river way to provide access and programming</i>
Objective 5-1. D	Ensure that any areas proposed for annexation, including the 10 square mile State Trust Land block northeast of the city, protect critical open space resources, with attention to protecting wildlife corridors, sensitive riparian areas, buffering between uses and important visual assets.	
Objective 5-1. E	Preserve major open space connections between the Verde River and the Mingus foothills and Black Hills mountain range. Major washes and drainages linking these areas should be preserved as continuous open corridors for wildlife migration and watershed values.	
OS - GOAL 5-2	SUPPORT MULTI-AGENCY EFFORTS TO IDENTIFY AND PROTECT KEY OPEN SPACE RESOURCES WITHIN THE CITY AND IN SURROUNDING AREAS.	
Objective 5-2. A	Support cooperative regional planning efforts for an integrated system of open space and recreation development with adjacent communities, the U.S. Forest Service, State Land Department, Arizona State Parks, ADOT, Yavapai County, private land owners, the general public and others.	<i>Verde Front Program Involvement</i>
Objective 5-2. B	Support partnership agreements for cooperative management of certain National Forest lands within and adjacent to the City of Cottonwood where there is mutual commitment to manage such lands for the public good for recreation, open space and appropriate uses. Cooperative activities could include public safety activities, trash removal and clean up, facility maintenance, and funding partnerships.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

OS - GOAL 5-3 DEVELOP A COMPREHENSIVE FUNDING AND ACQUISITION STRATEGY FOR KEY OPEN SPACE RESOURCES AND PARKS DEVELOPMENT.		
Objective 5-3. A	Participate with various organizations, agencies and jurisdictions to identify and acquire properties which have significance as regional open space; evaluate the impact of open space acquisitions on the developable land base.	<i>In Process – Staff is working to gain easements on multiple properties to allow for trails</i>
Objective 5-3. B	Consider neighborhood park acquisition and development as part of the Capital Improvement Program, as well as through other sources of funding.	
Objective 5-3. C	Ensure new master planned communities, planned area developments and residential subdivisions provide land for neighborhood park sites as part of the rezoning and subdivision process.	
Objective 5-3. D	Evaluate the status of National Forest lands within the City that may be suitable for inclusion in base and exchange programs and consider support for programs that provide acceptable net benefits.	
Objective 5-3. E	Support volunteer programs that provide opportunities for citizens to assist with various parks and recreation activities. Such programs should include leadership training, established standards and recognition programs.	<i>P&R is developing a volunteer event for trail cleanup, and have a trails volunteer a minimum 10 hours per week</i>
OS - GOAL 5-4 ESTABLISH A TIERED SYSTEM OF PARK FACILITIES TO BE DISTRIBUTED THROUGH THE COMMUNITY.		
Objective 5-4. A	Establish a tiered system of regional, city-wide and neighborhood types of park facilities throughout the city to meet the needs of people with different interests and skill levels.	<i>In progress. This will be accomplished through the ongoing implementation of the Parks and Recreation Master Plan</i>
Objective 5-4. B	Identify potential locations for neighborhood park sites as part of a city-wide neighborhood revitalization program. Include various types of facilities, such as playgrounds, picnic areas and seating areas in neighborhood parks.	<i>Ongoing. Currently working to fund the update and repair of playground equipment, and to design a play structure</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>replacement at Riverfront Park</i>
Objective 5-4. C	Include neighborhood parks as part of new planned development and master planned communities.	
OS - GOAL 5-5	ESTABLISH DEVELOPMENT STANDARDS FOR OPEN SPACE AND RECREATION FACILITIES.	
Objective 5-5. A	Encourage methods to protect the wild land character of National Forest and other public lands adjacent to private development, including design standards that provide effective buffering between uses and a method to step down residential densities adjacent to public lands.	
Objective 5-5. B	Amend codes and subdivision regulations to address specific standards for public areas, parks, trails and other open space and recreational development.	<i>Completed an update to the amend the Trails Code as well as the Rules at the Dog Park; beginning a revision of the Parks and Rec Code</i>
Objective 5-5. C	Encourage the development of open space and recreational amenities as part of new development. Require new development to provide public parks and connective trails.	<i>Coordinated with Mesquite Hills to install public trails in common areas</i>
Objective 5-5. D	Create standards for development on steep hillsides, washes and flood areas that ensure the preservation of key natural resources while allowing comparable levels of development opportunity on such properties.	<i>Hillside Development Ordinance in place</i>
Objective 5-5. E	Development or redevelopment of park facilities shall use reclaimed water for irrigation where available, preserve natural areas and washes to the greatest extent possible, use native plants and drought-tolerant varieties for any installed landscaping, and employ rainwater harvesting techniques where feasible.	<i>On hold</i>
OS - GOAL 5-6	SUPPORT DEVELOPMENT OF RECREATIONAL TRAILS IN COTTONWOOD AND ON NEARBY PUBLIC LANDS.	
Objective 5-6. A	Work with private developers to incorporate trails and open space networks within new planned developments and subdivisions.	<i>Required developer-installed trails in Vineyards at Cottonwood, Mesquite Hills</i>
Objective 5-6. B	Encourage the use of easements, particularly in washes and near the Verde River, to obtain public use and access over private property.	<i>In process on Blowout Wash</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>and Cemetery lands</i>
Objective 5-6. C	Continue to work collaboratively with public lands agencies in and around Cottonwood to encourage development of new trailheads and trail facilities.	<i>Coordinating with national forests and State Parks on establishing and maintaining trail facilities</i>
OS - GOAL 5-7	PROVIDE LEADERSHIP FOR REGIONAL COORDINATION OF OPEN SPACE, TRAILS, RIVER ACCESS AND RELATED TOURISM AND ECONOMIC GOALS.	
Objective 5-7. A	Support opportunities for City of Cottonwood elected officials, residents and staff to be involved with regional open space, trails and river access programs.	<i>All are invited to monthly guided trail hikes</i>
Objective 5-7. B	Identify, prioritize and promote opportunities to coordinate regional open space, trails and recreational planning efforts.	<i>Worked with other jurisdictions to complete connections with Blowout Trail and Cliffrose Trail; signed MOU for development of VV Circle Trail; coordinating with Sun Corridor Trail group; participating in VV Circle Trail planning</i>
Objective 5-7. C	Continue to support the regional, multi-agency Verde Front planning process concerning lands between Cottonwood to below Camp Verde and from the Verde River Greenway to the Black Hills with emphasis on implementing the goals of the Sustainable Recreation Strategy for Central Arizona.	<i>Ongoing</i>

GROWTH AREA ELEMENT - 6

GA - GOAL 6-1	SUPPORT MANAGED AND ORDERLY GROWTH THAT CONSERVES RESOURCES, REDUCES AUTO DEPENDENCY AND PROVIDES FOR COST EFFECTIVE INFRASTRUCTURE.
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Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 6-1. A	Support efficient, compact, mixed-use, innovative development in designated growth areas where infrastructure is existing or extension of infrastructure is practical and cost effective.	
Objective 6-1. B	Support a city-wide sub-area planning process that identifies development needs and opportunities and that helps to coordinate infrastructure planning for identified growth areas.	
Objective 6-1. C	Continue to monitor development demand and land availability as a means to guide sub-area planning.	
Objective 6-1. D	Develop incentives that encourage infill development based on compact, mixed use, multi-modal design. Support redevelopment of existing developed areas with similar innovative design and planning.	
Objective 6-1. E	Ensure consistency between the Growth Area, Open Space, Land Use, Circulation and other general plan elements.	
Objective 6-1. F	Coordinate open space designation in growth areas with surrounding areas so as to ensure interconnected networks of open space, wildlife corridors, major drainages and washes, and riparian corridors.	
Objective 6-1. G	Participate in the review process for Prescott and Coconino National Forest management plans and related regional recreation and land use planning efforts so as to ensure proposed development projects in adjacent areas of the City are planned in a compatible manner.	<i>Reviewed PNF and CNF recreation plans 2022-23</i>
GA - GOAL 6-2	COORDINATE INFRASTRUCTURE PLANNING AND FUNDING WITH RELATED PUBLIC AND PRIVATE DEVELOPMENT ACTIVITY.	
Objective 6-2. A	Coordinate needed public improvements, including transportation, water, sewer and drainage, through the City's Capital Improvements Plan.	<i>Ongoing</i>
Objective 6-2. B	Continue to investigate and pursue grant opportunities and other funding strategies that support ongoing infrastructure improvements related to growth and development.	<i>Ongoing</i>
GOAL 6-3	ENSURE THAT PLANNING FOR STATE TRUST LANDS WITHIN THE CITY AND ANY AREAS PROPOSED FOR ANNEXATION ARE COORDINATED WITH THE ARIZONA STATE LAND DEPARTMENT SO AS TO ACHIEVE A MUTUALLY BENEFICIAL OUTCOME.	
Objective 6-3. A	Ensure there is an open public planning process to guide the vision and future use of State Trust Lands.	
Objective 6-3. B	Encourage residential development that offers a choice of housing types, sizes and designs so as to meet the needs of a diverse population.	
Objective 6-3. C	Encourage residential development that provides opportunities for a variety of income levels, including affordable workforce housing.	
Objective 6-3. D	Provide continuous open space corridors along major highways abutting State Trust lands so as to maintain attractive visual corridors.	
Objective 6-3. E	Preserve unique and sensitive lands as open space so as to protect wildlife, scenic views, watershed values and economic investment in a	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	manner that balances conservation of the natural environment with land development.	
Objective 6-3. F	Identify and protect key wildlife corridors so as to mitigate corridor and habitat fragmentation.	
Objective 6-3. G	Encourage the protection of steep slopes and hillsides, ridgelines, significant mountainous areas, wildlife habitat, and washes and riparian areas.	<i>Hillside Development Ordinance in place</i>
Objective 6-3. H	Designate all State Trust lands with the “Planned Development” Land Use classification in the General Plan so as to support innovative yet efficient, mixed-use development projects.	<i>Done</i>
Objective 6-3. I	Ensure proposed development projects include the most efficient multi-modal transportation strategies, including interconnected pedestrian and bicycle routes throughout the project, neighborhood traffic calming techniques to emphasize safe, people-oriented residential areas, and collector and arterial streets designed according to “complete streets” principles to accommodate all modes safely and efficiently with attractive streetscapes.	
Objective 6-3. J	Support state-of-the-art water conservation planning, including use of reclaimed water for irrigation, sub-area waste water treatment strategies, system-wide water harvesting techniques, and comprehensive water conservation programs.	<i>Completed first phase of the Direct Potable Reuse (DPR) feasibility study with the Bureau of Reclamation. Initiated the completion of the second of the DPR study, that will include a pilot project to assess the feasibility of the treatment concept</i>

ENVIRONMENTAL PLANNING ELEMENT -7

EP - GOAL 7-1	PROVIDE A SAFE AND SUSTAINABLE ENVIRONMENT FOR COTTONWOOD AND THE SURROUNDING COMMUNITY.	
Objective 7-1. A	With respect to the principles of civility in talk and action, continue to work closely with regional groups, agencies, municipalities and other land jurisdictions to coordinate efforts to preserve natural resources in Cottonwood and throughout the Verde Valley.	<i>Ongoing</i>
Objective 7-1. B	Support energy-efficient and environmentally sound building and construction practices, including nationally recognized ratings programs, such as the LEED (Leadership in Energy & Environmental Design) Certification program by the U.S. Green Building Council.	
Objective 7-1. C	Ensure all existing and updated building codes allow and encourage sustainable development and energy efficient construction.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 7-1. D	Ensure that proposed master planned communities and other planned development projects incorporate the highest standards for environmentally beneficial objectives.	
Objective 7-1. E	Create educational programs, including information on the City web site, as well as brochures and printed materials that address environmental protection, mitigation measures, and conservation techniques for both residential and commercial properties.	<i>Created flyers for Stormwater pollution prevention; assisted Friends of the Verde River with their River Friendly designation program; leased old fire station to become the Discovery Center that offers educational and training courses for students and adults on water and other Verde Valley natural resources</i>
Objective 7-1. F	Support comprehensive programs that include high level of air and water quality, household and commercial recycling, energy conservation and related public education.	
EP - GOAL 7-2	MAINTAIN AND IMPROVE AIR QUALITY STANDARDS	
Objective 7-2. A	Continue to identify and address the issues that contribute to the degradation of air quality and work towards minimizing the issues before air pollution can become a problem.	
Objective 7-2. B	Support efforts to pave or place impervious compacted and/or sealed surfaces on unpaved roads, alleys, driveways and parking areas so as to control dust.	<i>Ongoing</i>
Objective 7-2. C	Ensure that dust control measures are enforced during construction and grading activities, including use of reclaimed water for dust suppression.	<i>Ongoing</i>
Objective 7-2. D	Ensure compliance with landscaping regulations pertaining to the installation and maintenance of ground cover on undeveloped portions of development sites.	
Objective 7-2. E	Encourage alternate modes of transportation as a means to reduce automobile trips through continued improvements to the city-wide pedestrian and bicycle route systems and continued support for the Cottonwood Area Transit (CAT) system.	
EP - GOAL 7-3	ENSURE THE HIGHEST POSSIBLE LEVEL OF WATER QUALITY AND WATER CONSERVATION PRACTICES.	
Objective 7-3. A	Continue to protect and maintain the City's excellent water quality by utilization of Best Management Practices, including controlling	<i>Initiated the updating of aging</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	stormwater runoff from construction projects, educating the public on non-point source pollution activities and other measures that reduce the potential to degrade surface and groundwater quality.	<i>arsenic removal systems with state-of-the-art arsenic removal systems to ensure consistent compliance with Safe Drinking Water standards.</i>
Objective 7-3. B	Support development of the reclaimed water plant and distribution system, and promote the use of reclaimed water for open space, public recreation areas and other non-potable uses.	<i>Obtained the necessary permitting and will finalize the construction of an Injection well to begin recharging 30% of the reclaimed water produced annually in FY23; Extended the agreement with the Southwest Viticulture Center to continue supplying reclaimed water for irrigation of their viticulture garden</i>
Objective 7-3. C	Support use of storm water, rainwater harvesting and gray water for irrigation of site landscaping within existing and proposed developments.	
Objective 7-3. D	Develop and implement a comprehensive system-wide water conservation program for the Cottonwood Utility Department service area.	<i>Completed and obtained Council approval of the Drought Mitigation and Preparedness Plan. Made a request for FY24 to hire a full-time Conservation Coordinator</i>
EP - GOAL 7-4	SUPPORT ENERGY CONSERVATION PROGRAMS.	
Objective 7-4. A	Develop coordinated building code and design review standards for energy conservation, including the use of native drought tolerant shade trees, building orientation, roof and building colors, architectural shading, use of wind or solar energy, reclaimed water, high efficiency appliances, the use of recycled materials, and natural day-lighting techniques.	
Objective 7-4. B	Perform energy audits and support upgrades to City of Cottonwood municipal buildings and facilities to improve energy conservation techniques and materials, including energy-efficient heating and cooling	<i>Completed an overhaul of the Recreation Center HVAC system to</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	systems, energy-efficient lighting, building insulation, and technical control systems.	<i>allow for more control over each zone. We now have sections of the building shut down at times when there is no use.</i>
Objective 7-4. C	Develop a comprehensive plan to upgrade the energy efficiency of City fleet vehicles, including retrofitting existing vehicles where feasible, ensuring all new vehicles are fuel efficient, and adjusting management operations where cost-effective, energy savings are indicated.	
EP - GOAL 7-5	SUPPORT RECYCLING AND RESOURCE RECOVERY PROGRAMS.	
Objective 7-5. A	Support recycling programs by continuing to make space available for the material drop-off collection facilities and through on-going education programs.	
Objective 7-5. B	Encourage economic development programs that support use of secondary materials in local businesses and development of new business that use or process recycled content materials and products.	
Objective 7-5. C	Support a comprehensive recycling program for City of Cottonwood facilities and programs, including recycling stations for City offices and facilities, purchase of recycled materials and supplies for City uses, and policies to repair and reuse equipment where such programs are cost effective.	
Objective 7-5. D	Continue to look for ways to reduce and divert household hazardous waste products from the municipal waste mix or from being flushed down drains or run off into washes and drainages. Such materials that can add up and cause environmental damage include many household cleaners, solvents and adhesives, personal care products, automotive products, left over paint, garden products and building products, used batteries and CFL light bulbs.	
EP - GOAL 7-6	ENCOURAGE AND SUPPORT PROGRAMS THAT MAINTAIN BALANCE BETWEEN THE NATURAL AND BUILT ENVIRONMENT.	
Objective 7-6. A	Review and update management of storm water runoff standards so as to further reduce waste of potable water, enhance wildlife and reduce the impact of erosion.	<i>Updated Stormwater Management Plan in September of 2022</i>
Objective 7-6. B	Protect existing washes from pollution through educational programs that describe non-point source pollution and related mitigation alternatives.	<i>Ongoing (MS4 permit requirements)</i>
Objective 7-6. C	Review existing City codes and zoning regulations to encourage development that is sensitive to local topography, including natural washes, native vegetation, steep hillsides, riparian corridors, view corridors and solar orientation.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 7-6. D	Support volunteer groups and individuals that adopt major washes, open space areas and other public land natural areas for the purpose of removing trash, beautification and monitoring.	<i>Police Department Outreach Services Officer supported by multiple city departments coordinated and assisted removing debris from wash areas and vacant land</i>
Objective 7-6. E	Establish buffer zones adjacent to riparian areas and other critical wash corridors that help to preserve the integrity of the natural setting and serve to filter pollutants from stream channels.	

WATER RESOURCES ELEMENT - 8

WR - GOAL 8-1	MAINTAIN AND IMPROVE WATER SUPPLY FOR USERS OF THE COTTONWOOD WATER SYSTEM TO MEET EXISTING AND LONG TERM NEEDS.	
Objective 8-1. A	Support regional and statewide efforts related to the planning, management, development and conservation of water resources within the Verde Valley.	<i>Participate in the Governor's Water Augmentation, Innovation and Conservation Council subcommittees; Serve as vice-chair Northern Arizona Municipal Waters Association; Coordinate ongoing efforts with USGS to monitor changes in groundwater storage; Attended the Governor's Water Policy Advisory Council, Rural Groundwater Subcommittee meetings</i>
Objective 8-1. B	Develop an integrated water resource management plan that provides guidance for long-term planning, quantifies the needs for water resources, and determines the necessary water, wastewater and reclaimed water infrastructure needed over time.	<i>Developed water demand model; conducting feasibility analysis of Direct Potable Reuse; Completed study to determine the required capacity of wastewater treatment that will be needed at buildout of the city;</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>Initiated the Development of a Water and Wastewater Master Plan</i>
Objective 8-1. C	Support legislation that protects local riparian habitats and water supplies.	<i>Monitor the legislature and provide input to legislators on potential positive and negative impacts that may result from the passage of introduced water bills</i>
Objective 8-1. D	Pursue the recharge and reuse of all reclaimed water.	<i>Obtained the necessary permits from ADWR and ADEQ; Completed the wellhead design and went out for bid on the fabrication of the wellhead design; Went out for bid on the required construction of the piping infrastructure to initiate recharging of water; Expecting to begin recharging up to 30% of the reclaimed water produced annually in FY23; Initiated the construction of the infrastructure associated with injection well to begin recharging reclaimed water</i>
Objective 8-1. E	Actively pursue the acquisition of surface water rights from all available sources.	<i>Ongoing – We have been in negotiation with one potential owner of numerous surface water rights for the purchase of some of their rights</i>
Objective 8-1. F	Regularly update and maintain the distribution system to optimize efficiencies and provide a reliable supply for all uses including fire flows.	<i>Completed the replacement of approximately 30% of the water meters thus far. The new remote read meters</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>will provide the capability to monitor water use more accurately and in real time; Completed the replacement of 65% of the water meters and installed three towers and receivers to begin collecting water use data in real-time</i>
WR - GOAL 8-2	MAINTAIN AND IMPROVE WATER QUALITY.	
Objective 8-2. A	Support monitoring of water quality data by federal, state and local agencies.	<i>Ongoing; Conduct daily, monthly, quarterly and annual water quality testing as required by ADEQ and the EPA.</i>
Objective 8-2. B	Support additional water quality base line studies.	<i>Monitor raw water quality to identify potential changes; perform annual testing of potable water for contaminants of emerging concern (CEC).</i>
Objective 8-2. C	Develop standards that prohibit any development that may adversely affect surface and groundwater quality.	
Objective 8-2. D	Identify potential sources of surface and ground water pollution and develop methods to prevent and/or mitigate impacts that may occur.	<i>Completed risk assessment of water systems.</i>
Objective 8-2. E	Maintain buffers of natural vegetation along washes and rivers to restrict and/or minimize impacts from non-point source pollution.	<i>Helped the Friends of the Verde River develop River Friendly Living guidelines</i>
WR - GOAL 8-3	PROTECT THE VERDE RIVER BASEFLOW AND MAINTAIN RIPARIAN HABITATS ALONG THE RIVER CORRIDOR AND TRIBUTARIES.	
Objective 8-3. A	Monitor and support measures that maintain historical base flow levels in the river system.	<i>Annually monitor and assess potential changes in baseflow to predict potential trends; Coordinate efforts with the USGS</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>to regularly monitor and measure changes in groundwater storage</i>
Objective 8-3. B	Designate protective corridors and buffers for the river and major tributaries as part of land use planning and design review.	
Objective 8-3. C	Support educational programs that inform people of all ages of the importance and role the river plays in supporting the riparian habitat, wildlife and the culture of the region.	<i>Partnered with Verde NRCD Education Center to develop K-8th water conservation and natural resources programs; Assist Verde NRCD Education Center in opening and maintaining the Discovery Center</i>
WR - GOAL 8-4	PROMOTE WATER CONSERVATION, RECLAIMED WATER, RECHARGE AND REUSE.	
Objective 8-4. A	Construct a state-of-the-art reclaimed water treatment plant and expand the distribution system where feasible to make reclaimed water available for use throughout the city system.	<i>Suggest changing this objective to say, “Upgrade and expand the capacity of the Mingus WWTP with the latest technology to ensure effective treatment of sewage produced through buildout of the city”</i>
Objective 8-4. B	Develop and adopt a comprehensive water conservation program.	<i>Completed analysis of water conservation options for their cost benefit analysis and are pursuing the injection of reclaimed water and DPR; Also, requested for FY24 a fulltime conservation coordinator position</i>
Objective 8-4. C	Strategically develop and locate recharge projects that will offset groundwater pumping and recharge all unused reclaimed water.	<i>Completed and tested injection well at Mingus WWTP and obtained all necessary permits;</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>Drilled two additional wells and tested them to see if recharging reclaimed was feasible</i>
Objective 8-4. D	Amend the Zoning Ordinance to limit the amount of irrigated turf for any new golf course to minimum levels based on conservation standards for arid landscapes (5 acres or less of irrigated turf per hole) and require them to be irrigated with reclaimed water only.	<i>Worked with the owners of the Sunbelt property to ensure no golf courses would be included in the development</i>
Objective 8-4. E	Reduce the annual Total Gallons per Capita per Day (GPCD) water to 104 (5% reduction) by 2020.	<i>Current GPCD is 87</i>
WR - GOAL 8-5	DEVELOP SUSTAINABLE FUNDING SOURCES FOR WATER DEVELOPMENT.	
Objective 8-5. A	Develop a funding plan to pursue the acquisition of surface water rights and the implementation of upgrades to the water supply and distribution system.	<i>The City has a water development fee on the water bill</i>
Objective 8-5. B	Coordinate water related improvements and funding with the Capital Improvements Plan.	<i>Ongoing</i>

COST OF DEVELOPMENT - 9

CD - GOAL 9-1	MEET LOCAL EXPECTATIONS FOR PUBLIC FACILITIES AND SERVICES IN A COST EFFICIENT, FAIR AND EQUITABLE MANNER.	
Objective 9-1. A	Ensure that development occurs in a fiscally sound and equitable manner.	<i>Ongoing</i>
Objective 9-1. B	Encourage efficient, infill development and re-development in areas already served by existing infrastructure and public facilities.	
Objective 9-1. C	Establish a reasonable threshold of public facilities and services.	
Objective 9-1. D	Conduct “quality of life” surveys, and conduct public meetings and other activities to ascertain resident and visitor satisfaction with the current services, facilities, equipment and infrastructure serving the city.	<i>PD conducts a citizen survey every five years in conjunction with its strategic planning process. Last Completed October 2021</i>
Objective 9-1. E	Develop a comprehensive strategy of redevelopment which addresses facilities and service needs for older portions of the city.	
Objective 9-1. F	Identify the costs of City of Cottonwood operations and facilities to maintain current and preferred service level standards. Maintain an inventory of costs associated with City facilities and services.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 9-1. G	Study activities which affect the cost of facilities, such as facility usage; baseline traffic counts of major roadways and intersections, and police and fire department response times.	
Objective 9-1. H	Coordinate planning with non-municipal utility providers to ensure that future community needs are being addressed.	
CD - GOAL 9-2	EQUITABLY ASSESS AND MANAGE THE FISCAL AND CAPITAL IMPACTS RESULTING FROM NEW DEVELOPMENT.	
Objective 9-2. A	Identify methods to measure the impacts of development on existing services so as to determine reasonable requirements imposed on the cost of development.	
Objective 9-2. B	Conduct periodic traffic counts on major roadways throughout the city as a baseline for traffic impact studies for new development projects.	<i>Ongoing</i>
Objective 9-2. C	Support regional transportation planning programs that provide funding sources for roadway improvements that impact the City of Cottonwood.	<i>Ongoing</i>
Objective 9-2. D	Support efforts to regularly update the wastewater master plan to measure the impacts of growth on the sewer system and wastewater facility.	<i>Completed a study to determine the additional capacity that will be required to meet the needs of its citizens through buildout of the city; Also completed a cost estimate to expand the Mingus WWTP to the required capacity at buildout of the city</i>
Objective 9-2. E	Perform a fiscal impact analysis and identify other methods to measure the actual impacts of development on existing services and facilities to ascertain reasonable requirements and fees to be imposed on new development and re-development. The analysis and policy should also acknowledge how new development helps to fund or attain capital improvements.	
Objective 9-2. F	Continue to develop and investigate mechanisms for funding public improvements and for relieving the public of financial burdens which may be associated with new development.	
CD - GOAL 9-3	IDENTIFY INNOVATIVE AND NON-TRADITIONAL FUNDING MECHANISMS TO ENABLE FUNDING OF PUBLIC SERVICES, FACILITIES, EQUIPMENT AND INFRASTRUCTURE NECESSARY TO MEET THE CITY'S NEEDS.	
Objective 9-3. A	Identify funding and development strategies for other necessary improvements associated with growth and development, including off-site	<i>Ongoing; City actively looks at</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	street and infrastructure improvements, park facilities, public safety needs and other necessary city programs and public improvements.	<i>ever-changing public safety grant opportunities, and consolidation of services wherever feasible</i>
Objective 9-3. B	Support the establishment of special improvement districts where approved by a majority of the property owners of affected properties, to provide necessary improvements, such as utility improvements, drainage improvements, sidewalks, various street enhancements and other publicly identified needs.	
Objective 9-3. C	Explore opportunities for public/private partnerships which may help to provide financing for facilities and services.	
Objective 9-3. D	Annually evaluate the City's Capital Improvement Plan to coordinate public projects in a manner that is compatible with City development goals and to ensure maximum usefulness and affordability to the residents of Cottonwood.	<i>Ongoing</i>
Objective 9-3. E	Investigate the possibility of revenue sharing to offset costs for facilities and services which may be associated with both local and regional impacts and which provide for mutual benefit for affected parties.	

HOUSING ELEMENT - 10		
H - GOAL 10-1	PROVIDE A COMPREHENSIVE APPROACH TO ADDRESSING HOUSING NEEDS IN THE COMMUNITY.	
Objective 10-1. A	Support a multi-level approach for housing that includes emergency and transitional housing, special needs housing, first time homebuyers programs, workforce housing, owner-occupied housing rehabilitation programs, senior housing, multi-unit, single-family and manufactured housing opportunities.	<i>Regional housing study completed; working with Homeless Coalition and Housing Solutions of Northern Arizona on emergency and transitional housing; developing an affordable housing incentive policy; supported revitalization of Verde Plaza Apts.</i>
Objective 10-1. B	Consider working with nonprofit organizations to acquire and rehabilitate residential rental units for resale to first-time and low-moderate income households.	<i>Not applicable at present (no available rental units)</i>
Objective 10-1. C	Support opportunities for manufactured housing in appropriate locations.	<i>Ongoing in MH and R-4 zones</i>
Objective 10-1. D	As a component of a comprehensive economic development program, support land use and zoning decisions that provide opportunities for executive level housing.	
Objective 10-1. E	Continue enforcement of the city's Residential Rental Maintenance Code, as permitted by state statute.	<i>Enforcement of the Property Maintenance Code ongoing</i>
H - GOAL 10-2	SUPPORT A REGIONAL, MULTI-AGENCY APPROACH FOR COORDINATION AND IMPLEMENTATION OF HOUSING PROGRAMS.	
Objective 10-2. A	Support regional programs with other jurisdictions, agencies and organizations to plan and implement housing goals.	<i>Hired Housing Manager in conjunction with Sedona</i>
Objective 10-2. B	Evaluate and if feasible, provide support for the establishment of a regional non-profit housing organization, such as a Community Housing Development Organization (CHDO).	<i>Housing Manager working to coordinate a regional housing body</i>
Objective 10-2. C	Encourage ongoing communication and interaction between agencies, elected officials, staff and the public regarding housing issues.	<i>See above</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

H - GOAL 10-3	SUPPORT HOUSING OPPORTUNITIES FOR SPECIAL NEEDS AND NON-TRADITIONAL POPULATIONS.	
Objective 10-3. A	Support senior/elderly housing options, including independent living developments, nursing homes, assisted care homes integrated into neighborhoods, and other effective formats.	<i>Focus shift to all affordable housing groups, which include senior housing</i>
Objective 10-3. B	Survey senior/elderly housing developers and providers so as to identify facility and affordability gaps. Periodically update information regarding available programs and resources for senior housing. Work with developers and providers of senior/elderly housing to identify appropriate locations for senior housing.	<i>Gaps identified in housing study, see also above</i>
Objective 10-3. C	Support federal and state funded, owner-occupied housing rehabilitation assistance programs that benefit, low income, senior/elderly and disabled persons households.	<i>Provided CDBG award to Habitat for Humanity for Critical Home Repair Assistance</i>
Objective 10-3. D	Support efforts by local groups providing emergency and transitional housing programs in appropriate locations for at-risk populations.	
Objective 10-3. E	Support housing programs and opportunities for various types of special needs housing, including persons with disabilities and persons with developmental disabilities.	
H - GOAL 10-4	COORDINATE ECONOMIC DEVELOPMENT PROGRAMS WITH HOUSING POLICIES AND ACTIONS.	
Objective 10-4. A	Identify and work to implement common goals related to both housing and economic development.	<i>Ongoing</i>
Objective 10-4. B	Identify mechanisms and resources to ensure housing is available to attract and retain a stable employment base within the City of Cottonwood, and promote employer-assisted housing opportunities.	<i>In progress</i>
Objective 10-4. C	Survey major employers in Cottonwood, including medical care, education, manufacturing, retail, government and other sectors, to determine qualifications and interest in participating in employer-assisted or “workforce” housing programs.	<i>Ongoing</i>
H - GOAL 10-5	SUPPORT EXPANDED HOMEOWNERSHIP OPPORTUNITIES.	
Objective 10-5. A	Work with local, state and federal agencies, as well as private organizations that offer homeownership education, counseling services and financial resources, and help promote any programs offered locally.	<i>HSNA partnership for down-payment assistance and homebuyer counseling started January 2022</i>
Objective 10-5. B	Support incentives, policies and resources to provide homeownership opportunities for Cottonwood residents, including low-moderate income households.	<i>See above</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 10-5. C	Consider participation in the creation of a regional housing trust fund to assist qualified individuals and households in the purchase of housing.	<i>See Goal 10-2</i>
H - GOAL 10-6	SUPPORT EFFORTS TO IMPROVE ENERGY EFFICIENCY AND GREEN BUILDING FEATURES IN NEW AND EXISTING HOUSING.	
Objective 10-6. A	Identify and amend any related City codes and ordinances that create barriers to implementation of alternative building methods or use of materials that provide energy-efficiency benefits, use local resources, lower waste and provide related cost savings.	<i>Ongoing -included in plans for development incentives and guidelines for affordable housing</i>
Objective 10-6. B	Support home weatherization assistance programs that provide home energy audits and grants to qualified home owners, including those that offer assistance with materials and installation of energy saving improvements.	<i>Working to create website which will better advertise available resources to residents</i>

HISTORIC PRESERVATION ELEMENT - 11

HP - GOAL 11-1	IDENTIFY, PRESERVE AND PROTECT HISTORIC PROPERTIES AND RESOURCES WITHIN THE CITY.	
Objective 11-1. A	Maintain status in Certified Local Government (CLG) Program for Historic Preservation, as defined by the National Park Service and State Historic Preservation Office.	<i>Ongoing</i>
Objective 11-1. B	Support the Historic Preservation Commission as the main City program for the promotion of historic preservation goals, including historic property identification and documentation, review of proposed changes to historic properties and districts, and related public outreach and education programs.	<i>Ongoing</i>
Objective 11-1. C	Establish criteria for identifying Historic Landmark Properties and maintain the Cottonwood Historic Property Register documenting such Historic Landmarks.	<i>Landmarked one additional property in 2023; developed a digital landmarking application</i>
Objective 11-1. D	Establish an ongoing program to identify eligible historic sites, structures, districts, and other resources and update the City's historic resource inventory.	<i>Conducted a Historic Residential Inventory in 2023, evaluating 249 properties for eligibility to create a new residential historic district</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 11-1. E	Participate in the development of applications and support nominations for listing individual properties and eligible districts on the National Register of Historic Places.	
Objective 11-1. F	Support the preservation of significant historic and contributing historic properties listed on the National Register of Historic Places.	<i>Ongoing</i>
Objective 11-1. G	Promote the preservation of historic streetscapes and landscapes within historic areas, so as to recognize the significance and context of the historic style and materials of sidewalks, street edge condition, drainage features, light fixtures, street signs, trees and supporting design elements.	<i>Ongoing</i>
Objective 11-1. H	Follow the standards and procedures identified by SHPO regarding the treatment of pre-historic and historic archaeological resources in Cottonwood.	
Objective 11-1. I	Ensure that any significant archeological resources identified or discovered within the city are treated according to the highest standards of respect and according to the best practices, as well as all applicable state and federal laws. If such resources are disturbed, mitigation measures shall be undertaken.	
HP - GOAL 11-2	INTEGRATE HISTORIC PRESERVATION PROGRAMS WITH OTHER CITY PLANNING AND DEVELOPMENT PROGRAMS.	
Objective 11-2. A	Evaluate and amend various City policies, codes and ordinances to be consistent with historic preservation goals.	<i>Applied for SHPO matching grant for creation of new residential historic district</i>
Objective 11-2. B	Ensure that City policies, codes and ordinances are in place to resolve conflicts and provide beneficial results regarding preservation of existing resources in relation to proposed new development.	
Objective 11-2. C	Promote coordination between various city functions and programs regarding review of proposed development activities so as to support the goals of historic preservation.	<i>Added workflow step in SmartGov for Planning staff to evaluate all building & demo permits regarding Zoning Ordinance Sec. 310 requirements</i>
Objective 11-2. D	Evaluate alternative building safety code and fire safety protection codes for historic buildings to ensure that life safety objectives are not compromised.	<i>See above</i>
Objective 11-2. E	As an incentive for historic preservation, simplify and expedite the planning and building safety review process for work on contributing historic properties through the establishment of clear policies and criteria for such work.	<i>Continue to offer 50/50 small grants for improvements to landmarked property in Old Town – no applications in FY 2023</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

HP - GOAL 11-3	PROMOTE AWARENESS AND APPRECIATION OF THE COMMUNITY’S HISTORY.	
Objective 11-3. A	Promote historic preservation through city marketing efforts, public displays, brochures, walking tours and newspaper articles.	<i>Bronze plaque was installed at the Club House to identify the Landmark designation; HPC vice-chair interviewed by VI; HPC Commissioners continue to approach property owners to make them aware of landmarking</i>
Objective 11-3. B	Promote improved signage programs to identify historic districts and properties through the use of integrated historic district street signs, individual property markers and interpretive display signs.	
Objective 11-3. C	Support National Historic Preservation Month activities in May of each year through proclamations, media releases, educational events and historic preservation tours.	<i>Produced a virtual video and e-book for the 2021 Cottonwood Historic Property Tour in November 2021</i>
Objective 11-3. D	Provide expanded information through the City website describing the history of Cottonwood, various historic buildings, historic figures, available resources and programs, financial incentives and other related information.	<i>Updated various flyers and materials to promote the HPC programs; added virtual Historic Property Tour</i>
Objective 11-3. E	Build partnerships with City boards and commissions, historical societies, business associations, school districts, and private owners to promote cultural heritage.	<i>Virtual Historic Property Tour assisted with connection and new partnerships</i>
Objective 11-3. F	Participate in state and regional historic preservation conferences, workshops, and programs.	<i>Staff attends State Historic Preservation Conference</i>
HP - GOAL 11-4	SUPPORT HISTORIC PRESERVATION AS AN ECONOMIC DEVELOPMENT AND REVITALIZATION PROGRAM.	
Objective 11-4. A	Promote the historic roots of Cottonwood and historic preservation resources as part of City marketing and tourism promotion efforts.	<i>Historic Property Tour was completed in 2021</i>
Objective 11-4. B	Support regional programs related to historic preservation, including local, state and federal historic sites, museums and organizations, and combined tourism promotion programs.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 11-4. C	Provide strong, effective support for the preservation of historic properties through adopted ordinances that require review of alterations to historic properties according to adopted standards.	<i>HP Ordinance applies to Landmarks</i>
Objective 11-4. D	Assure new construction within historic areas is compatible with the existing character of the area so as to protect the historic context and district standards.	<i>Applies to Landmarks</i>
Objective 11-4. E	Support the process that places a temporary delay on proposed demolition of historic properties so as to allow time to work with property owners to adequately consider preservation alternatives.	<i>Applies to Landmarks</i>
Objective 11-4. F	Provide information to property owners and the public regarding any local, State and Federal incentive programs, including grant and tax incentive programs for rehabilitation and maintenance of historic properties.	<i>Ongoing Historic Preservation grant program</i>
Objective 11-4. G	Consider developing financial support programs, such as revolving loan fund for rehabilitation of properties, and a small grant program to provide matching funds for individual rehabilitation grants that meet identified criteria.	<i>Continue to offer 50/50 small grant program to assist owners of landmarked properties with minor repairs and improvements – first grant awarded in 2021; no applications submitted for FY 2023</i>

ECONOMIC DEVELOPMENT ELEMENT

Economic Development Goals & Objectives are organized to support the seven Program Focus Areas: Education & Workforce, Innovation and Entrepreneurship, Tourism, Old Town, Sustainability, Leadership, and Quality of Place, as well as general goals identified in the Introduction section.

FOCUS AREA: INTRODUCTION

ED - GOAL 12-1	PROMOTE COTTONWOOD AS THE COMMERCIAL HUB OF THE REGION.	
Objective 12-1. A	Support business retention and expansion (BR&E) program in order to stabilize existing businesses and create new job growth. Open up communications with local business, understand the business needs and issues, and provide assistance.	<i>Ongoing</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 12-1. B	Implement a business visitation program in order to gain an understanding of local business issues and concerns, visit four businesses per quarter, establish a database of issues/concerns, and follow-up with the businesses. Additionally, gain an understanding of business suppliers and vendors that could be attracted to the area.	
Objective 12-1. C	Periodically update the Cottonwood Market Study to better focus program elements and targeted marketing materials.	<i>Econ. Dev. data being collected by consultant, and full SWOT analysis will be provided; report expected Spring 2024</i>
Objective 12-1. D	Support the business incubator model that creates a climate for new business start-ups. The incubator program shall provide the technical assistance, staffing support, and other assistance in a single location where small businesses have support from initial start-up.	<i>When Econ. Dev. Strategy is complete, the new Elevate Cottonwood (BR&E) website will be published</i>
Objective 12-1. E	Continue support for the Business Assistance Center (BAC). The BAC provides tremendous technical assistance to new business start-ups and business expansions.	<i>BAC function transferred to SBDC at Yavapai College</i>
Objective 12-1. F	Take advantage of regional transportation corridor locations for mixed use development to meet increasing demand for jobs, services and housing.	<i>Ongoing</i>
Objective 12-1. G	Work with other area agencies to secure funding to complete a telecommunications assessment and support expanded broadband capabilities.	<i>No longer relevant in this capacity. Initial project was eliminated at Yavapai County. Now it is up to each community to provide broadband service, which is pretty strong in Cottonwood.</i>
ED - GOAL 12- 2	PROMOTE COTTONWOOD AS A BUSINESS-FRIENDLY COMMUNITY THROUGH FOCUSED COMMUNICATION PROJECTS AND OUTREACH.	
Objective 12-2. A	Identify and implement a “Brand Identity” program that defines the community as a forward-thinking, innovative, quality place to live, work and invest.	<i>Ongoing</i>
Objective 12-2. B	Develop key messages about Cottonwood’s assets, strategic vision, and business opportunities and promote such attributes through an on-going marketing program.	<i>Ongoing; Initiated “you are welcome here” and</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>increased marketing budget to \$360,000</i>
Objective 12-2. C	Enhance the City's business-related informational materials, including print, electronic and social media outlets.	<i>Ongoing, a very strong asset for the City</i>
Objective 12-2. D	Support community events that include participation and feature local businesses, their services and products.	<i>Ongoing</i>
FOCUS AREA #1: EDUCATION AND WORKFORCE		
ED - GOAL 12-3	SUPPORT EDUCATION, TRAINING AND WORKFORCE DEVELOPMENT EFFORTS SO AS TO PROVIDE EXISTING AND FUTURE BUSINESS WITH A "JOB READY" EMPLOYMENT BASE.	
Objective 12-3. A	Create a first class workforce that provides existing and future business with a "job ready" employment base.	<i>Partnered with Yavapai College to help get the VTAC program started in the Verde Valley</i>
Objective 12-3. B	Review Yavapai College regional labor study and supplement where necessary in order to document the education and skill sets of the area workforce and identify gaps.	<i>Work closely with REDC to gain information as necessary</i>
Objective 12-3. C	Support the efforts of the Southwest Wine Center at Yavapai College and the emerging local wine industry, to include viticulture curriculum and vineyard management programs that support local work force objectives.	<i>Ongoing; City sponsors events related to wine industry on a regular basis</i>
Objective 12-3. D	Evaluate existing online job boards, including DES, Yavapai College, and Chamber of Commerce, and promote coordination, marketing and user-friendly effectiveness.	<i>Ongoing. Collaboration is alive and well here</i>
Objective 12-3. E	Support efforts to achieve full employment for Cottonwood's residents, including efforts to attract and retain a broad base of businesses and industries providing well-compensated jobs with career growth potential.	<i>Ongoing; CEDS implementation plan can identify areas the City can focus on with businesses and employment opportunities</i>
Objective 12-3. F	Improve access for the community's economically disadvantaged to job training or retraining opportunities to provide them with skills for career and job development.	<i>Ongoing. Lunch & Learn series launched in 2024 for this purpose.</i>
Objective 12-3. G	Continue to reduce barriers to employment for people of differing abilities by increasing opportunities to participate in the work force through	<i>Not as easy as it sounds; current</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	specialized public transit accessibility programs, employee outreach programs and other programs determined to be effective in achieving accessibility goals for all.	<i>employment culture makes this very difficult; will gain insight from CEDS and will implement as feasible</i>
Objective 12-3. H	Identify solutions to address practical work force issues, such as affordable childcare and public transportation needs.	
Objective 12-3. I	Establish and maintain partnerships between business, education, and government to build a skilled workforce, including management and leadership training programs, to meet the needs of local businesses.	<i>Ongoing</i>
Objective 12-3. J	Work with Yavapai College, high school districts and local businesses to create a work study and internship program for qualified local high school and college students so they gain experience working in local employment institutions, such as government, education, banking, medical or business entities.	<i>Ongoing</i>
ED - GOAL 12-4	ENCOURAGE EXCELLENCE IN EDUCATIONAL AND JOB TRAINING PROGRAMS AT ALL LEVELS.	
Objective 12-4. A	Encourage efforts to provide a full range of high quality educational opportunities for all residents and for life-long learning through library resources and continuing education programs.	<i>Ongoing; Provide info as it becomes available. Shared on social media and Econ Dev newsletter</i>
Objective 12-4. B	Support and foster efforts to provide excellence in public education and life-long learning in Cottonwood, including scientific, technical, humanistic, cultural, the arts, and the social sciences, and by the continuing support for public libraries.	<i>Ongoing</i>
Objective 12-4. C	Ensure the City continues close ties with Yavapai College through the Verde Campus to ensure coordination of locally-oriented programs and resources.	<i>Ongoing; Working with new Dean to build strong relations</i>
Objective 12-4. D	Promote coordination of the personnel needs of new and existing business with skills training programs to ensure a stable, productive labor force.	<i>Challenging for all employers right now</i>
FOCUS AREA # 2: INNOVATION AND ENTREPRENEURSHIP		
ED - GOAL 12-5	PROMOTE INNOVATION AND ENTREPRENEURSHIP IN COTTONWOOD.	
Objective 12-5. A	Support local programs to retain existing business and attract new business in order to create a more balanced economy and diversity in jobs.	<i>Ongoing</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 12-5. B	Support the Small Business Development Center (SBDC) at Yavapai College to foster entrepreneurship and facilitate business start-ups.	<i>Ongoing</i>
Objective 12-5. C	Eliminate the barriers to home based businesses by ensuring that zoning regulations and community CCRs do not hamper this activity.	<i>Zoning Ordinance permits home occupations</i>
Objective 12-5. D	Support the full range of business development opportunities related to sustainable agriculture and the wine industry.	<i>Ongoing</i>
Objective 12-5. E	Maintain an up-to-date site and building inventory and explore the creation of a certified site or “shovel ready” program with on-line databases.	<i>In progress; New website is being created now.</i>
Objective 12-5. F	Ensure that telecommunication infrastructure is in place to attract and retain broad-based business opportunities, including home-based and start-up businesses.	
Objective 12-5. G	Research the viability of Cottonwood attracting alternative and renewable energy production, manufacturing, and/or related R&D type activities.	<i>Ongoing</i>
ED - GOAL 12-6	PROVIDE RESOURCES AND PROGRAMS THAT FOCUS ON SMALL BUSINESS DEVELOPMENT NEEDS.	
Objective 12-6. A	Utilize the Business Assistance Center (BAC) to facilitate communication between the City and small businesses, to evaluate and streamline City procedures, to evaluate City policies and regulations for their impacts on small businesses, and to encourage entrepreneurship and resolve problems.	<i>BAC function transferred to SBDC at Yavapai College</i>
Objective 12-6. B	Continue support for small business advocacy services and assistance programs, including marketing, venture capital, financing, and City procurement procedures.	<i>Ongoing; working with the AZ Commerce Authority</i>
Objective 12-6. C	Provide assistance for entrepreneurial efforts and technological innovation in small businesses.	<i>Ongoing</i>
Objective 12-6. D	Support the Arizona Local First program, a state-wide effort that provides resources and strategies to support locally owned and operated businesses as an essential component of a sustainable economy and community.	<i>Ongoing</i>
ED - GOAL 12-7	PROVIDE ASSISTANCE AND SUPPORT FOR THE RETENTION AND EXPANSION OF EXISTING BUSINESS.	
Objective 12-7. A	Continue support for the Business Assistance Center as the one-stop center providing assistance for existing businesses so as to assist with employee retention and expansion.	<i>BAC function transferred to SBDC at Yavapai College</i>
Objective 12-7. B	Identify and support programs that provide financial resources and strategies to assist local companies with expansion needs	<i>Ongoing</i>
Objective 12-7. C	Support the use of technologies to assist companies to profitably expand.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

ED - GOAL 12-8	SUPPORT EFFORTS TO RECRUIT NEW BUSINESSES AND INDUSTRIES TO COTTONWOOD.	
Objective 12-8. A	Focus recruitment efforts and resources on specific industries which will diversify the existing economic base.	<i>Ongoing</i>
Objective 12-8. B	Identify and recruit new firms that supply or otherwise support businesses already located in the Cottonwood area.	<i>Updated in the CEDS plan</i>
Objective 12-8. C	Pursue recruitment of industries that are nonpolluting and compatible with the environment.	
Objective 12-8. D	Improve recruitment methods and strategies by analyzing results through established performance and evaluation criteria.	<i>Ongoing; video recruitment series launched for Communications and IT</i>
Objective 12-8. E	Identify and support community resources which assist new businesses, such as marketing, venture capital, financing and management.	<i>Ongoing</i>
Objective 12-8. F	Encourage and support entrepreneurial efforts and technological innovation in local businesses.	<i>Ongoing</i>
Objective 12-8. G	Promote the Verde Valley as a location for film activities, including motion pictures, television, commercials and still photography.	<i>Ongoing; Working with AZ Commerce Authority Film Ready Communities</i>
ED - GOAL 12-9	ENSURE NEW DEVELOPMENT LOCATED IN PROXIMITY TO THE VERDE VALLEY MEDICAL CENTER MEETS APPROPRIATE STANDARDS OF QUALITY SO AS TO ENSURE THE AREA REMAINS ATTRACTIVE AS THE PREEMINENT MEDICAL CENTER FOR THE REGION.	
Objective 12-9. A	Work with affected property owners and citizens to develop an Area Plan for the Medical Center area so as to provide a coordinated vision to guide the long-range development in and around the Medical Center area.	<i>The City meets quarterly with Northern Arizona Healthcare</i>
Objective 12-9. B	Develop design guidelines for the area to assist with the planning and design of future development projects.	<i>Ongoing</i>
Objective 12-9. C	Encourage medical and health related business development in Cottonwood.	<i>Ongoing</i>
ED - GOAL 12-10	ENSURE DEVELOPMENT IN PROXIMITY TO THE COTTONWOOD MUNICIPAL AIRPORT SUPPORTS THE LONG- TERM VIABILITY OF THE AIRPORT AS A KEY EMPLOYMENT AND ECONOMIC ACTIVITY CENTER.	
Objective 12-10. A	Provide incentives and program assistance to promote high-quality employment based uses, including aviation-related businesses, in the airport area.	<i>Ongoing. Work with AZ Commerce</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>Authority on Site Selector groups when appropriate.</i>
Objective 12-10. B	Update the Cottonwood Municipal Airport Master Plan to include detailed land use planning and design guidelines for the airport and surrounding area so as to achieve the desired goals for the area as determined through the planning process.	Completed 2022; Airport Layout Plan set approved by FAA in 2023
Objective 12-10. C	Promote employment-generating business development within the Cottonwood Municipal Airport area so as to increase the number of industries located at the airpark, create incentive packages geared to targeted business, and collaborate with lessees to market the airport area as an attractive business location.	Coordinating with Airport Manager to provide guidance on when this would be appropriate.
FOCUS AREA # 3: TOURISM		
ED - GOAL 12-11	BRAND AND PROMOTE COTTONWOOD AS A TOURISM DESTINATION AND GATEWAY TO OTHER ATTRACTIONS IN THE VERDE VALLEY.	
Objective 12-11. A	Brand and promote Cottonwood as a tourism destination and gateway to other attractions in the Verde Valley.	<i>Ongoing</i>
Objective 12-11. B	Determine, protect, and promote such things as the natural, cultural, and historical features which attract tourists and visitors to the region.	<i>Ongoing</i>
Objective 12-11. C	Support the establishment of a convention center and related quality lodging facilities so as to provide mid-sized convention and meeting activities.	<i>Ongoing. Springhill Suites opened 2022; both the Cottonwood Recreation Center and the Cottonwood Community Club House function as event centers that are rented by users.</i>
Objective 12-11. D	Determine the market feasibility for the siting of a conference hotel in Cottonwood and identify potential locations within the city that could support such facilities.	
Objective 12-11. E	Support development of a regional system of high-quality river access points and multi-use hiking, biking and equestrian trails.	<i>Ongoing through Parks Master Plan and trails coordination with Verde Front</i>
Objective 12-11. F	Continue to expand promotion efforts for the Verde Valley “Wine Trail” by working with the local wine consortium and related businesses.	<i>Ongoing; partner with the Verde</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

		<i>Valley Wine Festival</i>
Objective 12-11. G	Work with Arizona State Parks to promote recreational opportunities at Dead Horse Ranch State Park, including through cooperative marketing programs with other area attractions and activities.	<i>Ongoing; Hosted the Cottonwood Vintage Run in 2022; City uses photos from State Parks in marketing efforts</i>
Objective 12-11. H	Promote Cottonwood as a destination and base for the full range of regional outdoor recreation opportunities, including boating, fishing, bird watching, hiking, climbing, hang gliding, sky diving, ballooning, etc.	<i>Ongoing</i>
Objective 12-11. I	Continue to work on the development of a comprehensive tourism strategy that includes local, regional and state-wide partners and identified funding sources.	<i>Ongoing</i>
Objective 12-11. J	Develop and implement a comprehensive “wayfinding” signage program for the City of Cottonwood, so as to provide an attractive, effective, and unified signage program that helps direct visitors and residents to a variety of local facilities, uses and districts.	<i>Needs status update, based on funding and staff availability</i>
Objective 12-11. K	Expand geo-tourism and eco-tourism as part of the tourism development strategy (e.g., birding events, river access, hiking trails, archeological sites) in the Verde Valley.	<i>Ongoing</i>
Objective 12-11. L	Develop partnerships for agro-tourism with local ranches, farms, gardens and vineyards in the Verde Valley; and support the full range of agro-tourism program development, including general tours, hands-on educational experiences, training opportunities, conferences, festivals, special events, accommodations, and marketing programs.	<i>Support local Verde Grown initiative with Camp Verde</i>
FOCUS AREA # 4: OLD TOWN		
ED - GOAL 12-12	PROMOTE THE HISTORIC “OLD TOWN” DOWNTOWN AREA AS THE CITY'S ARTS AND CULTURAL CENTER AND UNIQUE DESTINATION DISTRICT.	
Objective 12-12. A	Continue support for efforts to develop the historic downtown area as a major, mixed-use activity center that includes a variety of housing choices and retail, restaurants, galleries, wine-related uses, office, government, arts and culture, entertainment, and other services.	<i>Ongoing</i>
Objective 12-12. B	Promote the identification and preservation of historically significant structures and support programs to ensure historically appropriate development activities associated with designated historic landmarks and districts.	<i>Marketing for brick program and grants are ongoing</i>
Objective 12-12. C	Support preservation of historic landmarks and expansion of historic district designation to areas with high levels of significant historic properties.	<i>Ongoing</i>
Objective 12-12. D	Continue to support community activities and events which bring people to Old Town, such as festivals, parades, farmer’s market, and arts and	<i>Ongoing; we will host multiple events in Old</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	entertainment events, including those that attract evening and weekend participation.	<i>Town this year with the purpose of promoting tourism.</i>
Objective 12-12. E	Continue to support tourism-related uses and activities in the area.	<i>Ongoing</i>
Objective 12-12. F	Ensure efforts to promote Old Town Cottonwood provide benefits that enhance business and resident interests throughout the City of Cottonwood.	<i>Ongoing</i>
Objective 12-12. G	Work on making Old Town more pedestrian and bicycle-friendly by ensuring facilities are continuous, interconnected, safe, efficient and attractive.	<i>Main Street pavement project will provide improvements in Old Town; Old Town Master Plan part of an objective in draft General Plan, subject to approval and funding</i>
FOCUS AREA # 5: SUSTAINABILITY		
ED - GOAL 12-13	PROMOTE ECONOMIC SUSTAINABILITY AND ENVIRONMENTAL STEWARDSHIP WITHIN COTTONWOOD.	
Objective 12-13. A	Strive to balance municipal costs and revenues so as to provide a sustainable, high level of service to city residents.	<i>Ongoing</i>
Objective 12-13. B	Encourage the application of renewable energy technology (such as solar) and LEED certification in new development by ensuring that local codes and regulations are “green” friendly.	<i>Not doing this project; not feasible for City</i>
Objective 12-13. C	Incorporate green technologies in new and existing City facilities and strive for LEED Certification for City projects.	
Objective 12-13. D	Adopt policies that support and expand Cottonwood as a pedestrian and bike friendly community	<i>Designated Bike Friendly Community</i>
Objective 12-13. E	Support the Verde Valley Leadership programs and Project CENTRL to foster new leadership.	<i>City employees are regular members of Verde Valley Leadership</i>
Objective 12-13. F	Develop a recreation-based market study that will analyze our opportunities and identify recruitment strategy for recreational oriented businesses (e.g., mountain biking, ballooning, river-related activities.)	
ED - GOAL 12-14	SUPPORT QUALITY INFRASTRUCTURE DEVELOPMENT.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 12-14. A	Ensure appropriate physical infrastructure is available to support business and community development.	<i>Ongoing</i>
Objective 12-14. B	Develop adequate telecommunications infrastructure to support businesses and residents. Create a committee to study telecommunications options and prepare an action plan to ensure that Cottonwood has the best possible communications capabilities.	<i>Ongoing with broadband discussions on regional level</i>
Objective 12-14. C	Link the Cottonwood General Plan to the Capital Improvement Plan so as to identify and prioritize needed community infrastructure with land development activities.	
Objective 12-14. D	Ensure ongoing coordination and communication between local governments and various utility providers, including both private and public, so as to address common concerns and ensure adequate advance planning related to growth and changing needs.	<i>Ongoing</i>
Objective 12-14. E	Consider all types of funding options and strategies for infrastructure development as appropriate and in the best interest of the City and its residents.	
Objective 12-14. F	Work regionally to protect the community's long-term water resources, ranging from inter-basin watershed coordination to local state-of-the-art conservation, reuse and recharge strategies. Expand public awareness and water conservation programs.	<i>Ongoing</i>
Objective 12-14. G	Continue to improve multi-modal transportation opportunities, including pedestrian, bicycle, transit, and vehicle systems.	<i>Ongoing</i>

ED - GOAL 12-15	RECOGNIZE THE IMPORTANCE OF RETIRED PEOPLE FOR THEIR VALUED CONTRIBUTIONS TO THE LOCAL ECONOMY AND COMMUNITY.	
Objective 12-15. A	Increase awareness and understanding of aging issues in Cottonwood.	
Objective 12-15. B	Increase the ability of seniors to remain active, healthy and living independently in Cottonwood.	<i>Ongoing at the Cottonwood Recreation Center. Senior discounts; hired a Community Events Coordinator who will host senior oriented programming</i>
Objective 12-15. C	Implement programs that will assist seniors in improving or managing health conditions.	
Objective 12-15. D	Develop opportunities and programs to assist members of the senior population and retired workers so they can use their life skills, business	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

	experience and financial capital to more effectively participate in the expansion of the local economy.	
Objective 12-15. E	Continue to support senior advocacy organizations, including the Verde Valley Senior Center and the NACOG Area Agency on Aging - Advisory Council on Aging (ACOA).	<i>City provides annual funding to the Senior Center</i>
FOCUS AREA # 6: LEADERSHIP		
ED - GOAL 12-16	ENSURE ADEQUATE ORGANIZATIONAL CAPACITY TO SUPPORT ECONOMIC DEVELOPMENT PROGRAMS.	
Objective 12-16. A	Foster a collaborative environment and provide capable leadership on behalf of the City of Cottonwood.	<i>Ongoing</i>
Objective 12-16. B	Provide funding and support for the City of Cottonwood Economic Development program, including a professional, full-time economic development director, necessary full and part-time support staff, office facilities, marketing programs, website resources and necessary program support.	<i>Ongoing</i>
Objective 12-16. C	The City shall provide support to the Chamber of Commerce, CEDC, the Old Town Association and other local and regional economic development organizations, as determined.	<i>Ongoing</i>
Objective 12-16. D	The City is encouraged to continue funding local economic development efforts, as well as the many other important non-profit organizations that work to improve the area's economy and quality of life.	<i>Ongoing</i>
Objective 12-16. E	The City Council, City Manager, Economic Development Staff, Board of Directors and others shall meet periodically to review performance and to make modifications to the work program as necessary.	<i>Ongoing</i>
Objective 12-16. F	Continue to identify ways to bring citizens, residents and business representatives into the community's economic development planning and implementation process.	<i>Developed a new group that interacted with the CEDS and consultant, provided feedback on community and business culture</i>

ED - GOAL 12-17	CONTINUE TO SUPPORT AND TAKE A LEAD ROLE WITH THE COORDINATION OF REGIONAL ECONOMIC DEVELOPMENT EFFORTS.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 12-17. A	Promote networking, information sharing, and coordination among the local public and private economic development agencies and organizations, educational and job training organizations, and business groups.	<i>Ongoing; partner with Chamber of Commerce, Yavapai College, and the Small Business Development Center, Verde Valley Regional Economic Organization</i>
Objective 12-17. B	Continue to support and implement the programs as described through the regional economic development planning efforts.	CEDS
Objective 12-17. C	Provide staffing and support for Cottonwood Economic Development Council (CEDC).	No longer exists
GOAL 12-18	PROVIDE PROGRAM SUPPORT FOR LOCAL MANUFACTURING COMPANIES.	
Objective 12-18. A	Support Northern Arizona Manufacturing Association (NAMA) that brings together local manufacturing firms to provide a forum to exchange information and ideas as well as an opportunity to discuss issues and concerns.	
Objective 12-18. B	Expand supply chain development opportunities.	
FOCUS AREA # 7: QUALITY OF PLACE		
ED - GOAL 12-19	SUPPORT QUALITY OF PLACE GOALS AND ENSURE THAT COTTONWOOD RESIDENTS HAVE A WELL PLANNED COMMUNITY WITH HIGH LEVEL OF SERVICES, A DIVERSE MIX OF HOUSING, AND ABUNDANT CULTURAL AND RECREATIONAL OFFERINGS.	
Objective 12-19. A	Promote the arts in Cottonwood through consideration of a “percentage for the arts” program and support for a local arts council.	<i>Ongoing; City Hall art program</i>
Objective 12-19. B	Ensure the diversity and affordability of housing in Cottonwood.	<i>Hired a Housing Manager to assist with this goal</i>
Objective 12-19. C	Create more awareness of and encourage the use of the Cottonwood Area Transit (CAT) system.	<i>Ongoing</i>
Objective 12-19. D	Support community-based enforcement programs, such as MAT Force and Citizens on Patrol (COP).	<i>Ongoing</i>
Objective 12-19. E	Preserve the natural environment of Cottonwood by adopting policies that allow for open space and the preservation of view sheds.	<i>Ongoing</i>

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

ED - GOAL 12-20	USE THE SUB-AREA PLANNING PROCESS TO SUPPORT ECONOMIC DEVELOPMENT OBJECTIVES FOR KEY DESIGNATED AREAS.	
Objective 12-20. A	Work with the public to identify and prioritize areas that could benefit from the focused planning approach provided through the sub-area planning process identified in the Land Use Element.	
Objective 12-20. B	Establish sub-area planning committees comprised of area residents, businesses, staff, elected officials and others to guide each program.	
Objective 12-20. C	Encourage projects that enhance Cottonwood through appropriate quality urban design, improved public facilities and expanded economic development opportunities.	<i>Ongoing</i>
GOAL 12-21	EXPAND E-GOVERNMENT (ON-LINE ELECTRONIC COMMUNICATIONS) PROGRAMS AND RESOURCES.	
Objective 12-21. A	Promote a user-friendly system that allows the citizen to interact easily with City government through a variety of mechanisms emphasizing the best practices for telephone, Internet, and e-mail and methods to provide one-stop services for various needs.	
Objective 12-21. B	Expand e-government to automate processes, such as bill payments, permits, and plan reviews.	<i>Upgraded permit software 2022</i>
Objective 12-21. C	Develop an effective GIS (Geographical Information System) so that citizens can access the Internet to obtain a variety of information about their community and properties in a visual mapping format.	<i>Online interactive maps available for trails and Neighborhood Officer program</i>
Objective 12-21. D	Improve public access to internet-based information by providing public access computers at additional City facilities.	<i>Completed during COVID</i>
GOAL 12-22	ENCOURAGE RE-USE AND INFILL DEVELOPMENT OF VACANT, UNDER USED AND OBSOLETE LAND PARCELS SO AS TO PROMOTE EFFICIENT AND COST-EFFECTIVE USE OF LAND AND INFRASTRUCTURE	
Objective 12-22. A	Establish programs and incentives to encourage compatible, adaptive re-use and modernization of vacant or deteriorating properties.	
Objective 12-22. B	Prioritize revitalization and redevelopment projects in consideration of overall General Plan goals and objectives, including both individual properties and sub-area improvements.	
Objective 12-22. C	Provide technical assistance and resources to assist with commercial, industrial and residential rehabilitation.	
Objective 12-22. D	Support the Sub-area planning process to promote careful redevelopment of areas in the community that are vacant and underutilized.	

Cottonwood General Plan 2025 – Voter approved: November 4, 2014

GOALS AND OBJECTIVES UPDATE – ANNUAL REPORT FOR 2023

Objective 12-22. E	Address the special needs of areas that are experiencing blight or potentially hazardous conditions to assure the health, safety, and welfare of local residents.	
Objective 12-22. F	Promote sensitive redevelopment of areas within the community that are in a process of transition and reflect a need for reinvestment, particularly in older neighborhoods and along arterial streets.	
Objective 12-22. G	Provide information to the public, property owners and businesses regarding potential state or federal incentives so as to encourage a diversity of integrated, high-quality land uses.	

GOAL 12-23	REMEDiate DETERIORATED AND BLIGHTED CONDITIONS.	
Objective 12-23. A	Coordinate area-wide efforts to improve and enhance conditions, including assembly of underutilized and blighted properties for redevelopment at a level appropriate and compatible with surrounding neighborhood character.	
Objective 12-23. B	Enforce property development standards, remediate nuisance properties and eliminate unsafe property conditions.	<i>Ongoing enforcement of Zoning Ordinance, Building, and Fire Codes</i>
Objective 12-23. C	Support the redevelopment process as a means to provide additional effective economic development tools, including public/private partnerships, special grant programs, and targeted area-wide improvements.	<i>Ongoing</i>
Objective 12-23. D	Ensure any historic properties, or properties with potential to be designated as historic, take into account the best practices for historic preservation when associated with any redevelopment or revitalization effort. Potential financial incentives for historic preservation should also be considered for any related project.	<i>TED is active and attends HPC meetings regularly; provides input and designation assistance upon request</i>

COTTONWOOD GENERAL PLAN 2025

LAND USE PLANNING AREA RECOMMENDATIONS

2023 ANNUAL REPORT

SUMMARY OF 10 PLANNING SUB-AREAS.

1. **East 89A Gateway.** Major “gateway” entrance area to Cottonwood from Sedona and Cornville.
2. **Old Town and Parks.** The Old Town area has unique cultural, historic and economic issues that need attention from those unique perspectives.
3. **Main & Mingus.** Neighborhood residential area with closely related corridor planning issues.
4. **Clemenceau.** The historic Clemenceau area now serves as a critical connection between the old and new areas of the city.
5. **West 89A Gateway.** Important role as a gateway district should be considered. Closely associated with future development around the Medical Center.
6. **Airport and West Side Planned Development.** Potential airport development areas need to be considered in relation to large undeveloped ranch properties west of the airport.
7. **Verde Village / Palisades.** Mainly developed areas. Issues include development around the edges, major collector streets and condition of some older developments to the north.
8. **Public Facility Center.** Includes older industrial area and residential complexes in addition to a number of significant public service and governmental facilities.
9. **Central Commercial Core.** Major shopping centers, large discount retail and home centers, auto dealers and regional outlets serve as commercial core.
10. **South 260 Gateway.** Gateway district coming from I-17. Highway commercial corridor along SR 260, includes undeveloped State Trust Land and Forest Service properties.

Planning Sub-Areas Recommendations	
A. East 89A Gateway.	NOTES
1. The challenge for future development will be to maintain the outstanding views from this area and to ensure development provides a human scale and attractive environment while integrating with the surrounding natural environment.	
2. A general development plan was approved for Verde Santa Fe North. The details of how the commercial sites are designed and how the neighborhoods are laid out should be carefully considered to emphasize people-oriented, neighborhood-scale, village centers. Design standards should be developed to strongly discourage large strip-center commercial development fronted by large parking lots along the highway.	<i>Relates to the proposed “89 and Vine” Project – Developers have submitted a revised Master Development Plan for Design Review by P&Z Commission</i>

LAND USE PLAN – SUB-AREA RECOMMENDATIONS

3. The intersection at Bill Gray Road and SR 89A will be signalized as part of the Verde Santa Fe North development. An access management plan is recommended for this area to help guide related site planning for undeveloped private and state lands.	<i>See above</i>
B. Old Town and Parks.	
1. Support efforts to implement the vision of the Verde River Greenway State Natural Area.	
2. Preserve mature landscaping and trees in this area.	<i>Ongoing</i>
3. Support use of Del Monte Wash for a trail network for recreational purposes.	<i>Working to acquire trail easement along wash from Balboa Street to SR 89A</i>
4. Renovate the Cottonwood Civic Center [Community Club House] to ensure the long term stability of the historic structure, provide access for persons with disabilities and work to list the building on the National Register of Historic Places.	<i>2015 CDBG Grant & HVAC; Project completed 2020</i>
5. Continue support for civic events in the area, including the Farmers Market series, Christmas parade, Walkin' on Main, Chocolate Walk, and other annual civic events.	<i>Ongoing</i>
6. Support continued presence of City of Cottonwood governmental functions in the general area, including City Hall and other uses, as a valued component of an authentic town center.	<i>City evaluating retention or relocation of Old Town City offices</i>
7. Pedestrian-oriented retail character of the streetscape should be preserved.	<i>Adopted zoning ordinance amendment establishing standards for use of public sidewalks in 2020</i>
8. Any new development in the area should be in scale with existing uses and compatible in design.	<i>Ongoing through Design Review requirements and approval by the P&Z Commission</i>
9. Encourage compact, pedestrian-oriented development and enhanced treatment of streetscapes adjacent to Old Town.	<i>Master Plan for Old Town streetscapes included as an objective in draft General Plan Update</i>
10. Provide improved pathway connections for walking and bicycling from central Old Town area to surrounding neighborhoods, including On the	<i>Acquiring trail easement at Main and</i>

LAND USE PLAN – SUB-AREA RECOMMENDATIONS

Greens/Pine Shadows/Gray Fox Ridge, Verde Heights and Clemenceau area.	7th Streets as required with 2022 Design Review approval for multifamily development at 718 N. Main Street; seeking trail easement at Balboa Street (see above); Riverfront Park Trails completed with State Parks grant, connecting Old Town with park and Dead Horse Ranch SP
C. Main & Mingus.	
1. Support revitalization efforts in this area, including potential assembly and consolidation of vacant properties that would allow appropriate pedestrian-oriented residential density development.	<i>New convenience store with transit pull-out completed 2020, replaced vacant structures</i>
2. Support continued street improvement projects in the area where appropriate to include curb, gutter and sidewalk improvements to help control drainage, improve safety for pedestrians and provide a “finished edge” to the public right of way.	<i>Mingus Ave Improvements completed 2022</i>
3. Consolidate access points along the curve. Consider bicycle and pedestrian improvements that could help calm vehicular traffic along Main Street.	<i>Main Street ‘road diet’ completed between Mingus and Old Town 2020</i>
4. The City should continue to work with the Main and Mingus Block Watch group and any other neighborhood groups through support of clean-up efforts, code enforcement and housing rehabilitation in the neighborhood.	
5. Explore options for small park development in the neighborhood.	
6. Access easements should also be obtained where possible along the Silver Springs Wash and Railroad Wash to preserve an open natural corridor and enable access to the Verde River.	
D. Clemenceau.	
1. Encourage and support a mixed-use development northwest and southwest of the Willard Street and Mingus Avenue intersection.	<i>416-unit multifamily development proposed, received P&Z</i>

LAND USE PLAN – SUB-AREA RECOMMENDATIONS

	<i>Commission approval recommendation, withdrawn in 2022</i>
2. Ensure that new development in this area extends and enhances pedestrian connections to all surrounding areas. In particular, ensure that any future planned development along Mingus Avenue and Willard Street includes convenient, safe pedestrian connections to the central part of Old Town.	
3. Pursue opportunities to use Del Monte Wash for open space and passive recreational uses, including trails and walking paths, with access from adjacent developments and neighborhoods	<i>Negotiations for trail easement along wash from Balboa Street to SR 89A ongoing</i>
E. West 89A Gateway.	
1. Extend Alamos Drive north to provide access to parcels, restrict direct access to parcels from 89A and provide a connection to Black Hills Drive and Scenic Drive.	<i>Alamos Drive extension to be built as part of Columbia Storage project, 2023</i>
2. Coordinate trail development at Pine Shadows and with future development of the Groseta Ranch property to include connections to Old Town and the Verde River Greenway	<i>Planned with Vineyards at Cottonwood project</i>
F. Airport and West Side Planned Development.	
1. Support implementation of the Cottonwood Airport Master Plan. Ensure airport development and management proceeds in a manner that minimizes negative impacts on surrounding residential areas while still allowing improved use of this important facility.	<i>Ongoing</i>
2. Protect natural wash areas as open space networks and integrate trails adjacent to the wash corridors. Work with adjacent public land agencies to coordinate trail access from planned communities so as to allow carefully planned and located systems.	<i>Blowout Trail through Mesquite Hills with connection to PNF and Cottonwood Ranch completed; segment connecting to Airport Road and Mingus Avenue completed 2021; <i>Javelina Trail through Mesquite Hills completed</i></i>
3. Encourage property owners to provide trail easements along wash corridors, the power line corridor and appropriate areas in the vicinity.	<i>Trail easements dedicated with Mesquite Hills subdivision plats</i>

LAND USE PLAN – SUB-AREA RECOMMENDATIONS

G. Verde Village / Palisades.	
1. Maintain the large lot character of the Verde Palisades area.	
2. Ensure that roadway improvements in the area are compatible with the existing large lot, rural character of the area.	
3. Consider possible easements to establish a trail along Silver Springs Wash west of 6 th Street.	
H. Public Facility Center.	
1. Support sub-area planning or the development of a master plan for this general area so as to coordinate public facility development, provide an improved plan for pedestrian and bicycle routes, and to develop a coordinated system of signage to identify the various public facilities.	<i>Alignment being planned for trail east from Library/transit stop; trail easement required as part of Verde Plaza apartments Design Review</i>
2. Support efforts to process the historic slag pile material for commercial use. Once the slag pile is removed, work with the property owners, the Fairgrounds Association and others to consider long-term redevelopment of this central area of the city.	<i>In progress</i>
I. Central Commercial Core.	
1. Consider redevelopment opportunities for older commercial properties and shopping centers, including additional freestanding development, façade improvements, multi-story additions, mixed use and improved connections to surrounding development.	
2. Consider additional multi-unit residential opportunities in nearby areas set back from the highway frontage and provide improved pedestrian links between commercial and residential areas. As development occurs, plan for improvements to streets and intersections to serve the areas nearby the main commercial corridors.	<i>Cherry/12th St. multi-unit residential project CUP approved 2020 and 8 additional units approved 2023; Design Review for 40 unit project on Birch east of Main approved 2023; Zone Change for 152-unit multifamily development on Silverado Drive submitted 2022, denied</i>
3. Support land assembly process along with coordinated street and access improvements, and other infrastructure coordination, for groupings of	

LAND USE PLAN – SUB-AREA RECOMMENDATIONS

smaller vacant parcels located along State Route 260 and along Cove Parkway so as to facilitate more efficient development options.	
J. South 260 Gateway.	
1. Consider opportunities to encourage innovative sustainability principles for all new development in this area, including master planned residential, commercial and industrial uses. Energy efficient building design, native plants and low water landscaping, efficient site planning and efficient multi-modal transportation systems could link mixed use development throughout this area.	
2. New development along SR 260 should be coordinated to encourage shared points of access to the highway. Work with ADOT and the VVTPO to ensure SR 260 is maintained as a primary limited access connection from Cottonwood and surrounding communities to Interstate-17.	
3. Work closely with the State Land Department, developers, residents and the public at-large on any future master planning of the State Trust Land west of SR 260. Ensure any comprehensive master plan developed for the State Trust Lands meets the highest standards for innovation and sustainability, including neighborhood planning techniques, multi-modal transportation features, green building practices, open space preservation and water conservation values.	
4. Ensure the best possible practices for any future land development in this sub-area, including any future annexation of State Trust Lands or other lands in the vicinity, so as to include efficient land use layout, open space preservation, water conservation and efficient circulation connections that include pedestrian and bicycle routes.	
5. All agencies are encouraged to work together to identify undeveloped public lands in this area that should be permanently preserved as critical wildlife corridors and as visual and aesthetic open space that helps define the unique communities through attractive natural transition zones.	

COTTONWOOD GENERAL PLAN 2025

CIRCULATION PROJECT RECOMMENDATIONS

2023 ANNUAL REPORT

CHAPTER 4. CIRCULATION ELEMENT includes the following Proposed Circulation Projects:

PROPOSED STREET IMPROVEMENT PROJECTS:				
	STREET	SEGMENT	IMPROVEMENT	NOTES
1.	SR 89A E	260 Intersection	Add Second East Bound Right Turn Lane. Under Construction 2013 -2014	<i>Completed</i>
2.a.	6 th St S	Mingus To 89A	Rehab Pavement, Bike Lanes	<i>Design will start in FY 24</i>
2.b.	6 th St S	89A To Fir St	Rehab Pavement, Bike Lanes	<i>Bike lanes in place, pavement rehab - crack seal and fog coat completed in FY22</i>
3.	12 th St S	89A South To Fir.	Reconstruct 2-Ln Urban Section Bike Lanes	<i>Completed</i>
4.	16 th St S	Skyline To 89A	Connection To 89A	<i>Crosses private property and significant topography challenges; consider deleting</i>
5.	Alamos Dr	Black Hills To Scenic Dr	2-Ln Urban Section. Bike Route Signs From Black Hills Dr To Scenic Drive	<i>Will be partially constructed as part of the Columbia storage project.</i>
6.	Fir St W	West City Limits To West Loop	New Connection Subject To Future Development Of Westside Private Lands	<i>May not be desirable due to impacts to Fir St. driven by large development to west; consider deleting</i>
7.	Fir St W	Camino Real Intersection	Reconstruct Intersection. Left Turn Lanes And Possible Signalization	<i>May consider roundabout</i>
8.	Rodeo Dr	Commercial Loop	New Loop Road From Signalized Intersection Of Rodeo Dr To E Fir St	<i>MUHS property, and private property pose challenges; consider as bike / pedestrian facility instead</i>
9.	Groseta Ranch Rd	N. Main St To 89a	New 2-Ln Road With Bike Lanes With Planned Area Dev.	<i>Currently under construction</i>
10.	Mingus W	Willard To 10 th St	Reconstruction, Add Sidewalks, Bike Lanes	<i>Project completed</i>
11.	Mingus W	10 th St To Main St	Reconstruction, Add Sidewalks, Bike Lanes	<i>Project completed</i>

12.	West Loop -1	Black Hills Dr To West Mingus Ave	Complete 2-Ln Rd With Bike Lanes Yavapai College Through Mesquite Hills	<i>Completed with Mesquite Hills Phase 1.</i>
13.	West Loop - 2	W Mingus Ave To Fir St	Complete 2-Ln Rd With Bike Lanes With Planned Development.	<i>May not be desirable due to impacts to Fir St. driven by large development to west.</i>
15	Godard Rd	Old 279 To SR 260	New 2-Ln Road With Bike Lns With Planned Area Development	<i>PAD on State Trust land has not been developed</i>
<i>Additional Segments to be Considered:</i>				
16	Happy Jack Rd	Mingus Ave to West Loop – 2	New 2-Ln Road With Bike Lns With Planned Area Development	<i>PAD has not been developed</i>
17	Camino Real	Arrowhead to Ogden Ranch Rd	Reconstruct 2-Ln Road with shoulders	<i>Work with Yavapai County, ASLD and ADOT to improve roadway and then City take over ownership</i>
18	Main St	Grey Fox Ridge to 89A	Pavement rehab and ADA improvements	<i>Project is currently at 90% design.</i>

The General Plan 2025 recommends establishment of several Transportation Improvement Programs that could be applied on a city-wide basis or on focused sub-areas:

PROPOSED CITY-WIDE CIRCULATION IMPROVEMENT PROGRAMS:		
PROGRAMS		NOTES
1.	Bicycle and Pedestrian Facility Improvements.	<i>Installation of bike rack in Old Town</i>
2.	Neighborhood Traffic Calming Program.	<i>Case by case basis according to City standards</i>
3.	Street Medians and Access Management.	
4.	Neighborhood Street Improvement Program.	<i>Part of Pavement Preservation and Sidewalk Infill programs, ongoing</i>